



**WALLINGFORD
FAMILY YMCA**
STRATEGY ROAD MAP REFRESH
AUGUST 2024

The Y's Profile

	OUR MISSION Our mission is to strengthen the foundations of the community through programs, services and relationships that build a healthy spirit, mind and body.
	OUR STRATEGIC VISION Our vision is to revitalize the Wallingford Family YMCA into a thriving community hub, accessible to everyone and dedicated to enhancing the well-being of our residents. By providing exceptional programs, modernizing our facilities, and cultivating a warm, inclusive atmosphere, we strive to foster strong families, healthy individuals, and a connected community.
	OUR VALUES <ul style="list-style-type: none">• 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• Safety: commit to providing a safe environment
	DIVERSITY, DISABILITY, AND INCLUSION The Y is a community of all ages and from every walk of life working side by side to strengthen communities. Together we work to ensure everyone, regardless of age, race, gender, income, faith, sexual orientation, gender expression, cultural background, national origin and disability can live life to its fullest. We share the values of caring, honesty, respect and responsibility—everything we do stems from it.
	OUR GEOGRAPHIC REACH <ul style="list-style-type: none">• Wallingford• North Haven• Durham and Middlefield• Northford and North Branford
	OUR TARGET POPULATION Individuals and families of all ages, ethnicities, social and economic groups, and all levels of abilities.
	OUR PROGRAMS & SERVICES We build community relationships, collaborative programs and membership services with an emphasis on youth development, healthy living and social responsibility and offer programs in the following areas: <ul style="list-style-type: none">• Out of School Time – Childcare & Day Camp• Youth Sports• Aquatics• Health & Wellness• Seniors & Active Older Adults

Our Strategic Advantages

Our Strategic Advantages are our unique assets we have and/or areas where we have outstanding, impactful execution. These advantages are what distinguish our organization from others. We believe that by leveraging these powerful strengths and proven successes, we will keep our Y vital and thriving:

- **Comprehensive programming:** Offering a wide range of programs and services to meet the diverse needs of the Wallingford community.
- **Aquatic excellence:** Providing top-tier swim instruction and state-of-the-art aquatic facilities.
- **Community-wide accessibility:** Serving residents across Wallingford with convenient locations and programs.
- **Inclusive membership:** Ensuring that financial barriers do not prevent community members from participating in YMCA programs.
- **Trusted community partner:** Established reputation as a reliable and dedicated partner in building a stronger Wallingford.
- **Strong brand identity:** A well-recognized and respected brand synonymous with health, wellness, and community.
- **Collaborative leadership:** Fostering strategic partnerships to enhance program offerings and community impact.

Strategy Screen For Decision Making

This set of criteria can help us determine whether any new strategy or initiative aligns with who we are as an organization. By using this strategy screen to guide our decision-making and dialogue, we will ensure that future strategies and initiatives align with our strategic plan.

- How does this align with the Y’s mission and create positive community impact?
- How does this enhance the safety and well-being of our members and staff?
- What partnerships can we build to strengthen our work in this area?
- How will we measure our progress and success?
- What are the financial implications of this initiative, both short-term and long-term?
- What additional resources (human, financial, or technological) are required?
- Do we have the necessary capacity and expertise to implement this?

Our Current Strategic Priorities

The Wallingford Family YMCA convened a strategic retreat bringing together board members and key leadership. This intensive session focused on deepening our understanding of the Y’s mission and vision. By examining current goals and identifying emerging opportunities, we collectively addressed complex challenges to expand our impact on the community. Together, we looked ahead, developed innovative strategies, and positioned the Y for future success.

SERVING FAMILIES	Focus on youth development by expanding childcare and teen life skills programs while addressing mental health needs and optimizing facility usage. Develop innovative youth programs to fill community gaps, repurposing existing resources to maximize impact.
SUPPORTING SENIORS	Enhanced facility accessibility and expanded employment opportunities will support the development of new intergenerational programs and social activities.
REDEFINING MEMBERSHIP	Focus on community outreach and membership growth by enhancing service quality, rebranding, and targeted demographic engagement.
FOSTERING PARTNERSHIPS	The YMCA will strengthen existing partnerships and seek new collaborations to expand its reach and resources, acting as a catalyst for community impact by identifying and addressing service gaps, including through inter-YMCA partnerships.
BEST IN CLASS EMPLOYER	We foster inspired leadership, cultivate a value-driven culture, and hold ourselves accountable for growing talent and achieving results through aligned HR practices and strong execution.

New Strategic Opportunities

The board retreat focused on identifying and addressing critical issues that are current or emerging. Big questions are the core challenges or opportunities that demand immediate attention and strategic decision-making. They are not just any question, but those that have significant implications for the organization's mission, goals, and future direction.

1. Do we maintain, invest, or divest the 16th Street Wallace property?
2. How can we optimize our YMCA branches to deliver exceptional programs and services to the communities we serve?
3. How can we bring the Y's vision of a West Side aquatics center to life?
4. How can the Y identify and address unmet community needs through program expansion?
5. How can we empower youth and young adults to become active participants in board governance, fostering their leadership development while ensuring their voices are central to shaping our community's future?

New Organizational Strategies Emerged

1

Invest in the 16 Wallace Street property with innovative programming for youth, seniors & families



2

Optimize the Y's branches to deliver high quality programs & services



3

Fulfill the Y's vision to expand the West Side Branch with an Aquatics Center to serve more & do more



4

Expand the Y's footprint and deliver programs & services in a new geographic area



WALLINGFORD FAMILY YMCA

EAST SIDE BRANCH

81 South Elm Street
Wallingford, CT 06492

WEST SIDE BRANCH

8 North Turnpike Road
Wallingford, CT 06492

YMCA LEARNING COMMUNITIES

Choate Rosemary Hall
333 Christian Street
Wallingford, CT 06492

Masonicare

22 Masonic Avenue
Wallingford, CT 06492

wallingfordymca.org