



**Appendix A: CSD-2023-125**

Community Centre Programming Review – Data Report  
June 8<sup>th</sup>, 2023

**Purpose:**

In order to properly understand and assess the City's current community centre operating model, staff undertook an analysis of direct and indirect program offerings at all 14 City-owned community centres for a one-year period (April 1, 2022 – March 31, 2023).

**Methodology:**

All program offerings included in the analysis are pulled from the City's online registration system, ActiveNet, which tracks both direct City-run and indirect NA-run programs offered out of City-owned community centres. *Note: Program stats for the Mill-Courtland community centre are unavailable on ActiveNet and were obtained from community centre staff using the same criteria outlined below.*

In this analysis staff were looking specifically at the number and types of both direct and indirect programs offered out of community centres, the number of affiliated neighbourhood associations offering programs out of centres, and the overall level of use across community centres.

Population size and median income of the surrounding neighbourhoods were also included in the analysis; these demographics were pulled from the publicly available [City of Kitchener Demographics GeoHub 2021](#).

In collecting and analyzing program data, staff were guided by the following principles:

- Programs included in this analysis have a start date of April 1, 2022 or after, AND an end date on or before March 31, 2023. Programs that *started AND finished* within this one-year period are included in the analysis for all community centres.
- Any programs that run from September to June were included in the analysis as well, which includes 26 dance programs offered by the Country Hills NA out of the Country Hills community centre
- Direct programs offered by the City and indirect programs offered by Neighbourhood Associations were included in the program counts and analysis. Each program offering that requires registration is counted as 1 program in the analysis regardless of the program duration or length
- Programs out of scope included any drop-in programs not tracked through ActiveNet, and programs that are run through partner organizations (other than NAs) such as the House of Friendship, YMCA, AFRO and Camino.
- Programming offered at the Breithaupt Centre or other City of Kitchener Aquatics Centres are not included in this analysis.
- Throughout the process of conducting data analysis staff worked closely with community centre management and staff to continually verify the data and to ensure the numbers matched the experiences of community centre staff.

**IMPORTANT NOTE: Given this imperfect tracking system (which does require some human interpretation of program types and numbers), there will be some margin of error within the analysis, though it would not impact the overall trends illustrated in the results.**

**Programming Levels at Community Centres**

As illustrated in Table 1 (below), of the 26 Neighbourhood Associations affiliated with the City in 2022 and 2023<sup>1</sup>, between April 2022 and March 2023, only 13 (50%) offered programming out of a community centre, and of those 13, four Neighbourhood Associations accounted for 70% of all NA programming offered.

Further analysis reveals that of the 13 NAs that offer programming at a City-owned community centre, one Neighbourhood Association (Stanley Park) is responsible for providing 35% of all NA-run programming across all community centres. This means that residents living in neighbourhoods surrounding the centres utilized by those top four NAs are very well served by the current model and the strength of their NA, however, residents living in other neighbourhoods do not have the same access to NA-run programming near their homes.

