



## **Kerrisdale Community Centre Society**

### **Community Needs Assessment Project, 2016 – 2018**

#### **Final Report May 2019**

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# **Kerrisdale Community Centre Society**

## **Community Needs Assessment Project Report**

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## 1. EXECUTIVE SUMMARY

In 2015, the Board of the Kerrisdale Community Centre Society (KCCS) launched a community needs assessment (CNA) to identify new and continuing community requirements for programs, services, activities, and policies to support the Society's goal of serving the Kerrisdale community. The last such assessment was conducted in 2005 by a consulting firm. Topics identified for study included:

- 1.1 Demographic and socio-economic trends in the Kerrisdale community
- 1.2 KCCS membership / patron profile
- 1.3 The sorts of programs are patrons looking for and how best to deliver them.
- 1.4 The extent to which KCC facilities are attractive to patrons and meet patrons' expectations.
- 1.5 Effectiveness of current communication and information flow between KCCS and its patrons.

In the CNA surveys, Kerrisdale Community Centre (KCC) patrons reported that they were generally happy with the Centre's programs and atmosphere. They found staff to be friendly and helpful. There were many suggestions for new programs including new programs for younger seniors (aged 55 – 70), young girls, and youth. Scheduling more early morning fitness program for working adults and family programs for kids and toddlers on Saturdays and Sundays, and adult programs at non-traditional times of the day were suggested. There are time slots when there is spare room capacity at the Centre to accommodate some of these new programs.

Patrons were less complimentary about Centre facilities, and their concerns need careful review. While some desired changes are possible, others may not be achievable as the Society does not have the authority to make capital changes. The Society must continue to pay close attention to factors like cleanliness and security to enhance a high level of customer satisfaction.

The need to know, understand and communicate with Centre patrons will always be relevant. The CNA found that the Society does not currently know much about Centre patrons and does not monitor changes in their composition. Both sets of information are necessary if the Society is to proactively modify programs and services to meet changing community needs. These data will help the Society to identify segments of the community that do not use the Community Centre. While considerable survey data were gathered from Centre current and former patrons, the Project did not specifically canvass non-users of the Centre. Knowing more about KCC members/patrons and the general community will help the Society to improve communication with them.

The demographic profile of the Kerrisdale community created using census data shows changes over the past decade and additionally shows that Kerrisdale's population differs markedly from that of the City of Vancouver overall on several features: age distribution, linguistic diversity, income distribution, education, and employment. These differences may indicate opportunities for programming different from that offered at other community centres in Vancouver. Of particular note is Kerrisdale's age distribution; the proportion of seniors is increasing significantly, while the proportion of adults age 25 -44 has decreased markedly since 2001.

Unlike the population of the City of Vancouver overall which is linguistically and culturally diverse, most of Kerrisdale's population falls into just two language groups: Mandarin / Cantonese and English. The Kerrisdale Community Centre must take care to attract members of both groups to the Centre to mitigate the formation of two solitudes in the community. Language is likely to be a significant barrier to participation for the approximately 7% of residents who do not have a working knowledge of English or French.

While many Kerrisdale residents have relatively high incomes, there are still a significant number whose incomes are quite low. The Centre must ensure that its program prices do not make their participation impossible.

Detailed findings and specific recommendations are incorporated in the body of the Report and in the Appendices.

## **2. COMMUNITY NEEDS ASSESSMENT PROJECT METHODOLOGY**

Several approaches were employed to collect data and information for the CNA project:

- 2.1 An extensive survey of KCC patrons to provide a detailed and comprehensive picture of patron usage of KCC and additional needs. (See Section 3)
- 2.2 A review of Statistics Canada census information from 2001 -2016 for the Kerrisdale area to identify demographic changes in the greater Kerrisdale area, and their implications for operations and programming at KCC. (See Section 4).
- 2.3 Survey of former KCCS members (See Section 5)
- 2.4 Review of recommendations from the 2005 community needs assessment (See Section 6)

Preparation of the Needs Assessment Report was interrupted in late 2016 through 2018 by the KCCS's struggles to achieve a Joint Operating Agreement with the Vancouver Board of Parks and Recreation. Work on the report resumed in fall 2018 when the KCCS reached an agreement in principle to accept the Park Board's proposed JOA.

## **3. PATRON SURVEY FINDINGS**

During April and May 2016, the Committee drafted a questionnaire and conducted two small "pilot" surveys, one interviewing 69 patrons at the Kerrisdale Arena Open House and another with 106 participants at the Kerrisdale Days event on West 41<sup>st</sup> Avenue.

The results from these mini-surveys helped the Committee develop the questionnaire for the patron survey. During June and July 2016, committee and board members and others volunteers, assisted by the committee's research assistant, Heather Cochrane, conducted interviews with patrons at KCC's main lobby and seniors wing. A "take-home" version of the questionnaire was also utilized. A total of 774 respondents (about 6% of the 2015-16 members of the Kerrisdale Community Centre Society) completed interviews and questionnaires.

### **3.1 Society Membership**

Four out of five survey respondents (81%) were members of KCC. The majority of them were female (63%) and about half of them were over 60 years of age.

Some 80% of respondents came to KCC to participate in an activity, while 13% were accompanying someone who is participating in an activity: these include:

- Exercise program 26%
- Pool/swimming 22%
- Library 15%
- Children's Program 13%
- Seniors Lunch 10%
- Adult Program 8%
- Others 59%

KCC has been successful in capturing patrons among the influx of new arrivals to Kerrisdale in recent years, particularly those from Mainland China. Many of them are young families interested in programs for children below the age of 12. Many grandparents and parents accompany their young children to KCC to participate in programs.

