



FOR YOUTH DEVELOPMENT®  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY

# ENVISIONING OUR FUTURE IMPACT: Our Strategic Roadmap

Boothbay Region YMCA  
2022 and Beyond



July 2022

Dear Y Friends,

It is an exciting time for us at the Boothbay Region YMCA as we build for the future. Several months ago, we engaged volunteers, staff and key community stakeholders in a strategic planning process. We looked at internal and external data, assessment of our own strengths and opportunities as an organization, time analyzing our current impact, areas of unmet need in the community, and discussing every idea that emerged, which helped us prioritize and select the most meaningful and appropriate work.

The results have led to a clarified impact statement and vision, centered on four strategies that align with our continued commitment to: youth development, healthy living, and social responsibility. Our strategies detailed in the plan serve as the foundation for enabling and supporting the programmatic work we have committed to through this process. In order to maximize the impact of those strategies, as an organization, we recognize the need to increase our internal capacity (or ability to do the work) in several areas, like increasing our focus on developing cause-driven leaders, expanding our collaborative partnerships in the community, maximizing our brand and sustaining our impact. While we have a new roadmap for our future, who we are has not changed. Our values of caring, honesty, respect and responsibility are absolutely at our core, too. They have driven and will continue to drive our behavior as a cause-driven organization. Our mission embraces those values and sets a purpose for our work.

The Boothbay Region YMCA is a catalyst for transformative good in our community by connecting people to their potential and purpose.

One of the Y's key strategic priorities is to "Address Critical Community Needs."

We seek to achieve this through partnering with other non-profits on the peninsula and implementing strategies that can address the critical issues in our community, including poverty and food insecurity.

On behalf of the Strategic Planning Task Force, we would like to thank our community stakeholders for their engagement in assisting the Real Time Strategic Planning Task Force to frame our plan. This work has enabled the YMCA to script a Strategic Road Map that will guide us, keep us on our Mission, and help the YMCA to remain an integral part of the community's fabric.

We are excited to implement our Strategic Plan and want to thank all of you for your support and input to develop this plan, making us a stronger community.

Bruce Harris, RTSP Chair



Andy Hamblett, CEO



# STRATEGIC PLANNING COMMITTEE

Bruce Harris, Strategic Planning Chair

Andy Hamblett, CEO

Sarah Clifford

Robbie Watts

Charlie Britton

Judy Ryan

Meagan Hamblett, CEO- YMCA Alliance of NNE

## OUR MISSION

Overall purpose of the organization. What we do, for whom we do it, and the benefit.

To strengthen individuals, families and community, guided by Christian principles including the universal values of caring, honesty, respect and responsibility through programs that build a healthy spirit, mind and body for all.

## OUR IMPACT

Overall purpose of the organization. What we do, for whom we do it, and the benefit.

We are a catalyst for transformative good in our community by connecting people to their potential and purpose.

## OUR CAUSE

Overall purpose of the organization. What we do, for whom we do it, and the benefit.

To strengthen the foundations of our community.

## OUR FOCUS

Overall purpose of the organization. What we do, for whom we do it, and the benefit.

For Youth Development, For Healthy Living, For Social Responsibility

# OUR STRATEGIC ADVANTAGES

**"Traits" to be leveraged in our strategy. Our unique assets and outstanding execution.**

- Our investment in multi-use facilities, including Camp Knickerbocker property.
- Our visibility and central location with close proximity to the schools, St. Andrews Village, and other community resources.
- Opportunities for all ages to interact and learn together in a variety of high-quality, mission-driven programs that are affordable, accessible, fun and safe.
- We are part of a highly regarded national organization with a common cause of strengthening communities.
- Strategic practice of collaboration and partnerships and willingness to pivot to meet community needs.
- Focus on impact programming.
- We believe that "The Y is for All" and our policies and practices ensure affordability to promote accessibility, diversity and inclusion.
- The Y has professional staff and volunteers that are dedicated to and model behavior to enrich lives, strengthen community and drive social change.
- A loyal, historic donor base with a legacy of generational giving
- Year-round commitment to supporting working families by providing high quality, child care, school-age programs and camp options

## STRATEGY SCREEN

Our "filter" that aids in decision-making & challenges our Ys thinking. Guides intentional conversations before taking on any new strategy or initiative.

