



# YMCA OF COLUMBIA-WILLAMETTE STRATEGIC PLAN 2021–2023

## MISSION

To put the Christian principles of love, respect, honesty, responsibility and service into practice through programs that build a healthy spirit, mind and body for all.



### Place of Belonging

Everyone wants to be welcomed, to be known, to be respected, and to be loved. The social and economic impacts of COVID-19 have caused many people to experience increased stress. We believe providing a place of belonging is a starting place for the healing of individuals, families and the community.

#### STRATEGY

To be the “Third Place of Belonging” for individuals in our community.

#### INITIATIVES

- Adapt our physical locations to be inviting places for all
- Expand Chaplain Services
- Expand programming for those physically isolated due to COVID-19



### Geographic Expansion of Services

Our Y is entrusted by Y-USA with a large geographic service area that includes areas of SW Washington and greater Portland. Due to limited brand recognition and physical footprint, we are inequitably serving our region and the diverse populations within it.

#### STRATEGY

To use a regional model to develop relationships with other local leaders and to identify community needs our Y can help address.

#### INITIATIVES

- Strengthen Board of Trustees and branch board membership to reflect to the communities we serve
- Develop storefront Y locations
- Serve in areas of greater racial and socio-economic diversity



### Community Partner in Addressing Homelessness

The Portland metropolitan area is experiencing a crisis of homelessness, the causes, circumstances, and faces of which are varied. We recognize that no one organization alone can address the crisis, and that it is our social responsibility to get involved.

#### STRATEGY

To become an active participant and community partner in addressing the homelessness crisis.

#### INITIATIVES

- Develop partnerships with organizations addressing homelessness issues and proposed community solutions
- Increase the accessibility of our facilities and programs

### Organizational Sustainability

The COVID-19 pandemic threatens the sustainability of our organization. Success is dependent on the adaptability of our services, staff, and communicating our impact.

#### STRATEGY

To adapt as needed to unexpected constraints and changes while building the organization’s long-term strength.

#### INITIATIVES

- Create an organizational culture that quickly adapts
- Invest in attracting, developing and retaining staff talent
- Adopt an enterprise funding mentality