**Table 1: Programming offered by Neighbourhood Associations Apr 22 – Mar 23**

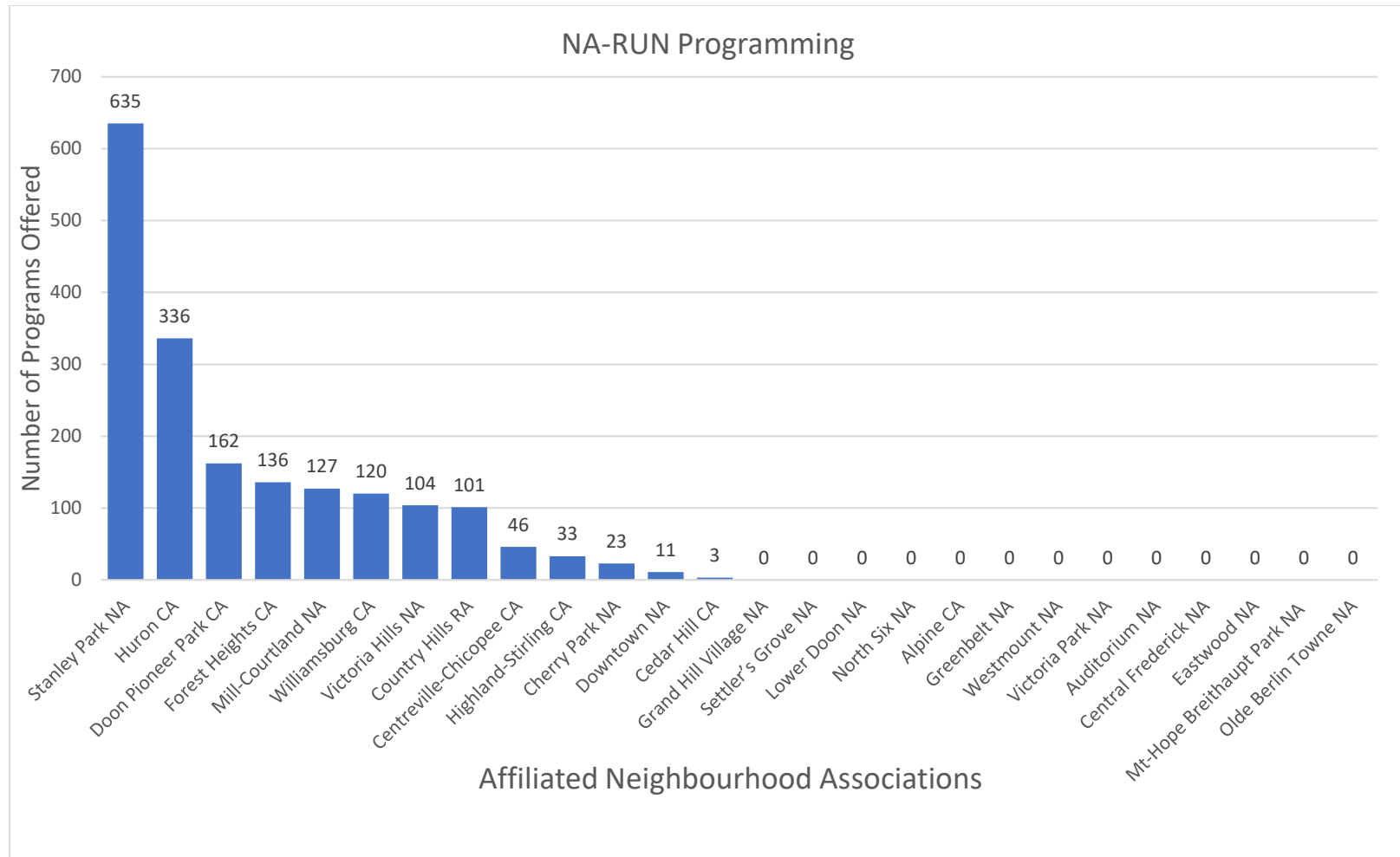
Neighbourhood Association	# of NA Programs	% of NA Programs
1. Stanley Park Neighbourhood Association	635	35%
2. Huron Community Association	336	18%
3. Doon Pioneer Park Community Association	162	9%
4. Forest Heights Community Association	136	7%
5. Mill-Courtland Neighbourhood Association	127	7%
6. Williamsburg Community Association	120	7%
7. Victoria Hills Neighbourhood Association	104	6%
8. Country Hills Recreation Association	101	5%
9. Centreville-Chicopee Community Association	46	3%
10. Highland-Stirling Community Group	33	2%
11. Cherry Park Neighbourhood Association	23	1%
12. Downtown Neighbourhood Alliance	11	1%
13. Cedar Hill Community Group	3	0.1%
14. Grand Hill Village Neighbourhood Association	0	0%
15. Settler's Grove Association	0	0%
16. Lower Doon Neighbourhood Association	0	0%
17. North Six Neighbourhood Association	0	0%
18. Alpine Community Association	0	0%
19. Greenbelt Neighbourhood Association	0	0%
20. Westmount Neighbourhood Association	0	0%
21. Victoria Park Neighbourhood Association	0	0%
22. Auditorium Neighbourhood Association	0	0%
23. Central Frederick Neighbourhood Association	0	0%
24. Eastwood Neighbourhood Association	0	0%
25. Mt-Hope Breithaupt Park Neighbourhood Association	0	0%
26. Olde Berlin Towne Neighbourhood Association	0	0%
<b>Total</b>	<b>1837</b>	<b>100.00%</b>

4 of 26 NAs affiliated with the City account for 70% of the NA programming offered. These NAs operate out of 4 of the City's 14 community centres.

