



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

SHAPING OUR FUTURE

YMCA OF THE VIRGINIA PENINSULAS
STRATEGY ROADMAP

IMPACT
2030

SHAPING OUR FUTURE



A Letter from the President & CEO



There's no place like this. For more than 130 years, the YMCA of the Virginia Peninsula has been a place where people come to belong, to grow, and to build stronger communities together. While the world around us continues to change, our purpose remains constant: to strengthen the foundations of our community by helping people grow healthier in spirit, mind, and body.

It is with great pride and optimism that we introduce **IMPACT 2030 – Shaping Our Future**, our strategic plan for 2026–2030.

This plan is more than a roadmap. It is a shared commitment—grounded in our mission, shaped by community voices, and focused on the most pressing needs facing the families, children, and neighbors we serve. Over the past year, volunteers, staff, partners, and community members came together to listen deeply, ask important questions, and help shape a clear path forward. At the heart of IMPACT 2030 are the areas where the Y can make the greatest difference. Over the next five years, we will focus our work on:

- **Preventing Drowning**, ensuring every child has access to life-saving swim skills.
- **Helping Kids Succeed**, by supporting academic success, confidence, and belonging.
- **Preparing Teens for Life**, equipping young people with leadership skills, career readiness, and purpose.
- **Helping People Grow Healthier in Spirit, Mind, and Body**, expanding access to wellness, connection, and prevention for all.

Through our strategic planning process, one additional message came through clearly and consistently: **families are seeking holistic support**—places where they can connect, grow, and thrive together. In response, IMPACT 2030 introduces a new and intentional fifth area of focus:

- **Helping Families Thrive**, by creating welcoming spaces, strengthening relationships, and offering programs that support the whole family across every stage of life.

Together, these five areas of focus reflect both who we are and who we are called to be. They challenge us to move beyond programs alone and deepen our role as a trusted partner—one that walks alongside individuals and families, meets them where they are, and helps them build brighter futures.

IMPACT 2030 is also grounded in action and accountability. It will guide decisions, align resources, and strengthen our capacity to serve more people, more effectively—center by center and community by community. This plan calls on us to amplify our voice, invest in our people and places, and lead with clarity and purpose as we turn vision into measurable impact.

As you explore this strategic plan, I invite you to see yourself in it. Whether you are a member, volunteer, staff leader, donor, or community partner, your role matters. Our success over the next five years will be defined not only by what we do—but by how we do it together.

Thank you for believing in the Y, for investing in our mission, and for helping shape a future where everyone has the opportunity to learn, grow, and thrive. There's truly **no place like this**—and the best is yet to come.

With gratitude and confidence in our shared future,

ADAM KLUTTS

President & CEO

YMCA of the Virginia Peninsula

GUIDING PRINCIPLES

YMCA OF THE VIRGINIA PENINSULAS IMPACT 2030 STRATEGIC PLAN FRAMEWORK

OUR ROADMAP FOR THE FUTURE

IMPACT 2030

(February 2025 – December 2025)

The YMCA of the Virginia Peninsulas initiated a comprehensive planning process in February 2025 to develop strategies that will address critical social issues and positively impact the Virginia Peninsulas in the coming years.

STEERING TEAM

A team of Volunteers and senior staff led the process with the responsibility to identify the critical social issues facing our service areas that align with our areas of focus (Youth Development, Health Living, Social Responsibility) by gathering input from community stakeholders. They formulated the key questions that drove our roadmap. This team also identified data and insights needed to support strategic decision-making.

COMMUNITY INPUT SESSIONS

(June – August 2025)

We hosted multiple input sessions across our service area, including each YMCA's center advisory board, local Y staff, and community leaders throughout the Peninsulas. These essential sessions helped ensure each community had a voice and that local needs are elevated and reflected in our association's priorities. We also reviewed dozens of published community needs assessments by various private/public organizations in our region to identify community needs the Y can address.

