



# Feasibility Study Southeast Vancouver Seniors' Centre

Vancouver Board of Parks and Recreation | 25 January 2010



CITY SPACES

Planning | Project Management | Applied Research

## PRINCIPAL FINDINGS:

During the period mid-November to late December, with the assistance of a “project steering committee”, CitySpaces investigated the feasibility of adding a dedicated seniors’ wing of approximately 10,000 sf to the Killarney Community Centre. The following are the principal findings from this study.

### \* Demographics

The seniors’ population (age 55+) has been growing faster in the VFK study area (Victoria-Fraserview / Killarney) than the city as a whole and is projected to do so for the coming several decades. The 55+ population in 2006 was 15,000 and is forecast to increase by more than 21% (3,100 residents) between 2006 and 2021.

### \* More Demand than Supply

Consultations with seniors’ programmers in community centres and organizations serving seniors in southeast Vancouver confirmed that many of programs are at capacity or over-subscribed. Programmers underscore the importance of having additional dedicated spaces for seniors, noting that participants (especially older seniors) place great value on the opportunities for social interaction. Dedicated space helps promote integration, and fosters wellness and a sense of inclusion/belong.

### \* Gaps and Priorities

There were a number of “gaps” noted during the consultations: need for a large capacity space that can provide a meal program (kitchen) and be available for programming smaller to larger activities; need for more adaptable, multi-purpose space; additional space for always popular language courses; and a destination seniors’ lounge. The greatest demand and, therefore, a priority is for a large, multi-purpose programming space that can be used to provide a meal program and other large gatherings.

### \* Size and Spaces

Drawing on information provided by the Kerrisdale Seniors Centre and others, a facility in the range of 10,000 sf would provide sufficient space for programs and activities, storage, offices/washrooms, lounge and large multi-use dining/programming space, with a commercial kitchen, especially when co-located with a community centre.

### \* Capital and Operating Costs

From an order-of-magnitude perspective, the capital cost of a 10,000 sf facility would be in the range of \$5.0 million (\$500 psf construction including fixturing and tenant improvements). From an operating perspective, program costs are computed as being “revenue neutral”. Non-recoverable annual operating costs (staffing, janitorial, utilities, maintenance and repairs) are estimated at \$242,000. This operating cost could be reduced from revenue achieved from rental of the large multi-use dining/programming space, fundraising efforts by the seniors society, Killarney Community Centre and/or other operational partners.



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\* **Partnerships**

There are established collaborations among groups serving seniors in southeast Vancouver and a willingness among these groups to continue partnering if a seniors' wing were to be added at the Killarney Community Centre. Also, a new facility may "open doors" for other partnerships (e.g., among health providers, post-secondary institutions, other non-profit organizations and the business community).

\* **Governance**

The Kerrisdale governance model appears to be working very well and could be easily adaptable to the Killarney situation. For Killarney this would mean a relationship (joint venture or subcommittee structure) between the Killarney Community Centre and a seniors society. The seniors society could be registered as a non-profit group to assist in fundraising efforts and should be representative of seniors from the greater southeast Vancouver catchment area that the Centre would serve. A collaborative model would be important given the variety of shared services, spaces and operations that will occur between both the community centre and a seniors wing.



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## INTRODUCTION

This report is the result of an exploration of the feasibility of the potential for a 10,000 sf seniors' services addition to the Killarney Community Centre. Although the idea of a dedicated "seniors' centre" has been discussed for the southeast area of Vancouver since the 1990s, a variety of circumstances have precluded its implementation. However, recent and anticipated changes in the area have prompted a renewed investigation.

It has long been understood and supported by such wide reaching organizations as the World Health Organization that social participation and social support are strongly connected to good health and well-being throughout one's life including during the senior years. Seniors' centres and programs allow older citizens to participate in leisure, social, cultural and spiritual activities in their community and allows them to continue to exercise their competence, to enjoy respect and esteem, to maintain or establish supportive and caring relationships, and to foster social integration.

The study has been undertaken by CitySpaces Consulting with the support of a six person "project steering committee" made up of representatives from the Southeast Vancouver Seniors' Arts and Cultural Society, the Killarney Community Centre Society, and staff of the Park Board and City of Vancouver. The scope of the study was to include:

- Compiling data on the program and services delivered at the Kerrisdale Community Centre Seniors Wing and on at least one other seniors centre (Bonsor Seniors Centre in Burnaby was selected by the Steering Committee);
- Compiling data on the programs and services in various locations currently being offered in the southeast sector of the city;
- Assessing population trends from 2001 to 2021 for those aged 55 and older;
- Identifying an inventory of potential partners in the study area, and assessing their interests in and capabilities to support a seniors centre; and
- Preparing a report to quantify the need and size of the facility, services to be provided and space priorities, capital and operating cost allocations, and operational/ governance models.

