



BUILDING A STRONGER WESTERN NEW YORK

YMCA BUFFALO NIAGARA STRATEGIC PLAN 2022-2025





MISSION

YMCA Buffalo Niagara is a charitable, community-based organization committed to providing programs designed to build a healthy spirit, mind, and body for all.





PURPOSE

To serve as a catalyst to transform lives and strengthen communities.





IMPACT



YOUTH DEVELOPMENT

The Y empowers young people to reach their full potential



HEALTHY LIVING

The Y improves individual and community well-being



SOCIAL RESPONSIBILITY

The Y provides support and inspires action in our communities





GUIDING PRINCIPLES

WE ARE AN ASSOCIATION OF ONE

We are all in this together! Regardless of our area of expertise, we recognize that it takes a village to succeed. Working as one association with common goals, we can impart lasting personal and social change on individuals and communities we serve for years to come.

WE LIVE OUR VALUES

Our values come to life at the Y. We have a high level of integrity and honesty in our communications and actions; take responsibility for performing our duties well; show respect for each other's roles; and create a caring environment for the members and community whom we serve.





GUIDING PRINCIPLES

WE LEAD WITH PURPOSE

From teaching critical life skills in youth programs to creating an excellent member experience, we maintain an intense focus on bringing our mission to life. By continually striving to exceed expectations, we deliver high quality programs and services, develop solutions to community issues, and create “you wouldn’t believe...” moments for our members and the community.

WE EMBRACE FUN & INNOVATION

We encourage humor and fellowship to create an environment where great things can take place. By championing diversity and innovation, we are able to unleash our creativity to reach new heights in serving the community in ways that were previously unimaginable.





STRONG FOUNDATION

TRUSTED ORGANIZATION

The second oldest YMCA in the United States, YMCA Buffalo Niagara has been a trusted institution in Western New York since 1852.

BROAD REACH

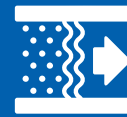
YMCA Buffalo Niagara operates six membership facilities, two overnight camps, and over 50 child care locations throughout Western New York.

COLLABORATIVE PARTNER

YMCA Buffalo Niagara is an established partner with school districts, policy makers, business leaders, and other community organizations.

COMMUNITY IMPACT

YMCA Buffalo Niagara creates positive lasting change for over 100,000 people annually in Western New York. The Y provides access to vital programs and services regardless of an individual's ability to pay.



STRATEGY SCREEN

When new opportunities arise, the following factors will be considered:

1. Is it consistent with our mission?
2. Is it sustainable and scalable?
3. Does it expand the footprint of our mission impact?
4. Do we have the capacity and/or resources necessary to accomplish it?
5. Does it clarify and enhance our community image?



ENGAGE OUR COMMUNITIES



Expand Y on the Fly to more locations to provide free play, healthy meals, and educational enrichment opportunities for youth in underserved areas



Partner with community-based healthcare providers to launch lifestyle change programs for those living with chronic conditions



Collaborate with local schools, health care providers, and other partners to expand water safety programming to reduce or eliminate drownings in Western New York



Evaluate and develop systems to effectively gather community feedback to increase access to YMCA programs, build a strong base of advocates, and better understand issues facing the communities we serve





PROMOTE EQUITY & INCLUSION

	<p>Facilitate semiannual community education series on equity & inclusion</p>
	<p>Increase the percentage of members in our Access for All program to 20%</p>
	<p>Restore annual campaign gifts to 100% of pre-pandemic levels</p>
	<p>Partner with local agencies to provide youth programs and employment opportunities for individuals with physical and/or intellectual disabilities</p>





BUILD FOR THE FUTURE

	Complete the North Buffalo Capital Campaign	
	Construct a new North Buffalo YMCA	
	Increase the number of members in the YMCA Heritage Society	
	Develop a long-term plan for overnight camp	
	Rebuild membership to pre-pandemic levels	





ENHANCE OUR ORGANIZATIONAL CAPACITY



Cultivate strategic community relationships through executive involvement with external organizations and schools



Develop formal recruiting, retention, and succession plans for key positions



Create business and marketing plans for revenue generation



Effectively use technology to improve operational efficiency and advance our mission



Explore opportunities for growth through partnerships, management agreements, mergers, and acquisitions