



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

2025 STRATEGIC PLAN

YMCA OF GREATER RICHMOND

FULLY ENGAGED

At the YMCA OF GREATER RICHMOND, we believe in community.

We believe in accessibility, opportunity, equity and inclusion for all residents of our region. The Y's reach is broad; everyone has the opportunity to belong—young or old, man or woman, people of all faiths. We are committed to strengthening the foundations of the community every day—it is our cause. We strengthen human capacity by working with our neighbors to bring about

transformational change together—and we call that **community engagement**.

At the YMCA, we lead with heart. We hold dear, and strive to utilize, the principles of asset-based community engagement. We empower and support, encourage and enhance. We're about equity—**health equity** ensures that a family's health is not dictated by the zip code where they reside; **learning equity** offers children the experiences and academic support needed to succeed in and out of the

YMCA MEMBERSHIP IS A PATH toward transformation in spirit, mind and body and is a critical component of strong YMCA operations. Quality facilities will support members' journeys and provide innovative spaces to address community needs.

classroom; and **leadership equity** offers youth and teens the chance for hands-on, experiential learning and to give back and be of service in their own communities.

For more than 160 years, we have been committed to serving the needs of our communities. We live out principles and practices that reflect good stewardship, integrity in quality programming, inclusion, values-based leadership and the belief that all people are due dignity because they are created in the image of God. The Y is a place where all people are welcome. It is a **community asset** to be utilized by the community for the greater good of all.

Our desire is that everyone who participates in Y programs or services will grow in spirit, mind and body. We provide opportunities for personal transformation and enable people to overcome, adapt and thrive. This strategic plan will maintain and sustain many existing programs and drive areas of improvement while allowing for innovation to reach new constituents.

The strategic goals and objectives featured here will be the YMCA OF GREATER RICHMOND's road map for the future. We believe they are compelling, courageous and stretch us, as well as those who join us, in our journey to help all people reach their full potential.

YMCA Mission

To put Christian principles into practice through programs that build healthy spirit, mind and body for all.

YMCA Core Values

- Caring
- Honesty
- Respect
- Responsibility

YMCA Cause

To strengthen the foundations of our community.

VOLUNTEERS ARE AT THE CENTER of who we are and how we engage people of all ages to give back and provide community support. Volunteer experiences will be strengthened through meaningful engagement, generating transformational change in the Greater Richmond region.

FOR YOUTH DEVELOPMENT

The Y will strengthen personal capacity in youth and teens.

Youth in YMCA OF GREATER RICHMOND programs will experience personal growth that better prepares them to thrive in life by providing education, support, physical and emotional guidance and enrichment that can help them learn, grow and achieve.

KEY OBJECTIVE: Increase the learning opportunities and capacity for academic excellence for students enrolled in YMCA out-of-school time programs.

COMMUNITY SUCCESS MEASURE BY 2025

Support and advance regional goals for third and fifth grade proficiency as part of a broader community strategy post educating, training and career readiness.

YMCA SUCCESS MEASURE BY 2020

- Increase participation in expanded learning and achievement gap programs by 25 percent.
- Demonstrate that social-emotional capacities are strengthened in 70 percent of YMCA participants.

KEY OBJECTIVE: To equip teens with the skills to be leaders of tomorrow.

COMMUNITY SUCCESS MEASURE BY 2025

Support and advance regional goals to increase resiliency and social-emotional capacities of students—as a foundation to personal growth.

YMCA SUCCESS MEASURE BY 2020

Youth in YMCA programs will build life and leadership skills, strengthen capacities and engage in workforce development activities and trainings that enhance opportunities for post-secondary education and employment attainment, and grow enrollment by 50 percent.



FOR SOCIAL RESPONSIBILITY

The Y will be accessible to everyone by identifying, addressing and reducing economic, geographic and cultural barriers.

Since the Y's inception more than 160 years ago, the composition and demographics of our region have grown and changed. That change continues today, as Richmond becomes a minority-majority community by the year 2040. With a broad geographic reach and diverse array of programs and services, the Y is uniquely positioned to support, connect and empower people, reaching across boundaries to live as a more unified, equitable community.

KEY OBJECTIVE: The Y will engage and convene people who make up the varying demographics in our community to live, work and play through programs and services, with a focus on access and opportunity for all.

YMCA SUCCESS MEASURE BY 2020

YMCAs will be reflective of their communities. Primary market area (PMA) data will show that YMCA members, boards, staff and volunteers mirror at least 70 percent of the demographic makeup of surrounding communities.

KEY OBJECTIVE: Through partnerships and a deep commitment to inclusive practices, the YMCA will provide greater access, opportunities, engagement and connectedness among residents. We will focus on senior citizens, persons with diverse abilities and historically marginalized youth.

YMCA SUCCESS MEASURE BY 2020

- The number of senior adults who participate in YMCA programs and services annually that promote social cohesion, healthy lifestyles and decreased social isolation will increase by 30 percent by 2020.
- The number of people with diverse abilities participating in YMCA programs and services that promote greater access, opportunities, engagement and connectedness will increase by 50 percent by 2020.
- The number of historically marginalized youth in the metro Richmond region who are engaged in YMCA programs will increase by 20 percent and, of those, 70 percent will report an increased sense of hope, engagement and belonging.

GROWTH IN THE YEARS AHEAD will result from clear communication of the Y's cause, focus on youth development, healthy living and social responsibility, and commitment to inclusion and accessibility. We will be a charity of choice and pursue the philanthropic resources needed to create and sustain excellence with equitable buildings, infrastructure and programs across our service region.

THROUGH COLLABORATIONS AND PARTNERSHIPS, the YMCA OF GREATER RICHMOND will demonstrate our shared commitment to provide equitable opportunities for all.

FOR HEALTHY LIVING

The YMCA will stem the tide of the obesity and diabetes crisis that threatens the Richmond community.

Chronic disease threatens the future well-being of children, adults, and families in our community. The YMCA OF GREATER RICHMOND will be a leader in our community by decreasing the risk for lifestyle-related diseases and catalyzing change in attitudes toward healthy living, thus empowering the community to overcome this crisis.

KEY OBJECTIVE: To reduce obesity among youth and adults in the YMCA OF GREATER RICHMOND service area.

COMMUNITY SUCCESS MEASURE BY 2025

The rate of obesity among all populations in our Y's service area will drop to a target goal from 30.8 to 21.3 as measured by American College of Sports Medicine Fitness Index.

YMCA SUCCESS MEASURE BY 2020

- Increase annual participation in Y Fit appointments by 15 percent and group exercise class participation by 10 percent for youth and adults.

KEY OBJECTIVE: To reduce the occurrence of diabetes among adults in the YMCA OF GREATER RICHMOND service area.

COMMUNITY SUCCESS MEASURE BY 2025

Occurrences of diabetes among adults in the YMCA OF GREATER RICHMOND service area will fall below Virginia and national averages as measured by the CDC.

YMCA SUCCESS MEASURE BY 2020

- Increase the number of participants served as of 2017 in our diabetes and pre-diabetes programs by 25 percent.
- Establish a partnership with at least one health system to be the provider of choice for diabetes prevention and management support programming.