

FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

# ENRICHING LIVES

### **WEST SUBURBAN YMCA**

Strategic Plan 2018-2021



#### **WEST SUBURBAN YMCA**

276 Church Street | Newton, MA 02458 wsymca.org | 617-244-6050

## **STRATEGIC PROCESS & PLANNING TIMELINE**

## NOVEMBER 2015 REVIEW

Review current state of our Y along with national initiative Y-USA Resource Director Strategic Planning Team

#### FEBRUARY 2016 INPUT

External Community Needs
Survey in service area
Local residents, community
leaders, agencies, supporters
Board of Directors

#### JUNE – NOVEMBER 2016 MEET

Committees meet to begin work

Committee Chairs

Board and YMCA Staff

#### MARCH 2017 CAMP

Camp Committee presents their work to the Board YMCA Staff Board of Directors

#### JUNE 2017 PROGRAMS

Program Committee presents their work to the Board YMCA Staff Board of Directors

# NOVEMBER 2017 REFINE

Consolidated plan presented to Board

Strategic Planning Team

Committees

#### JANUARY 2016 GATHER

Internal data gathering Strategic Planning Team Bain Analysis YMCA Staff

#### MARCH 2016 ANALYZE

Analyze stakeholder input Strategic Planning Team

#### JUNE 2016 SELECT

Development of the strategic priorities pillars: Governance, Membership, Programs, Camps Strategic Planning Team YMCA Staff

# DECEMBER 2016 GOVERNANCE

Governance Committee presents their work to the Board YMCA Staff Board of Directors

# SEPTEMBER 2017 MEMBERSHIP

Membership Committee presents their work to the Board YMCA Staff Board of Directors

#### JANUARY 2018 APPROVE

Formal approval of the strategic priorities

Board of Directors

# MISSION | VISION WEST SUBURBAN YMCA

#### THE Y'S MISSION

The West Suburban YMCA, a charitable non-profit organization, strengthens the foundations of our community by supporting youth development, healthy living and social responsibility for all.

#### THE Y'S CAUSE

At the Y, strengthening community is our cause. We believe that positive, lasting personal and social change can only come about when we all work together to invest in our kids, our health, and our neighbors. That's why we focus our work in three areas:

- YOUTH DEVELOPMENT—nurturing the potential of every child and teen
- » HEALTHY LIVING—improving the nation's health and well-being
- SOCIAL RESPONSIBILITY—giving back and providing support to our neighbors



#### THE Y'S BELIEFS

YMCAs across the country believe that when we devote our full strength to the Y's mission and cause, work in partnership with others, and build on our history of innovation, we can address the most pressing issues of our time unlike any other organization.

- » We believe all people have potential.
- » We believe active and connected families make for active and connected communities.
- **»** We believe in a holistic approach to development, promoting healthy spirit, mind, and body.
- » We believe that in a diverse world, we are stronger when we are inclusive and our doors are open to all.
- We believe in honoring our mission, living our cause, acting in accordance with our values, and placing the greater good above self.





Summer Day Camp for Boys & Girls Ages 6-15

Lakefront Overnight Camp for Boys & Girls Ages 7-15



## FRAMES FOR ACTION

Delivering on our cause to strengthen community is more than a strategic plan for the Y. It defines what we want to achieve across the country in each of our three areas of focus—youth development, healthy living and social responsibility.

The West Suburban YMCA's Strategic Plan is rooted in these Y-USA **Frames for Action,** which articulate our collective goals as a movement. Each frame defines:

- 1. The critical social issues we believe the Y can and should address. These are issues that affect all or most of the communities we serve.
- Our shared intent: a vision of what we seek to achieve.
- 3. Key desired outcomes.



### YOUTH DEVELOPMENT

Nurturing the potential of every child and teen

# CRITICAL SOCIAL ISSUES AFFECTING OUR COMMUNITIES:

- » Erosion in social-emotional development leading to negative youth behaviors
- » Increase in academic disparity among children and teens of different backgrounds
- » Inadequate adult and community supports

#### **OUR SHARED INTENT:**

To ensure youth realize their potential to become active, engaged, and thriving members of the community, the Y will nurture their social-emotional, cognitive and physical development through holistic youth programming, experiences and supports.

#### **OUR DESIRED OUTCOMES:**

Youth in Y programs demonstrate improvement in the skills needed for successful living. Youth in Y programs demonstrate improvement in academic proficiency – from birth to career. Y's incorporate a holistic approach to developmnet in their youth-serving programs.

Y's advocate to make youth development a priority at the local, state and national levels.

### **HEALTHY LIVING**

Improving the Nation's Health and Well-Being

# CRITICAL SOCIAL ISSUES AFFECTING OUR COMMUNITIES:

- » High rates of chronic disease and obesity (child and adult)
- » Needs associated with an aging population
- » Health inequities among people of different backgrounds

#### **OUR DESIRED OUTCOMES:**

People achieve their personal health and well-being goals.

People reduce the common risk factors associated with chronic disease.

The healthy choice is the easy, accessible and affordable choice, especially in comunities with the greatest health disparities.

Y's emphasize prevention for all people, whether they are healthy, at risk or reclaiming their health.

To improve lifestyle health and health outcomes in

the U.S., the Y will help lead the transformation of

on treatment of illnesses to a collaborative

prevention and health maintenance.

community approach that elevates well-being,

health and health care from a system largely focused

**OUR SHARED INTENT:** 

Y's partner with the key stakeholders who influence health and well-being.

