



# THRIVING NEW YORKERS, STRONGER COMMUNITIES

A STRATEGIC PLAN FOR THE YMCA  
OF GREATER NEW YORK 2018-2025







# NEW YORK CITY'S YMCA

The YMCA of Greater New York was founded in 1852 as a haven for young men who came to the City in search of a better life. Today, we serve a much more diverse population throughout the City. Every year, more than half a million New Yorkers learn and grow through programs and services at the Y's 24 branches.

As New York City grows and changes, so does the Y. This strategic plan, *Thriving New Yorkers, Stronger Communities*, spanning 2018 through 2025, outlines the Y's next chapter and illustrates how we will serve the City.

Our goals are big — expanding services to reach more youth, building new partnerships to promote health, and fostering connections to strengthen community. The plan is also incremental and strategic, with an emphasis on serving the City more efficiently and effectively, and using technology to help New Yorkers engage with the Y in new ways.

While we embark on this new plan, we remain true to the Y's core values of Caring, Honesty, Respect, and Responsibility, for staff and everyone we serve. Our new Vision and Mission embody those principles, reaffirming the Y's long-standing commitment to New York City, while focusing our work on areas where our strengths and expertise align with the City's pressing needs.

**OUR VISION:  
ACTIVE, ENGAGED  
NEW YORKERS  
BUILDING STRONGER  
COMMUNITIES.**

**OUR MISSION:  
WE'RE HERE FOR ALL  
NEW YORKERS — TO  
EMPOWER YOUTH,  
IMPROVE HEALTH,  
AND STRENGTHEN  
COMMUNITY.**






# OUR CHANGING COMMUNITY


 **49%**  
HIGH SCHOOL GRADUATES ARE UNPREPARED FOR COLLEGE <sup>(1)</sup>

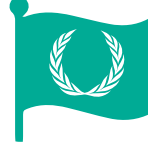
ADULTS 25+ WHO DID NOT GRADUATE FROM HIGH SCHOOL

 **20%**

  
**136,000** YOUNG ADULTS NEITHER IN SCHOOL NOR WORKING <sup>(1)</sup>


 **49%**  
NEW YORKERS 5+ YEARS SPEAK A LANGUAGE OTHER THAN ENGLISH AT HOME COMPARED TO 20% NATIONALLY


 **37%**  
NEW YORKERS BORN IN ANOTHER COUNTRY COMPARED TO 13% NATIONALLY


 **47%**  
OF NEW YORK CITY'S WORKFORCE IS IMMIGRANTS

NEW YORKERS 55+ GREW 5x FASTER THAN THOSE UNDER 55 FROM 2012-2015 <sup>(2)</sup>

NEW YORK REGION HAS THE NATION'S HIGHEST POPULATION OF PEOPLE IDENTIFYING AS LGBTQ <sup>(3)</sup>

 **34%**  
NEW YORKERS 65+ LIVE ALONE <sup>(4)</sup>

NEW YORKERS WHO ARE PRE-DIABETIC OR DIABETIC <sup>(5)</sup>  
**40%** 65+  **30%** ADULTS

NEW YORKERS WHO ARE OVERWEIGHT OR OBESE <sup>(6)</sup>  
**50%** ADULTS  **27%** YOUTH

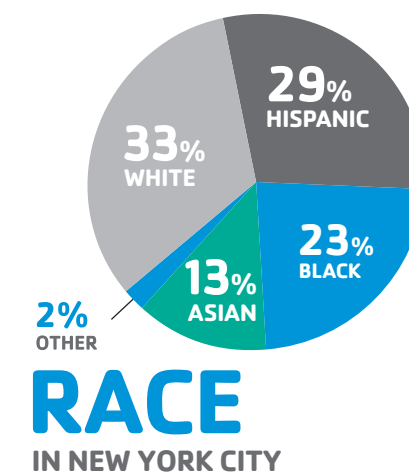
NEW YORKERS WHOSE INCOME IN THE PAST 12 MONTHS IS BELOW THE POVERTY LEVEL  
**19%** 65+ **17.5%** FAMILIES **30%** UNDER 18

# NEW YORK CITY: URGENT NEEDS & EMERGING TRENDS

OUR PRIORITIES AS AN ORGANIZATION REFLECT THE NEEDS OF THE CITY AND PRIORITIZE THE AREAS WHERE THE CITY HAS A UNIQUE OPPORTUNITY FOR IMPACT