Some 40% of the respondents have been a KCC member for 5 years or less, and about half of them for 2.5 years or less. As KCC membership has not declined significantly in past years, this reflects a high degree of turnover in members from year to year, particularly among those whose membership is less than 5 years.

While over half (57%) of the respondents live in the Kerrisdale area, KCC draws patrons from a broad catchment area including Marpole/Oakridge, South Vancouver, Dunbar, Kitsilano, East Vancouver and Richmond. About one in five respondents had lived in their accommodation for two years or less.

### **3.2 Program Needs**

Patrons surveyed were very satisfied with the range, quantity and quality of programs at KCC (49% agree and 35% strongly agree). The quality of instructors at the centre also receives favourable rating (only 4% agree and 1% strongly agree that the "class instructors at the centre are often poor quality." Many of the patrons (68%) attend the centre 2-6 days a week. Access to programs is good; hours of operation meet patrons' needs; and there is good variety of program options. There is no definable pattern of respondents' suggestions for new program ideas.

Eighty-six per cent feel that KCC offers good value for the cost of the programs. The majority of patrons are satisfied with the atmosphere and the friendly people.

### **3.3 Information Needs**

The main source of KCC information for respondents remains to be the quarterly program guide. The printed version serves the information needs of about half of the respondents (52%), with many of them (43%) picking up copy from the centre and 26% getting it through the mail at home. About one in 10 respondents (11%) use on-line guide. Word-of-mouth is the source of information for 4%. Social media is very low at present (less than 1%).

In 2018 over half of KCC respondents registered for programs in person, followed by on-line and telephone registration. The percentage registering on-line has risen since 2016-17.

Fifteen percent hear about the centre from friends and 6% from family. Other program referrals come from physicians and/or therapists. The use of flyers and posters rated poorly as a source of program information, perhaps due to cluttering and lack of visibility.

Seventy-eight percent (78%) of respondents surveyed speak English at home, while 15% speak Mandarin and 10% speak Cantonese. The demographic trend for Kerrisdale suggests that the number of Mandarin-speakers will likely expand significantly in coming years.

The overwhelming majority of respondents (86%) agree or strongly agree that Centre staff answer their questions well regardless of the language they speak at home, though Mandarin speakers tend to give the lowest rating which suggests some difficulty in communication at times.

### **3.4 Facility Needs**

When asked what they like most about the Centre, about one in four (24%) respondents chose its convenient location, followed by friendly atmosphere and people (18%). Pool/swimming accounts for 12%, library 11% and gym/fitness centre/exercise room 8%.

A quarter of respondents agree that the Centre is not as clean as they think it should be, while a majority (63%) disagree with the statement. Almost one in four (23%) respondents agree/strongly agree that they worry about safety of their belongings while at the Centre.

At present, over-crowding does not appear to be a major issue for many (46%): 14% of respondents said “yes” and 22% said “sometimes”. Comments about crowding appear to refer primarily to the Exercise Room. Respondents are divided on whether a new community centre building will be required: 42% disagree while 34% agree; 14% don’t know.

### **Further Information about Patron Surveys**

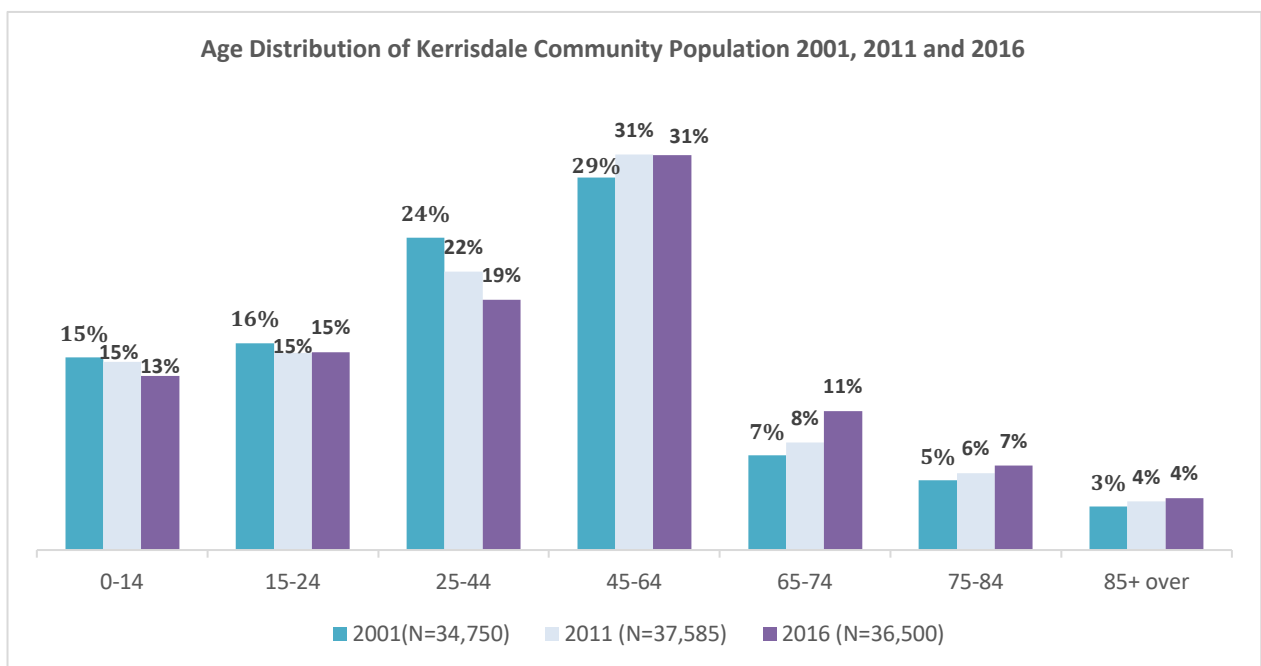
The patron survey questionnaire (July 2016) can be found in Appendix A. The complete survey findings (September 2016) and the findings of the pilot survey questionnaire (April 2016) can be found in Appendix B.

