



FOR YOUTH DEVELOPMENT®  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY

# STRENGTHENING THE COMMUNITY

## BOOTHBAY REGION YMCA STRATEGY ROAD MAP 2018 and Beyond

In 2017, the Board of Directors of the Boothbay Region YMCA commissioned a Strategic Planning Committee to refresh its strategic plan. The Committee met for a series of planning sessions prior to a January 2018 Board/Staff Planning Retreat. This strategy road map is designed to be an internal, “living” document; the Y is committed to long-term impact, and recognizes the need to continuously review this plan and adapt its strategies as the environment in the greater Boothbay region changes.

**Approved - February 28, 2018**

### ► OUR MISSION

To strengthen individuals, families, and the community, guided by Christian principles including the universal values of caring, honesty, respect, and responsibility through programs that build a healthy spirit, mind, and body for all.

### ► OUR DESIRED COMMUNITY IMPACT

The Boothbay Region YMCA serves as a collaborative leader supporting people of all ages to learn, thrive, and strengthen our community.



## ► OUR IDENTITY PROFILE

At the heart of our **Identity Profile** are three essentials necessary to develop and implement successful organizational strategies: a sound operating model, keen market awareness, and an understanding of our unique strategic advantages. These give us a deep understanding of our Y and strengthen our current and future strategy work.

<p><b>As a charitable organization, our mission is...</b></p>	<p>To strengthen individuals, families, and the community, guided by Christian principles including the universal values of caring, honesty, respect, and responsibility through programs that build a healthy spirit, mind, and body for all.</p>
<p><b>Because our desired impact is...</b></p>	<p>To serve as a collaborative leader supporting people of all ages to learn, thrive, and strengthen our community.</p>
<p><b>Serving...</b></p>	<p>Everyone in our community, regardless of age, gender, religion, ethnicity, or income level</p>
<p><b>In the geographic area of...</b></p>	<p>Boothbay, Boothbay Harbor, Edgecomb, and Southport</p>
<p><b>Through...</b></p>	<p>Youth Development - <i>Nurture the potential of every child and teen</i>          Healthy Living - <i>Improving our communities' well-being</i>          Social Responsibility - <i>Giving back and providing support to our neighbors</i></p>
<p><b>And maximize our unique strategic advantages...</b></p>	<ul style="list-style-type: none"> <li>• Opportunities for all ages to interact and learn together in a variety of high-quality, mission-driven programs that are affordable, accessible, fun, and safe</li> <li>• Part of a powerful and long-standing movement offering access to 2,600 YMCAs nationwide and a rich local history since 1955</li> <li>• We provide people access to the Y no matter where they are financially through Membership for All, financial assistance, and scholarships for individuals for Y membership, programs, and camp</li> <li>• The Y is welcoming to everyone, all inclusive, and representative of our community, regardless of gender, age, identity, or socioeconomic status</li> <li>• Our centrally located facility offers many programmatic opportunities to our community—a wellness center; child enrichment center; banked indoor track; multiuse spaces; aquatics center; family locker rooms; a field house - the largest indoor space for events; plus provides job opportunities for people of all ages</li> <li>• The Y's Camp Knickerbocker—65 acres of land on one of the undeveloped fresh waterfronts in our region, offering numerous activities, outdoor recreation, and fun</li> <li>• Offers experience, breadth of services, a culture of collaboration, and shared services with the CLC YMCA that position us as a strong partner with other organizations to strengthen our community</li> </ul>
<p><b>We sustain our work through a funding mix of...</b></p>	<p>Membership, Program Fees, Contributions, Grants and Foundation Support, Endowment Income, Special Events, and Shared Services</p>

## ► CRITICAL SOCIAL ISSUES IN OUR COMMUNITIES

There are many critical social issues and challenges in our community. This plan is designed to maximize the Y's impact in addressing the following specific issues in order to strengthen our communities:

### YOUTH DEVELOPMENT –

- Youth needing high-quality care, educational opportunities, and healthy nutrition to improve their school achievement
- Youth and teens of all socioeconomic backgrounds needing to lead healthy lifestyles and to enjoy healthy activities outside of school

### HEALTHY LIVING

- Prevention and combatting of chronic diseases such as obesity and diabetes
- Support substance abuse prevention and mental health initiatives through community collaborations

### SOCIAL RESPONSIBILITY

- Opportunity to make the Y accessible to low-income populations through financial support
- Community and support needed by seniors, low-income children, and other at-risk groups



## ► OUR STRATEGY SCREEN

Our **Strategy Screen** is the set of criteria we will use to discern whether a particular strategy is in alignment with who we are as an organization and with our desired impact. Does the new strategy or initiative:

- Support our mission, values, and desired community impact?
- Assure financial viability and long-term sustainability?
- Promote the Y as a charitable organization?
- Meet a critical need without duplicating limited community resources?
- Assure it is inclusive and accessible?
- Promote partnerships and collaborations that are mutually beneficial?
- Strengthen relationships with key community stakeholders (i.e. staff, members, donors)?
- Meet or exceed Y best practices and/or other recognized standards of performance?



## ► OUR BIG QUESTIONS

The Real-Time Strategic Planning process includes identifying our Big Questions, the most pressing threats or opportunities facing the Y that we do not currently have a strategy to address. Our Big Questions:

- How do we position ourselves to be a healthy and vital organization in every way, retaining highly qualified staff, ensuring the long-term viability of the Y's programs and facilities, meeting operational needs, building our endowment, and funding capital projects?
- How do we strengthen our community through programs and services to promote Youth Development, Healthy Living, and Social Responsibility?



## ► OUR ORGANIZATIONAL IMPACT STATEMENTS & STRATEGIES

The pressing Big Questions for the organization then become an Organizational Impact Statement, as outlined below, and the Y develops strategies to address that impact statement in service of our community.

ORGANIZATIONAL IMPACT STATEMENTS	ORGANIZATIONAL STRATEGIES
<p><b>The Y is a healthy, caring, thriving, and sustainable organization with the programs and facilities to enhance quality of life in our community.</b></p>	<p><b>Strategy 1:</b> We will develop, support, and retain cause-driven staff and volunteers to provide enduring leadership for all programs.</p>
	<p><b>Strategy 2:</b> We will ensure access, inclusion, engagement, and collaboration to promote our mission.</p>
	<p><b>Strategy 3:</b> We will strive to engage youth and seniors in our community to nurture their potential, promote healthy living and foster a sense of social responsibility.</p>
	<p><b>Strategy 4:</b> We will maintain a healthy revenue mix to assure sustainability and ensure that the Y is accessible to all.</p>
	<p><b>Strategy 5:</b> We will invest in our facilities to best maintain the Y's physical assets.</p>