



**OUR CAUSE:  
ON COURSE** **YMCA OF GREATER  
CLEVELAND**  
STRATEGIC INITIATIVE

# YMCA OF GREATER CLEVELAND

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## MISSION

To put Christian principles into practice through programs that build healthy spirit, mind and body for all.

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## CAUSE & AREAS OF FOCUS

At the Y, strengthening community is our cause. Every day, we work side-by-side with our neighbors to make sure that everyone, regardless of age, income or background, has the opportunity to learn, grow and thrive. That's why we focus our work in three areas:

### YOUTH DEVELOPMENT

Nurturing the potential of every child and teen.

### HEALTHY LIVING

Improving the nation's health and well-being.

### SOCIAL RESPONSIBILITY

Giving back and providing support to our neighbors.

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## VALUES

The character development core values of caring, honesty, respect, responsibility and faith will guide all our interactions and decisions.

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## VISION

To be the premier community-based, charitable organization that embraces collaboration to build strong kids, strong families and strong communities.

**The Y inspires all to realize their full potential while also connecting and influencing the greater community. We meet people where they are in an effort to motivate and support their continued growth in spirit, mind and body.**



**1854**

The Young Men's Christian Association of Cleveland is established.

**1891**

The Y opens up a new central building on the corner of Prospect and Erie (E. 9th), designed by noted local architect Charles Schweinfurth.

**1917-19**

The Y, Red Cross and other charities join to form the Victory Chest, and raise \$10.5 million for war and relief work.

HONESTY WORKING TOGETHER  
JOY CARING HAPPINESS  
STRENGTH ENERGY  
SUPPORT  
WE 165 YEARS  
UNITY RESPECT HEALTH  
COMMUNITY OUTREACH  
FAITH WELL BEING SUPPORT

Since its founding in 1854, the YMCA of Greater Cleveland has provided quality programs and services across an increasingly wide spectrum that encompasses fitness, education, civic service, community health and well-being. Among the nation’s oldest and most influential associations, initially focused on doing good deeds and spreading the gospel, our association has evolved into a community based organization where people can find hope, fellowship and healing. With over 100 partnerships and collaborations and eleven branches in four counties, the YMCA of Greater Cleveland is helping to build strong kids, strong families and strong communities. The foundation of the Y’s past has and will always remain the blueprint of our future.

## OVER THE YEARS

1921

The Cleveland School of Technology of the YMCA (Y-Tech) was organized. This school later became Cleveland State University.

1952

The YMCA launched its first major capital campaign, raising \$6.7 million to build ten community branches across the greater Cleveland area.

1991

Y-Haven; a transitional housing and recovery center opens its doors.

2016

The new YMCA downtown location opens. A 40,000 square ft premium health and wellness space located in the Galleria.

# OUR STRATEGY

## ADVANTAGES

“Traits” using our unique assets and outstanding execution.

- 1** In serving all, we are guided by Christian principles and values.
- 2** Members are engaged and move through a continuum from user to volunteer to donor.
- 3** The YMCA is a respected brand with a rich legacy of service.
- 4** To serve others, we collaborate and convene.
- 5** Our full scope of programs offer a holistic approach.





# SCREEN

A filter in aiding the Y's choices to say "yes," "not yet," or "no" to new strategies or big questions.

- How will this program or activity positively impact the community?
- Is this aligned with our mission and values?
- What resources are needed to sustain this in the short- and long-term?
- Who else is doing this and is there an opportunity to be a convener, partner or collaborator?
- How will this position the association for growth?
- Do we have the ability to increase our capacity to do this work?
- How does this new venture align with the organizational priorities?
- Is this a venture we should push ourselves to do given that it will have high impact to the community?

# OUR BIG QUESTIONS

Opportunities that are outside the current scope of the current strategy work.

## Key questions that were identified:



**How does the Y support youth, teens and families to learn, grow and thrive?**



**How can the Y improve overall community health?**



**How can the Y elevate the Y's image and impact?**



**How can the Y build capacity and grow?**



**How can the Y strengthen community?**



**How can the Y strengthen its people, volunteers and staff?**

**These questions were essential in defining our strategic priorities for community impact and organization capacity building.**



**Every day, the community faces new challenges that create greater need for the work that the Y does. We are passionate about taking on the challenges that shape the future.**



## COMMUNITY IMPACT

# YOUTH DEVELOPMENT

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### Organizational Strategies:

- Optimize our child care, before-and-after school and early learning readiness programs
- Lead and develop partnerships to expand and deliver programs that focus on strengthening youth, teens and families





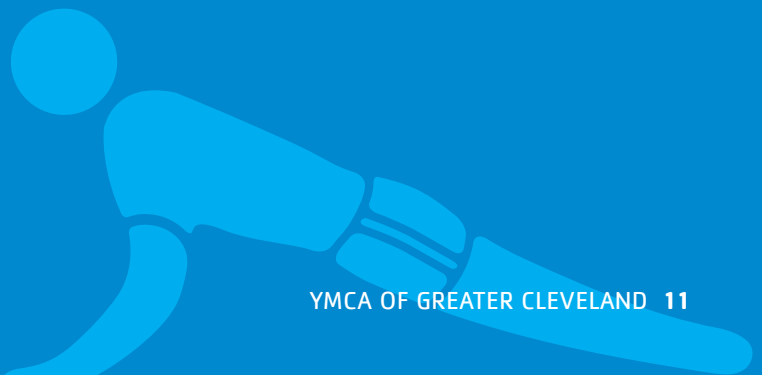
## COMMUNITY IMPACT

# HEALTHY LIVING

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### Organizational Strategies:

- Optimize our healthy living work in chronic disease prevention
- Strengthen the Y's approach to community integrated health; strengthening spirit, mind and body
- Partner and collaborate with others to address the behavioral and mental health needs in our communities





## COMMUNITY IMPACT

# SOCIAL RESPONSIBILITY

### Organizational Strategies:

- Increase outreach development of Y core programs to under-served communities
- Integrate supportive services throughout the Y-Association
- Expand the Y's Safety Around Water initiative
- Investigate and evaluate the need to expand Y-Haven-like services





## ORGANIZATIONAL CAPACITY BUILDING ELEVATE AWARENESS

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### Organizational Strategies:

- Create and deliver consistent messaging across the association and in the community
- Increase our reach to community stakeholders
- Expand the Y's philanthropic culture



## ORGANIZATIONAL CAPACITY BUILDING **BUILD CAPACITY AND GROW**

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### **Organizational Strategies:**

- **Grow membership to serve and engage**
- **Execute facility development and asset optimization plan**
- **Improve operating efficiencies and financial net through revenue generation**



## ORGANIZATIONAL CAPACITY BUILDING STRENGTHEN OUR RESOURCES

### Organizational Strategies:

- **Attract and retain cause-driven staff and volunteers that have the skill sets and competencies to succeed**
- **Develop a staffing model that positions the association to grow**
- **Create meaningful volunteer opportunities for members and community members to be engaged in the Y's work and cause**
- **Add dedicated youth and family staff to our Y branch teams**
- **Build a strong diversity and inclusion culture**



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