



A FourSquare Market Study

# **Opportunities for an Expanded Lake Community YMCA in Collaboration with Community Partners**

Presented to the  
Lake Community YMCA  
July 19, 2018

Submitted by



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*Market Research and Strategic Planning for Non-profits Nationwide*

July 19, 2018

Timothy Shetzer  
Chief Executive Officer  
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Dear Tim:

I am pleased to submit the results of our market research study on opportunities for an expanded Lake Community YMCA in collaboration with community partners.

This report provides forecasts for new membership units for an expanded Lake Community YMCA at the current location. It contains detailed information on demographics, psychographics, and program interest of prospective members. Strategies for higher retention were also explored. The potential for new features and programs offered through community partners were also evaluated.

We have enjoyed working with you, your staff, and your volunteers. We pride ourselves on the level of service that we extend to our clients, and with that in mind, we hope that you will call on us if we can offer any guidance on implementing the report's plan.

Please do not hesitate to contact us if you have any questions.

Respectfully Submitted,

A handwritten signature in blue ink, appearing to read "Li Li", with a stylized flourish at the end.

Li Li  
Managing Partner

enclosure

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## Table of Contents

Executive Summary . . . . .	7
Methodology and Scope . . . . .	13
Defining the Survey Area . . . . .	17
Findings among Area Residents . . . . .	27
Membership Projections. . . . .	37
Profile of Prospective and Current Members . . . . .	55
Program Interest among Prospective Members . . . . .	65
Findings among Current Members and NPS . . . . .	83
Retention Strategies . . . . .	91
Findings among Lake Township Residents. . . . .	107
Strategic Questions and Answers . . . . .	123



## Table of Figures

Figure 1.01	Summary of Forecasts of New and Continuing Membership Units and Revenue by Pricing Options . . . . .	10
Figure 1.02	Scenario of Net Growth . . . . .	11
Figure 1.03	Summary of Usage among Prospective Members of an Expanded Lake Community YMCA . . . . .	12
Figure 3.01	Census Tract Map of the Targeted Survey Area . . . . .	19
Figure 3.02	Population Trends Analysis of the Targeted Survey Area. . . . .	21
Figure 3.03	Household Growth Trends by Census Tract . . . . .	22
Figure 3.04	Household Growth Trends by Census Tract in Lake Township. . . . .	23
Figure 3.05	Population Trends Analysis of Lake Township. . . . .	25
Figure 4.01	Awareness of the YMCA among Area Residents . . . . .	29
Figure 4.02	Image of the YMCA among Area Residents. . . . .	30
Figure 4.03	Residents' Fitness Activities and Affiliations. . . . .	31
Figure 4.04	Area Residents Who Have Been Members of the Lake Community YMCA . . . .	32
Figure 4.05	Why Previous Members Terminated Their Membership. . . . .	33
Figure 4.06	Perceived Advantages of Current Facility Over the YMCA . . . . .	34
Figure 4.07	How All Area Residents Evaluated Their Health and Wellness Choices . . . . .	35
Figure 5.01	Location Preference among Prospective Members . . . . .	40
Figure 5.02	Facility Features . . . . .	41
Figure 5.03	Pricing Options . . . . .	42
Figure 5.04	Formula for Calculating the Adjusted Number of Households . . . . .	43
Figure 5.05	Formula for Calculating the Number of Households that will Join. . . . .	43
Figure 5.06	Forecast of Additional Households with Interest in Joining the Lake Community YMCA with New Strategies . . . . .	44
Figure 5.07	Pricing Preference among Prospective Members . . . . .	45
Figure 5.08	Additional Facility Feature Preference among Prospective Members . . . . .	46
Figure 5.09	Formula Used to Calculate Annual Revenue. . . . .	47
Figure 5.10	Forecast of Annual Revenue Generated from New Memberships Sold by Pricing Option . . . . .	48
Figure 5.11	Forecast of Current Member Households with Interest in Continuing. . . . .	49
Figure 5.12	Summary of Forecasts of New and Continuing Membership Units and Revenue by Pricing Options . . . . .	50

