



CAPITAL DISTRICT YMCA

FOR YOUTH DEVELOPMENT®  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY





# Capital District YMCA Strategic Plan 2023–2027

## Our Mission

- The Capital District YMCA supports, engages, and strengthens the Capital Region community through programs and partnerships focused on youth development, healthy living, and social responsibility. The Capital District YMCA welcomes all people, enhances lives through personal growth opportunities and promotes diversity, equity and inclusion in all we do for youth, adults, families, and our community.

### Potential Mission Tagline

Our Capital District YMCA – Building a Stronger Community for All  
For Youth Development, Healthy Living, and Social Responsibility

## Our Legacy

- For over 175 years, YMCAs have put Christian principles into practice as a local and worldwide charity, through programs that build healthy spirit, mind, and body for all.

## Our Vision

- Every day, the Capital District YMCA will create a safe and healthy environment for personal growth, increasing impact through our programs, and helping those in need as a leader and catalyst in strengthening our urban, suburban, and rural communities.

### Potential Vision Tagline

EverY DaY – Growing Impact, Improving Lives, Helping Those in Need

## Community Impact

- We will measure our impact on youth empowerment and education, on improving wellness and health disparities and on social responsibility for youth, adults, seniors, and families in our community, as we continue to grow the people served by the Capital District YMCA.

## Our Values and Operating Principles

- Respect, Responsibility, Honesty, Caring, Diversity, Equity, and Inclusion

## Our Equity Statement

- As an anchor in the communities we serve, the Capital District YMCA is committed to diversity, equity, and inclusion, knowing that these efforts create better opportunities for all. In the critical role as community advocate and partner, the Y is uniquely positioned to bring our community together.

# INTERNAL ASSESSMENT

## People Served

### *Members*

- 2021
  - 62,541 ~ 10% of Population served by YMCA (650,000)
  - 16,000 Member Units ~5% of Households
  - 31,000 Members ~ 5% of Population
- 2019
  - 103,587
  - 37,000 Member Units/68,000 Members
- 2012
  - 104,309
  - 30,000 Member Units / 60,000 Members

### *Staff*

- 2022- 1185
  - 223 FT, 687 PT, 275 Seasonal
- 2021- 765
  - 208 FT, 553 PT, 4 Seasonal
- 2019 - 1797
  - 300 FT, 1491 PT, 6 Seasonal
- 2012 – 1800

### *Volunteers*

- 2021- 210 Board/Advisory Council, 658 Program Volunteers
- 2019- 242 Board/Advisory Council, 1031 Program Volunteers
- 2017- 244 Board/Advisory Council, 1615 Program Volunteers
- 2012- 249 Board/Advisory Council , 1418 Program Volunteers

### *Financials(Fiscal Year April-March)*

- 2022- Revenue \$30.4M, Net (\$1.2M – Includes \$4.5M PPE)
- 2020- Revenue \$40.2M, Net (\$169K)
- 2019 -Revenue \$40.8M, Net (\$529K)
- 2012 - Revenue \$34.1M, Net (\$1.5M)

### *Fundraising/Financial Assistance FY (Annual Support % of Revenue)*

- 2022- \$1.3M (4%)
- 2020- \$1.1M (3%)
- 2019- \$1.3M (3%)
- 2012- \$.8M (2.5%)

### *40 School Districts in Capital Region*

- 14 YMCA Pre and After-School Programs;13 in Schools

# EXTERNAL ASSESSMENT

## Capital Region Population

Key:

HH – Households

Inc – Median

BP - Below Poverty (\$35K households of four)

POC – People of Color



## Our Communities

Albany	99K	42K HH	\$50K Inc	23% BP	50% POC
Bethlehem	51K	13K HH	\$91K Inc	7% BP	22% POC
Glenville	31K	13K HH	\$92K Inc	6% BP	8% POC
Greenbush	81K	36K HH	\$56K Inc	16% BP	24% POC
Greene Cty	15K	5K HH	\$66K Inc	10% BP	24% POC
Guilderland	63K	24K HH	\$85K Inc	6% BP	24% POC
Schenectady	135K	44K HH	\$60K Inc	12% BP	33% POC
S. Saratoga	67K	28K HH	\$101K Inc	5% BP	15% POC
Troy	92K	40K HH	\$53K Inc	16% BP	30% POC

# GOALS

## 1. The Y as a Hub and Leader in the Community

- Strengthening the community through support, partnerships and collaborations.
- Strategies
  - Community Connections at Every Branch
  - Community Days at the Y – Member to Member and Community
  - Information Resource Centers
  - Space Sharing with Community
  - Partnerships and Collaborations
    - Programs
    - Health and Wellness / Medical Community
    - School Systems
    - Universities
    - Libraries

