



FOR YOUTH DEVELOPMENT®  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY

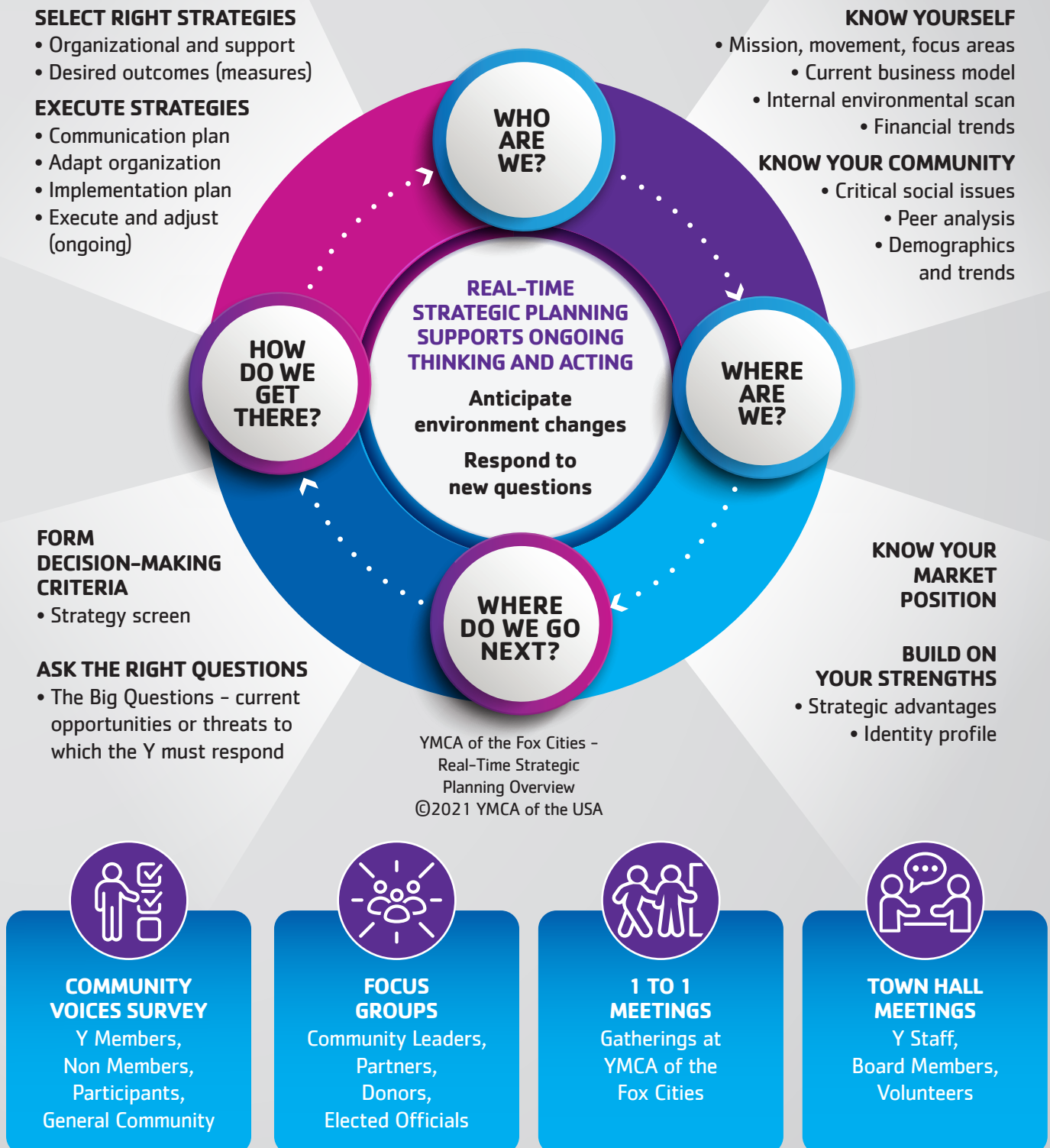
## YMCA OF THE FOX CITIES | VISION 2030 PLAN

# ONE MISSION ONE VISION FOR ALL



# OUR PROCESS

The strategic planning process utilized a thoughtful, community-centric approach. By actively soliciting input from diverse community stakeholders, the Y was able to cultivate a robust understanding of the community's most pressing needs. More than 2,000 individuals provided input to the strategic planning process through surveys, focus groups, town hall meetings and 1-on-1 meetings. This invaluable feedback served as a cornerstone in shaping the Y's strategic plan and how it could effectively address these challenges. This comprehensive approach ensured the plan is reflective and responsive to the community's evolving needs, while remaining dynamic and relevant.