#### 4. A DEMOGRAPHIC PROFILE of KERRISDALE’S RESIDENTS:

Data from the 2001, 2011<sup>1</sup> and 2016 Canada Censuses, augmented by data prepared by the City of Vancouver’s Social Policy and Projects Department<sup>2</sup>, were reviewed to create a demographic profile of the Kerrisdale Community. The review describes the Kerrisdale population as reported in the 2016 census with some comparisons to earlier census data, the National Household Survey (2011), and the City of Vancouver data for context. The Kerrisdale area for which census data was obtained comprises the area from Dunbar Street in the west to Oak Street in the east and from 25<sup>th</sup> Avenue in the north to 70<sup>th</sup> Avenue in the south.<sup>3</sup>

##### Population:

The total population in Kerrisdale geographic area in 2016 was 36,500, approximately 3% fewer than in 2011. In the City of Vancouver the population increased 5% between 2011 and 2016 to 631,485.



The most significant change in Kerrisdale is the increase in the number of seniors (aged 65 and over); in 2001 14% of Kerrisdale’s population (5,585 people) was age 65 and over compared to 22% (7,785 people) in 2016. The corresponding distributions for the City of Vancouver were 12% in 2001 and 15% in 2016.

<sup>1</sup> In 2011 the National Household Survey (NHS) was administered by Statistics Canada in place of the Long Form Census. Because some questions were changed in the NHS, and the non- response rate was higher (24.5% in Vancouver) than in previous and subsequent censuses (@6.5%), caution is required about comparisons among the data sets.

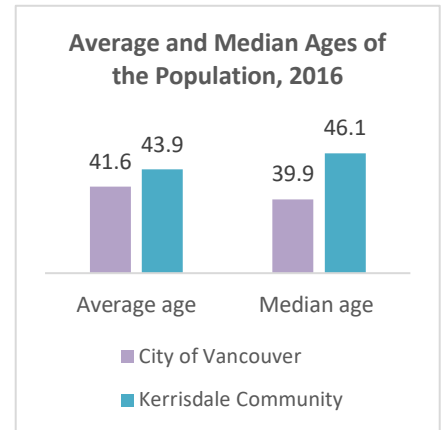
<sup>2</sup> Kerrisdale Neighbourhood Social Indicators Profile 2018 is one of a series of demographic and socioeconomic sets of indicators about each neighbourhood in Vancouver using Census and other data. The boundaries are different from those described above: in particular, they encompass the area going south from West 41<sup>st</sup> Avenue to the Fraser River and east to Granville Street.

<sup>3</sup> NOTE: Kerrisdale does not have 2006 Census data using the boundaries described above

In Kerrisdale the 25-44 age group – the primary child-bearing population – experienced the largest drop (16%) between 2001 and 2016. There was a 5% decline in the number of children age 0 – 14 to 4,920 in the Kerrisdale area in the same period.

In contrast, in the City of Vancouver, the population aged 25 – 44 increased by 7%, and the number of children 0 -14 declined by 3%. Both Kerrisdale and the City overall experienced a slight increase in the 46-64 age group.

Kerrisdale’s average and median<sup>4</sup> ages are higher than for Vancouver overall. The City’s Neighbourhood Profile describes Kerrisdale’s median age of 46 years as the second highest of any Vancouver neighbourhood, just slightly below Strathcona.



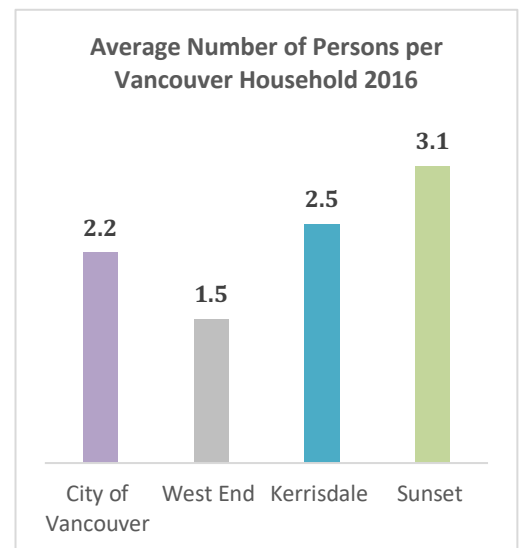
Kerrisdale’s population density is 24 persons/hectare, virtually unchanged since 1996. In the same period, density in the City of Vancouver has increased from 44 in 1996 to 54 in 2016. Density in the West End is 231 persons/hectare.

**Mobility:**

The Kerrisdale population has historically been less mobile than the City of Vancouver overall and this trend has continued. At the 2011 census, 63% of the population lived at the same address as they had five years previously; in 2016 that number was 59%. In the City of Vancouver in 2016, 53% of the population had not moved in the previous five years.