Work commenced in early-November, 2009, with a draft report at the end of December, 2009. In the condensed time available for this study, CitySpaces staff undertook the following:

- Made telephone contact with a number of groups and organizations that provide services to seniors living in VFK, and subsequently, sent each a "questionnaire-discussion guide" regarding their operations;



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- Assembled and analyzed demographic data for the VFK Local Area<sup>1</sup>, comparing these with the Kerrisdale Local Area, and Vancouver as-a-whole.
- Toured the Kerrisdale Seniors Centre and the Bonsor Seniors Centre (Burnaby MetroTown) and interviewed seniors' programmers from these facilities;
- Interviewed seniors' programmers from the South Vancouver Neighbourhood House, Sunset Community Centre, Killarney Community Centre, and Champlain Heights Community Centre;
- Held a focus group attended by several groups serving seniors in the VFK area; and
- Maintained regular communications with the project manager and held two meetings with the steering committee.

This feasibility report is organized into five parts:

- **Part 1 – Demographics**  
An analysis of demographic factors in the “study area” (VFK - Victoria-Fraserview/ Killarney), particularly in relation to the present and projected population age 55+.
- **Part 2 – Programs and Services**  
A review of seniors-oriented programs and services at the Kerrisdale Seniors Centre, the Bonsor Recreation Complex in Burnaby, Champlain Heights Community Centre, and the South Vancouver Neighbourhood House.
- **Part 3 – Gaps and Priorities**  
The identification of gaps in priority programs and services in the “study area”.
- **Part 4 – Facility Parameters**  
The quantification of the need and size of a facility, including “order of magnitude” capital and operating costs, and a commentary on operational and governance matters.
- **Part 5 – Partnership Potential**  
The identification of potential partner agencies / groups.

## CONTEXT – VANCOUVER’S COMMUNITY CENTRES

Working together with community associations, the Vancouver Park Board operates a community centre in 23 neighbourhoods. These facilities serve all ages and offer a wide range of resources that focus on recreational, social and cultural pursuits. While all community



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<sup>1</sup> Victoria-Fraserview and Killarney as geographically defined by the City of Vancouver.

centres have programming for seniors, relatively few centres have significant dedicated space for seniors' programs and activities.

In the VFK area, there are two community centres – Killarney and Champlain Heights. Both facilities offer a limited range of activities and programs for seniors; however, neither facility has dedicated space specifically for seniors.

## **PART 1 – DEMOGRAPHIC FACTORS**

Discussions with seniors' programmers observed that there has been a burgeoning demand for programs and services for residents from 55 to 100+ years, with the core demand in the age group 65-79, as well as an increasing demand from residents who speak a Chinese language.

The following four charts reinforce the programmers' observations. All data is sourced from the Community Services Department, City of Vancouver. Three geographies are compared – Victoria Fraserview Killarney (VFK), Kerrisdale, and Vancouver as-a-whole. These geographies are mapped in Figure 1.

Note that while the demographics are based on the VFK area, it is expected that a seniors' centre located at Killarney Community Centre will in fact serve a broader southeast Vancouver area several blocks beyond VFK. However reliable and easily accessible data was available for the VFK neighbourhood and is considered representative of the majority of the service area.