## ISSUES IMPACTING THE COMMUNITY AND OUR OPPORTUNITY

### OUR COMMUNITY IS FACING:

- Increased social isolation and disconnection from communities.
- An increased need for formal and informal mental health support for individuals of all ages.
- An erosion in the social-emotional development of youth that has led to negative behaviors.
- An increase in health & academic disparity among children and teens of different backgrounds.
- An increased need for access to high quality, affordable childcare and early learning.
- Community support systems not keeping pace with changing demographics and family structures.
- High rates of chronic illness and obesity due to a lack of physical activity and poor nutritional habits.
- Increased health needs associated with an aging population.
- Increased health inequities among people of different backgrounds.
- Economic challenges due to workforce and labor shortages.
- A lack of quality, affordable housing.
- Difficulty accessing vital community resources due to limitations in public transportation.
- A lack of safe places for youth to feel welcomed and accepted.



## INSPIRED BY OUR VISION



We are a committed partner in fostering thriving communities, with an aim to elevate quality of life, empower youth and improve the health & well-being of individuals at all stages of life.

## GROUNDING IN OUR MISSION

To put Christian principles into practice by promoting youth, adult and family activities that build a healthy spirit, mind and body for all.



## GUIDED BY OUR VALUES



Caring  
Honesty  
Respect  
Responsibility



## EMBEDDED THEMES

Threaded throughout the Strategic Imperatives is a commitment to seven key areas that will help guide our behaviors and actions:

## THEMES

- COLLABORATION
- BUILD RESILIENCE
- FOSTER BELONGING
- VALUES & MISSION
- INNOVATION
- FACILITATE ACHIEVEMENT
- DIVERSITY & INCLUSION

## BEHAVIORS

- Actively seek to collaborate with others to reach and serve more people.
- Embed opportunities to build self-awareness, confidence, coping skills, empathy and interpersonal skills vital for success in school, work and life.
- Create safe spaces and intentional experiences where all individuals are valued and can authentically engage and connect.
- We embrace and lead with our core values of caring, honesty, respect, and responsibility as the guiding principles that shape our commitment to fostering individual and community well-being.
- Foster an environment that empowers our Y to be a learning organization that requires us to think, act and communicate differently in all that we do.
- Work with individuals to understand their unique needs and connect them to resources that help to achieve their goals and meet their potential.
- Continual learning on what it means to be "for all" and engaging our community as a welcoming, supportive organization by creating equitable opportunities.



## EQUITY STATEMENT

The Y is committed to Diversity, Equity, Inclusion, and Belonging. We are made up of people of all ages and from every walk of life working side-by-side to strengthen communities. Together we work to ensure that everyone, regardless of ability, age, cultural background, ethnicity, faith, gender, gender identity, ideology, income, national origin, race, or sexual orientation, has the opportunity to reach their full potential with dignity. Our core values of caring, honesty, respect, and responsibility guide everything we do.





## Strategic Priority: **YOUTH DEVELOPMENT**

**The Y will establish an intentional and integrated approach to developing healthy, confident and resilient youth.**

### **Organizational Goals | Strategies**

- Increase access to high-quality, affordable childcare for families that includes exploring new models, developing best practices, and influences policy to improve child outcomes.
- Develop and implement opportunities to engage youth, ages 9-18, in programs both inside and out of YMCA facilities, through community-based partnerships.
- Leverage the Y's ability to serve the entire family by developing opportunities for non-member populations that foster deeper family involvement and engagement.



**DID  
YOU  
KNOW?**

**MORE THAN 75%** of business owners believe the state economy is impacted by families' ability to access affordable, high-quality child care.

Department of Children & Families, 2021 Childcare Research Report





## Strategic Priority: **HEALTH & WELL-BEING**



The Y will provide a comprehensive approach to physical, mental and spiritual well-being for all individuals.

### Organizational Goals | Strategies

- Establish the Y as the preferred community partner in preventative wellness and lifestyle medicine, and is recognized as a place for quality, evidence-based programs and resources.
- Increase senior population participation in the Y's ForeverWell program, both internally and externally, focusing on physical, social-emotional, spiritual and educational well-being.

### DID YOU KNOW?

A synthesis of data across 16 independent longitudinal studies shows poor social relationships (social isolation, poor social support, loneliness) were associated with a **29% INCREASE** in the risk of heart disease and a **32% INCREASE** in the risk of stroke.

US Surgeon General's Advisory





## Strategic Priority: **ORGANIZATIONAL CAPACITY & EXCELLENCE**

The Y will align and leverage its capital to better address community needs.



### Organizational Goals | Strategies

#### Financial Capital

- Create a finance strategic plan that strengthens the financial integrity of the Y and aligns its resources to support its organizational goals.
- Create multi-channel fundraising strategies to increase and diversify contributed support.