**Family Composition:**

In 2016, there were 14,100 households<sup>5</sup> in Kerrisdale of which 10,080 were counted as families<sup>6</sup> by Statistics Canada. The average household size in Kerrisdale was 2.5 persons: 27% percent of households comprised one person. Since 1991, the average Kerrisdale household size has varied from 2.4 to 2.6 persons, larger than in the City of Vancouver



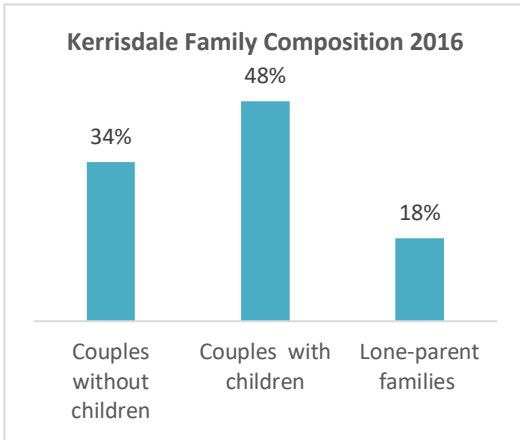
<sup>4</sup> Median age is the age at which half the population is older and half the population is younger

<sup>5</sup> The term “household” refers to a person or group of persons who occupy the same dwelling

<sup>6</sup> The term “family” refers to a married couple, or a couple living common law and the children, if any, of either and/or both spouses or both partners; or a lone parent of any marital status with at least one child living in the same dwelling and that child or those children. All members of a particular census family live in the same dwelling. A couple may be of opposite or same sex. Children may be children by birth, marriage, common-law union or adoption regardless of their age or marital status as long as they live in the dwelling and do not have their own married spouse, common-law partner or child living in the dwelling. Grandchildren living with their grandparent(s) but with no parents present also constitute a census family.



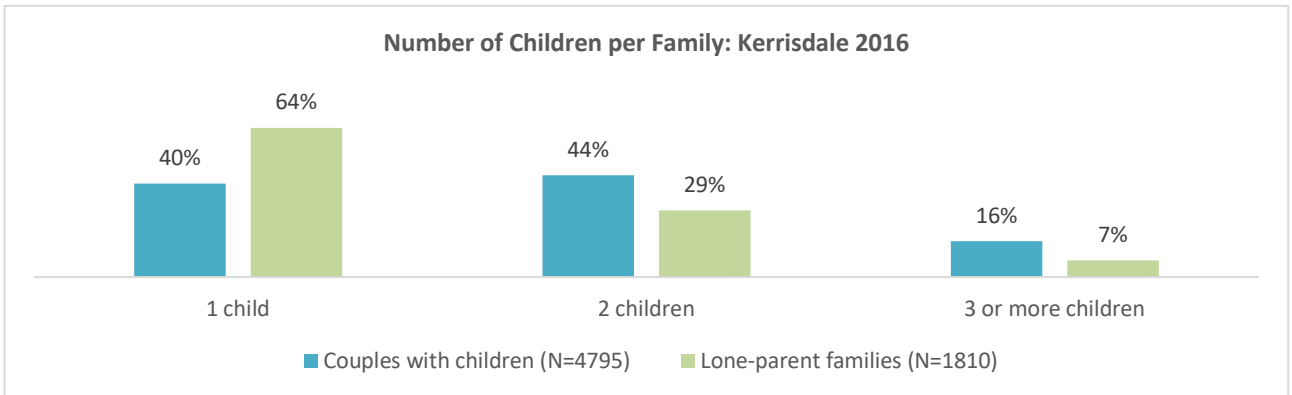
(2.2 – 2.3). Eleven percent of the Kerrisdale population live alone compared to 18% in the City. The number of Kerrisdale seniors living alone has been declining and they are less likely to live alone (24%) than seniors in the rest of the City (29%).



Of the 10,080 families in Kerrisdale, 1,810 (18%) are lone-parent families; of these, 85% are headed by women, slightly higher than the 82% in the City of Vancouver. Sixty-four percent have one child.

Forty-four percent of couples with children have two children and an additional 16% have three or more.

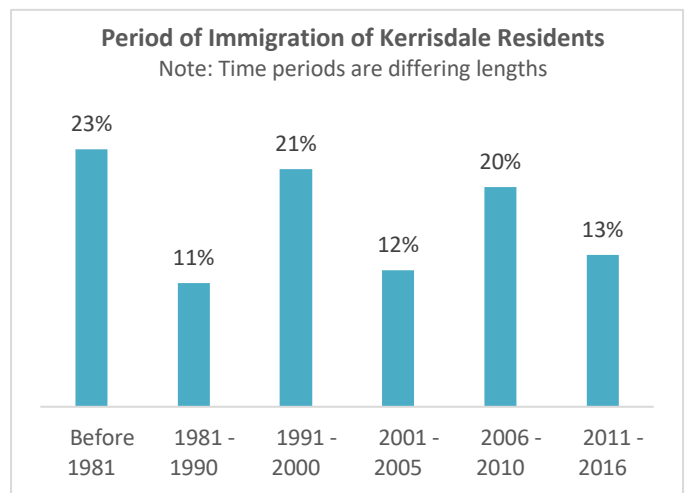
As in other areas of Vancouver, the number of children aged 25 and older living at home over has risen considerably over the past 15 years.



**Citizenship and Immigration:**

In 2016, 84% of Kerrisdale’s residents were Canadian citizens; 48% were Canadian-born and 22% were third generation Canadians (person and both parents are Canadian born). Of the 48% who had immigrated to Canada, almost one quarter came before 1981 and 45% have come since 2000.

Immigrants in Kerrisdale have come from all over the world, 79% from Asia.



