



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 and color. We are committed to strengthening the foundations of community every day because this is our cause. We strengthen human capacity by working with our neighbors to bring about transformational change together—and we call that **community engagement**.

**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.**

At the YMCA, we lead with heart. We hold dear and strive to carry out 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 classroom; and, **equity** offers youth

chance for hands-on, experiential learning and opportunities to 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 guide the YMCA OF GREATER RICHMOND as we continue to navigate the global pandemic and serve as our road map for the future. We believe they are compelling and courageous, and they 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.



**GROWTH IN THE YEARS AHEAD** will result from clear communication of the Y's cause, focusing 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.

## 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 efforts around grade level proficiency as part of a broader community strategy for post-secondary education, training and career readiness.

- Increase participation in out-of-school time programs by 20 percent.
- Ensure 75 percent of youth in after-school programs will participate in the BellXcel curriculum a minimum of two times per week.

#### YMCA SUCCESS MEASURE BY 2022

- Serve 2,400 youth through out-of-school time program.
- All Youth Development site directors will participate in monthly training centered around BellXcel curriculum.
- 1,800 youth will participate in the BellXcel curriculum two times per week during out-of-school time.

**KEY OBJECTIVE:** Equip teens with 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.

- Increase enrollment in all teen programming by 15 percent.
- Ensure 80 percent of teens surveyed will respond that involvement in YMCA teen programs has had a positive impact on their character and leadership development.

#### YMCA SUCCESS MEASURE BY 2022

- Expand Teen Leaders to the Atlee Station branch and Teen Leaders and Y Achievers to the Powhatan branch.
- Serve 800 teens annually
- Increase partnerships with organizations that focus on career and college prep to develop enriching Y Achievers Meet-Ups.

# 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.

### COMMUNITY SUCCESS MEASURES BY 2025

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.

### YMCA SUCCESS MEASURES BY 2022

- Branch boards of managers will be 40 percent reflective of communities served through recruitment of diverse, multicultural leaders with a focus on BIPOC, underrepresented and historically marginalized.
- Through enhanced internal and external communication and learning experiences, Y employees' understanding of our diversity and equity work will increase, and our employee engagement Gallup score will increase to 3.8.

**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.

### COMMUNITY SUCCESS MEASURES BY 2025

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

### YMCA SUCCESS MEASURES BY 2022

- Serve 300 seniors through Aging Strong.
- Serve 150 children and adults with diverse abilities.
- Establish intentional partnerships with organizations that support diverse abilities and offer new programs.

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 strive to address and mitigate health inequities by focusing on Social Determinants of Health (SDoH) that threaten the greater Richmond community.

Social determinants of health and chronic disease threaten 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, catalyzing change in attitudes toward healthy living, and working with partners to create and expand access and the continuum of care, 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

- Provide the greater Richmond community, minimum of 500 people annually, access to lifestyle change programs that impact obesity and chronic disease.

### YMCA SUCCESS MEASURE BY 2022

- Increase annual participation in YFit appointments by 15 percent and group exercise class participation by 10 percent for youth and adults.
- Serve 300 participants in health education/activity classes.

**KEY OBJECTIVE:** To address the SDoH and provide Social Needs Navigation services to address health inequities among adults in the YMCA OF GREATER RICHMOND service area and provide access to needed services.

### COMMUNITY SUCCESS MEASURE BY 2025

- Increase by 25 percent the number of participants served through Social Needs Navigation.
- Establish a partnership with at least one health system to be the provider of choice to advance health equity.

### YMCA SUCCESS MEASURE BY 2022

- Serve 1,000 individual clients through social needs navigation.
- Serve 9,000 individual clients through self-navigation using Help 1RVA.