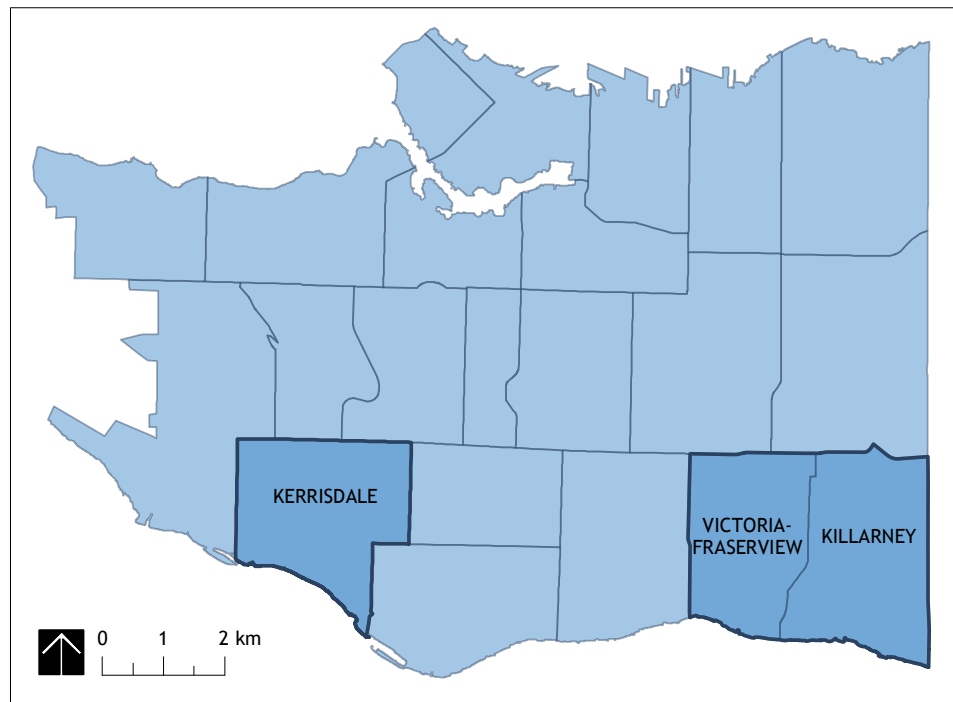


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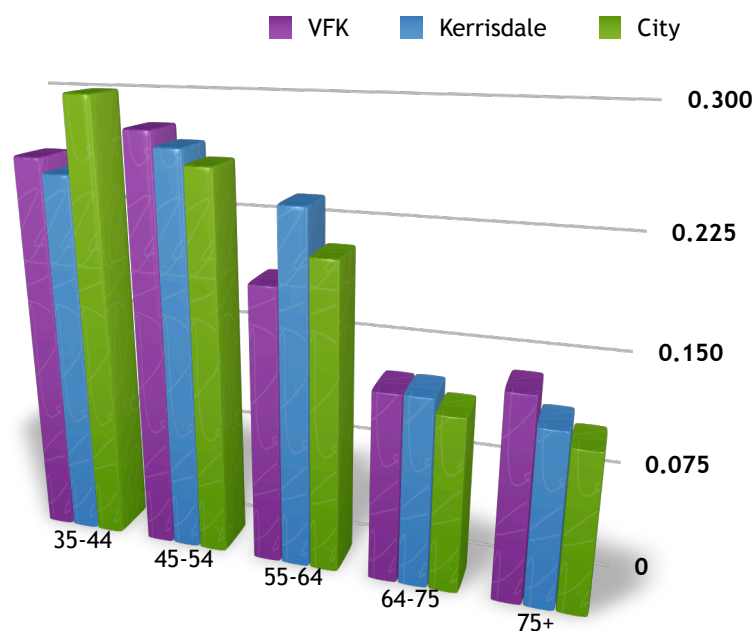
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**Figure 1 — Map of the City of Vancouver and Local Areas**



- Figure 2 shows the percentage of the population over age 35 by five age categories for 2006, the latest year that reliable comparative statistics are available. At that time, VFK and Kerrisdale had similar percentages between ages 64 and 75, whereas, VFK had a notably higher percentage over age 75.

**Figure 2 — Percentage by Age Groups, 2006**



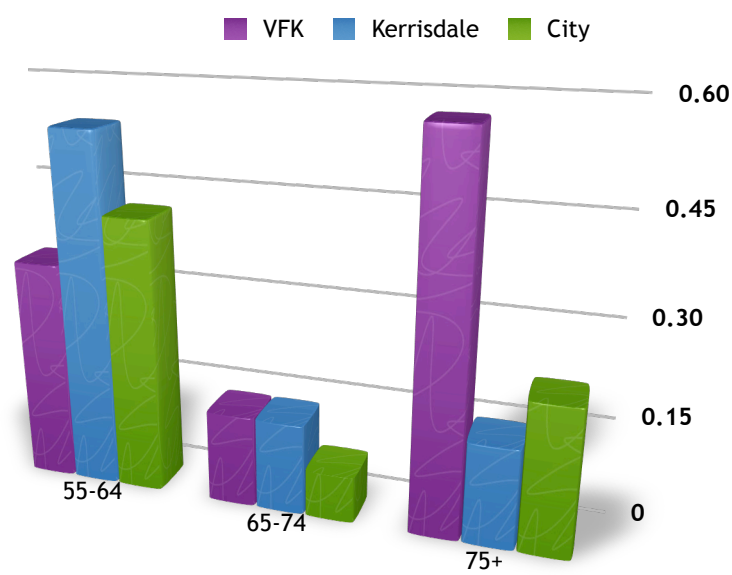
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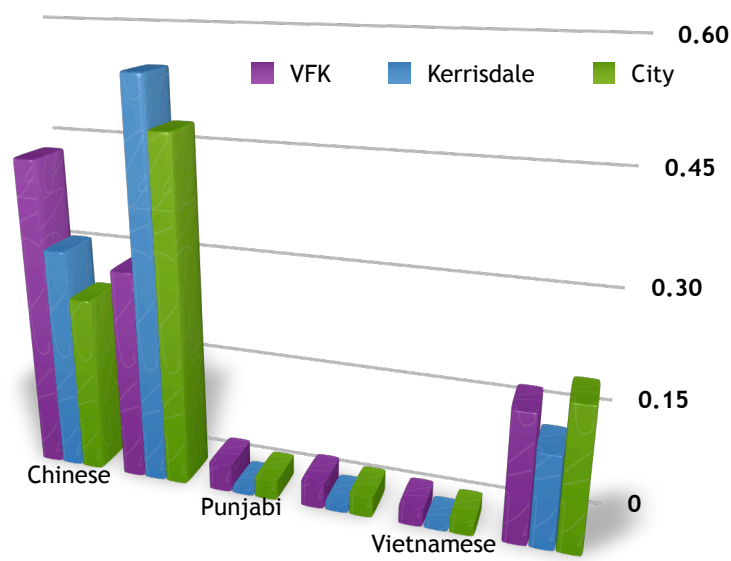
• **Figure 3** illustrates the change in the 55+ population by three age categories between 1996 and 2006. The VFK area stands out as having the largest percentage increase in residents 75 and older.