**Indigenous Identity:**

The federal census has many limitations in its validity, reliability and relevance to Indigenous communities. The census and other governmental data sources should be supplemented with other sources of knowledge kept by Indigenous communities to fully understand this population’s demographics and trends.

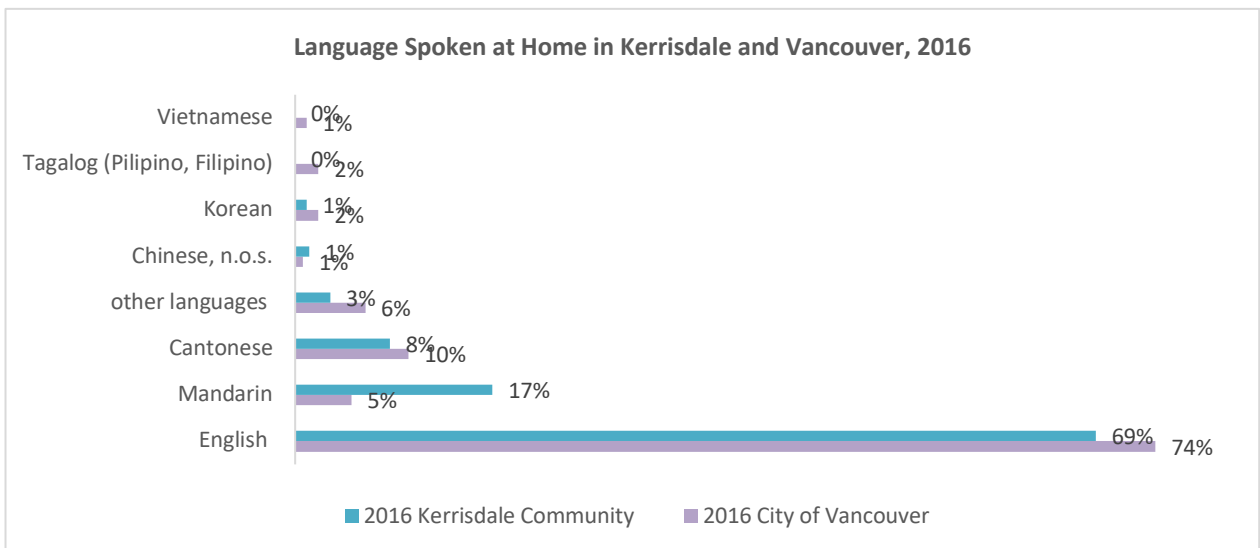
In 2016, 200 (0.6%) Kerrisdale residents identified as Aboriginal. Note that the Kerrisdale geographic area does not include the Musqueam First Nation lands.

**Language Spoken:**

While half of Kerrisdale’s population had a mother tongue other than English in 2016, an increase from 42% in 2001, 92% report having a working knowledge of English. Seven percent (2,675) report that they do not have a working knowledge<sup>7</sup> of either English or French; these proportions are little changed from 2011.

The language spoken most often in Kerrisdale homes also changed significantly. English was spoken at home by 81% of Kerrisdale residents in 2001, but the proportion dropped to 69% in 2016. Mandarin was spoken by 17% of Kerrisdale residents in 2016, an increase of seven percentage points from 2011, while the percentage of residents speaking Cantonese at home increased from 6% to 8%. This is higher than the proportion of those speaking Mandarin (5%) and Cantonese(10%) at home in Vancouver overall. The remaining 6% of Kerrisdale residents spoke other languages at home in 2016 compared to 14% in Vancouver overall.

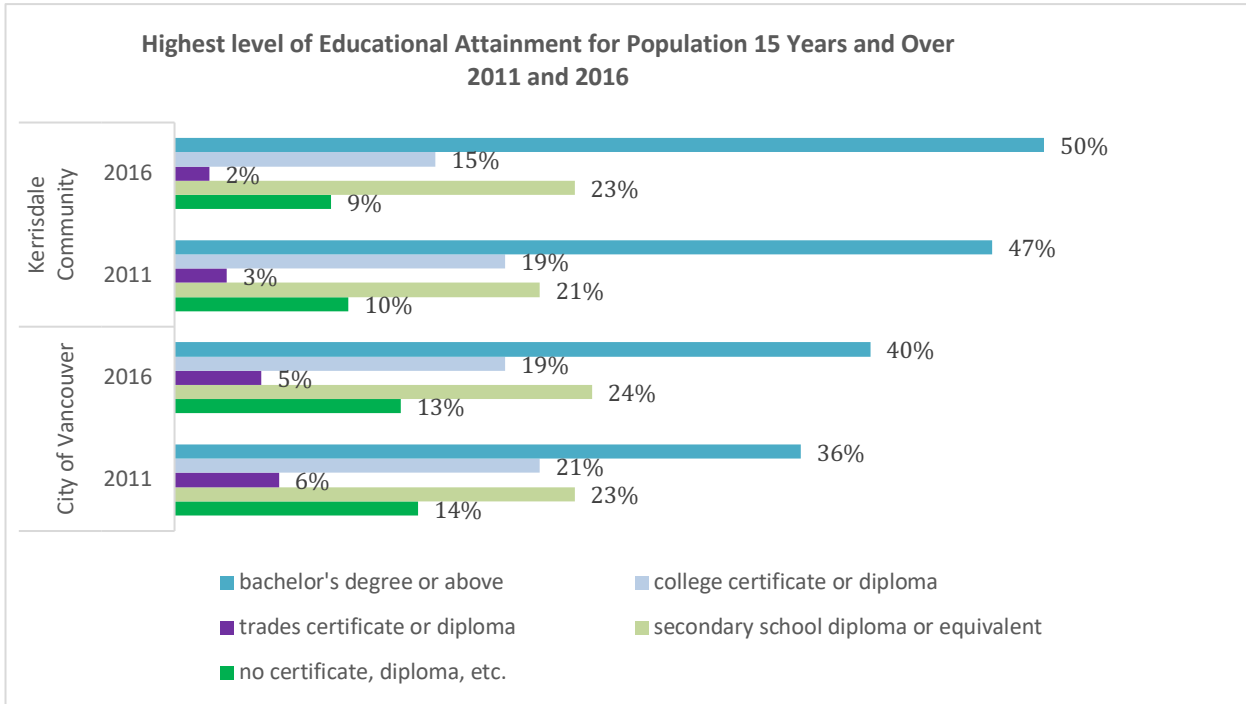
In 2016, 88% of employed Kerrisdale residents reported that English was the language used most often at work compared to 89% in 2011.