## **2. Youth Education and Empowerment**

- Inspiring Youth Success in Life through welcoming and inclusive programs which engage youth at every age.
- Strategies
  - Child Care- Before and After School Academic and Social Enrichment
    - Excellence in Current Locations – 14 Districts
    - Expansion – New School Districts, Community Schools
  - Teen and Young Adult Programs - A Safe Place for Growth
  - Sports Programs – Outreach and Expansion
  - Camping – Transformative Experiences
  - Intergenerational Programs (New)

## **3. Health and Wellness**

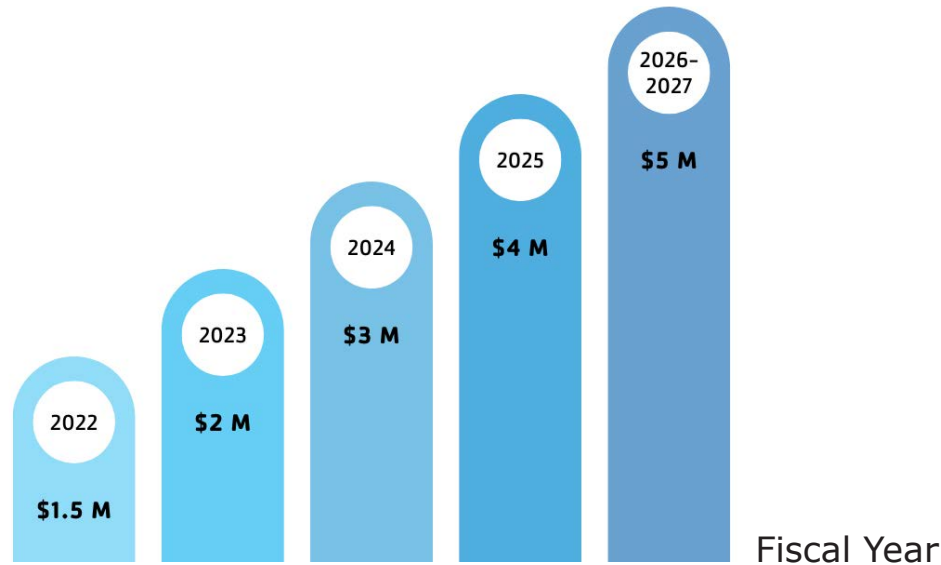
- Improving health and wellness for all members and reaching those with chronic illnesses.
- Strategies
  - Membership
    - Positioning: Join our Community. Connect. (Families and Adults)
    - Differentiation and Uniqueness in the Fitness Industry
      - Mission / Cause Driven, Welcoming, Caring and Trained Staff
      - Focus on the Whole Person (Education)
      - Value Based Price/Offerings, Facility & Virtual Y360 Access
    - Monthly Mission Contribution Option/Recognition
    - Double Size of Membership to 40,000 Units
    - Target Markets- Types by Community, Connections, Outreach
    - Staff Member Acquisition & Goal Setting System
  - Wellness and Aquatics alignment to Membership financials
  - Membership Partnerships – Health, Institutional Athletes
  - Super Senior Programing
  - Specialty Programs- Circle of Champs, Pedaling for Parkinson's, Live Strong/ Cancer, Diabetes, Arthritis, Neuromotor Wellness, Nutrition, Other
  - Mental Health / Total Wellness Coaching (New)

## **4. Equity Leadership**

- Promoting Equity by our example and actions.
- Strategies
  - Addressing Racial Inequities and Health Disparities
    - Achievers, Youth and Government, Youth Membership
    - Employment / Workforce Development (New)
    - Food Insecurity
  - Equitable Communities Agenda (YMCA of USA)
  - Community Services and Volunteerism
  - Immigrants and Refugees
  - Resident Housing and Support
  - International (New)

## 5. Mission Awareness and Fundraising Success

- Creating awareness of the Y as a community leader and cause of choice.
- Strategies
  - Awareness Campaign- “Y For All”
  - Powerful Communications Plan
  - Annual Support Campaign
    - Cause Driven Campaign – “Rise Up for a Stronger Community”
    - Growth from 4% to 10% of Annual Revenue



- Capital Community Campaign
  - 2024 -2025 (35th Year as Capital District YMCA)
  - \$25M: Local \$16M, Leveraging \$9M of M.Scott Gift as a Match
  - Case: A Catalyst to Serve More Members, Serving those in Need, Physical and Mental Health, Facilities, Programming, Equity through Margin Management
- Endowment