**Figure 3 – Percentage Change in Age Groups, 1996-2006**



• **Figure 4** provides a snapshot of the “mother tongue” of residents in 2006. Almost 45% of the residents of VFK indicated that a Chinese language (Cantonese, Mandarin, other) was their “mother tongue”.

**Figure 4 – Percental by “Mother Tongue”, 2006**



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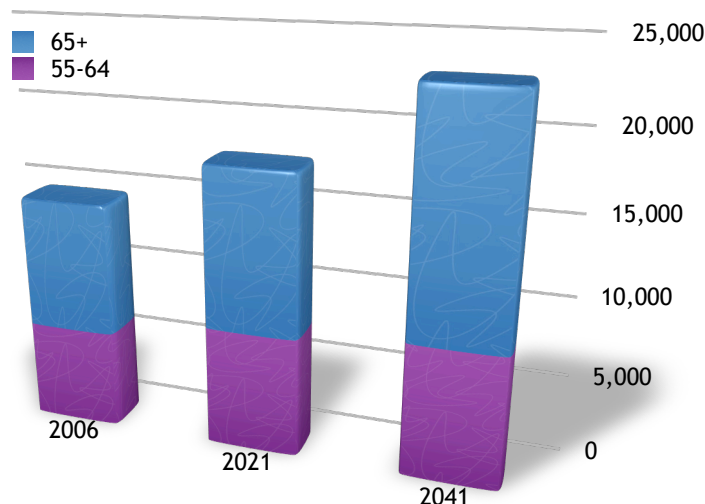
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- **Figure 5** is a projection of the future seniors' population in VFK, provided by the City of Vancouver for 2021 and 2041. Overall, the City projects that VFK's seniors' population will grow at a higher rate than for the city as-a-whole. By 2021, the population over age 55 in the VFK is forecast by more than 21% over 2006 – an absolute increase of almost 3,100.

**Figure 5 – Projected Population, VFK, 2021 and 2041**



### ***Significance of Demographic Factors***

From the foregoing statistics, it is evident that VFK's population of 55+ residents is growing and expected to grow at a faster rate than Vancouver as-a-whole in the coming decades. In large part, this is due to the aging of families who already live in the area, but it is also a recognition of the in-migration of middle aged and younger seniors, many of who are recent immigrants. The number of residents whose "mother tongue" is a Chinese language is notable, when compared with other areas.



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## PART 2 – SENIORS’ PROGRAMS AND SERVICES

As a central part of this study, the consulting team met with seniors’ programmers from several facilities and organizations that provide programs and support services to seniors.

- Two facilities were selected for in-depth study – the Kerrisdale Seniors Centre (KSC) and the Bonsor Recreational Complex in Burnaby MetroTown. The former has a fully-dedicated space for 55+; the latter is a multi-generational facility with a seniors’ component.
- Additionally, the consulting team met or spoke with seniors’ programmers from the Champlain Heights Community Centre, Sunset Community Centre, Killarney Community Centre and the South Vancouver Neighbourhood House, as well as with various organizations that actively serve seniors in southeast Vancouver. These organizations included S.U.C.C.E.S.S, local libraries, and the Salvation Army.

### *Kerrisdale Seniors Centre*

The Kerrisdale Seniors Centre (KSC), located at West Boulevard and West 42nd Avenue is a recreation facility that caters to residents 55 years and older. It is a separate wing of the Kerrisdale Community Centre (KCC), one of the earliest community centres to be built in Vancouver<sup>2</sup>. In addition to the seniors’ wing, the centre includes an indoor pool, gymnasium, fitness room, multi-purpose rooms, and public library. Currently, the centre has 500 members in the age 55-64 age range, and 1,500 members age 65 and older.

- KSC caters to those 55 years and older. The governance model is a nine-member council, elected by the membership, meeting monthly with staff. These elected councillors make up 9 of 11 members of the Community Centre’s seniors’ subcommittee, with the other two from the 20-member KCC Society Board.
- The centre offers a variety of programs and services for its members. Programs range from creative arts, dance, education, fitness / wellness, music, excursions and social recreation. The most popular activities include: social gathering space, hot lunch, exercise and fitness, discussion groups, library and excursions.
- Currently, the hours of operation are Monday through Friday, 9:00 a.m. to 8:00 p.m., Saturday, 9:00 a.m to 4:00 p.m., and Sunday from 1:00 p.m. to 5:00 p.m. Kerrisdale seniors’ programmers report that 100% of users during the day are 55+, with weekday evenings being about 60% seniors and 40% other adults.



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<sup>2</sup> Kerrisdale Community Centre was constructed in 1952 through a local improvement by-law initiative whereby residents in the area agreed to directly fund facility building costs.

- The seniors' centre has 10,000 sf dedicated to seniors' programming / support services.