THE ROAD MAP

(September – October 2025)

Using the feedback from our input sessions, the strategy team and our Association Board of Directors developed the Strategic Road Map that guided our actions and decisions and directed our resources. This road map is built on our mission, cause, areas of focus, and values. It then outlines our strategic advantages, strategy screen, and big questions.

IMPLEMENTING OUR PLAN FOR IMPACT

(January 2026)

Using the road map, we created our operational plans, objectives, and measurements to ensure we are effective in carrying out our plan.



OUR MISSION

The mission of the Y is to put Christian principles into practice through programs that build healthy spirit, mind, and body for all.

OUR CAUSE AND AREAS OF FOCUS

At the Y, strengthening community is our Cause. Every day, we work side-by-side with our neighbors to make sure that everyone, regardless of age, income, or background, has the opportunity to learn, grow, and thrive. That's why we focus our work in three areas:

- **Youth Development**—nurturing the potential of every child and teen
- **Healthy Living**—improving the nation's health and well-being
- **Social Responsibility**—giving back and providing support to our neighbors

OUR VALUES

Our Y upholds the values of caring, honesty, respect, responsibility, and faith, and we are guided by the following principles as we work to strengthen the foundations of community.

- **Caring:** Strengthening relationships through intentional interactions.
- **Honesty:** Being truthful in your words and actions.
- **Respect:** Being open and understanding to all.
- **Responsibility:** Taking proactive ownership for safety, resources, and service to others.
- **Faith:** Believing in yourself and others.

OUR STRATEGIC ADVANTAGES

"TRAITS" USING OUR UNIQUE ASSETS AND OUTSTANDING EXECUTION

- **Mission, Values, and Cause:** We foster a safe and inclusive environment for everyone, offering financial assistance to those in need so that all can participate.
- **Volunteer and Staff Leadership:** Our dedicated volunteers and staff provide strong leadership and guidance.
- **Geographic Reach and Partnerships:** Our broad presence enables us to bring people together, forge partnerships, and collaborate effectively within the community.
- **Brand Recognition:** The YMCA is well-known for its respected name and longstanding reputation for service.
- **Responsive Programming:** We are able to adapt our programs to meet the changing needs of the communities we serve.

OUR STRATEGY SCREEN

A FILTER IN AIDING THE Y'S CHOICES TO SAY "YES," "NOT YET," OR "NO" TO NEW STRATEGIES OR BIG QUESTIONS

- Is this a real need in our community, and does it fit into our four focus areas?
- Do we have the internal capacity, and is there an opportunity to partner or collaborate?
- What outcomes with regard to advancing our mission and impact will this opportunity deliver?
- How will this effort ensure a welcoming environment for All?



OUR COMMITMENT TO COMMUNITY

At the YMCA of the Virginia Peninsulas, our commitment to community is rooted in a simple but powerful belief: strong communities are built when people feel connected, supported, and able to thrive. Guided by our mission to strengthen the foundations of community, we work every day to create welcoming spaces and life-enhancing programs that nurture healthy spirit, mind, and body for all.

We are dedicated to serving people of all ages, backgrounds, and abilities by fostering environments where everyone feels they belong. Through youth development, healthy living, and social responsibility, we help families grow stronger, individuals build resilience, and neighbors connect in meaningful ways.

Our commitment extends beyond our facilities. We actively partner with community organizations, schools, local leaders, and donors to address shared challenges and expand access to programs and services that promote well-being and opportunity. By working together, we amplify impact, remove barriers to participation, and ensure our communities remain healthy, inclusive, and vibrant.

Above all, we strive to live our values of caring, honesty, respect, and responsibility in everything we do. Whether supporting families through life's transitions, providing safe places for youth to learn and grow, or strengthening social connections that uplift entire neighborhoods, our commitment is unwavering: to be a trusted community partner and a force for good—today and for generations to come.

