

ONE VISION. ONE MISSION.

2019-2022 STRATEGIC PLAN :: KEY OUTCOMES



Helped 500+ Power Scholars students gain, on average, 1 month of math and 1.7 months of reading skills each summer.



Fought food insecurity by distributing 442,270 pounds of fresh, culturally appropriate food by establishing the Beyond Hunger food pantry.



Supported and protected 170 kids in COVID emergency childcare, and expanded Y Academies to serve 185 infants and toddlers.



Invested \$4M to deliver accessible wellness through center renovations, a new membership model, and chronic disease prevention programs.



Fought loneliness and isolation, becoming a **THIRD PLACE** between work, home, school, and more for more than 30,000 Denver Metro residents.

For every \$1 spent by the YMCA of Metro Denver, \$3.07 in value is returned to the community.

OUR STRATEGIC ADVANTAGES

Our unique assets and outstanding execution of programs build the foundation of our organizational traits.

- Our respected and valued brand.
- Our ability to convene and build community.
- Our Judeo-Christian values to love and serve all.
- Our holistic approach to building healthy spirit, mind and body to contribute to overall community well-being.

Learn more about our 2023-2026 Strategic Plan at denverymca.org/2023-2026-strategic-plan



TASK FORCE ::

Rick Rush, Board Chair
Managing Partner, GERICK

Monica Coughlin
COO, Colorado Technology
Association

Bob Divers Jr.
CTO, Imagine Communications

Michael Giles
Superintendent, Aurora Public
Schools

Meridith Marshall
CEO & Founder, UnChartered

Nicole Riehl
President & CEO, EPIC

Greg Shields
Sr. Vice President, FirstBank

Tom Craine
Retired YMCA CEO

Sue Glass
President & CEO

Kimberly Armitage
Sr. Vice President, Strategic
Growth & Mission

Michael Jones
Chief Financial Officer

Minister Yolanda Richard
Vice President, Community Impact

Angela Green Urbaczewski
Chief Brand and Revenue Officer

Amanda Scates-Preisinger
VP, Community Well-being



2023-2026 :: STRATEGIC PLAN

CHARTING OUR PATH TO A BETTER FUTURE

Charting Our Path to a Better Future builds on the work of our One Mission, One Vision plan. It is aspirational. It is informed by data and feedback from our community. It focuses on our Third Place strategy, and our pillars of Community Well-being, Collective Impact and Bright Future that will guide us in the work ahead as an organization to improve the services and experiences that fuel spirit, mind and body.



YMCA OF METRO DENVER
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OUR THREE PILLARS