- Multi-purpose dining room	2,100 sf	(21%)
- Commercial kitchen	1,000 sf	(10%)
- Small multi-purpose room	800 sf	(8%)
- Craft room	1,000 sf	(10%)
- Games room	800 sf	(8%)
- Lounge, lobby, coffee bar	2,100 sf	(21%)
- Craft space/ washrooms	1,200 sf	(12%)
- Storage	<u>1,000 sf</u>	<u>(10%)</u>
- Total space	10,000 sf	(100%)

- Revenues and Expenses – seniors' specific:

▸ *Revenues*

Programs	\$126,420	(56%)
Meals	<u>\$144,587</u>	<u>(64%)</u>
Total Revenues	\$271,007	

▸ *Expenses*

Instruction and Supply - Programs	\$98,712	(36%)
Wages and supplies - Meals	<u>\$172,488</u>	<u>(64%)</u>
Total Expenses	\$271,200	(100%)

▸ *Fundraising* \$11,306

- The seniors' centre has four staffing cost components as part of the Park Board's contributions to KCC:

- Programmer(F/T)	\$64,000
- Maintenance staff	\$50,000
- Receptionist staff	\$87,000
- Building support worker	<u>\$40,000</u>
	\$241,000

- Overall KSC Operating Costs:

- Expenses @ \$271,200 + Staffing @ \$241,000 =
- Gross operating costs: \$512,200 divided by 10,000 sf = \$51.22 psf.

- Observations regarding seniors' needs:

- As seniors live longer, the generation gap widens - from 55 to 105 years;



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- To avoid stigmatization that is sometimes attached to “seniors’ programming”, Kerrisdale prefers to call itself the “retired citizens centre”; and
- If more space were available, this would be easy to fill - increasing demand.
- Key “must haves” and popular programs for a “successful” seniors’ centre:
  - Flexible, multi-purpose room(s) of approximately 800 sf. A space of this size gives programmers many options; and
  - Offering a diversity of programs to appeal to a widening age range.
- “Key determinants” of seniors’ participation:
  - Sense of belonging - social inclusion / dealing with “loneliness”; and
  - Hot lunch program.
- Kerrisdale Seniors Centre has a number of established partnering relations. These groups are primarily involved in the offering programs/clinics and sponsoring excursions. They include:
  - Arthritis Society
  - Kits Neighbourhood House - West Side Seniors
  - ASK Friendship Centre - Adult day care centre
  - Vancouver Coastal Health
  - UBC - Bodyworks - an outreach program of the UBC School of Human Kinetics
  - Jewish Community Centre
  - Neighbourhood assisted living facilities - Tapestry at the O’Keefe, Crofton Manor



### ***Bonsor Recreation Complex, Burnaby***

For comparison purposes, the steering committee and consultants selected the Bonsor Recreation Complex.

- Burnaby has four 55+ Centres - Bonsor Complex at Metrotown, Cameron Complex, Confederation Complex, and the Edmonds Centre. Bonsor and Cameron are multi-generational complexes; Confederation and Edmonds are stand-alone facilities. Each facility has its own society that works closely with staff. The societies also work together on various projects and events.
- The municipality advertises 55+ programs by type, then identifies the location(s) where this program is provided - general interest, food and fun, social activities, walking activities, exercise / weight training, sports and games, and ongoing trips.
- The overall size of the Bonsor complex is 128,300 sf, of which 73,700 is considered programmable space. Of this space, 2,100 is specifically dedicated for seniors’

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activities. Most seniors' activities take place in the upper floor (facility is three storeys) and is accessible by a small elevator. The complex is highly accessible by bus, Skytrain and walking.

- A "Burnaby 55+" membership is required to participate in programs. Currently, Bonsor has 1,869 members. Twenty-six percent of members are between 55 and 64 years of age, 42% between 65 and 74, and 32% are age 75+. About 65% of members are female. More than 240 volunteers participate regularly (35+ hours per year) in both organizational and practical capacities.
- The Seniors Lounge is open Monday through Friday from 8:30 a.m to 10:00 p.m., and weekends from 10:00 a.m. to 7:00 p.m. A coffee service is run by volunteers.
- Revenue and Expenses - seniors' specific:

*Revenue*

55+ Membership	\$26,290	(27%)
Program fees	\$46,410	(48%)
Bus trips, special events	<u>\$23,250</u>	(24%)
Total	\$95,950	

*Expenses*

Staffing	\$160,000
Instructors	\$42,000
Supply and equipment	\$6,840
Bus trip expenses	<u>\$19,640</u>
Total	\$228,480

- Total Complex Operating Costs:
  - Gross: \$4,719,913 divided by 128,300 sf = \$36.79 psf
  - Net after revenue: \$1,627,487 divided by 128,300 sf = \$12.69 psf
  - Note: Not including physical plant maintenance and repairs
- Observations:
  - As membership increases, demand for space also increases.
  - Often limited due to space and storage limitations.
  - Some clubs (e.g., Badminton) are at maximum capacity.
- Changing needs and demographics of seniors using the facility:
  - Younger seniors (age 55-64) tend to participate in the more active programs (sports, fitness, computer learning); these not always part of a "seniors-oriented" program at Bonsor.