13 of 26 NAs affiliated with the City did not provide programming and were focused on other priorities

<sup>1</sup> Current affiliations are listed in Staff Report [CSD-2023-082](#)

**Figure 1: Programming offered by Neighbourhood Associations April 2022 – April 2023**



Illustrated in Table 2 below is a summary of all programming offered at all City-owned community centres, with a breakdown between: (1) direct, City-run programs and (2) indirect, NA-run programs for each centre.

**Table 2: City-Run and NA Programming offered at Community Centres 2022/23**

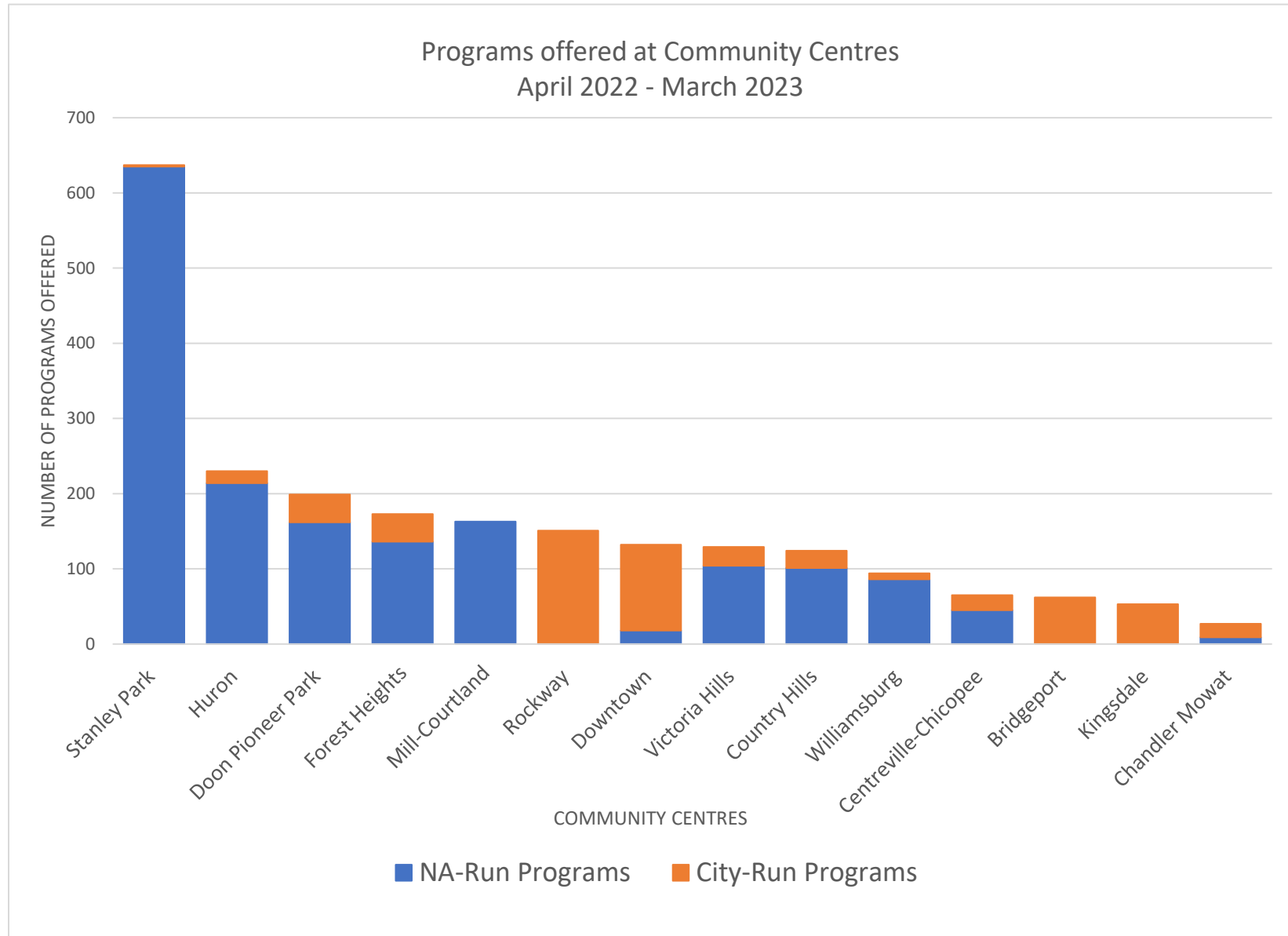
Community Centre	NA Programming Apr 22 - Apr 23		Direct Programming Apr 22 - Apr 23		ALL PROGRAMING Apr 22 - Apr 23	
	N	% of all CC prog	N	% of all CC prog	N	%
Stanley Park	635	99.5%	2	0.5%	637	100%
Huron	214	93%	16	7%	230	100%
Doon Pioneer Park	162	81%	37	19%	199	100%
Forest Heights	136	79%	37	21%	173	100%
Mill-Courtland	163	100%	-	-	163	100%
Rockway	-	-	151	100%	151	100%
Downtown	18	14%	114	86%	132	100%
Victoria Hills	104	81%	25	19%	129	100%
Country Hills	101	81%	23	19%	124	100%
Williamsburg	86	91%	8	9%	94	100%
Centreville-Chicopee	45	69%	20	31%	65	100%
Bridgeport	-	-	62	100%	62	100%
Kingsdale	-	-	53	100%	53	100%
Chandler Mowat	9	33%	18	67%	27	100%
<b>COLUMN TOTALS</b>	1673		566		2239	100%

