



# **UNIVERSITY HILLS SCHLESSMAN YMCA COMMUNITY MEETING**

**October 26, 2021**

**Virtual Attendees:**

**The Webinar will begin shortly.**

Attendee cameras and audio will be off.  
Please submit questions through the Q&A.

# YMCA OF METRO DENVER'S VISION

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# WHY ARE WE HERE TODAY?

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- The journey the Y has been on for the last three years
- The vision for the future of the Y
- Engage our community in the Y's journey forward



# OUR JOURNEY

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## Assessment

The state of the Y: branch-focused, reactive programs based on funding opportunities, strong brand but inconsistent voice.

## Listening Tour

Community Town Halls, Business and Community Leader Meetings, Community Survey, Employee Survey, Landscape Analysis.

## Community Needs Findings

Major threats to the community: disparity, disconnection, social isolation and chronic disease AND the Y's core strengths to tackle these threats: we are embedded in the community and our brand is strong.

## The Y's Strategic Road Map 2019-2022

The Y adopts a new Strategic Road Map to provide a framework for making our vision come to life.

# OUR VISION & PURPOSE

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## **Vision:**

Strong, thriving and equitable communities dedicated to the health and well-being of all.

## **Purpose:**

To serve as a catalyst to transform lives and communities.







# YMCA of Metro Denver Strategic Road Map 2019-2022

**VISION** Strong, thriving and equitable communities dedicated to the health and well-being of all.

**PURPOSE** Serve as the catalyst to transform lives and communities.



## DEVELOP A NEW GENERATION OF CHANGEMAKERS

Establish an integrated approach to develop healthy, confident and resilient changemakers who will contribute to the social and economic viability of the Denver metro area.

Improve well-being of youth

Increase education readiness

Stabilize families

Eliminate youth isolation and suicide



## ADVOCATE FOR OVERALL HEALTH & WELL-BEING FOR ALL

Establish a community-integrated health practice to reduce disease burden & improve health by providing effective, outcome-based programs & resources when, where & how they are needed.

Contribute to community health & vibrancy

Reduce senior isolation

Remove the stigma around mental health

Improve chronic care disease self-management



## UPLIFT COMMUNITIES

Serve as a catalyst to create connected, equitable and cohesive communities.

Address social equity

Address social determinants of health

Increase water safety

Influence system change thru advocacy & policy



## HARNESS OUR COLLECTIVE IMPACT AS ONE Y

Operate as one Y to elevate the Y brand to a premier health and well-being nonprofit organization dedicated to transforming lives and communities.

Create and deliver consistent programs across the Association and in the community

Create and deliver consistent messaging across the Association and in the community

### ORGANIZATIONAL CAPACITY BUILDING

Build a strong team

Live by Y values & a cause-centered culture

Identify and eliminate organizational gaps in racial equity.



## STRENGTHEN OUR RESOURCES

Ensure staff and volunteers reflect the communities we serve and are actively involved in the planning, delivery and review of Y programming to create positive change.



## BUILDING SUSTAINABILITY THROUGH PHILANTHROPY & FISCAL MANAGEMENT

Efficient operations and responsiveness to community needs lead to investing in the Y's mission, our community and the environment

Streamline operations & improve efficiencies

Be agile and responsive

Invest in our mission, people and environment

### DIVERSITY, EQUITY AND INCLUSION

# BIG ISSUES THE ROAD MAP ADDRESSES

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- Achievement Gap and Workforce Development
- Child Care Desert
- Mental Health (stigma, youth and senior isolation and youth suicide)
- Obesity and Chronic Disease
- Social Determinants of Health



# THE STRATEGIC ROAD MAP SERVES AS OUR NORTH STAR

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- Advance Mission Growth & Impact
- Amplify Stewardship: Environmental & Organizational Resources
- Build Community
- Become the “Third Place”



# MISSION GROWTH

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## **DEVELOP HEALTHY,CONFIDENT AND RESILIENT CHANGEMAKERS WHO WILL CONTRIBUTE TO THE SOCIAL AND ECONOMIC VIABILITY OF THE DENVER METRO AREA**

- Expand Early Childhood Education, learning readiness and college readiness programs.
- Operate five ECE centers and three teen centers.
- Become the premier out of school time and remote learning provider in the Denver Metro area to increase academic achievement success.