<sup>7</sup> Census Canada defines this as being able to conduct a conversation in the language.

**Education:**

Census Canada provides educational attainment data for two different age groups: those 15 years and older and those age 25 – 64. The proportion of residents 15 years and over with a university degree in both Kerrisdale and the City overall has risen between 2006 and 2016. The decline in the proportion of Kerrisdale residents with non-degree post-secondary credentials in the decade is not echoed in the City overall.



Of Kerrisdale residents aged 25 – 64 in 2016, a majority (62%) had a Bachelor’s degree or higher compared to 40% of Vancouver residents in the same age category.

**Employment:**

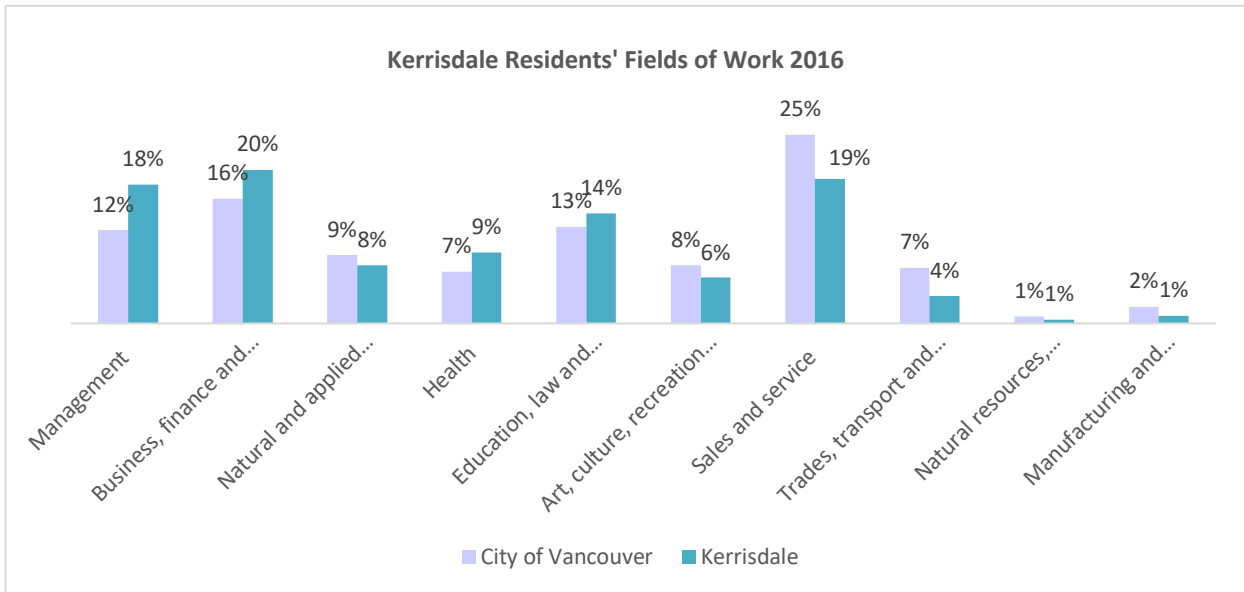
Of the Kerrisdale population age 15 and over (30,855) in 2016, 53% are in the labour force (working or available and looking for work); 47% (14,420) are not.

Of those with a regular workplace, 69% worked within the City of Vancouver and 30% worked in Greater Vancouver. For 59%, their regular commute was less than 30 minutes; for an additional 29%, it was 30 – 44 minutes.

Fifty-four per cent of the working population leaves for work between 7 and 9 a.m. Another 24% leave for work between 9 a.m. and noon. In 2016 16% of the employed population worked at home, an increase from 14% in 2011.

The percentage of Kerrisdale residents working in creative and financial industries (37%) has steadily risen since 2001, while the percentage working in blue-collar and service industries has declined. One quarter of

Kerrisdale residents worked in public sector industries (e.g., health, education, public administration). Just over one third report that they are self-employed.