**152** is the AVERAGE # of programs offered at community centres annually

This data not only demonstrates the vastly different frequency of programming offered across the City’s community centres (ranging from 637 to 27, with an average of 152). It also illustrates the percentage of programs that are NA-run versus City-run for each centre.

The rows highlighted in green are those where NA-run programs comprise 75% or more of all programming offered at the centre. With the exception of Rockway and Downtown Community Centres, the number of programs offered overall tends to be correlated with the higher percentage of NA-run programs offered at that centre. It is different for Rockway and Downtown because both these centres traditionally support a significant amount of direct City-run senior programming. In Figure 2 on the following page, overall programming split by NA-run versus City-run is presented in a stacked bar graph.

**Figure 2: City-Run and NA Programming offered at Community Centres 2022/23**



**Community Centre Programing Compared to Median Household Income:**

What is clearly shown in the previous tables and figures is an operating model that serves some community centres (and residents living near that centre), while it is leaving other community centres under-utilized and thus the surrounding populations under-served. When looking at income demographics for the neighbourhoods surrounding each of the community centres (below), the differences are further illustrated.

Presented in Table 3 is a list of the 14 city-owned community centers in order of all programming numbers (these numbers include both NA-run and City-run programming), alongside median household income of the surrounding neighbourhoods.

As shown, median household income is reported in ranges of \$20,000, so although not exact numbers, what this table indicates is a tendency for middle and upper-income neighbourhoods to have higher programming numbers than lower income neighbourhoods.

In fact, the four community centres with the highest programming numbers account for 55% of all programming happening in community centres (highlighted in green), and all four of these community centres are situated in middle to high-income neighbourhoods with a reported median income at or above the median income for all of Kitchener. In comparison, when looking at the bottom of the table at the two community centers with the lowest programming numbers (highlighted in orange), median household income is well below the Kitchener median of \$87K.

**Table 3: Community Centre Programming and Median Household Income**

COMMUNITY CENTRE	ALL PROGRAMING Apr 22 - Apr 23		Median Household Income for surrounding neighbourhood*
	N	%	
1. Stanley Park	637	28%	80K – 99K
2. Huron	230	10%	100K – 124K
3. Doon Pioneer Park	199	9%	100K – 124K
4. Forest Heights	173	8%	80K – 99K
5. Mill-Courtland	163	7%	40K – 59K
6. Rockway	151	7%	60K – 79K
7. Downtown	132	6%	60K – 79K
8. Victoria Hills	129	6%	40K – 59K
9. Country Hills	124	6%	80K – 99K
10. Williamsburg	94	4%	100K – 124K
11. Centreville-Chicopee	65	3%	60K – 79K
12. Bridgeport	62	3%	80K – 99K
13. Kingsdale	53	2%	40K – 59K
14. Chandler Mowat	27	1%	40K – 59K
<b>COLUMN TOTALS</b>	<b>2239</b>	<b>100%</b>	