Figure 5.13 Scenario of Net Growth .....	51
Figure 5.14 Reasons Area Residents Are Not Interested in Joining .....	52
Figure 5.15 Reasons Current Members Are Not Interested in Continuing.....	53
Figure 6.01 Age of Prospective and Current Members and Area Residents .....	57
Figure 6.02 Prospective and Current Members with Children or Grandchildren Under 18 in Their Homes .....	58
Figure 6.03 Types of Membership of Prospective Members.....	59
Figure 6.04 Types of Membership of Current Members.....	60
Figure 6.05 Ethnic Background of Prospective and Current Members.....	61
Figure 6.06 Census Tract Locations of Prospective Members .....	62
Figure 6.07 Impact of the Financial Scholarship Program .....	63
Figure 6.08 Health Statements of Prospective and Current Members and Area Residents. . .	64
Figure 7.01 Interest in Babysitting, Child Care, or After-school Programs among Prospective Members .....	67
Figure 7.02 Interest in Summer Day Camps among Prospective Members.....	68
Figure 7.03 Interest in Activities in the Pool for Children and Teenagers among Prospective Members .....	69
Figure 7.04 Interest in Sports Leagues for Children and Teenagers among Prospective Members .....	70
Figure 7.05 Interest in Sports and Recreation Programs for Children and Teenagers among Prospective Members .....	71
Figure 7.06 Interest in Social and Recreational Activities for Pre-teens and Teenagers among Prospective Members .....	71
Figure 7.07 Interest in Activities Parents and Children Can Do Together.....	72
Figure 7.08 Interest in Fitness Activities for Adults.....	73
Figure 7.09 Interest in Health and Wellness Programs for Adults among Prospective Members .....	74
Figure 7.10 Interest in Indoor and Outdoor Sports Leagues among Prospective Members. ....	75
Figure 7.11 Level of Interest in Using the Pool at GentleBrook among Prospective Members .....	76
Figure 7.12 Interest in Swimming and Water Exercise for Adults among Prospective Members .....	77
Figure 7.13 Interest in Amenities among Adult Prospective Members .....	78
Figure 7.14 Interest in Social and Recreational Activities for Older Adults among Prospective Members .....	79



Figure 7.15 Preferred Location for a Senior Center among Prospective Members . . . . .	80
Figure 7.16 How Prospective Members Want to Be Served . . . . .	81
Figure 8.01 How Long Current Members Have Been a Member . . . . .	85
Figure 8.02 How Often Current Members Use the YMCA . . . . .	86
Figure 8.03 Level of Satisfaction and Likelihood to Recommend . . . . .	87
Figure 8.04 Net Promoter Score . . . . .	88
Figure 8.05 Level of Interest in New Programs and Ways to Serve Members Better among Current Members . . . . .	89
Figure 8.06 Preferred Location for a Senior Center among Current Members . . . . .	90
Figure 9.01 Statements about Cost and Value of YMCA Membership . . . . .	93
Figure 9.02 Retention Matrix . . . . .	94
Figure 9.03 Current Members' Satisfaction with Specific Aspects of Services and Facilities . . .	95
Figure 9.04 Importance of Aspects of Services to Current Members' Overall Satisfaction . . .	96
Figure 9.05 Retention Matrix Without Staff-related Items . . . . .	97
Figure 9.06 Profile of At-Risk Current Members: Children under 18 in the Home . . . . .	98
Figure 9.07 Profile of At-Risk Current Members: Members with a Regional Family Membership . . . . .	99
Figure 9.08 Profile of At-Risk Current Members: Ages 25-44 . . . . .	100
Figure 9.09 Profile of At-Risk Current Members: Ethnicity . . . . .	101
Figure 9.10 Profile of At-Risk Current Members: Members Who Have Been with the Y Between One to Three Years . . . . .	102
Figure 9.11 Profile of At-Risk Current Members: Frequency of Usage . . . . .	103
Figure 9.12 Profile of At-Risk Current Members: Members who Use Strength Training/Free Weights or Child Watch Services . . . . .	104
Figure 9.13 Profile of At-Risk Current Members: Health Statements . . . . .	105
Figure 10.01 Age of Lake Township Residents . . . . .	109
Figure 10.02 Ethnicity of Lake Township Residents . . . . .	110
Figure 10.03 Use of Lake Township Recreation Facilities among Lake Township Residents . . . . .	111
Figure 10.04 Evaluation of Lake Township Recreation Facilities among Lake Township Residents . . . . .	112
Figure 10.05 Level of Interest in Additional Recreation Facilities among Lake Township Residents . . . . .	113