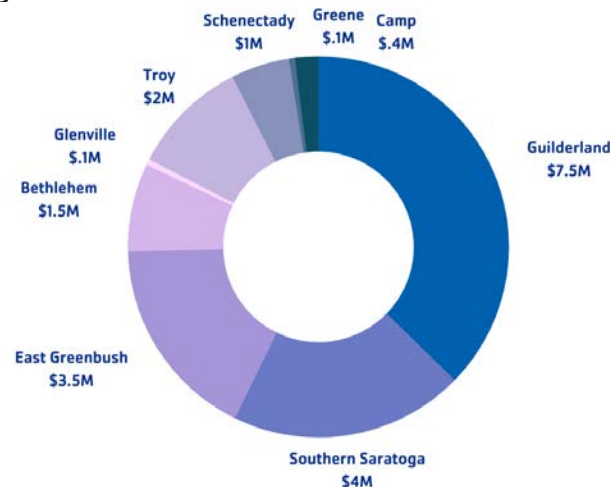
## 6. Strong Staff and Good Governance

- Recruiting and inspiring great staff and volunteer leaders
- Strategies
  - Staff
    - Staff Career Ladder Program – Youth Member to Manager (Workforce Development)
    - Personnel Plan- Job Expectations / Descriptions, Development, Compensation, Retention, Recognition
    - Strategic Leadership Structure, Organization Redesign, New Association Positions – Membership, Youth Education and Empowerment, Healthy Living, Fund Development, Administration and Planning; Future- VP- Program and Services
  - Good Governance
    - Association Board Plan
    - Branch Advisory Council Plan

- Branch and Association as One Capital District YMCA
  - Consistency in Expectations, Training, Programs, Branch Sharing

## 7. Facility and Footprint Excellence

- Building high quality facilities to maximize the Y experience
- Strategies
  - Quality in all Facilities and Program Locations and Investment based on Return on Mission/Margin
    - Branch Facility Investment of \$21M based on Return On Mission/Margin



- \$21 M - Local \$14M Scott Gift \$7M ; \$2 to \$1 Match
- Albany Plan Investment of \$4M, \$2M Local and \$2M from Scott Gift - \$1 to \$1 Match
  - Health and Wellness Centers
  - Teen and Young Adult Centers
  - Facility Partnerships

## 8. Administrative Excellence

- Excelling in organization effectiveness, financial management, and results reporting.
- Strategies
  - Financial Health
    - Mission Model to Meet Community Needs - Balancing (Managing) Membership/Child Care and Branch Margins
    - Assessment of opportunities for efficiency and growth, including potential management agreements, mergers, and acquisitions
  - Financial Plan for Growth and Sustainability (Fiscal year)
    - 2023 Revenue \$28M
    - 2025 Revenue \$38M
    - 2027 Revenue \$50M

## Program Revenue and Margins

- Membership Doubles  
Units Increase to 40,000 @ \$450/ Unit (21,000 in 2022)  
Revenue \$18M, Net \$3M at 18% Margin
- Child Care Growth of 50%  
Revenue \$ 9M, Net \$3M at 30% Margin  
Growth from 2000 to 3000 Youth at \$2500 / Youth  
Increase Scholarship from 5% to 15% to serve more in need)
- Aquatics Growth of 50%  
Revenue \$2M, Net (\$500K) Margin - Current (~\$1.5M)
- Wellness Growth to \$1M, (\$500K) Margin – Current (~\$1.5M)  
Note: Analysis and Actions Required with Membership
- Camp Chingachgook Growth to \$4M, Net \$400K at 10% Margin
- Day Camp Growth to \$3M, Net (\$500K)
- Increase All Other Programs by 50% to \$11M, Net (\$3.4M)  
Early Childhood \$4M, Teen/Young Adult \$2.5M, Equity \$2.5M  
Other \$2M (Includes Ice/Arena, Miscellaneous Other)
- Maintain Residence/Other at \$2M (Break Even)