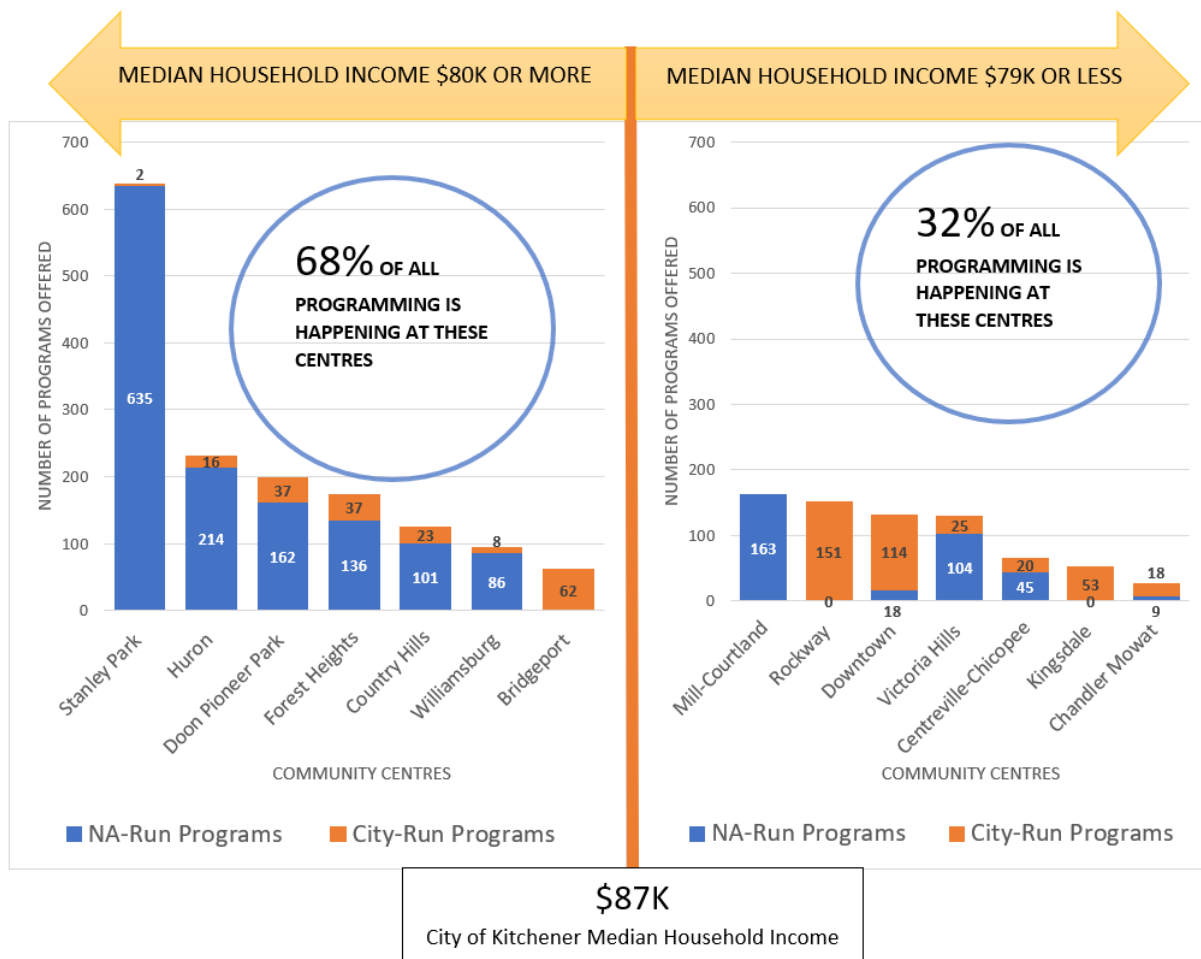
55% of all  
Community  
Centre  
programming  
is happening  
in these 4  
Centres

\*Median Household income for the City of Kitchener is \$87K

Another way to understand the data is to look at programming numbers for community centres in neighbourhoods where the median household income is at or above the City of Kitchener median, and for community centres where the median household income is below the City of Kitchener median<sup>2</sup>. This breakdown is what is illustrated in Figure 3 (below).