## **REDUCE DISEASE BURDEN AND IMPROVE THE HEALTH OF INDIVIDUALS AND FAMILIES LIVING IN THE DENVER METRO AREA**

- Build healthy families, workforces and communities by delivering premier outcome-based whole- person programing that helps people prevent and treat chronic and communicable diseases.
- Wellness Center programming to lift-up neighborhoods and reflect the communities we serve.

## **BE THE CATALYST TO CREATE CONNECTED AND COHESIVE COMMUNITIES**

- Address the role of social and racial equity in creating connected communities.
- Address social determinants of health; food insecurity and housing.

# REVENUE GROWTH & ENVIRONMENTAL RESPONSIBILITY

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## **CREATE A WORLD CLASS, FAN-FIRST EXPERIENCE TO ATTRACT AND RETAIN MEMBERS AND PROGRAM PARTICIPANTS**

- Increase revenue by 20%
- Increase retention to 75%

## **OPERATE IN A MORE ENVIRONMENTALLY-CONSCIOUS WAY**

- Reduce energy consumption
- Adopt recycling practices
- Explore solar energy

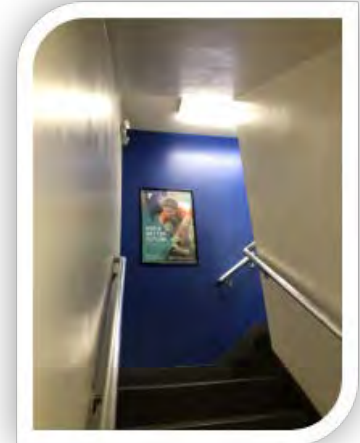
## **EXECUTE A REAL ESTATE ASSET DEVELOPMENT AND OPTIMIZATION PLAN**

- Understand current real estate assets
- Determine growth/expansion opportunities

# THE CHALLENGE

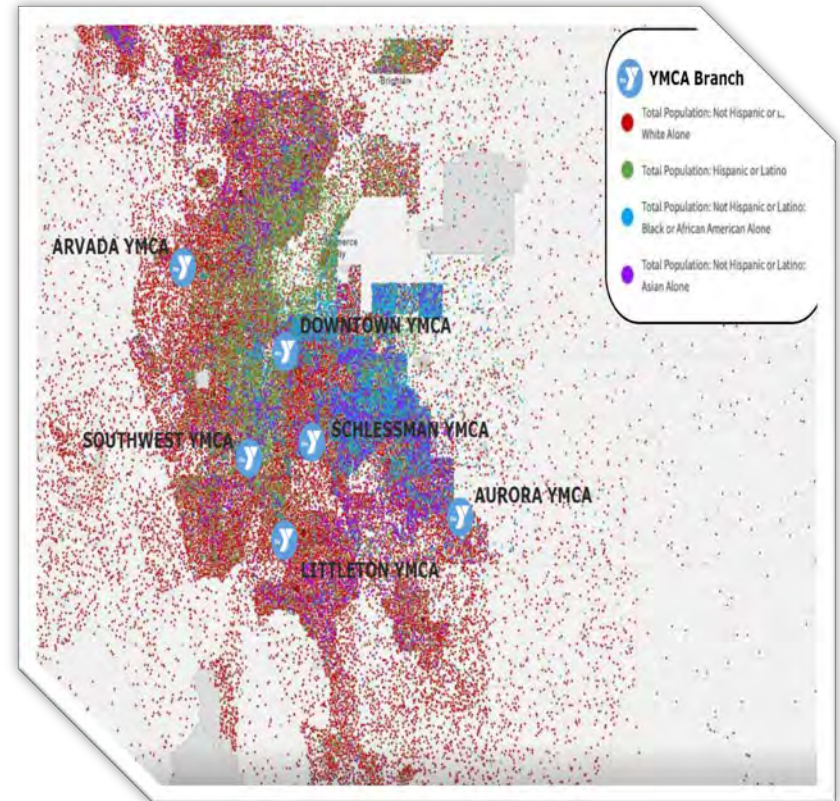
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- Prior to COVID-19, the YMCA experienced five years of declining membership revenue.
- The highest % of membership terminations were among our base of family memberships.
- Currently, the YMCA has less than 1% market penetration in Denver.
- The University Hills Schlessman YMCA buildings were constructed in 1957 and 1960.
- The two antiquated buildings fall short of providing an effective set up for the YMCA to provide vital community needs.
- Current buildings have difficult layout & unusable spaces
- Aging aquatics facility
- Not enough physical space to provide Early Childcare Education (ECE) or Youth Programming



# THE OPPORTUNITY

- **Retained Gro to conduct a study to assess existing real estate portfolio, operational performance and future growth..**
- Facilities are in the right locations but need to reinvest to modernize and maintain relevancy for the community.
- Migrate toward a consistent deployment of modern operational standards across the YMCA's.
- **Latent asset at University Hills YMCA (the Y owns almost 6 acres)**
- Serve diverse communities.



