



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

ENVISIONING OUR FUTURE **IMPACT**

STRATEGY ROAD MAP
YMCA OF GREATER SYRACUSE
2019-2021



For over 160 years, the YMCA of Greater Syracuse has worked to strengthen the Central New York community by addressing social needs and changing lives for the better.

AND OUR WORK CONTINUES...

The Y is continuously evolving, with momentum toward the future, as we face new challenges and changes in our communities. In creating our Strategic Road Map, we took the time to look at our strengths as an organization and the needs of our communities, through a series of input sessions from community leaders, our volunteers and our staff.

Our plan will guide us on our never-ending journey of addressing the needs of our young people, families and all our stakeholders, with greater focus on serving ALL, advancing inclusion and equity, and ensuring our foundation as an organization remains strong.

We're excited about the opportunities we have to serve our region and ensure that all members of the Central New York community thrive and reach their full potential, and we're looking forward to capitalizing on our momentum, creating even greater impact for the future.

MIKE E. BROWN, JR.
President & CEO

BILL BRADT
Chief Volunteer Officer

PRINCIPLES THAT SUPPORT OUR PURPOSE

YOUTH DEVELOPMENT

We will be steadfast in **nuturing the potential** of every child and teen in our community.

HEALTHY LIVING

We will lead in satisfying the community demand for **innovative preventive health support**.

SOCIAL RESPONSIBILITY

We will fuel a **culture of service and philanthropy** within our community.

BE MISSION-FOCUSED

Stay true to our purpose through programs that **build healthy spirit, mind, and body for all**.

BE ACCESSIBLE

Advance ALL people, making the Y accessible and inclusive of ALL people in ALL communities.

BE FAMILY-FOCUSED

Focus on the whole family, recognizing that families come in many shapes and sizes.

BE ONE TEAM

Develop staff and volunteer leaders who **work together** to achieve big goals by focusing on each other's strengths.

BE STRATEGIC

Ensure the Y remains sustainable through a **responsible business plan** that can evolve to meet community needs for generations.

BE COLLABORATIVE

Join forces with our members, communities, volunteers, partners and staff to achieve our goals.

BE LEADERS

Grow staff and volunteer leaders who will be **passionate stewards** of the Y mission, resources and opportunities.

BE GLOBAL

Engage and connect with Ys across the country and world to learn and inspire.

BE ENDURING

Provide a pathway for a **lifetime of engagement and learning** for staff, volunteers, members and neighbors.

BE AN ADVOCATE

Facilitate for systematic change in the community as **a force for prevention-based services** inside and outside our walls.



WHAT SETS US APART?

These are the organizational traits that provide us with purpose – the principals that make us unique and valuable.

We provide a **sense of community** for people with a wide range of interests and needs.

We provide **comprehensive program offerings**, including unique options such as the Arts Branch, educational programming and chronic disease prevention.

We're a **respected and trusted** worldwide brand that provides national resources.

Our **inclusive policies and financial assistance** ensure that everyone can belong at the Y.

We have the **willingness and capacity to respond to community needs**, based on strong staff and volunteer leadership, stable financial position, and prudent stewardship.

Our **membership has strong value** due to national membership reciprocity, as well as multiple facilities and off-site locations.

OUR BIG QUESTIONS

How can the Y **engage more youth**?

How can the Y **address chronic disease** in our community?

How can the Y **serve others** in need?

How can the Y **sustain itself** in the short- and long-term?

How can the Y **tell its story**?

How can the Y **attract and retain** the best volunteers and staff?



OUR PRIORITIES & STRATEGIES

STRATEGIC PRIORITY 1: YOUTH DEVELOPMENT

- Provide innovative programs and services that **strengthen youth and families.**
- Be a community leader for **leadership and skill development for teens.**
- Extend our offerings of high quality programs and practices that **nurture cognitive, social-emotional and physical development of all young people** from birth to career.

STRATEGIC PRIORITY 2: HEALTHY LIVING

- Expand the Y's spirit, mind, and body framework in both existing and new communities to **reduce the health & well-being gap in under-served and under-resourced communities.**
- **Strengthen current and establish new relationships with other entities** to further a true community integrated health model.
- Ensure the Y's healthy living framework provides **equitable access** to assist individuals and families in achieving their full health potential.



STRATEGIC PRIORITY 3: SOCIAL RESPONSIBILITY

- Build intentional and collaborative **partnerships with community-based organizations** to address critical community issues.
- Provide **supportive services to the most vulnerable** in our community to improve the quality of life.

STRATEGIC PRIORITY 4: SUSTAINABILITY

- Expand the Y's **philanthropic support** through volunteer and community engagement.
- **Strengthen** the Y's financial position.



STRATEGIC PRIORITY 5: BRAND AND POSITION

- Implement a **“One Y, One Vision”** model that strengthens the brand and positions the Y as a cause-driven, charitable organization.
- Increase staff, member and volunteer **awareness to the Y’s charitable cause** & impact.
- **Increase brand presence** across all communication platforms.

STRATEGIC PRIORITY 6: PEOPLE: STAFF & VOLUNTEERS

- Staff, program, and policy volunteers are **reflective of the communities we serve.**
- Attract and retain **cause-driven** program and policy volunteers and staff.



STRATEGIC PRIORITY 7: MEMBERSHIP

- Create a membership model that is **inclusive and accessible**.
- **Increase the engagement** of members and program participants to become volunteers and donors.

STRATEGIC PRIORITY 8: ASSET OPTIMIZATION

- Devise a most effective strategy for facility development and asset optimization for the **Downtown YMCA**.
- Build a **5-year capital plan** for all the YMCA's assets.
- Create a **technology model that optimizes efficiencies** and strengthens our ability to properly serve our members, donors and staff.



OUR MISSION

The mission of the YMCA of Greater Syracuse is to put Christian principles into practice through programs that build healthy spirit, mind, and body for all.

OUR CAUSE

At the Y, strengthening community is our cause. Every day, we work side-by-side with our neighbors to make sure that everyone, regardless of age, income or background, has the opportunity to learn, grow and thrive.

STRATEGY ROAD MAP 2019-2021

YMCA OF GREATER SYRACUSE

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