- Many New York City kids are unprepared for the future
- New Yorkers face preventable health crises
- New Yorkers struggle with social isolation
- New Yorkers are aging

 **20%**  
HOUSEHOLDS RECEIVED FOOD ASSISTANCE IN THE LAST YEAR COMPARED TO 13% NATIONALLY



Sources: Unless otherwise noted, U.S. Census Bureau, American Community Survey (2010-2014), Population Division - New York City Department of City Planning; 1. New York City Dept. of Education; NYC Independent Budget Office (2015-2016); 2. ACS data (2011-2015); 3. <https://www.nytimes.com/2015/03/24/upshot/new-york-still-has-more-gay-residents-than-anywhere-else-in-us.html?mcubz=2>; 4. <http://www.nyc.gov/html/dfta/downloads/pdf/DFTAAPS1617V2.pdf>; 5. NYC Community Health Survey, 2002-2011 (2011), YMCA Data on Prediabetes (sourced April 2017); 6. NYC Dept. of Health; Obese Youth (2013), Overweight or Obese Youth (2011), Overweight or Obese Adults (sourced April 2017).





# OUR COMMITMENT TO NEW YORK CITY

OUR STRATEGIC PLAN BUILDS ON THE Y'S STRENGTHS, AFFIRMING AND DEEPENING OUR WORK IN THREE CORE AREAS BETWEEN 2018 AND 2025.

2018-2025

**400,000**

**KIDS PUT ON THE PATH TO SUCCESS**



## EMPOWER YOUTH

The Y engages New Yorkers with programs that span from infancy to early adulthood. Through childcare services, camp, leadership clubs, and programs that foster civic engagement, the Y will continue to put children on a path to success by building skills and habits for life.

**1.3 MILLION**

**NEW YORKERS IMPROVE THEIR HEALTH**



## IMPROVE HEALTH

The Y, with its legacy of championing health through prevention, has the expertise to provide high-quality programs and deliver resources across the City. We will help our members set and achieve their wellness goals, and increase access to preventive health services by strengthening our partnerships with leading health care providers.

**2.2 MILLION**

**NEW YORKERS CONNECTED TO AND ENGAGED IN OUR COMMUNITIES**



## STRENGTHEN COMMUNITY

Community is the cornerstone of the Y, and we strive to foster an even greater sense of belonging among our members. By extending our work into new parts of the City and leveraging new technology, volunteerism, and more, we will connect people more meaningfully — to one another and to the communities they call home.



# EMPOWER YOUTH



**400,000**  
KIDS PUT ON THE PATH TO SUCCESS

In an increasingly competitive world, many young New Yorkers confront steep and rising odds to achieve future success. Through a broad spectrum of programs accessible to families of every income level, the Y supports youth — from infancy through young adulthood — to help them achieve their potential. Our reach across the City and established history in youth services provide a platform for scaling best-in-class programs.



## IMPACT GOALS

**Y teens are college or career ready.** Through programs like Rowe Scholars, the Y is helping students prepare for and transition to college or careers with the skills and mindset to succeed.

**Y kids develop skills for life, community, and leadership.** Across all of our youth programs, the Y helps young people build the social-emotional skills necessary for success. The Y will further develop leadership and civic engagement through Youth & Government, Teens Take the City, Leaders Club, and more.

**By 2025, the Y will serve more than 1 in 10 youth in our communities.** We will strive to reach a critical mass of young people in every neighborhood we serve. We will further our reach by expanding the Y's best-in-class programs, including Y Afterschool, early childhood programs, and youth sports.

## MEASURES OF SUCCESS

- Percentage of program participants who demonstrate improvement in targeted social-emotional skills
- High school graduation rate of teens participating in Y programs
- College and career placement of teens in Y programs
- Number of youth (aged 16-24) employed by the Y
- Percentage of youth served by the Y in branch communities

## IMPACT GOALS

**Y members achieve their health and wellness goals.** We will expand the reach of the Y's strongest health programs, including aquatics and wellness programming for older adults. By leveraging technology in new ways, the Y will help participants establish goals, measure their progress, and achieve success.

**Y kids learn lifelong skills for healthy living.** Expanded youth programming will keep children active and teach them practical skills, such as swimming, that build healthy habits and help minimize public health risks like drowning.

**The Y increases access to preventive and chronic disease management programs and services.** Improving health through prevention is the hallmark of the Y's approach. By strengthening existing partnerships with health service organizations, and forging new ones, the Y will be a resource for New Yorkers who want to learn about and access prevention programs and services that address their needs.