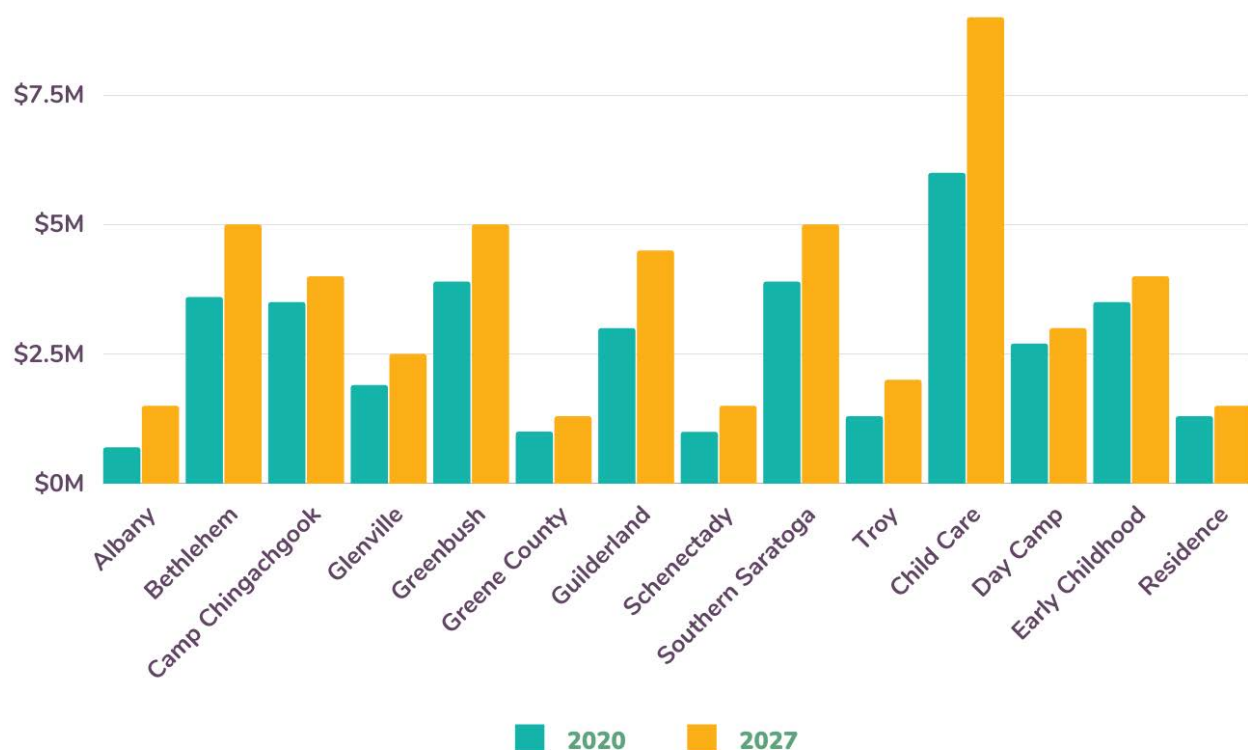
Note: Includes Private Fundraising Increase to 10% of Revenue =\$5 M

## Branch Revenue and Margins:

- Proforma Revenue 2027 \$50M and Net \$1.5M

Note: Revenue Includes Private Fundraising of \$5M (2020- \$ 1.2 M)  
Expense/Net Includes Association \$8M~ (2020-\$5M)

- By 2027 with Progress Each Year





- Albany \$1.5M/Net (\$700K), 2020 \$.7M/Net (\$500K)
- Bethlehem \$5M/Net \$300K, 2020 \$3.8M/Net (\$100K)
- Camp Chingachgook \$4M/Net \$400K, 2020 \$3.5M/Net (\$300K)
- Glenville \$2.5M/Net \$200K, 2020 \$1.9M/Net (\$300K)
- Greenbush \$5M/Net \$400K, 2020 \$3.9M/Net \$ (\$300K)
- Greene County \$1.3M/Net Break Even, 2020 \$1M/Net (\$56K)
- Guilderland \$4.5M/Net \$400K, 2020 \$3M/Net (\$400K)
- Schenectady \$1.5M/Net(\$1M), 2020 \$1M/Net (\$900K)
- Southern Saratoga \$5M/Net \$400K, 2020 \$ 3.9M/Net (\$200K)
- Troy \$2M/Net (\$1M), 2020 \$1.3M/Net (\$900K)
- Child Care \$9M/Net \$3M, 2020 \$6M/Net \$2.5M
- Day Camp \$3M/Net (\$500K), 2020 \$2.7M/Net (\$450K)
- Early Childhood \$4M/Net (\$350K), 2020 \$3.5M/Net (\$350K)
- Residence \$1.5M/Net Break Even, 2020 \$1.3M/Net (\$200K)
- Other \$.5M/Net Break Even

Total Net \$1.55M (Positive \$5.1M, Negative \$3.550)

- Information Technology Plan - Individual, Community and Association Impact/  
Results Systems for Measures of Success

### **Measures of Success (Benchmarks and Key Performance Indicators)**

- People Served
- Membership- Numbers, Retention/Satisfaction
- Community Partnerships /Services
- Program Outcomes
- Social Responsibility – Volunteerism, Other
- Communications/Awareness
- Fundraising
- Financials



# OUR FOUR PILLARS

YOUTH DEVELOPMENT  
RACIAL EQUITY AND INCLUSION  
HEALTH DISPARITIES  
SOCIAL RESPONSIBILITY

CAPITAL DISTRICT YMCA  
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