## OUR STRATEGY MUST:

### ENSURE SUSTAINABILITY

Generate a healthy mix of earned revenue for continued growth, relevancy and vitality.

### DEVELOP RELATIONSHIPS WITH & AMONG MEMBERS, PROGRAM PARTICIPANTS AND DONORS

Take intentional steps to develop relationships with/among members and by building small, supportive communities around shared interests and activities.

### DEVELOP PASSIONATE, CAUSE-DRIVEN LEADERS

Engage, develop and empower cause-driven leaders and volunteers at every level who are passionate and dedicated to the Y's mission, cause and values.

### ADDRESS COMMUNITY NEEDS THROUGH PROGRAMS

Assess community trends in the areas of youth development, healthy living and social responsibility and respond with replicable programs and services that make an impact.

### COLLABORATE WITH OTHERS

Leverage the power of collaboration by forming relationships with other Ys, organizations, government and businesses to build greater capacity



# OUR BIG QUESTION:

**HOW DO WE BEST BALANCE OUR THREE AREAS OF FOCUS  
TO MEET THE NEEDS OF OUR COMMUNITY WHILE  
REMAINING FINANCIALLY SUSTAINABLE?**





# STRATEGIES

## STRATEGIC PRIORITY

Address Critical Community Needs

Engage Community Leaders to Identify and Implement Strategies to Meet Critical Community Needs

## STRATEGIC PRIORITY

Sustainability of the Y's Value Proposition

Sustain the YMCA's Community Impact

## STRATEGIC PRIORITY

Awareness of the Y's Work

Engage Community in Promoting the Y's Story & Impact

## STRATEGIC PRIORITY

Access for All

Provide Access to our Diverse Community



# STRATEGIC PRIORITY 1:

## Address Critical Community Needs

**ORGANIZATIONAL STRATEGY:** Engage Community Leaders to Identify and Implement Strategies to Meet Critical Community Needs.

**GOAL:** Utilize the Y as a venue – vaccinations, blood drives, food security initiatives, workforce development, etc. Initiate by January 2024.

**GOAL:** Community Forums: Host forums and town hall meetings to gather input directly from residents, ensuring that their perspectives are considered in decision-making process by July 2024.

**GOAL:** Partner with area schools and community organizations to support youth & teens – mentoring, education, develop life skills, etc. by September 2024.

**GOAL:** Convene partners to establish Community-Wide EAP Systems by August 2024.



# STRATEGIC PRIORITY 2:

## Sustainability of the Y's Value Proposition

### ORGANIZATIONAL STRATEGY: Sustain the YMCA's Community Impact

**GOAL:** Diversify Revenue Streams: Explore and develop new revenue streams, such as partnerships with schools, local businesses, grants, and the use of Y facilities by April 2024.

**GOAL:** Work towards building an endowment fund to provide a stable financial foundation for the organization. Add 5 new members to the Legacy Society by October 2024.

**GOAL:** Program Expansion: Assess community needs and expand programs and services accordingly. Add one new program per session in each department by September 2024.

**GOAL:** Emergency Preparedness: Develop and regularly update emergency preparedness plans to ensure the safety and security of members, staff, and facilities by April 2024.





# STRATEGIC PRIORITY 3:

## Awareness of the Y's Work

**ORGANIZATIONAL STRATEGY:** Engage Community in Promoting the Y's Story & Impact

**GOAL:** Establish a communications task force to help promote the Y's story and impact by April 2024.

**GOAL:** Develop a monthly health & wellness article for the Boothbay Register and the Y's social media by May 2024.

**GOAL:** Expand and improve the use of social media accounts with member impact stories, new programming, and community events by May 2024.



# STRATEGIC PRIORITY 4:

## Access for All

### **ORGANIZATIONAL STRATEGY:** Provide Access to our Diverse Community

**GOAL:** Expand access to the Y through increased programming and facility utilization by June 2024.

**GOAL:** Diversity Training: Provide staff with annual training on cultural competencies and diversity to create a welcoming environment for everyone. Initiated February 2024.

**GOAL:** Member Outreach: Implement targeted marketing and outreach strategies to attract new members, particularly from underserved demographics by May 2024.