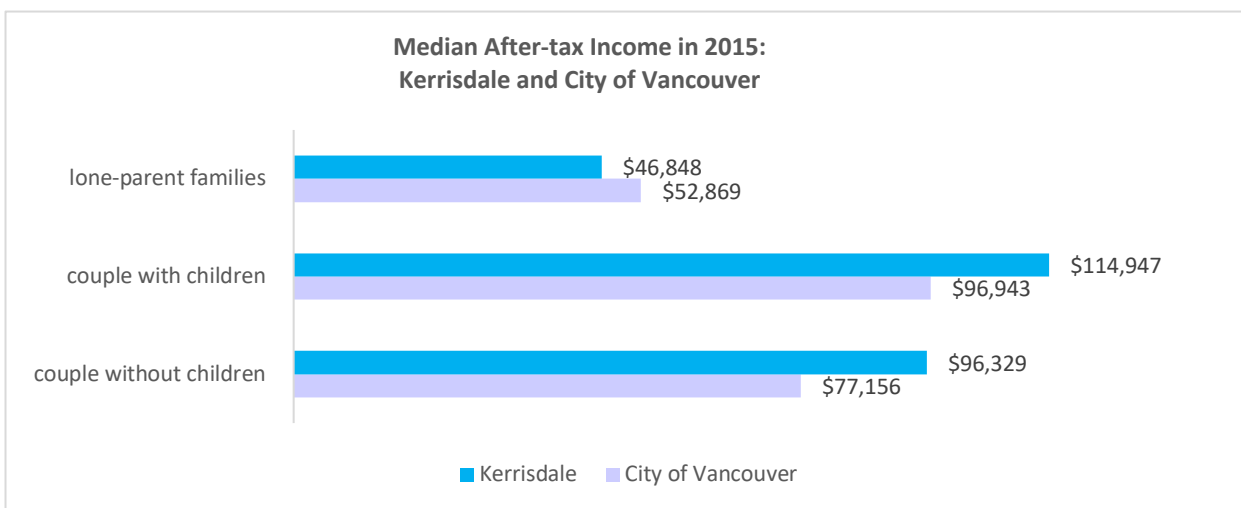


While the automobile (as driver or passenger) is the mode of travel to work for 68% of local residents in 2016, use of public transit increased from 20% to 21% between 2011 and 2016. Bicycle use increased from 2% to 4% in the same period; in 2016, 5% commuted on foot.

**Income:**

For the 2016 Census, 95% of Kerrisdale residents 15 years of age and older reported having income in 2015: 61% of them report income from employment and 67% report income from government transfers.

In 2016, 655 of 14,105 Kerrisdale households reported income of less than \$5,000.



While median household income in Kerrisdale in 2016 was \$75,000, 21% of households reported income of \$200,000+.

Twenty-nine percent of Kerrisdale residents are in the top 10% of Canadian earners, while 17% are in the bottom 10%. This is a more polarized distribution than exists in the City overall.

In the 2011 Census, 70% of households reported owning their own homes compared to almost 68% of households in 2016; about 32% are renting homes. In Kerrisdale in 2016, 39% of households reported spending 30% or more of their income on shelter costs compared to 37% in Vancouver overall.

## **5. PILOT SURVEY OF FORMER KCC SOCIETY MEMBERS**

Analysis of the KCCS membership lists for 2011-12 and 2014-5 suggested that more than half of the 2011-12 members were no longer members three years later. As KCCS's overall membership numbers have not declined considerably, this suggests that there is significant turnover in KCCS members from year to year.

In July 2016, a pilot survey of 114 individuals who had been members of the Kerrisdale Community Centre Society in 2011-12 but were not members in 2014-15 was undertaken to gather information on why patrons cease using the Centre.

Sixty-four percent (76 individuals) of the sample group were uncontactable in July 2016. Of the forty-one who were contacted, 7 reported they were then members of the Society and four declined to participate leaving 30 individuals (26%) providing responses.

Of these, 40% had relocated to another neighbourhood, 44% did not find programs that met their needs at Kerrisdale, and 13% were dissatisfied with the gym facility. Thirty-three percent of respondents had positive experiences with Kerrisdale, and 30% were neutral.

Suggestions for improvement from survey respondents are included in the Recommendations Section of this report. The full report of this pilot survey of former Society members can be found in Appendix C of the report.

## **6. IMPLEMENTATION OF THE RECOMMENDATIONS OF THE 2005 COMMUNITY NEEDS ASSESSMENT REPORT**

Part of the 2016 Community Needs Assessment Project was a review of the recommendations made in the 2005 Needs Assessment Report. The recommendations were summarized in a table that was distributed to KCCS Board committees and personnel who were asked to comment on the implementation of each recommendation.

Most of the 2005 Needs Assessment recommendations were still relevant to the Community Centre's operations in 2016. While most had been wholly or partially acted upon, some had not and the need for action was noted by the relevant body.

For the full summary of the implementation of the 2005 Need Assessment Recommendations, see Appendix D.

## **7. RECOMMENDATIONS for the KERRISDALE COMMUNITY CENTRE SOCIETY 2019**

### **1. Communication with patrons:**

- 1.1. Review the content, target audience(s) and frequency of the KCC's e-newsletters to enhance their appeal to patrons. Periodic emails that highlight interesting programs and prompt timely registration may boost registration.
- 1.2. Improve the KCC website to include a highly visible, simple and interactive internet communication channel for members/patrons to communicate with the Society.
- 1.3. Continue to produce the printed quarterly program guide.
- 1.4. Keep the KCC website simple, up-to-date, exciting and interactive. Ensure that the on-line recreation guide is easy to locate and navigate, particularly on registration/payment/payment/confirmation procedures.
- 1.5. Expand the use of social media and use of popular apps like Instagram and Snapchat to reach the younger generation.
- 1.6. Ensure consistently accurate information is provided to patrons by front desk staff; this will require that they are familiar with Board policies and initiatives, e.g., volunteer opportunities, Board nominating procedures, and benefits of membership, etc.
- 1.7. To address the population that does not communicate in English, the Society could explore: increasing the use of Chinese text in our brochures; recruiting English and Chinese bilingual staff and instructors; exploring potential programs that would have universal appeal, and providing orientations to the Centre in both English and Mandarin.
- 1.8. Explore the use of electronic translation devices with different language capabilities to bridge the language gap when communicating with some patrons.