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- “Key determinants” for seniors’ participation:
  - Offering programs for health and wellness;
  - Providing opportunities for socialization and friendship;
  - Sense of belonging;
  - Programs that meet the needs and desires of various cultural groups; and
  - A large volunteer base.
- Bonsor 55+ Society has a number of established partnering relations, including:
  - Westminster Savings Credit Union - mini-bus;
  - City of Burnaby Parks and Recreation;
  - Fraser Health Authority;
  - Burnaby Heart Beat Society; and
  - University of Victoria - Living a Healthy Life with Chronic Conditions

### ***Killarney Community Centre and Other Groups in VFK Serving Seniors***

Killarney’s main Community Centre, swimming pool and ice rink were opened in September 1963 by the Vancouver Park Board and the Killarney Community Centre Society. The Community Centre was completely refurbished in 1998-1999, allowing the centre to expand its services to a growing community with new lounge space, two childcare facilities, and a fitness centre. The \$11 million Killarney Leisure Pool opened in 2006.

The Killarney Community Centre Senior’s Association (KCCSA) is a registered non-profit association. Its purpose is to develop, promote and provide programs, activities, services and special community events for older adults at Killarney Community Centre in conjunction with the Senior’s Programmer. The Association produces a seasonal publication which highlights upcoming activities and provides community resource information for seniors.

- In 2010, the Centre will offer bus trips, special events, billiards, badminton, table tennis, social recreation and a walking club.
- Overall, the most popular programs include wellness and fitness, support groups, choral singing, and ESL.
- In a focus group meeting in early December, seniors’ programmers from Champlain Heights Community Centre, Sunset Community Centre, and the South Vancouver Neighbourhood House<sup>3</sup> made these observations:
  - Residents have low to moderate incomes;
  - Longer hours will make for greater space efficiencies;

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<sup>3</sup> Note: The seniors’ programmer from Killarney Community Centre was unable to attend.



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- Storage is often overlooked in space planning;
  - Seniors' programs don't generate as much revenue as adult programming; and
  - Lack of a large space in the VFK area prohibits potentially popular activities such as dances, or large catered events.
- Comments on the changing needs and demographics of seniors in the area:
    - More seniors are bringing their grandchildren to community centres;
    - More seniors are health aware – creates a shared interest between younger and older seniors; and
    - Younger seniors gravitate towards active recreational opportunities.
  - VFK seniors' personnel made the following comments regarding “key determinants” for a successful seniors' centre:
    - Free programs, healthy living and educational programs;
    - Seniors are more likely to participate at a facility where they have already been active at a younger age; and
    - Flexible, multi-programmable space.
  - The Killarney Community Centre is also affiliated with a number of groups and clubs that operate programs in the Centre but operate independently – S.U.C.C.E.S.S., Killarney Chinese Seniors Group, Killarney Luk Tung Kuen Association, Stroke Recovery and Prevention Club, Killarney Seniors Ballroom Dance Group, Evergreen Tai Chi Club, and the Happy Gang Bingo Group.
    - ▶ S.U.C.C.E.S.S. is a key partner in the Killarney Centre. This multi-service operation with an annual budget of \$30 million has provided support to Chinese immigrants for nearly 40 years. It has over 400 staff and offers a range of services, including settlement, employment advice, assisted living and adult day care.
    - ▶ S.U.C.C.E.S.S supports groups who operate from the Killarney Community Centre. Any additional space that could be provided at the centre would be welcome to encourage participation, break down barriers, and integrate Chinese immigrant seniors into Canadian society.
    - ▶ Personnel from S.U.C.C.E.S.S noted that ESL programs are consistently oversubscribed and there isn't enough space to expand classes. Seniors up to their early 80s regularly attend ESL classes. Additionally, it was noted that the biggest demand for space comes from seniors wanting to rent rooms for festive celebrations.



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## ***Champlain Heights Community Centre***

Champlain Heights Community Centre (CHCC) is located at Champlain Park in the extreme southeast area of the city. Opened in 1981, this facility, along with the community school, serve as the centre of the City-planned housing development, which includes a diversity of housing types. Champlain Heights features include a fitness centre, squash and racquetball courts, and licensed daycare. Many other agencies are affiliated with the centre such as Community Health Nurses, the Developmental Disabilities Association and Community Living. The Centre is jointly operated by the Champlain Heights Community Association and the Vancouver Park Board.

- The Champlain Heights Community Association Board of Directors are elected yearly at the Annual General Meeting by members of the centre. These volunteers help set policies, fund programs and assist with special events. The Directors work with the Recreation Staff in providing programs and services to the community.
- The Centre provides some programs and trips for seniors (age 55+). The Southeast Vancouver Seniors' Arts and Cultural Society (SVSACS) collaborates with the Champlain Heights Community Centre to expand programs for seniors.
- Observations regarding seniors' programming in Champlain Heights:
  - Competing programs generate more revenue than seniors' programs - consequence, is a "squeezing out";
  - No computer facilities at Champlain Heights; and
  - Transportation continues to be a big issue - volunteers have to travel out to provide programs and bus service is considered poor. (Noted: Killarney Community Centre is better served by public transit)
- Key "must haves" and popular programs for a "successful" seniors' centre:
  - Large space to accommodate special events, 200+ people. There is a high demand and chronic shortage of large spaces for rentals in southeast Vancouver. Our largest room can only accommodate 60 people for special events;
  - Flexibility in space planning; and
  - Partnerships with other centres and organizations.
- "Key determinants" of seniors' participation:
  - Free programs are a big draw, as many low and moderate income households in southeast Vancouver;
  - Sufficient space to accommodate increasing demands (e.g., wellness programs, healthy living, Tai Chi);



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- Ability of provide a continuum of services from younger through older seniors; and
- Social inclusion.

