



Y-2025 STRATEGIC PLAN

Updated 1-1-2023

The Y's Mission, Vision, and Values are at the core of this strategic plan. They are the foundation upon which it is built and have provided touchstones for all decisions throughout the planning process.





OUR AUDACIOUS GOAL

At the Y, we have an audacious goal **to be *the* most relevant community impact organization** in Metro Atlanta.

- We will address critical needs that empower individuals to reach their full potential.
- We will help individuals achieve their goals and build authentic relationships.
- We will design experiences where everyone belongs.
- We will create lasting positive change.

We invite you to join us on this transformational journey.



OUR GUIDING QUESTION

What does building healthy mind, body and spirit — with equity at the heart of our work — mean for the Y in 2021 and beyond?

EMBEDDED THEMES

Threaded throughout the Pillars and Priorities is a commitment to four key areas of intentional focus:

Foster Belonging

Create safe spaces and intentional experiences where all individuals are valued and can authentically engage and connect.

Facilitate Achievement

Work with individuals to understand their unique needs and connect them to resources to help them achieve their goals and meet their potential.

Build Resilience

Embed learning opportunities to build self-awareness, confidence, coping skills, empathy, and interpersonal skills vital for success in school, work, and life.

Reach Beyond Our Walls

Meeting people where they are, expand our reach and impact through virtual offerings and bring the Y into communities.



MIND



BODY



SPIRIT



PILLARS & PRIORITIES



Early Learning
Youth Achievement

Holistic Wellness
Health Equity

Inclusion & Empowerment
People Are The WHY

EARLY LEARNING

Increase access for children and families, explore new models, develop best practices, and influence policy to improve child outcomes.



GOAL: Prepare our youngest learners for kindergarten and long-term academic success through access to highly trained teachers, research-based curriculum, and dynamic learning environments.

GOAL: Through improved educational outcomes and advocacy, the Y will influence policy that supports Georgia's children regardless of zip code.

OUTCOMES:

- 90% of children will leave YMCA early learning centers prepared for kindergarten in language and literacy.
- 95% of children in Y early learning programs show progress in language and literacy, STEAM, social-emotional, and physical domains.
- YMCA Play Centers create an inclusive experience through the intentional implementation of diverse and culturally relevant activities, language, and traditions.
- 100% of early learning centers earn a three-star Quality Rating and achieve NAEYC accreditation.

YOUTH ACHIEVEMENT

Provide educational support, social-emotional learning, and real-world skills and workforce development for youth to close the opportunity gap.



GOAL: Youth have access to reimagined extended learning experiences that improve academic achievement and build a generation of change-makers.

GOAL: Through real-world skill development, teens are prepared to take ownership of their futures and are empowered to excel in life and positively impact their communities.

OUTCOMES:

- 90% of staff will support Social Emotional Learning (SEL) in Y youth through authentic engagement.
- 90% of youth and teens will build strong relationships with peers.
- 90% of youth and teens will try new things they have never done before.
- 90% of teens will be challenged to grow and set goals for the future.
- Youth development staff will have confidence in delivering positive youth development programming (2023 baseline; increase % annually).
- Increase program satisfaction among youth participants (baseline 2023; increase % annually).
- Increase access to Y programs for youth and teens through financial assistance (2023 baseline; increase % annually).

HOLISTIC WELLNESS

Be the leading community resource for preventative wellness to reduce chronic and progressive disease through partnerships with the health care community.



GOAL: People of all abilities, ages, and backgrounds have access to a pathway of in-person and virtual wellness programs.

GOAL: The Y is the prescribed community partner in preventative wellness and lifestyle medicine, recognized as a place for quality, evidence-based programs and resources.

OUTCOMES:

- Through an intentional, data-driven approach, regain membership units lost during the pandemic.
- Grow membership revenue above and beyond 2019 through innovative membership models and an enhanced member experience.
- 25% of members will use virtual programming to complement existing membership and program engagement.
- Members achieve personal health and wellness goals at the Y (2023 baseline; increase % annually).
- Members believe that the Y is a community resource for improving health and well-being (2023 baseline; increase % annually).
- Y members report a greater sense of belonging (2023 baseline; increase % annually).
- Establish five or more new Association and/or Regional third-party partnerships to provide onsite wellness, early education, and/or youth programs.

HEALTH EQUITY

Address health disparities across race and socio-economic conditions, lead with education, and provide connections to health services and resources.



GOAL: Communities have increased access to resources, education, and programming that close the health and well-being gap.

OUTCOMES:

- Leverage community partnerships to serve more than 1 million meals and food packs outside the walls of the Y.
- Teach 10,000 children, with a focus on under-resourced youth, to be safe around water and learn to swim through community partnerships.
- Increase enrollment of THE COACH APPROACH to improve health outcomes for all.
- Increase access to health and wellness opportunities through collaboration with community partners.
- 100% of YMCA branches reach beyond their walls through virtual or mobile programs that meet critical early education, youth development, and/or health and wellness needs.

GOAL: Y programs extend beyond the walls of the Y to meet people where they are through partnerships and community-based programming.

INCLUSION + EMPOWERMENT

Create spaces and experiences that foster equity and inclusion, promote understanding and acceptance of people of all faiths and backgrounds, and be an organization that welcomes all.



GOAL: Y programs and facilities increase access to programs that foster achievement and empowerment for all – especially youth and people of color.

GOAL: The Y is a community leader in embracing diversity and our leadership and staff reflect the makeup of our communities.

OUTCOMES:

- \$25M+ in capital investments made to support communities of color through the Here For Good Campaign.
- The Y Equity Cohort identifies three internal equity priorities—with success metrics—to achieve each year.
- Individuals who identify as having a disability will report that Y programs met their needs.
- Increase membership and program participation of Hispanic and Asian individuals (2022 baseline; % increase annually).
- 100% of Y volunteer boards will show measurable progress towards fully representing the community, including in race/ethnicity, age, gender, income level, sexual orientation, and emerging communities.

PEOPLE ARE THE WHY

Connect individual passion to purpose for staff, volunteers, and members with opportunities and experiences for each individual to create positive change in our community.



GOAL: Working together as one Y, staff create authentic experiences and foster relationships between each other and those we serve together.

OUTCOMES:

- Staff belong at the Y. (2022 baseline; remain above nonprofit benchmark)
- All full-time staff will have professional development plans in place by 2025.
- Increase percentage of open leadership roles that are filled by people of color each year (2021 baseline; % increase annually).
- Through Y volunteer opportunities, individuals believe they contribute to meeting community need.

GOAL: The Y builds a culture where individuals belong, are inspired to do their best, and find meaning in their contribution.

By 2025 we will create a cumulative of
15,000,000 experiences.

We will do this by intentionally curating at least
500K additional experiences each year:

- 2021 – 2M
- 2022 – 2.5M
- 2023 – 3M
- 2024 – 3.5M
- 2025 – 4M

In 2020, our Y created an estimated 1.75M experiences for members, program participants, youth, volunteers, and community. This is our baseline.



BY 2025, WHAT SUCCESS LOOKS LIKE

The Y is *the* most relevant community impact organization in Metro Atlanta.

Staff foster and model a sense of belonging, achievement, and relationship-building so that . . .

Members and program participants have experiences that help them achieve their goals and feel welcomed, connected, and empowered which inspires . . .

Partners and donors to align with the Y to address critical needs, leverage our network and expertise, and collectively reach shared goals which leads . . .

Communities to view us as the leading nonprofit that reaches beyond the walls of our buildings to create lasting positive change.