As the percentages for each side of the median household income demonstrate, the current community centre operating model has resulted in significant inequities in service delivery between lower income and mid to higher income neighbourhoods. Specifically, **68% of all community centre programming is happening at the seven community centres located in mid to higher-income neighbourhoods, and 32% of programming is happening at the seven community centres located in neighbourhoods with a reported median household income below the City of Kitchener median.**

**Figure 3: City-Run and NA-Run Programming offered at Community Centres 2022/23 split by Median Household Income**

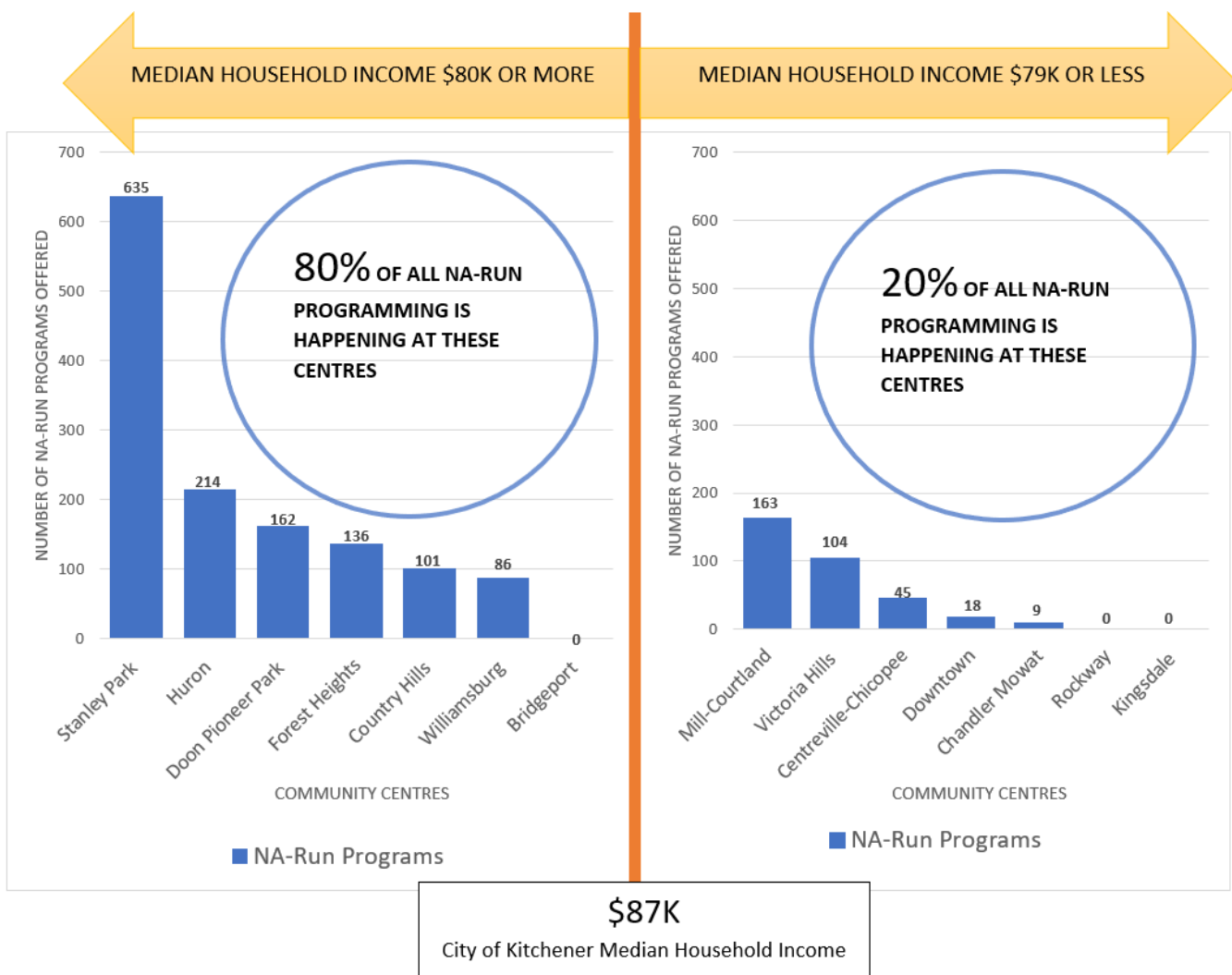


<sup>2</sup> Due to limitations of the available data, creating an exact split above and below the \$87,000 median income for the City of Kitchener was not possible. As household income is reported in \$20,000 intervals, the closest split that could be done for neighbourhood demographics was above and below \$80,000. This minor adjustment does not significantly impact the results



