



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

FULFILLING OUR PROMISE FOR THE FUTURE

YMCA OF CATAWBA VALLEY
2023 – 2026 Strategic Plan

A MESSAGE FROM LEADERSHIP

The YMCA of Catawba Valley was founded in 1969 to bring people together and provide a wholesome environment for children and adults to learn, grow and thrive. Today, our 388 full and part-time team members proudly serve 40,000 unique individuals across the Catawba Valley region.

We invite you to better understand our efforts to serve and strengthen the community through our 2023-2026 Strategic Plan which serves as a road map for our decision-making. Our Y engaged a variety of voices, including community leaders, subject matter experts, Y staff and volunteers, to create our strategic plan. Through these diverse perspectives, and informed by internal and external data, our priorities emerged. Our strategic plan priorities respond to the critical needs of our growing community and work to ensure our Y remains relevant and sustainable to transform lives for generations.

We've learned a lot since developing our last strategic plan. Most importantly, we learned that our Y must be able to adapt and transform to the unexpected. In early 2020 we launched a capital campaign to renovate our aging facilities and expand

our services. Almost immediately, the COVID-19 pandemic forced us to suspend membership operations and programming, but our Y adjusted and continued serving the community with childcare, remote learning programs, food distribution, blood drives and support for isolated seniors. Recognizing our Y's impact, the community responded by continuing their memberships during our mandatory closure and through generous donations to our annual and capital campaigns. We are grateful to the community for fueling the impact of our Y and have created this plan to build upon this support and our 50-year heritage while responding confidently to opportunities and challenges that come our way.

If you are currently part of the YMCA family as a donor, volunteer, member, program participant, or staff, thank you for your commitment and support. If you are new to our YMCA, we invite you to read our plan and join us in our efforts to strengthen our community.

Mark Seaman
Chief Volunteer Officer
Nat Auten
President & CEO

OUR FOUNDATION

Though the world may be unpredictable, one thing remains certain — the Y is, and always will be, dedicated to building healthy, confident, secure, and connected children, families, and communities.

The YMCA of Catawba Valley is dedicated to building healthy, confident, secure and connected children, families and communities. Our Y is guided by our mission, identity, impact and delivering transformative responses to community needs in our service area of Catawba County, Caldwell County, Burke County, Lincoln County and Blowing Rock area. We are joined with other Y's in making a difference across America—from small towns to the largest cities. We will continue doing what matters most for years to come. As our community, members and families' needs and expectations change, we are also making meaningful positive changes.

Our volunteers, key staff and community leaders joined together in conversation to develop this strategy roadmap to ensure we are relevant and impacting our community in ways that matter in nurturing the potential of children, improving health and well-being, and giving back to our community.

OUR IDENTITY

These are the components that make up the essence of our business model and the foundational elements for how we operate as a nonprofit, cause-driven organization.

Our Mission: Put Christian principles into practice through programs that build healthy spirit, mind and body for all.

Our Impact: The well-being of individuals, supporting families, protecting and developing children and fostering a sense of belonging and community connectivity for all.

Our Values:

- Caring** – show a sincere concern for others.
- Honesty** – be truthful in what you say and do.
- Respect** – follow the Golden Rule.
- Responsibility** – be accountable for your promises and actions.
- Faith** – trust beyond measure.

Our Cause: Strengthen the foundations of people and our community.

Achieved Through:

Healthy Living

Improve communities' well being

- Health & fitness
- Group interests
- Family time
- Sports and rec

Youth Development

Nurture the potential of every child/teen

- Child care
- Education and leadership
- Swim, sports, play
- Camp

Social Responsibility

Giving back and providing support to our neighbors

- Christian emphasis
- Social services
- Giving and volunteerism
- Advocacy

Sustainability: Membership and program fees, grants, contributions and foundations.



OUR FRAMES FOR ACTION

The critical social issues and pressing problems facing our communities and the Y's response through our areas of focus.

OUR CRITICAL SOCIAL ISSUES

Healthy Living: Improve communities' well being

Inadequate adult and community supports.

Youth Development: Nurture the potential of every child/teen

Health inequities among people of different backgrounds.

Social Responsibility: Giving back and providing support to our neighbors

Increasing social isolation and disconnection from communities.

OUR DECISION-MAKING

OUR STRATEGIC ADVANTAGES

Our unique assets and traits that we will leverage to grow our impact.