Figure 10.06	Registered Voters among Lake Township Residents .....	114
Figure 10.07	Registered Voters Who Vote among Lake Township Residents.....	114
Figure 10.08	Level of Support among Lake Township Residents for a Bond Referendum to Help Finance Additional Recreation Facilities .....	115
Figure 10.09	Level of Support for a Lower Levy among Those Opposed to the Initial Levy .....	115
Figure 10.10	Use of Lake Township Recreation Facilities.....	116
Figure 10.11	Evaluation of Lake Township Recreation Facilities among Lake Township Residents .....	117
Figure 10.12	Level of Interest in Additional Recreation Facilities.....	118
Figure 10.13	Registered Voters among Lake Township Residents .....	119
Figure 10.14	Registered Voters Who Vote among Lake Township Residents.....	120
Figure 10.15	Age of Lake Township Residents.....	121
Figure 10.16	Ethnicity of Lake Township Residents .....	122
Figure 11.01	Summary of Interest for New Facility Improvements among Current and Prospective Members.....	126
Figure 11.02	Factors that Could Increase or Decrease Forecasts of New Membership Units .....	128
Figure 11.03	Summary of Usage among Prospective Members of an Expanded Lake Community YMCA .....	130

## **Chapter One**

### **Executive Summary**



## Executive Summary

In order to determine potential for an expanded Lake Community YMCA with new facility, programming, and retention strategies in collaboration with community partners, FourSquare Research conducted both qualitative and quantitative research. This included in-depth telephone interviews with over 600 randomly-selected households that live in the targeted survey area but do not belong to any YMCA and 200 current member households. An additional 228 interviews were completed with households in Lake Township to ensure a total of over 400 randomly selected Lake Township households was included. Based on the findings of the study, the Consultant offers the following key conclusions and recommendations:

1. The study revealed **moderate additional interest** exists for an expanded Lake Community YMCA. A total of 4.2% of all households that live in the area and currently do not belong to any YMCA expressed *a great deal of interest* in joining the YMCA with all facility and pricing options. It is above and beyond the current penetration of 9.7% and compares very well to the national average of 4.5%.
2. Of all current member households at the Lake Community YMCA, only 67.2% expressed *a great deal of interest* in continuing if everything remains the same, indicating the **need to focus on higher retention**.
3. Findings revealed the **community characteristics** include an active population, a very crowded marketplace, slow growing population, good awareness of the YMCA name, and a large number of former members. These characteristics would create opportunities and challenges for the new YMCA.
4. The study revealed the **primary prospective member groups** include families with children and aging baby-boomers/individual adults ages 45–54; many are Health-seekers, who desire for a “Third Place” at the YMCA.
5. The study revealed an **excellent Net Promoter Score™ of 93**. However, it also revealed perceptions of **low affordability and low competitive value of the membership rates** among current members.
6. Based on the findings, the Consultant recommends the YMCA consider the following facility improvements only if **collaboration with community partners** is established:
  - a new senior center in collaboration with GentleBrook
  - expanded gymnasium with additional courts in collaboration with the Lake School District
  - an outdoor sports park along with an outdoor trail in collaboration with Lake Township
7. **Higher retention is critical** to the long term net growth of the YMCA. To attract membership units forecasted and retain more current members, the Consultant recommends the following new strategies:
  - Update locker rooms and showers with new, separate family changing areas.
  - Expand the fitness center with more free weights and cardio machines.
  - Add additional studio space for group exercises, which allows more hours of group exercise classes.
  - Target at-risk members, which include family members with children under 18 at home, adult members ages 25–44, and new members who have been with the Y between 1–3 years.