What is also made clear in Figure 3 is that the majority of NA-run programs (the blue section of the stacked bar graph) are being offered in the mid to higher income neighbourhoods. In order to get a clear picture of how NA-run programs are distributed, presented in Figure 4 is a version of the above figure but only showing NA-run programs across all 14 community centres, split by median household income. As illustrated, 80% of all NA-run programming takes place at the seven community centres located in mid to higher-income neighbourhoods, and just 20% of NA-run programs are offered in the seven community centres located in lower-income neighbourhoods.

**Figure 4: NA-RUN Programming offered at Community Centres 2022/23 split by Median Household Income**



### **Community Centre Programming Ratios by Population Size & Median Income**

When looking at population size of the surrounding neighbourhoods in relation to the number of programs offered at the community centre, inequities in programming are further illustrated between mid to higher income neighbourhoods and those neighbourhoods with a reported median household income below the City of Kitchener median.

As shown in Table 4, consistent with all previous data, there are disparities in programming numbers across the city's community centres, with a tendency for mid to higher income neighbourhoods to have a lower ratio of programs per person, such as Huron with 1 program offered for every 28 people in the neighbourhood, as compared to lower income neighbourhoods like Kingsdale with 1 program offered for every 283 people in the neighbourhood.

**Table 4: Ratio of program numbers within neighbourhood, with median household income**

COMMUNITY CENTRE	ALL PROGRAMING Apr 22 - Apr 23		Median household income for NA boundaries	Population Size for NA Boundaries	Ratio of program numbers per person within neighbourhood
	N	%			
1. Huron	230	11%	100K – 124K	6,500	1:28
2. Stanley Park	637	31%	80K – 99K	35,000	1:54
3. Mill-Courtland	163	8%	40K – 59K	10,500	1:64
4. Bridgeport	62	3%	80K – 99K	6000	1:97
5. Country Hills	124	5%	80K – 99K	11,000	1:89
6. Victoria Hills	129	6%	40K – 59K	13,000	1:100
7. Doon Pioneer Park	199	10%	100K – 124K	25,000	1:125
8. Forest Heights	173	8%	80K – 99K	25,000	1:144
9. Williamsburg	94	5%	100K – 124K	19,500	1:207
10. Downtown	132	6%	60K – 79K	28,000	1:212
11. Centreville-Chicopee	65	3%	60K – 79K	15,500	1:238
12. Chandler Mowat	27	1%	40K – 59K	6,500	1:240
13. Kingsdale	53	3%	40K – 59K	15,000	1:283
<b>COLUMN TOTALS</b>	<b>2088</b>	<b>100%</b>			

*\*Rockway Centre is not included in this analysis. Rockway Centre is an anomaly within the Community Centre operating model, as it is predominantly a seniors' centre that provides programs for seniors across the city, not just in the immediate neighbourhood*

In Table 5 below, community centres are split by median household income, with those situated in mid to higher income neighbourhoods above the orange line, and those situated in lower-income neighbourhoods below the orange line. Using average program-to-person ratio as a comparison between mid to higher income neighbourhoods and lower income neighbourhoods, the inequities in program delivery are clearly illustrated, with an average ratio of 1:106 for community centres located in mid to higher income neighbourhoods, and an average ratio of 1:190 for community centres located in lower income neighbourhoods.