FACILITY AND PROGRAM LOCATIONS

LUTER FAMILY YMCA	YMCA / APYC CAMP KOKOKA
TOM & ANN HUNNICUTT FAMILY YMCA	NORTHERN NECK FAMILY YMCA
HAMPTON FAMILY YMCA	YMCA WILEY CHILD DEVELOPMENT CENTER
FORT MONROE YMCA	NORTHUMBERLAND FAMILY YMCA
YMCA HEALTH & WELLNESS CENTER	RICHMOND COUNTY FAMILY YMCA
R. F. WILKINSON FAMILY YMCA	WESTMORELAND FAMILY YMCA
MATHEWS FAMILY YMCA	FIRST TEE - VIRGINIA PENINSULA
GREATER WEST POINT FAMILY YMCA	
MIDDLESEX FAMILY YMCA	



GOALS AND STRATEGIES

TRANSFORM COMMUNITIES

Build healthier, stronger, more connected communities

STRATEGY ONE

SERVE MORE PEOPLE THROUGH INNOVATIVE MEMBERSHIP OPPORTUNITIES AND QUALITY PROGRAMS.

STRATEGY TWO

EXECUTE CORE AND SIGNATURE PROGRAMS THAT ESTABLISH THE Y AS A LEADER IN OUR KEY AREAS OF FOCUS.

STRATEGY THREE

EXPAND OPPORTUNITIES FOR ALL TO ENGAGE FULLY IN OUR PROGRAMS AND SERVICES.

AMPLIFY OUR VOICE

Showcase our mission in action across every community we serve

STRATEGY ONE

STRENGTHEN AWARENESS OF THE Y'S MISSION, PROGRAMS, AND SERVICES BY INVESTING IN A COMPREHENSIVE MARKETING AND COMMUNICATION PLAN.

STRATEGY TWO

FOSTER A CULTURE OF PHILANTHROPY WITHIN OUR COMMUNITIES, AMONG STAFF, MEMBERS, AND VOLUNTEERS.

STRATEGY THREE

FORGE STRATEGIC PARTNERSHIPS THAT ALIGN STRENGTHS TO ACHIEVE SHARED GOALS.

STRENGTHEN OUR CAPACITY AND ELEVATE IMPACT

Enhance our organizational capacity to deliver the Y's mission to impact more communities

STRATEGY ONE

ATTRACT, DEVELOP, AND RETAIN TALENTED STAFF AND VOLUNTEERS TO SUSTAIN GROWTH AND DEEPEN IMPACT.

STRATEGY TWO

INVEST IN CURRENT AND FUTURE ASSETS TO STRENGTHEN PROGRAMS AND MEET THE EVOLVING NEEDS OF OUR COMMUNITIES.

STRATEGY THREE

LEVERAGE TECHNOLOGY TO IMPROVE THE MEMBER AND PROGRAM EXPERIENCE, WHILE OPTIMIZING INTERNAL OPERATIONS.



Transform Communities: Build healthier, stronger, more connected communities

STRATEGY ONE

SERVE MORE PEOPLE THROUGH INNOVATIVE MEMBERSHIP OPPORTUNITIES AND QUALITY PROGRAMS.

- Ensure Excellence and Safety in Service & Program Delivery
- Anticipate & Respond to Market Trends
- Expand Reach Through Innovative Membership Opportunities
- Strengthen Community Connection Through Programs & Membership

STRATEGY TWO

EXECUTE CORE AND SIGNATURE PROGRAMS THAT ESTABLISH THE Y AS A LEADER IN OUR KEY AREAS OF FOCUS.

- Align and Strengthen Core & Signature Programs
- Leverage Outcomes to Establish the Y as the Leader in our Areas of Focus
- Elevate Signature Programs to Broaden Influence & Reach
- Expand Capacity Through Strategic Funding & Partnerships

STRATEGY THREE

EXPAND OPPORTUNITIES FOR ALL TO ENGAGE FULLY IN OUR PROGRAMS AND SERVICES.