### **2. Membership retention:**

- 2.1. Collect email addresses and consent to receive emails during membership enrolments and renewals, and send reminder emails to encourage membership renewal.
- 2.2. Review the existing membership enrolment form to include some simple and pertinent information about KCC's membership, e.g., primary language of communication, main interest in joining the KCC, how member learned of the KCC, willingness to receive e-communication from KCC, etc.
- 2.3. Compile and review membership information annually to identify changes in the composition of KCC membership and determine what actions can be taken to address changing needs and expectations. Retaining members, particularly those with five years or less, needs some attention.
- 2.4. Each quarter, invite new members to join a briefing of KCC programs/services and tour of facilities conducted by board members or designated community volunteers.

### **3. Seniors programming:**

- 3.1. The increasing number of seniors in the community and their wide age distribution from 55 to 85 and older suggest that programming for seniors should be a priority. Programming needs to be differentiated to meet the broad range of program interests of different age and gender groups within the general "senior" category. In particular, innovative programs for "young seniors" and for

“senior seniors” may need to be implemented. The existing range of programs needs to be expanded.

- 3.2. Programs appealing to the more active and energetic lifestyle of younger seniors (aged 55 – 70) must be explored. Kerrisdale also registers an increasing number of males in this segment.
- 3.3. Some younger seniors do not like to be referred as “seniors” and the term “55+ group” is suggested. Quality presentations/discussions on subjects such as music, environment, history, food, gardening, travel, topical issues, etc. may help to engage the 55+ group.

#### **4. Youth programming:**

- 4.1. Explore active and fun youth programs that support team work, social interaction, interpersonal relationship building, and conflict resolutions can provide an attractive option to the many mobile devices and electronic games that compete for the youth’s time, attention and energy. Communication targets for these programs will be not only youth, but also their parents/guardians.

#### **5. Children’s programming:**

- 5.1. Offer more program variety to keep children from kindergarten to grade 7 engaged.
- 5.2. Gymnastics programs for children are very limited in Vancouver and would be a popular program to start at KCC.
- 5.3. Increase the variety of summer sport activities for children.

#### **6. Other program related recommendations:**

- 6.1. Even though not many patrons indicated needing programs in languages other than English, KCC may want to hire instructors and staff who reflect the ethnic diversity of Kerrisdale. Serving the program needs of the large number of Mandarin speakers in the community must be a priority. In addition, the Kerrisdale Community Centre needs to look for programming that will attract members of both groups to avoid the formation of two solitudes in the community.
- 6.2. Patron evaluations of programs that provide ongoing comments and areas of improvement, should continue periodically with appropriate follow-up.
- 6.3. As there are many programs at the centre, providing a sampler package of programs at the beginning of each season may interest patrons and encourage program registration.
- 6.4. Explore offering more health/fitness programs early in the morning for working adults, and programs on weekends for working parents. The Community Centre could also offer adult programs at non-traditional times of the day to accommodate the large number of non-working adults.
- 6.5. Increase the number of sports programs for girls, including self-defense for women.
- 6.6. Offer programs for adults (parents and grandparents included) and children under the age of 14 years to enroll in the same class, e.g. art, dance, martial arts.

#### **7. Facilities:**

- 7.1. Improve ventilation in the auditorium, a major concern during the hot summer days and active sessions like Zumba
- 7.2. Improve Exercise room ventilation. The inadequacy is very pronounced during warm days and peak hours

- 7.3. Ensure on-going update and maintenance of fitness equipment to reduce down time and improve their appeal
- 7.4. Renovate men's changing rooms to make them look a bit more attractive
- 7.5. Improve Centre parking facilities: e.g., redo paint lines, improve bike parking facilities and identify innovative ways to reduce congestion
- 7.6. Cleanliness, though not an issue at present, will need vigilant on-going maintenance to ensure that it does not become a problem. Some areas of concern are:
  - 7.6.1. Closer monitoring of the main lobby area and gym/exercise room
  - 7.6.2. Keep floors clean at all times
  - 7.6.3. More vigilant cleaning of women's washrooms
  - 7.6.4. Keep the rampant mice problem at the centre under control
  - 7.6.5. More cleaning of the toilets and shower stalls.
- 7.7. To improve safety for patrons' belongings while at the Centre KCC must continue to undertake such measures as: identifying any "black-spots" where thefts have known to happen, increasing staff visibility at these areas during routine facility checks, discouraging loitering, improving lighting; and posting friendly reminders to use lockers for personal property.
- 7.8. Address concerns that the overall KCC facility looks tired and dated.
- 7.9. Renovations and expansion of the Exercise Room should be considered to address concerns that the weight room is too small for stretching because it is crowded.
- 7.10. Install new and bigger lockers, more benches, and new equipment in the Exercise Room.
- 7.11. Install shower curtains in the pool; Lack of shower curtains is a concern for girls growing-up.

## **8. Services**

Keep the gymnasium open for longer hours, especially on weekends

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## **APPENDICES (in separate documents)**

- A. Patron survey questionnaire (July 2016) and Pilot survey questionnaire (April 2016)
- B. Report of patron survey in September 2016
- C. Report of survey among former members whose membership have lapsed - August 2016
- D. Implementation Status of 2005 KCC Program Needs Assessment Recommendations (October 2016)