The tables on the following pages illustrate the summary of forecasts for new membership projections, and program usage.

## Summary of Forecasts

The table below summarizes the forecasts for new and continuing membership units and revenue at all pricing and facility options. Please note the total revenue is calculated based on the lower pricing option, which is lower branch rates for all units.

Forecasts	Current Regional Rates and Current Joining Fee	Plus 1st Choice Additional Feature	Plus Both Choices of Additional Features	Current Branch Rates	Total*
New units	807	—	67	538	1,412
New revenue	\$485,653	—	\$40,321	\$292,199	\$818,173
Revenue per unit	\$602	—	\$602	\$543	\$579
Continuing units	1,955	N/A	N/A	723	2,678
Continuing revenue	\$1,152,718	N/A	N/A	\$261,266	\$1,413,984
Revenue per unit	\$590	N/A	N/A	\$361	\$528
<b>Total new and continuing units</b>	<b>2,762</b>	—	<b>67</b>	<b>1,261</b>	<b>4,090</b>
<b>Total revenue</b>	<b>\$1,638,371</b>	—	<b>\$40,321</b>	<b>\$553,464</b>	<b>\$2,232,156</b>
<b>Revenue per unit</b>	<b>\$593</b>	—	<b>\$602</b>	<b>\$439</b>	<b>\$546</b>

Figure 1.01 Summary of Forecasts of New and Continuing Membership Units and Revenue by Pricing Options

The table below illustrates different scenarios of net growth with different retention rates.

<b>Retention rates</b>	<b>67%</b>	<b>70%</b>	<b>75%</b>
Current units	3,985	3,985	3,985
Continuing units with retention rate	2,670	2,790	2,989
New units	1,412	1,412	1,412
Total new and continuing units	4,082	4,202	4,401
Net growth units	97	217	416
Net growth %	2.4%	5.4%	10.4%

Figure 1.02 Scenario of Net Growth

## Program Usage of Major Indoor Features

The following table shows the level of usage of facility features by program among prospective members.

Features of an Expanded Lake Community YMCA								
Programs	Wellness/ Fitness Center	Group Exercise Studios	Multipurpose Classrooms	Indoor Multipurpose Gymnasium	Indoor Warm Water Family Pool	Child Watch Babysitting	Kids' Club	Youth/ Teen Center
Adult Fitness	Very High	Very High			Moderate			
Adult Aquatics					Moderate			
Adult Adventure								
Adult Sports				Low				
Adult Recreation								
Nutrition and Weight Management			High					
Stress and Relaxation		High						
Rehab/Health Programs			High					
Women's Programs	Very High	High						
Family Activities		Moderate	Moderate	High	High			
Programs for Children Ages 0–2			Low		Moderate	Low		
Programs for Children Ages 3–5		Low	Low	Low	Moderate	Moderate	Moderate	
Programs for Children Ages 6–9		Moderate	Moderate	Low	Moderate		Moderate	
Programs for Children Ages 10–13	High	Low	Low	Moderate	Moderate			High
Programs for Children Ages 14–17	Very High	Low	Low	Moderate	Moderate			High
Adult Rating Scale	Low	<15%		Children's Rating Scale		Low	<5%	
	Moderate	15%–29%				Moderate	5%–9%	
	High	30%–44%				High	10%–14%	
	Very High	≥45%				Very High	≥15%	

Figure 1.03 Summary of Usage among Prospective Members of an Expanded Lake Community YMCA



## **Chapter Two**

### **Methodology and Scope**



## **Methodology**

This study used the following methodology:

- The qualitative research was conducted through discussions with representatives of the staff and board members of the Lake Community YMCA, the YMCA of Central Stark County and representatives of community partners. A market audit of similar service providers was also conducted at this time. The responses and concerns in the qualitative phase were used toward the development of the survey instrument used in the quantitative phase.
- The quantitative research in this study involved in-depth telephone interviews with the following groups:
  - over 600 randomly-selected households in the targeted survey area that currently do not belong to a YMCA
  - over 200 randomly-selected current member households of the Lake Community YMCA
  - over 400 randomly-selected households that live in the Lake Township boundaries

Interviews were conducted in Spanish as needed. Households were contacted via both land lines and cellphones. The boundaries of the targeted survey area are defined in the map on page 19.

In addition to random sampling, a quota system was developed to ensure that the number of interviews completed in each census tract was proportionate to the number of households in each census tract. Likewise the number of completed interviews with current member households was controlled to reflect the breakdown of current membership categories. Also, the percentage of interviews with respondents ages 65 and older was controlled to be consistent with the percentage of seniors ages 65 and older in the general population.

All respondents were asked to answer questions for themselves and on behalf of the household when applicable. All interviews were conducted May 20–June 3, 2018. The methodology used resulted in findings with a 95% confidence level and a statistical error of plus or minus 4.0%.

The recommendations provided in this report are based on this methodology and on the experience of FourSquare Research, Inc., with close to 800 similar market research studies with YMCAs nationwide.

## Scope

Specific questions addressed included, but were not limited to, the following:

- What is the overall level of awareness of the Lake Community YMCA in the community?
- What are specific images the community has of the Lake Community YMCA?
- How can an expanded Lake Community YMCA better meet community needs and serve the residents with improvements such as updated locker rooms and additional multipurpose studios?
- In addition to the current member households, how many additional households will join the YMCA during the first 12–18 months once expansion and improvements are completed?
- What is the potential in revenue generated from membership units within the first 12–18 months once expansion and improvements are completed?
- In addition to the current location, should the YMCA consider birthing new locations to better serve seniors in collaboration with community partners such as Alliance Family?
- Of possible new locations for senior programming, which location would attract the highest number of active older adults?
- What types of traditional and new services should be offered to adults of all ages, ranging from CrossFit, cardiovascular, weight management, and exercise programs designed specifically for women; to new, aquatic-based and land-based orthopedic rehabilitation services possibly in collaboration with local health organizations?
- What types of new services should be offered for children and families? These could range from an expanded Child Watch area and/or Kids Gym, to new programs for families such as Mommy and Me, to after-school enrichment, and specialty summer day camps.
- What types of programs should be offered for active seniors? These could range from fitness programs specifically designed for older adults, to interest clubs such as books and cards, to travel groups.
- What other program, service, and facility areas does the YMCA need to focus on immediately to further increase retention among current members using the retention matrix and Net Promoter Score™?
- What are the demographic and psychographic profiles of prospective members of the YMCA? How would they compare to those of current members?
- What is the new Y's niche in the area?
- What pricing policy would be appealing to prospective members? Does the current pricing structure of the YMCA work? Or should a new pricing structure be considered for new locations?
- How can the YMCA make the community better and improve the quality of life of the people living in it by identifying, targeting and supporting Health-seekers? Health-seekers include youth, adults, seniors, and families of all ages, who are struggling to achieve and maintain a healthy lifestyle.

## **Chapter Three**

### **Defining the Survey Area**



## Census Tract Map of the Area Targeted for the Survey

The following map shows the census tracts in the targeted survey area.