## MEASURES OF SUCCESS

- Percentage of members achieving health and wellness goals on a self-reported basis
- Number of kids participating in programs aligned with healthy habits
- Number of partnerships with health organizations
- Number of New Yorkers enrolled in evidence-based prevention/disease management programs administered by the Y and through our partners

# IMPROVE HEALTH



**1.3 MILLION**  
NEW YORKERS IMPROVE THEIR HEALTH

New York City's more than 8 million residents face pressing and varied health and wellness challenges, including obesity, heart disease, and diabetes. The Y's legacy of prevention — rooted in evidence-based strategies — helps New Yorkers build the competence and confidence to achieve their goals.





# STRENGTHEN COMMUNITY



**2.2 MILLION**

**NEW YORKERS  
CONNECTED TO AND  
ENGAGED IN OUR  
COMMUNITIES**

New Yorkers seek a sense of belonging, but many opportunities to forge common bonds have disappeared within local communities. At the same time, technology continues to change how communities form. The Y's diverse and inclusive programs celebrate and support individuals and communities.

Individuals thrive in strong communities; communities are strongest when people are happy and healthy.

## IMPACT GOALS

**Y members report a greater sense of belonging.** Strong communities create a sense of belonging that, in turn, bolsters health, engagement, and happiness. We will nourish and enrich this feeling among our members and program participants.

**New Yorkers engage with their communities through opportunities at the Y.** We know that many of our members are drawn to the Y for its mission and impact. We will tap into that goodwill to create more volunteer and service opportunities to connect with local communities within and beyond our branches.

**The Y will protect and champion access to opportunity for all.** Access for all New Yorkers is the foundation of our commitment to community. We strive to serve New Yorkers with diverse needs and abilities.

## MEASURES OF SUCCESS

- Percentage of Y members reporting a greater sense of belonging
- Number of volunteers, board members, donors, and community service event participants
- Expanded community benefit support
- Increased degree to which the Y represents the demographics of our communities
- Number of parents whose earning potential increases due to reliable child care and programming

# OUR VISION FOR EXCELLENCE

**TO ACHIEVE OUR GOALS, THE Y WILL DRIVE EXCELLENCE THROUGH LEADERSHIP, PARTNERSHIPS, GROWTH, AND INNOVATION.**

## LEADERSHIP

- Leverage our subject matter experts to advocate on behalf of urgent community needs
- Prioritize staff mentorship, development, and succession planning
- Increase diversity, access, and opportunity
- Engage board members, leveraging their expertise and networks, while strengthening diversity and capacity

