



**GATEWAY REGION YMCA
STRATEGY ROAD MAP
2026 - 2028**

OUR BIG QUESTIONS

Through the process, we identified a number of opportunities and challenges facing the Gateway Region YMCA through board and staff leadership engagement, one-on-one interviews of key stakeholders, and a community leadership forum. The following are the top priority areas we considered based on the big questions identified:

- Early learning readiness
- Mental well-being
- Family strengthening
- Chronic disease prevention
- Lead with impact
- Convene community together
- Education
- Address division within communities
- Strengthen our brand & impact
- Engage younger generation
- Succession planning
- Expand programs and services
- Reinvest in families
- Changing demographics
- Financial sustainability



Our Strategic Plan will focus on the following three strategic areas:

1. Youth & Family
2. Community & Well-Being
3. Increasing Our Impact

OUR STRATEGY FRAMEWORK

Strategic Priority 1: Youth and Family	Strategic Priority 2: Community and Individual Health	Strategic Priority 3: Increasing Our Impact
ORGANIZATIONAL STRATEGIES		
Provide support for all who seek to participate in Y programs.	Further develop our partnerships and programs to address chronic disease prevention and management.	Achieve organizational excellence by improving the Y experience.
Provide greater support to youth and teens to read at grade level.	Create Community Well-Being Hubs that provide support and connection to community resources.	Continue to build an organizational culture that positions the Y as one of the leading organizations in the region.
Decrease accidental drownings by equipping youth and families with the necessary skills to be safe around water.	Expand the focus on mental well-being, personal nutrition and physical activity.	Assess current facility assets and determine future capital (re)investment needs.
Expand opportunities for youth and teens in leadership programs and engagements.		Continue our advocacy and policy efforts with local, state, and federal elected officials.

PROGRAMMATIC & OPERATIONAL STRATEGIES WITH MEASURABLE GOALS

Youth & Family

Organizational Strategy	Operational or Programmatic Strategy	Measurable Goal
1. Provide support for all who seek to participate in Y programs.	Decrease the number of youths on waiting lists by identifying the root causes and implementing systems and processes to overcome barriers.	Decrease the number of youths on waiting lists from 6,317 to 1,500 for 2028. (2026: 1,800, 2027:1,650, 2028:1,500)
2. Expand opportunities for youth and teens in leadership programs and engagements.	Strategically partner with teachers and school districts to provide youth leadership programs.	Increase the total number of youth and teens in leadership programs from 3,138 to 5,000 by 2028. (2026:4,000 2027:4500 2028:5000)
3. Provide greater support to youth and teens to read at grade level.	Implement reading opportunities for youth through program development and enhancements.	Increase collective minutes of reading from 4,000,000 to 5,700,000 minutes by 2028. (2026:5.5M, 2027:5.6M, 2028:5.7M)
4. Decrease drownings by equipping youth and families with the necessary skills to be safe around water.	Expand the Go for Green and safety around water programs.	Increase the number of children participating in Safety Around Water programs from 5,023 to 8,500 by 2028. (2026: 8K, 2027:8,250, 2028:8,500)

Community Health and Well-Being

Organizational Strategy	Operational or Programmatic Strategy	Measurable Goal
1. Further develop our partnerships and programs to address chronic disease prevention and management.	Implement a marketing and communication plan to increase chronic disease program participation.	Increase number of individuals impacted by community health initiatives and programs from 750 to 2,500 by 2028. (2026:2300, 2027:2400, 2028:2500)
2. Create Community Well-Being Hubs that provide support and connection to community resources.	Create a taskforce to determine the scope and function of a community well-being hub.	90% of branches are actively building capacity towards becoming a Well-Being Hub by 2028. (2026:15, 2027:20, 2028:25)
3. Expand the focus on mental well-being, personal nutrition and physical activity.	Expand programs that decrease social isolation, food insecurity and obesity resulting in a stronger sense of belonging and vitality.	Increase scans of TPP members from 1.1M to 2.1M in 2028. (2026:1.9M, 2027:2M, 2028:2.1M)

Increasing Our Impact

Organizational Strategy	Operational or Programmatic Strategy	Measurable Goal
1. Achieve organizational excellence by improving the Y experience.	Develop a taskforce to evaluate the cost-benefit of the Y experience for refinement.	Membership average units increase from 43,000 to 50,000 units by 2028. (2026:48K, 2027:49K, 2028:50K)
2. Continue to build an organizational culture that positions the Y as one of the leading organizations in the region.	Develop committees that continuously evaluate the onboarding of volunteers, staff and members for improvement.	eNPS score will consistently exceed 20 by 2028. (eNPS 2026:28, 2027:29, 2028:30)
3. Assess current facility assets and determine future capital (re)investment needs.	Develop a list of capital projects that could be funded through philanthropy, partnerships or operations.	Fully fund depreciation by improving contribution margin from \$3.2M to \$5M by 2028. (2026: \$4.5M, 2027: \$4.8M, 2028: \$5M)
4. Continue our advocacy and policy efforts with local, state, and federal elected officials.	Develop branch specific stewardship plans to deepen relationships with key leaders.	Increase the number of relationships with elected officials from 21 to 30 by 2028. (2026:20, 2027:25, 2028:30)

Cross cutting strategies' action steps include:
Philanthropy | Membership | Partnerships | GRACE | Child Protection