

## **STRATEGIC PLANNING FORECAST – DOWNTOWN WELLNESS CENTER YMCA**

The Downtown YMCA Wellness Center has been in operation for six months. All forecasts for the future are based on this limited history and the YMCA of Lansing's history serving downtown Lansing. Following are forecasts through the year 2010.

### **COMMUNITY**

According to the strategic plan data, the work force population in downtown Lansing has decreased to a low point. The office vacancy rates are at an all time low due to state office consolidation and early retirement. This artificial high trend in vacancy rates will continue to decrease over the next six years with emphasis from the city government to resurrect the downtown workforce. The workforce of 14,000 is smaller than in recent years and will see a small but steady growth over the next six years. Another area of growth for downtown will be in permanent housing. Property owners and city government are making an effort to build lofts in downtown. As many as 15 new permanent living lofts are under construction currently. Rival services will continue to be low with the exception of some possible in house corporate facilities. According to the PSD, there are no current projections for additional rival services.

### **FINANCIAL RESOURCES**

Current 2003 end of year projections for membership revenue are \$448,500. Using a 4% increase over the next six years will bring 2010 membership revenue to \$567,500. Program revenue is projected to finish 2003 around \$25,000. Programming will grow faster at first, and continue to grow over the six years as the Wellness Center expands programming options, out reach programs, and collaborations with other organizations. There is no historical data to show growth in programming. The yearly budget will show modest annual growth. Beginning in 2004, the Wellness Center will have an annual fundraising campaign as part of the association annual campaign. Campaign goal setting cannot be based on historical trends and will be established by experience year to year. United Way and grants can be sources of revenue through 2010 as well. Current equipment lease payments will expire between years 2004-2008. Rent is on an annual escalator of 3% and will be \$15,200 in 2010. Utilities and parking costs will have increases throughout 2010, assuming 3% per year will bring that cost to \$6,050.00 annually for parking and \$27,250 annually for all utilities by 2010.

### **MEMBERSHIP**

Membership YTD is on track to exceed projected 2003 year end primary units of 850. It is projected that 2003 membership will exceed 1000 units. Assuming a net 4% increase per year, after attrition, would increase membership units to 1260 units by 2010. The member retention rate will continue to be higher than average.

### **PROGRAMS**

With an annual increase in program revenue forecast, program options will be increased as well as participation in current program offerings. Group exercise classes will increase due to more classes being offered as many of our current classes are at studio capacity right now. Personal training and massage will continue to grow as our members become educated on the benefits of these programs. A large portion of program growth through 2010 will be through collaborations with off-site partners. Corporate fitness programs managed by the Wellness Center staff as well as the use of off-site locations for the Wellness Center to offer kids camps and other activities will be an area of growth.

### **PEOPLE**

Increasing volunteer participation from the current 14 people on advisory groups to a full advisory board, committees, fundraisers, and program instructors will take place through 2010. Increasing volunteers in the fundraising and program areas will be the main focus. The staff should remain close to the same, currently 23, with the exception of more personal trainers and staff to run off-site programs. In addition, take the full time group from 2 to 4 by 2010 to accommodate growth in programs and membership units.

**FIXED ASSETS**

The building, mechanical and attached fixtures are owned by the landlord. The Wellness Center's fixed assets will grow as leases expire and the YMCA of Lansing begins to own the fitness equipment, lockers, and the washer and dryer. More office equipment and another computer will be added to accommodate growing programs and membership units. Fixed assets for off site programs will grow as those programs grow.