### ***South Vancouver Neighbourhood House***

South Vancouver Neighbourhood House (SVNH) is a non profit organization that serves the community within the boundaries of East 41st Avenue to the north, Cambie Street and beyond to the west, Boundary Road to the east, and the Fraser River to the south. The facility has been in its present location at 6470 Victoria Drive since 1977.

- As a Neighbourhood House, SVNH provides services, programs, special events, facilities and information; as a social service agency, SVNH responds to the concerns, problems and changing needs of the community through program development, advocacy and a continuing effort to improve the quality of family and neighbourhood life.
- From Monday to Friday 9:00 a.m. to 3:00 p.m., the first floor is dedicated to seniors' programming and services only. Information and referral are offered as well as a weekly blood pressure clinic and monthly out trips or special lunches. Other agencies have also joined to offer language specific seniors' activities.
- The total building size is 13,000 sf, of which approximately 20% (2,500 sf) is dedicated to seniors' programming:

- Front Room	920 sf
- Recreation Room	780 sf
- Meeting Room	312 sf
- Kitchen	250 sf
- Lounge	99 sf
- Programmers Offices (2)	121 sf

- Revenue and Expenditures associated with seniors' programming:

#### ► ***Revenue***

Vancouver Coastal Health	\$74,212	(50%)
United Way	\$35,000	(24%)
City of Vancouver	\$30,744	(21%)
Fees	\$4,300	(3%)
Donations	<u>\$4,000</u>	<u>(3%)</u>
Total Income	\$148,256	(100%)

#### ► ***Expenditures***

Salaries and Benefits	\$120,707	(82%)
Space Use / Admin	\$9,020	(6%)



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Operating	\$5,855	(4%)
Staff Training	\$1,900	(>1%)
Program-related expenses	<u>\$10,774</u>	<u>(7%)</u>
Total Expenditures	\$148,256	(100%)

- SVNH has a range of established partnering relations, including:
  - Champlain Heights Community Centre
  - Killarney Community Centre
  - Sunset Community Centre
  - Moberly Arts and Cultural Centre
  - South Community Health Centre
  - South Hill Library
  - Vancouver Cross-Cultural Seniors Network
  - South Vancouver Seniors Network
  - Collingwood Community Policing Centre
  - South Community Policing Centre
  - Langara YMCA
  - AMSSA
  - COSCO
  - Langara College
- Key “must haves” and popular programs for a “successful” seniors’ centre:
  - Hot daily meal served in a dining space;
  - Large space to accommodate special events, such as marriages, birthdays, dances, art and cultural exhibitions;
  - Dedicated exercise room appropriate for osteo-fitness exercises;
  - 3-4 activity rooms that accommodate at least 60 people for various programs held in languages representative of the population;
  - A bus for day trips; and
  - Programs focussing on healthy living skills.
- Changing needs / demographics among seniors:
  - Increasing multi-cultural population (South Asian, Chinese, Spanish, Vietnamese);
  - Mobility issues for older seniors / transportation assistance;
  - More social interests of older seniors e.g. bingo, cards, movies;
  - Younger seniors interested in learning and sharing their skills; and



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- Increasing demand for programs that could be operationally viable (e.g., Chinese Choral Singing, Mah Jong, Board Games, carpentry, etc.)
- “Key determinants” of participation
  - Nutritious food;
  - Subsidized programs;
  - Programs / activities focussed on wellness rather than illness; and
  - Sense of belonging - social inclusion

## PART 3 – GAPS AND PRIORITIES

From the consulting team’s investigations and consultations, it is evident that:

- As the 55+ population grows in the VFK area, both in absolute and relative terms, there will be an increasing need for space to accommodate seniors’ activities. In particular, there is expected to be a growing number of senior immigrants.
- The identified **gaps** include:
  - ▶ The lack of a large room/hall to anchor a food program for seniors similar to Kerrisdale Seniors Centre and that could also be a multi-use programmable space for smaller to larger activities including larger community gatherings. There is a growing demand for space for these activities that could also generate some funds from rentals when not programmed. The largest seniors’ space in the area is at South Vancouver Neighbourhood House and at 900 sf it can only accommodate 60 people. Moberly Arts and Cultural Centre, 7646 Prince Albert St. is a multi-generational facility that is around 2,000 sf and can accommodate 120 people. A new larger space that could also be divided into smaller programmable spaces would need to accommodate 200+ guests, and be in the range of 5,000 sf (3-4,000 sf room, plus a 1-1,500 sf kitchen). It was noted that this space could also be rented out to generate revenue that would be used to offset the operational costs of the seniors’ centre;
  - ▶ General lack of multi-programmable spaces. Programmers indicated a preference for flexible spaces in the range of 800 sf based on seeing a widening range of ages, abilities and interests that make it essential to have as much flexibility as possible;
  - ▶ A central destination seniors’ lounge for the southeast Vancouver area;
  - ▶ Space for more language programs, which are currently oversubscribed; and
  - ▶ Adequate recognition of the need for storage / security of program-related items.



