



**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:**

Youth & Family  
Community & Well-Being  
Increasing Our Impact

## OUR STRATEGY FRAMEWORK

| Strategic Priority 1:<br>Youth and Family  | Strategic Priority 2:<br>Community and Individual Health  | Strategic Priority 3:<br>Increasing Our Impact  |
|--|---|---|
| <b>ORGANIZATIONAL STRATEGIES</b>   |   |   |
| 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 1.6M in 2028. (2026:1.4M, 2027:1.5M, 2028:1.6M)  |



## 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 40 by 2028. (2026:36, 2027:39, 2028:42)                 |

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