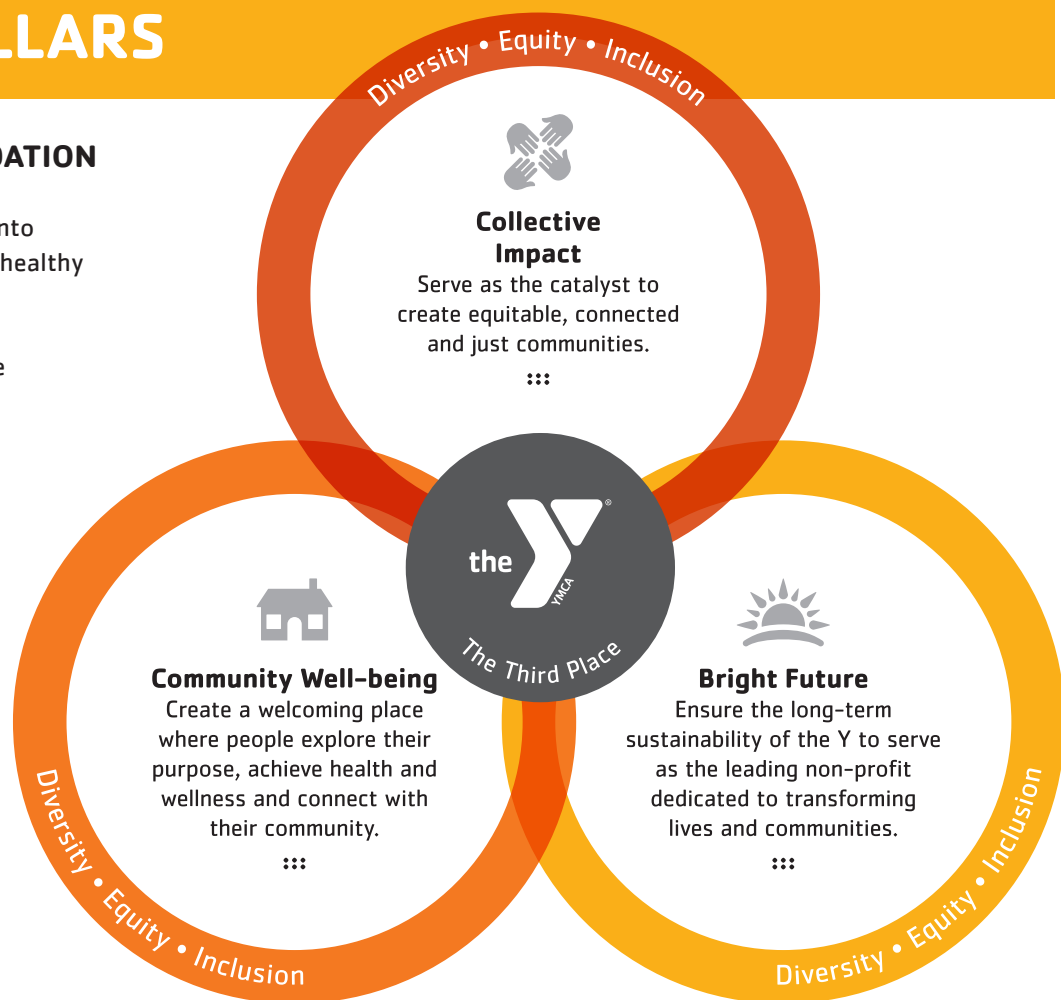
OUR STRATEGIC PLAN FOUNDATION

Mission: To put Christian principles into practice through programs that build healthy spirit, mind and body for all.

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



Each of our three pillars has an organizational goal, why statements, strategic objectives and outcomes. Scan the QR code to learn more.



Collective Impact
Serve as the catalyst to create equitable, connected and just communities.

Community Well-being
Create a welcoming place where people explore their purpose, achieve health and wellness and connect with their community.

Bright Future
Ensure the long-term sustainability of the Y to serve as the leading non-profit dedicated to transforming lives and communities.

COMMUNITY WELL-BEING

ORGANIZATIONAL GOAL

Create a welcoming, inclusive and transformative community where people:

- Explore their purpose and goals.
- Achieve health and wellness of their spirit, mind and body.
- Connect with their community and foster a sense of belonging.



WHY

Our community suffers from an unprecedented epidemic of loneliness and isolation, deeply impacting physical and mental health.

OUTCOMES BY 2026

INCREASE sense of belonging and well-being of Y participants by 40%.

EXPAND childcare access through partnerships with employers.

GROW the number of families engaged in Y Your Way by 30%.

ASSIST 50% of new members in achieving personal health goals.

CREATE new spaces for teens at centers designed by teens.

INCREASE participation in programs focused on improving health and decreasing chronic disease by 500 participants.

COLLECTIVE IMPACT

ORGANIZATIONAL GOAL

Leverage the Y's diverse resources to act as a catalyst, a partner and/or a participant to address social and systemic inequalities impacting health outcomes for under-resourced communities especially those of color.



WHY

Black, Latinx and Indigenous Coloradans are disproportionately impacted by poverty, lack of access to healthy food and rising housing and childcare costs.

OUTCOMES BY 2026

GROW annual teen participation in civic engagement and leadership programs from 200 to 500.

CONVENE YMCAs across the state and key partners to promote policy change through annual Day at the Capitol.

INCREASE access to healthy food, education and childcare programs through community partnerships and mobile programming.

ENSURE that 70% of boys and young men of color have access to high-quality academic support, nurturing and culturally responsive learning environments and trauma-informed care.

SUPPORT 500 refugees and immigrants through resource navigation.

DOUBLE the number of volunteers from 500 to 1,000.

BRIGHT FUTURE

ORGANIZATIONAL GOAL

Invest in our people, environment and communities to ensure the long-term sustainability of the YMCA of Metro Denver as the leading non-profit organization dedicated to transforming lives and communities.



WHY

The Y is uniquely positioned nationally and locally as a community convener, developer of youth, first employer and agent for sustaining social change.

OUTCOMES BY 2026

ESTABLISH skills-based workforce development partnerships for high school and college students.

REDUCE energy consumption of Y facilities by 30% to meet Denver and Colorado's energy efficiency targets.

DOUBLE the amount of financial assistance provided to ensure broader access to YMCA programs.

GROW social enterprise revenue from \$7.5 million to \$15 million.

IMPROVE employee retention by 10%.

ENSURE 75% of members and program participants are satisfied with their YMCA experience.

INCREASE fundraising revenue from \$3 million to \$6 million.