- **Scholarships & financial assistance offered so no one is turned away for inability to pay.**
- **Leveraging volunteerism and community advocates to strength community through collaborations and partnerships**
- **Focus on Christian principles to serve people of all ages and meeting people where they are.**
- **Diversity of services for the whole family of all ages and abilities, including quality childcare.**
- **Specializing in aquatics and serving through venue facilities in service area.**
- **Dedication to diversity, equity and inclusion in everything we do.**
- **Attention to the importance of family and working to strengthen those bonds**
- **Providing safe spaces for people to gather, like our walking track.**
- **Cultivating a staff culture that is supportive and accepting of one another and enables our team to focus on service to members, participants and the community at large.**
- **Participating in a strong network of collaboration with YMCAs across NC and the USA.**

WHO ARE WE?



OUR STRATEGY SCREEN

A filter to aid staff and board decision-making and support our Y to respond appropriately to new opportunities or challenges.

- **How does it support our mission?**
- **How does it enhance or expand service?**
- **Do we have the capacity, resources and expertise to deliver the program or service?**
- **Will it result in measurable outcome and positive impact on individuals and the community?**
- **Is it financially sustainable?**
- **What are the risks if it is unsuccessful?**
- **Will it position our Y positively?**
- **Will it enhance or provide strategic advantages?**
- **Is it inclusive, accessible and welcoming to all?**
- **How does it align with our priorities and focus areas?**

OUR BIG QUESTIONS

The following big questions were narrowed from a longer list to consider current community trends, organization capacity, stakeholder feedback, volunteer and staff input, as well as our identity:

- **RESOURCES:** How do we build capacity to achieve greater impact?
- **COLLABORATION:** How do we engage and bridge communities, organizations and individuals to address community needs
- **AWARENESS:** How do we increase community visibility and awareness of our good work?
- **NEW MARKET GROWTH:** How can we position our Y to expand our reach to new markets?
- **GROW MEMBERSHIP:** How do we grow membership?

OUR REASONS WHY

- To better understand community needs.
- To lay the groundwork for positive health outcomes.
- To intentionally bring the community together.
- To improve communication so all people understand our mission and cause.
- To increase revenue so we can increase overall impact.

OUR BIGGEST QUESTION

“How do we grow our impact to better serve and develop all?”



2023-2026 STRATEGIC PLAN PRIORITIES

These components make up the essence of our business model and the foundational elements for how we operate as a nonprofit, cause-driven organization.

OUR MISSION

OUR IMPACT

OUR FRAMES FOR ACTION

Drivers of a common vision to achieve desired outcomes that strengthen communities through:

OUR PRIORITIES

BUILD AWARENESS, EXPAND OUR REACH

Build brand awareness and expand our reach in current and new markets to grow participation and membership, ensure financial sustainability and transform lives and communities

LEVERAGE PARTNERSHIPS

Expand partnerships to bridge differences and improve collaboration to more effectively meet community needs

GROW RESOURCES

Grow resources through volunteerism, advocacy and philanthropy

OUR STRATEGIES

Elevate our storytelling and marketing strategy to highlight the Y's impact and offerings

Build presence and relationships in Burke County

Grow membership and program participation

Develop an intentional community engagement strategy

Convene like-minded organizations

Elevate annual campaign

Advance Diversity, Equity and Inclusion in the Y and community

Expand advocacy efforts

Recruit, develop and retain cause-driven leaders (staff and volunteers)

WHERE DO WE GO NEXT?

YMCA OF CATAWBA VALLEY ASSOCIATION OFFICE

**315 1st Avenue NW
Suite 104
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Email: info@ymcacv.org
Web: www.ymcacv.org**

BRANCH LOCATIONS:

**Adrian L. Shuford, Jr., YMCA
1104 Conover Blvd. E
Conover, NC 28613
828.464.6130**

**Hickory Foundation YMCA
701 1st St. NW
Hickory, NC 28601
828.324.2858**

**Lincoln County Family YMCA
1402 Gaston St
Lincolnton, NC 28092
704.716.4500**

**Phifer Family YMCA
2165 S. Sterling St
Morganton, NC 28655
828.580.6600**

**Sally's YMCA
1601 Forney Creek Pkwy
Denver, NC 28037
704.716.7300**

**Burke County YMCA Afterschool
Administration Office
200 E. College Dr
Morganton, NC 28655
828.578.6992**

The Y: We're for youth development, healthy living and social responsibility.