## PARTNERSHIPS

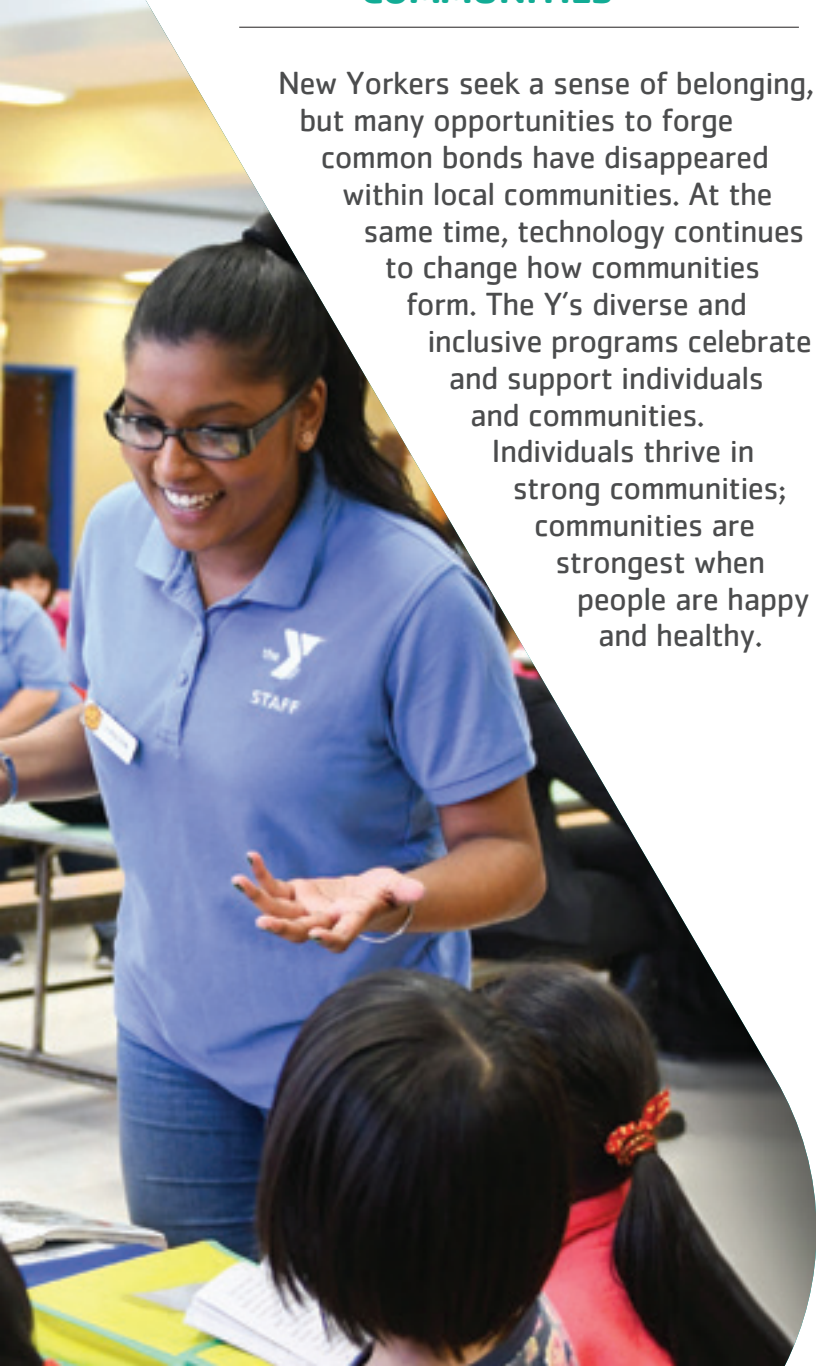
- Increase the number and depth of volunteer opportunities for New Yorkers to engage with the Y and the communities we serve
- Deepen our engagement with leading New York corporations, increasing the number of partnerships that span programs, volunteerism, outreach, and philanthropy
- Develop new partnerships that enhance access to preventive health services in the communities we reach

## GROWTH

- Increase the number of new members and program participants, and retain those already in the Y family
- Grow revenue and philanthropic giving to support our expansion and our capacity to reinvest in the community
- Expand our community benefit
- Build two new branches in the Bronx by 2020

## INNOVATION

- Invest in technological infrastructure and engagement to better meet the needs of our communities and staff
- Explore new ways to deliver services that can expand the Y's reach and deepen our impact
- Make strategic investments in new and existing facilities
- Enhance the member experience





LA CENTRAL YMCA  
GROUND FLOOR PLAN

## OUR REACH IN NEW YORK CITY

- YMCA Branch Location
- New York YMCA Camp
- New YMCA Bronx Branch Locations



# GROWING IN THE BRONX

Building two new branches in the Bronx is one of the tangible ways that our plan addresses the urgent needs of the City. In the Bronx, where poverty and unemployment are the highest in the City, residents suffer disproportionately from obesity and diabetes, and many young people fail to complete high school.

The new La Central YMCA in the South Bronx and Edenwald YMCA in the Northeast Bronx, to be completed in 2020, will serve tens of thousands of residents each year, create new jobs, add new recreational and learning spaces, and foster community engagement.

### THE LA CENTRAL AND EDENWALD YMCA's WILL INCLUDE:

- Access to key programs, including Y Afterschool, teen programming, and the YMCA Diabetes Prevention Program
- Aquatics centers for safety around water classes, family recreation, and swim instruction
- Fitness and wellness centers
- Gymnasiums with basketball courts
- Accessible recreational areas that promote community and belonging





# GET INVOLVED

## JOIN US TO HELP NEW YORKERS SUCCEED

### GIVE YOUR FELLOW NEW YORKERS A CHANCE TO THRIVE

Visit [www.ymcanyc.org/give](http://www.ymcanyc.org/give) to support our nonprofit mission.

### VOLUNTEER TO STRENGTHEN YOUR COMMUNITY

Email [volunteer@ymcanyc.org](mailto:volunteer@ymcanyc.org) to learn more.

### WATCH US GROW IN THE BRONX

Visit [www.ymcanyc.org/bronx2020](http://www.ymcanyc.org/bronx2020) to monitor progress on our new Bronx branches.

### FOLLOW US

Check Facebook, Twitter, and Instagram for the latest updates on everything happening at New York City's YMCA.