# BRINGING THE VISION TO LIFE

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- Activate the University Hills Schlessman Y Campus to bring the Y's vision to life.
- Establish a "Well-Community" anchored by the YMCA where people live, work and play.
- Create a central hub for the community to gather, exercise and recreate. The "Third Place."
- Address critical needs of the community.





# REQUEST FOR EXPRESSION OF INTEREST (RFEI) PROCESS

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Retained Gro to conduct RFEI Process

- Real Estate Committee, YMCA of Metro Denver Leadership & Gro determined respondent requirements



Sent RFEI to 35 local & national developers

- 10 Developers responded with interest
- Conducted tours with interested developers



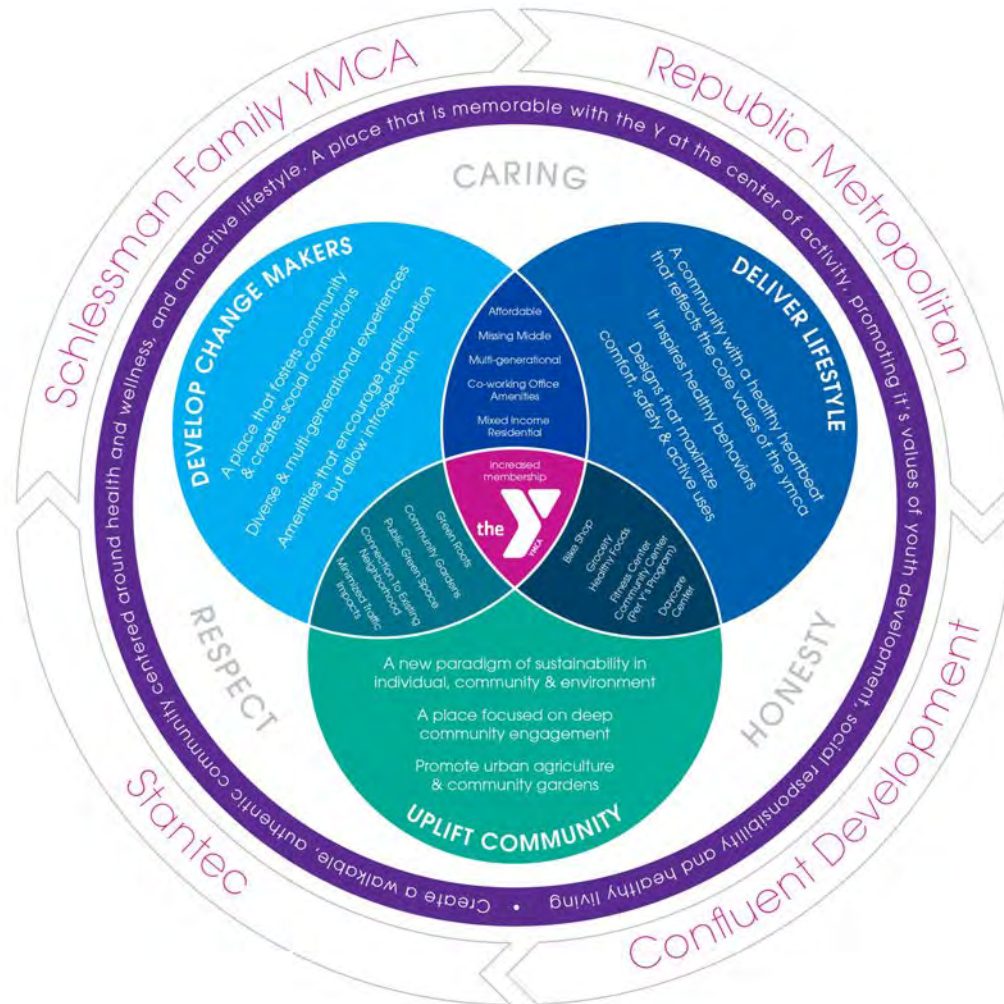
Five developers submitted proposals

- Real Estate Committee and Gro vetted and narrowed down to top developer
- Recommendation to Board of Directors of YMCA of Metro Denver