**Table 5: Ratio of program numbers per person at community centres split by median household income**

COMMUNITY CENTRE	ALL PROGRAMMING Apr 22 - Apr 23		Median household income for NA boundaries	Population Size for NA Boundaries	Ratio of program numbers per person within neighbourhood
	N	%			
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7. Country Hills	124	5%	80K – 99K	11,000	1:89
8. Downtown	132	6%	60K – 79K	28,000	1:212
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10. Victoria Hills	129	6%	40K – 59K	13,000	1:100
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12. Chandler Mowat	27	1%	40K – 59K	6,500	1:240
13. Kingsdale	53	3%	40K – 59K	15,000	1:283
<b>COLUMN TOTALS</b>	<b>2088</b>	<b>100%</b>			

Average ratio: 1:106

Average ratio: 1:190

\*Rockway Centre is not included in this analysis. Rockway Centre is an anomaly within the Community Centre operating model, as it is predominantly a seniors' centre that provides programs for seniors across the city, not just in the immediate neighbourhood

## Types of Programming Offered at Community Centres

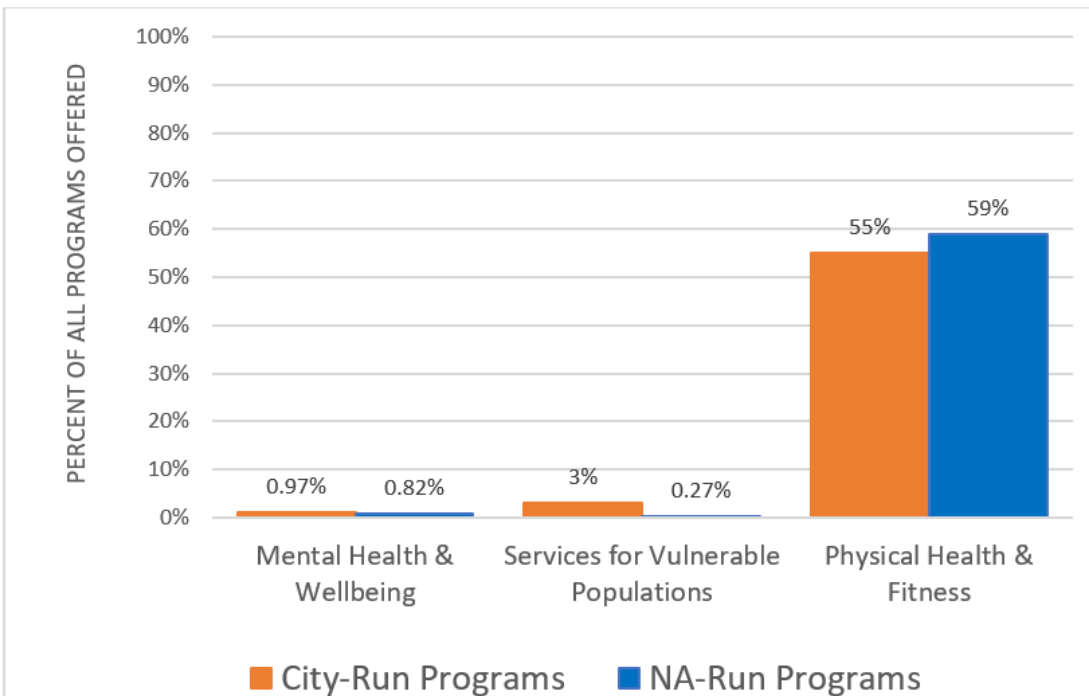
Like the changing social climate of our city over the past 20 years, programming needs and resident priorities for programming have also changed significantly since the development and approval of the policies governing community centre use.

As part of the public engagement process to create the City's 2023-2026 Strategic Plan, in March 2022 the City partnered with Environics Research to conduct a statistically representative survey of Kitchener residents on a wide variety of municipal issues, including recreation and leisure programming. The results of that statistically valid survey of 1,006 residents demonstrated that Kitchener residents prioritized recreation and leisure programs that support:

- (1) mental health and wellbeing
- (2) services for vulnerable populations
- (3) physical health and fitness

City staff have completed an initial review of the types of program types offered by NAs and the City between April 2022 and March 2023, and found the following:

**Figure 5: Programming offered within prioritized categories (2022 – 2023)**



Based on this review, residents' third priority of physical health and fitness (as expressed through the Environics survey) is well covered by current programming. However, residents' first and second priorities for programming (mental health and wellbeing, services for vulnerable populations) are not being adequately addressed at this time. The

data analysis indicates that programming in these two categories combined account for less than 4% of City-run programming and just over 1% of NA-run programming. Acknowledging that physical health and fitness are certainly contributing factors to maintaining mental health and wellbeing, these programs were categorized by their primary purpose and are not counted as being part of mental health and wellbeing programming.