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- The two top **priorities** are a large, programmable multi-purpose room that could anchor a seniors food program and additional programmable space. Among the organizations consulted, there was broad support for increased space at the Killarney Community Centre. It was noted that its relatively central location, good bus service, and existing role as an inter-generational recreational / social centre make it the preferred location in VFK.

## PART 4 – CONSIDERATIONS FOR A DEDICATED SENIORS’ FACILITY

- From the consultants investigations, the following are suggested for consideration:
  - **Size and Spaces.** A facility in the order of 10,000 sf would accommodate both programs / activities and allow for a large space suitable for dining and special and events, as well as programmable space. The figure of 10,000 sf also allows for a lounge, offices, washrooms, and storage. The Kerrisdale Seniors Centre is approximately 10,000 sf.
  - **Revenues and Costs.** The seniors’ centres that were studied by the consulting team generally operate on a “revenue neutral” basis for programs and services. Memberships fees are low, encouraging broad participation.

**Figure 6 – Order of Magnitude Capital and Operating Costs**

Costs and Revenues	Assumptions	Capital Cost	Annual Operating Costs	Annual Revenues
Capital costs	10,000 sf @ \$500 psf construction and tenant improvements	\$ 5,000,000		
Annual operating costs	Programmer (FT)		\$ 65,000	
	Office administration		\$ 85,000	
	Building support worker		\$ 40,000	
	Maintenance/repair		\$ 25,000	
	Utilities		\$ 27,000	
Sub-total operating costs			\$ 242,000	
Annual operating revenues	Program costs and revenues = neutral			\$ 0
	Large multi-use room rents			TBD
	Fundraising			TBD
Sub-total operating revenues				TBD
Net Operating Costs				TBD



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- Where seniors' centres are attached to community centres, valuable partnerships can be established to distribute revenue and spread costs and staffing (i.e., reception staff, marketing expenses).
  - Staffing costs are relatively fixed - if the centre is open, it must be staffed. A totally volunteer-run seniors' centre is unrealistic.
- Figure 6 provides a working financial model of a potential seniors' centre. The figures in this model are drawn from the experiences of the Kerrisdale Seniors Centre and the Bonsor Recreation Complex. Note that information on the potential for operational revenues were not considered reliable enough and have been shown as "to be determined" (TBD). However it is expected that at portion of the \$242,000 operational costs could be offset from rentals and fundraising.
  - **Governance.** Our understanding of the long-established model for most of Vancouver's community centres is one whereby the municipality owns the building and is responsible for its maintenance and repairs. Operations are jointly managed by the staff of the centre and community based organizations, as defined through a "joint operating agreement" between the Vancouver Park Board and the Communities Association Society.
    - Some community centres have separate seniors' societies, with Kerrisdale and Killarney being two relevant examples. These societies are centrally involved in planning and programming seniors' programs and activities and also operate as a sub-committee of their respective community associations. Their executive is elected from the membership.
    - The existing governance relationship with some adaptation at the Killarney Community Centre provides a basis for developing and operating programs and activities at an expanded Killarney Community Centre.



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## PART 5 – POTENTIAL PARTNER ORGANIZATIONS

It was evident from the consultations that there is a rich history of partnerships among the recreational and social service organizations serving senior residents of southeast Vancouver. Generally, the focus of these partnerships has been operational and administrative - groups operating programs from existing municipal facilities, joint advertising / marketing, shared services. However, there have been fewer partnerships for capital purposes.

- Typical operational partnerships:
  - Health Authorities and non-profit groups (Vancouver Coastal Authority, Arthritis, Heart, Osteoporosis);
  - Community integration/support groups (e.g., United Way, S.U.C.C.E.S.S., Moberley Arts and Cultural Centre); and

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- Post-secondary institutions (e.g. UBC, UVic, Langara College).
- Partnerships bring many benefits:
  - Shared knowledge and experience;
  - Skilled instructors / multi-lingual instructors;
  - Skills transfer through training;
  - Potential financial contributions; and
  - Match-up of skills and facility spaces
- Successful partnerships benefit from:
  - Good communications between the facility programmer(s) and the partnering organization;
  - Willingness to compromise and negotiate in order to make the most of spaces available to seniors; and
  - Ideally, an accessible, centrally located facility, benefitting both participants and volunteers.

## PART 6 – CONCLUDING COMMENTS

The work undertaken by the consultants and the project steering committee has demonstrated that there are three important factors that underpin the appropriateness of building a dedicated space for seniors, ideally as a wing of the Killarney Community Centre:

- An existing “pent-up demand” for additional space within the VFK and general southeast Vancouver area to meet the recreational / social needs of the 55+ population. Many programs are at capacity or are over-subscribed.
- The 55+ population in VFK will continue to increase, at a faster rate than the city as-a-whole. An additional 3,100 residents age 55 or greater are projected for the area by 2021.
- There is a shared willingness and strong interest among groups and organizations that provide services to seniors in the VFK and general southeastern Vancouver to continue to partner in a new facility.



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