



ENVISIONING OUR FUTURE IMPACT:

Our Strategy Roadmap

**YMCA of Greater Nashua
2023 and Beyond**

FOR YOUTH DEVELOPMENT[®]
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

February 2023

Dear YMCA Friends,

On behalf of the Strategic Planning Task Force, we would like to thank the YMCA of Greater Nashua Board of Directors, Board of Trustees, staff, members and community stakeholders for all of their engagement and insightful feedback in assisting the task force to frame a strategic plan. This collaborative effort has enabled our Y to develop a forward-looking Strategic Road Map to guide us as we adapt to the changing needs of our diverse community, keep focus on our Mission, and solidify our role as a true community cornerstone and critical nonprofit organization serving Greater Nashua.

The key strategies identified in our plan will inform measurable and impactful goals in a number of areas. Unwavering focus on achieving these goals will ensure that our Y continues to thrive and serve our community for years to come in the areas of youth development, healthy living and social responsibility.

We are excited to begin implementation of this new plan and we want to share our gratitude and appreciation for your support of the YMCA and our community.

Mike LaChance, CEO
YMCA of Greater Nashua



Jack Olson, Strategic Planning Chair
YMCA of Greater Nashua



STRATEGIC PLANNING COMMITTEE

Jack Olson, Strategic Planning Chair

Mike LaChance, CEO

Amir Toosi

Anne Cushing

Charles Dobens

Joseph Thomas

Peter LaQuerre

Stephen Lynn

Meagan Hamblett, Executive Director–YMCA Alliance of NNE



OUR MISSION

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

To instill values and provide opportunities for lifelong personal growth and the development of a healthy spirit, mind, and body for all.

OUR IMPACT

Our purpose plus our vision

The YMCA of Greater Nashua is an essential collaborative and charitable organization addressing critical community needs and offering lifelong personal growth AND support to families and individuals.

OUR CAUSE

Why we exist, our mission in action

To strengthen the foundations of our community.

OUR FOCUS

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.

- The Y has a trusted national brand and rich legacy, serving our local communities since 1887 that continues to adapt or pivot to critical needs.
- The Y has the best value and broadest spectrum of offerings for families to be together in a variety of recreational programs that are high-quality and values-based, all under one roof.
- The Y provides a positive and welcoming feeling of community for all, regardless of age, ability, income level, educational background, religion, sexual orientation or culture.
- The Y has the largest, inclusive membership base, serving more youth than any other organization in our region.
- The Y Early Education Center is the largest single site in the state providing the best value with extensive opportunities for children to participate in many extracurricular activities including physical education, sports instruction, dance instruction, music, computers and swim instruction.
- The Y provides financial assistance for all Y programs and services, providing families and individuals with over \$700k of support.
- The Y has high credibility to attract meaningful partnerships and collaborations with other leading organizations and the YMCA is committed to executing and building community strength.
- The Y has the largest variety of volunteer opportunities in the community, engaging over 300 people in sharing their skills to benefit others. Is there another bullet to add that is more relevant for the plan moving forward?

OUR 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 address:

The Mission

How does it align with the mission and values of the organization?

What critical social issues does it address?

What other organizations might we collaborate with to address the issue?

How does this increase our diversity, equity and inclusion (DEI) impact?

How does this strategy attract and meet the needs of underserved populations?

Financial Considerations

What does its financial viability and long-term sustainability look like?

What is the net financial benefit short term / long term?

How will this improve our fundraising efforts and with who? Who are the stakeholders that we expect to raise it from?

Operational Considerations

What resources (staff, facilities, equipment) are available or can we secure to "Make it Happen"?

How will we measure success?

Public Relations and Image

How will this improve the desirability, credibility or visibility of the Y in the community?

With who?

What impact might this have on key stakeholders (i.e. membership, donors, community leaders, staff, etc.)?

OUR BIG QUESTION

**How do we
emerge as the
leading non-profit
provider and
partner of choice
through
measurable
community
impact?**

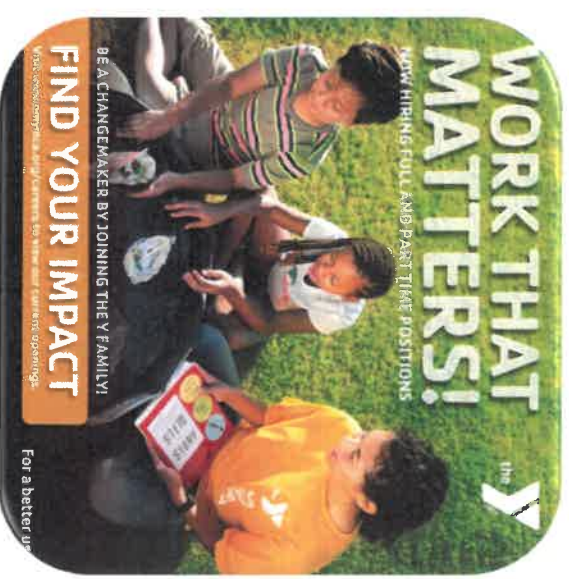


STRATEGIC PRIORITY 1:

STAFFING STRATEGY

ORGANIZATIONAL STRATEGY:

Cultivate a world class work force to meet the needs of the organization and community.



STRATEGIC PRIORITY 2:

DIVERSITY, EQUITY & INCLUSION STRATEGY

ORGANIZATIONAL STRATEGY:

Advance our culture of inclusion and belonging by engaging, serving and advocating for individuals from underserved communities.



STRATEGIC PRIORITY 3:

PHILANTHROPIC PARTNERSHIP & FISCAL STRATEGY

ORGANIZATIONAL STRATEGY:

Maintain and secure our long term sustainability through philanthropy & fiscal management.



STRATEGIC PRIORITY 4:

PROGRAMMING & MEMBERSHIP GROWTH, RETENTION & ENGAGEMENT STRATEGY

ORGANIZATIONAL STRATEGY:

Increase membership by enhancing our program model and environments to meet the current and future needs of our diverse community.



STRATEGIC PRIORITY 5:

BRAND AWARENESS STRATEGY

ORGANIZATIONAL STRATEGY:

Increase awareness of the YMCA as a charitable, innovative, diverse and inclusive organization that addresses needs and strengthens the community.



STRATEGIC PRIORITY 6:

DATA ANALYSIS, TRENDS & MEASUREMENT STRATEGY

ORGANIZATIONAL STRATEGY:

Develop a robust and comprehensive YMCA data and analytical capability to create insights that inform decision making for the Y's future.