## **SOCIAL RESPONSIBILITY**

**Giving Back and Providing Support to our Neighbors** 

# CRITICAL SOCIAL ISSUES AFFECTING OUR COMMUNITIES:

- » Increasing social isolation and disconnection from communities
- » Lack of community involvement and civic engagement (give, volunteer and advocate)
- » Community support systems not keeping pace with changing demographics and family structures

#### **OUR SHARED INTENT:**

To foster social connectedness, strengthen support networks and encourage investment in our communities, the Y will activate resources and engage people from diverse populations for individual and collective action.

#### **OUR DESIRED OUTCOMES:**

People give their time, talent and treasure in support of community needs. Diverse, underserved and isolated communities feel supported by Y's. Y's support policies, laws and regulations that strengthen the well-being of communities. Y's convene and collaborate to develop local, state, national and global solutions that address key issues facing communities.

Y's model the principles of diversity and inclusion in their leadership, staff, programs and strategies.

Driven by common vision and desired outcomes within each area of focus.

#### **MEMBERSHIP**

#### Welcome ALL reducing barriers to member onboarding and program delivery by leveraging technology.

## **PROGRAMMING**

Enhance approach

and reach to deliver

programs that nurture

youth - preparing them

for success in school,

career and life.

#### Embrace the global Y movement, quided by association mission and driven to fulfill the vision of each camp

**CAMPS** 

#### Create an engaging and meaningful mission statement to inspire and quide the organization.

Enhance access by addressing parking and transportation options, improving the visitor experience.

Help community members of all ages lead healthy lifestyles with focus on disease prevention and recovery initiatives.

Ensure each camp creates and delivers on its unique programmatic and historic identity to support constituents.

and culture.

Build a supportive environment for Board member engagement.

#### to enhance member experience and relationship building between staff, individuals and affinity groups.

in community with initiatives to build relationships and sense of belonging while reducing barriers.

Provide the best facilities to deliver our programs and proactively manage the changing and growing needs of camps.

principles and practices of non-profit governance are implemented.

plan to address societal needs to expand impact and relevancy in our service areas.

Renew committment to our subsidized housing program to support current community needs.

families engagement.

principles of diversity and inclusion in leadership, staff, programs and strategies

#### The West Suburban YMCA Strategic Plan is built around four strategic pillars that we believe must guide our efforts during this time in order for our Y to deliver on our promise to help strengthen the foundations of the communities we serve. Our strategic pillars center around:

**WEST SUBURBAN YMCA** 

2018-2021 STRATEGIC PLAN

#### **MEMBERSHIP**

Enable membership growth and service to our existing members of the Y by leveraging technology.

#### **PROGRAMMING**

Identify programming that will resonate and serve our community and our members, around youth development, healthy living and social responsibility for all.

#### **CAMPS**

Provide a thriving camps program that is sustainable for future generations.

#### **BOARD GOVERNANCE**

Provide systematic review of governance documents & procedures to ensure that the Board of Directors continues their fiduciary responsibilities and accountability to our mission.

## **INITIATIVES**

#### **YEAR ONE - 2018**

#### **MEMBERSHIP**

Improve Y's website/program registration/app development

#### **PROGRAMS**

Explore and develop model for free swim initiative

#### **CAMPS**

RFP for facility master plan for Camp Chickami & Camp Frank A. Day

Begin semi-annual alumni engagement activities for both Camp Chickami & Camp Frank A. Day

#### **GOVERNANCE**

**Board education opportunities** 

#### **YEAR TWO - 2019**

### **MEMBERSHIP**

Continued awareness of offsite opportunities in service area

Revisit parking options

#### **PROGRAMS**

**Newton Corner Place review** 

Senior speaker series expansion

Pilot family event series

#### CAMPS

Fundraising consultant for capital campaign capacity

Roll out capital campaign quiet phase

#### **YEAR THREE - 2020**

#### **MEMBERSHIP**

Explore additional off site locations in service area

Expand fitness equipment offerings

#### **PROGRAMS**

**Newton Corner Place** 

Expand LIVE**STRONG** at the YMCA

Roll out new disease recovery and prevention initiatives

Expand preschool and afterschool in response to community needs

**GOVERNANCE** 

# Leverage technology

Reduce social isolation

Ensure the strongest

Guide our strategic

**Build philanthropic** culture to support continued investments and create systems to encourage campers and Incorporate the



# STRATEGIC PLANNING COMMITTEES

Tricia Patrick, Strategic Planning Chair Gloria Gavris, Board of Directors Chair Jack Fucci, President & CEO

#### **GOVERNANCE**

Janice Rogers, Chair Gloria Gavris Jeff Tucker Peter Nurcyznski Sandy Butzel Jack Fucci, Staff liaison Laura Snow, Staff liaison

#### **CAMPS**

Ned Morse, Chair Amy McKnight Fazen Ed Fraktman Rhanna Kidwell Fred Greene Max de Groen Marie Minardi, Staff liaison Edward Szeman, Staff liaison

#### **MEMBERSHIP**

Andy Gluck, Chair Tony Rufo Adam Rodriguez, Staff liaison Lisa LaVallee, Staff liaison Jane Carroll, Staff liaison Trevor Williams, Staff liaison

#### **PROGRAMMING**

Susan Stern, Chair Gretchen Friend Shana Maldonado Duncan McEachern Kim Benzan, Staff liaison Amanda Pierce, Staff liaison Trevor Williams, Staff liaison

## **BOARD OF DIRECTORS**

Gloria Gavris, Chair
Jeff Tucker, Vice Chair
Rob Arrieta, Treasurer
Bob Bachman, Asst. Treasurer
Janice Rogers, Secretary
Sandy Butzel, Ex-Officio
Max de Groen
Fred Greene
Ellen Grody

Amy McKnight Fazen

David Humphrey
Andrew Gluck
Rhanna Kidwell
Shana Maldonado
Duncan McEachern
Ned Morse
Peter Nurczynski
Joe Onstott
Susan Stern, M.D.

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The Y. For a better us.