Approval of Y CoRe in Spring 2021

# Y CORE INTRODUCTION



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A local development team with a diverse portfolio of housing, retail, office and mixed-use developments and deep roots in the Denver community

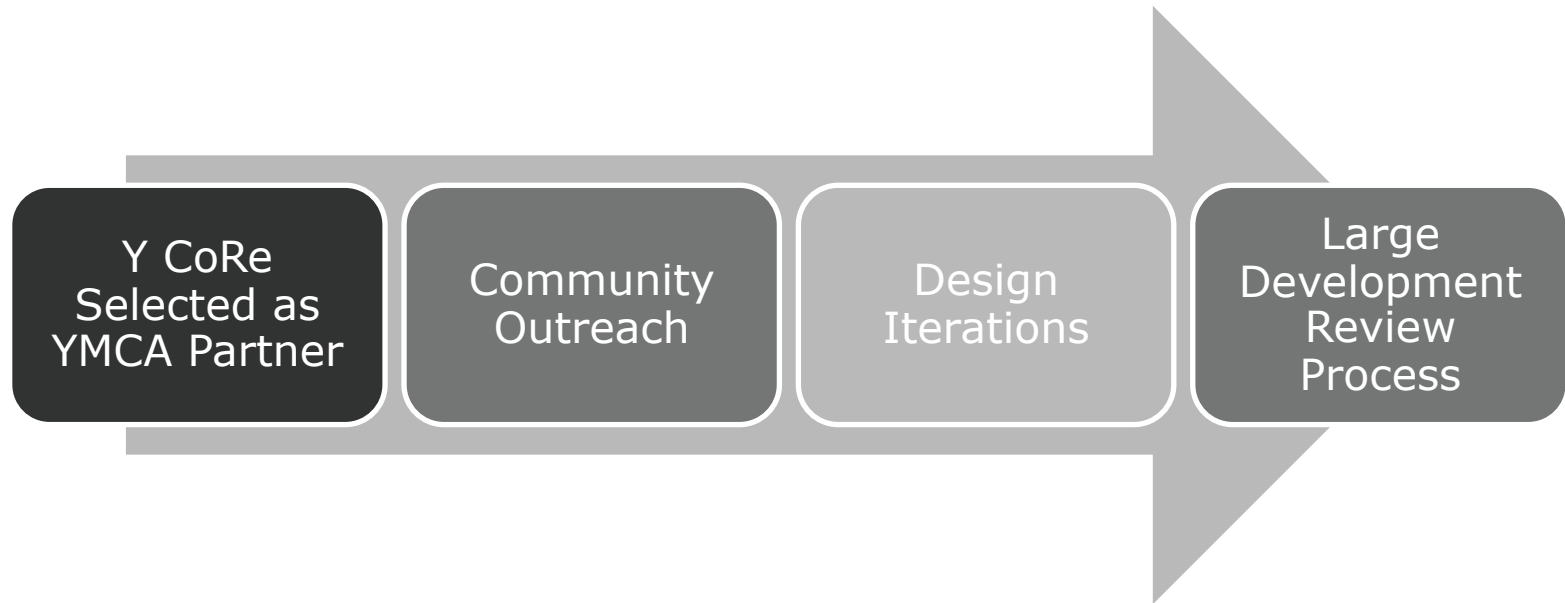


A national developer focused on mixed-use developments and partnerships with non-profit institutions such as the YMCA in Burbank, CA and Arlington, VA.



# CONCEPTUAL TIMELINE

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# YMCA AT THE HEART

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- Growing a better child care center
- A health and wellness community – physical, emotional and mental health & wellness
- Emphasis on bicycle availability
- Intentionally activating the Harvard Gulch Trail connection
- Amplifying the Y's mission
- Design that will nourish the spirit, mind and body
- A central hub for the COMMUNITY → YOUR Y





# TRANSFORM LIVES & COMMUNITIES



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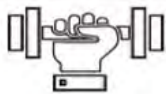
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## DIVERSITY, EQUITY AND INCLUSION

*The YMCA WILL DO BETTER by modernizing the University Hills Schlessman YMCA campus to provide a vital service to our community.*



**[www.denverymca.org/  
university-hills-  
redevelopment](http://www.denverymca.org/university-hills-redevelopment)**



**THANK YOU!**