- Assess & Remove Barriers to Participation
- Equip Staff Through Training & Resources
- Develop and identify capital/operational resources



Amplify Our Voice: Showcase our mission in action across every community we serve

STRATEGY ONE

STRENGTHEN AWARENESS OF THE Y'S MISSION, PROGRAMS, AND SERVICES BY INVESTING IN A COMPREHENSIVE MARKETING AND COMMUNICATION PLAN.

- Elevate Mission & Brand Through Impactful Storytelling
- Position the Y as the Community's Connection Hub
- Increase Visibility of Signature & Core Programs
- Implement a Strategic, Data-Driven Marketing Plan

STRATEGY TWO

FOSTER A CULTURE OF PHILANTHROPY WITHIN OUR COMMUNITIES, AMONG STAFF, MEMBERS, AND VOLUNTEERS.

- Integrate Philanthropy into the Staff and Member Experience
- Strengthen stewardship of donors and volunteers to build deeper connections with the mission
- Invite Members & Community Stakeholders to become Advocates, Donors, & Volunteers
- Position the Y as a Top Charity in the Community

STRATEGY THREE

FORGE STRATEGIC PARTNERSHIPS THAT ALIGN STRENGTHS TO ACHIEVE SHARED GOALS.

- Define, Identify, & Align with the Right Partners
- Leverage Collective Impact to Broaden Reach
- Amplify Mission & Cause Through Coordinated Efforts
- Build Sustainable, Mutually Beneficial Partnership Models



Strengthen Our Capacity and Elevate Impact:
Enhance our organizational capacity to deliver the Y's
mission to impact more communities.

STRATEGY ONE

ATTRACT, DEVELOP, AND RETAIN TALENTED STAFF AND VOLUNTEERS TO SUSTAIN GROWTH AND DEEPEN IMPACT.

- Design a comprehensive journey map for the Staff and Volunteer experience
- Simplify and Strengthen the Volunteer opportunities to advance the mission
- Build Strong Leadership Pipelines & Succession Plans
- Invest in Training, Development, and Recognition

STRATEGY TWO

INVEST IN CURRENT AND FUTURE ASSETS TO STRENGTHEN PROGRAMS AND MEET THE EVOLVING NEEDS OF OUR COMMUNITIES.

- Ensure All Facilities are Accessible and Inclusive
- Strengthen sustainability of Long-Term Reserves
- Increase Reach Through New Communities and new and expanded Facilities
- Create Purposeful, Connected Community Spaces

STRATEGY THREE

LEVERAGE TECHNOLOGY TO IMPROVE THE MEMBER AND PROGRAM EXPERIENCE, WHILE OPTIMIZING INTERNAL OPERATIONS.

- Enhance the Member & Program Experience Through Technology
- Support Staff & Volunteers with Seamless, Aligned Systems
- Strengthen Philanthropy Through Improved Giving Technology
- Advance Safety & Risk Management with Smart Technology

AREAS OF FOCUS

HELP KIDS SUCCEED

Provide a safe place for kids to gain confidence, learn, grow, and thrive.

- Bright Beginnings
- Child Care
- Summer Camp
- Youth Sports

PREPARE TEENS FOR LIFE

Provide a safe place for teens to learn leadership skills, gain confidence, and be themselves.

- Teen Achievers
- Teen Nights

PREVENT DROWNING

Teach youth and adults how to be safe in and around the water.

- Swim Lessons
- Safety Around Water
- 2nd Grade Learn to Swim
- Lifeguard Classes

HELP PEOPLE GROW HEALTHIER IN SPIRIT, MIND, AND BODY

Encourage good health, and foster connections through fitness, sports, and shared interests.

- Group Exercise
- YMCA Chronic Disease Program

HELP FAMILIES THRIVE

Create an engaging environment and offer programs that empower families to grow stronger together.

- Parents' Night Out
- Family Events