#### Human Capital

- Build capacity of staff talent through assessment and realignment of structure to support organizational priorities that include competencies, total compensation, development, recognition and recruitment practices.
- Increase volunteerism and board development.

#### Built Capital

- Successfully develop and implement a capital development plan that expands the Y's reach and addresses branch expansion and community needs.
- Identify and solidify key mission-aligned capital development partners who will increase access to vital resources that support the health & well-being of individuals and families.

#### Social Capital

- Increase community awareness of the Y's charitable accomplishments, benefits and impactful work.

Each year our Y distributes over

**\$1.1 MILLION**

in assistance, enabling **4,100 RESIDENTS** of the Fox Cities to access all the services and programs offered by the Y.

**DID  
YOU  
KNOW?**

# AN ORGANIZATION LIKE NO OTHER

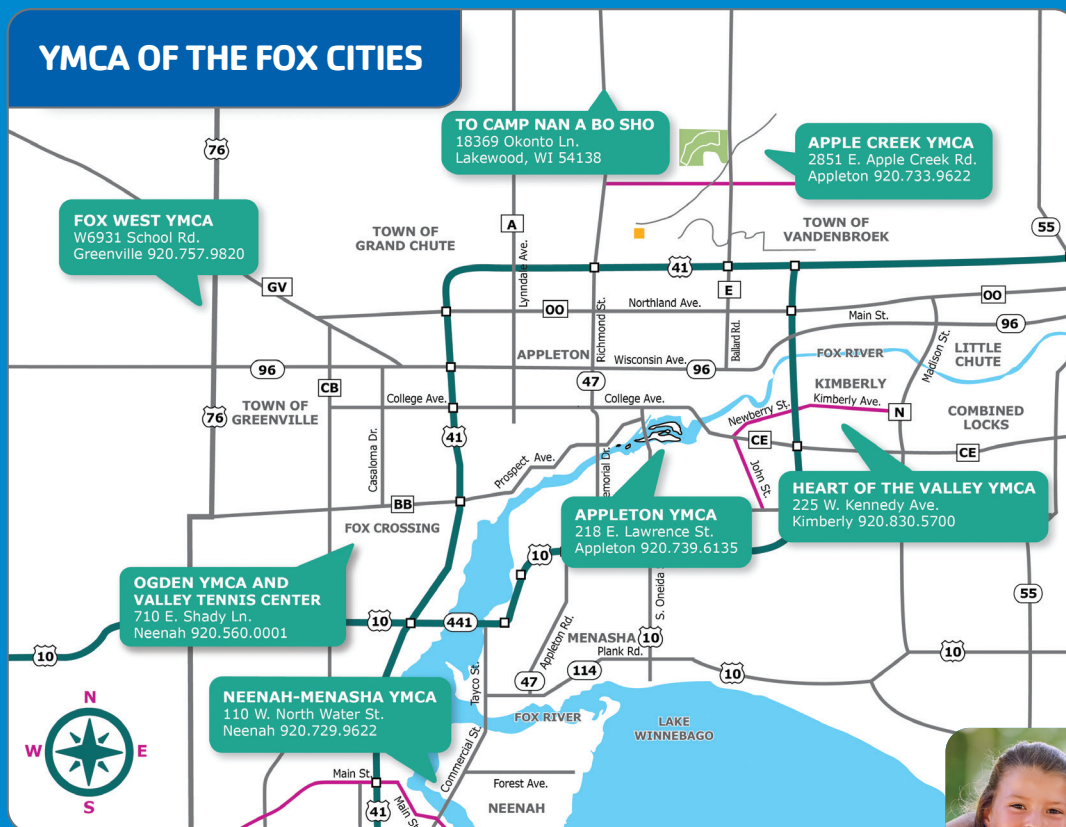
The YMCA is the nation's leading nonprofit committed to strengthening community by empowering young people, improving the health and well-being of individuals of all ages, and inspiring action across the country.

The YMCA of the Fox Cities has the presence and partnerships not only to promise but to deliver positive change in our community through:

- Six YMCA locations
- Four Childcare Centers
- 38 School Age Sites
- Five Day Camp Sites
- Overnight Camp

Annually our Y engages more than 60,000 adults and children in transformational programming, such as childcare, before and after school enrichment, camping, sports, swim lessons, wellness, and fitness.

As part of our Y's commitment to equity and inclusion to make Y membership and programs accessible to everyone, we provide financial assistance through Membership for All Assistance Program. Thanks to the generosity of our donors, the Y was able to respond to critical issues in our community and create opportunities for everyone to thrive, regardless of income, background, or zip code.



Scan here to learn more about our VISION 2030 process, committee, and data.



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YMCA OF THE FOX CITIES | [ymcafoxcities.org](https://ymcafoxcities.org)