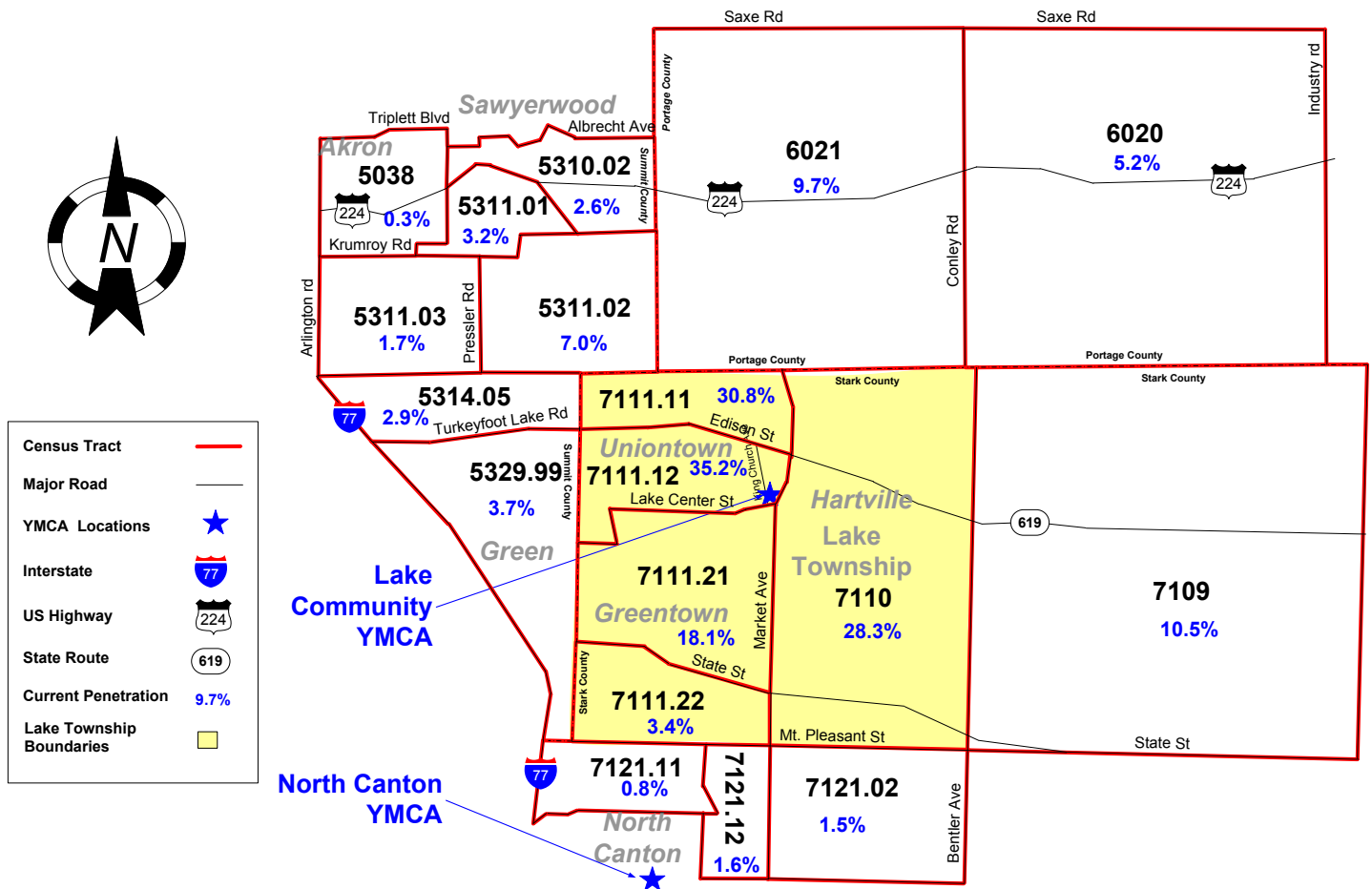


Figure 3.01 Census Tract Map of the Targeted Survey Area

## Demographic and Population Trends Analysis of the Area Targeted for the Survey, 2017–2022

The tables on this and the following page detail the population trends in the targeted survey area for the years 2017–2022. This information is provided by the United States Census Bureau.

### Summary of Demographics

1. Residential growth well below the national average
2. Percentage of households with children below national average
3. Percentage of adults 65 or older well above the national average
4. Median household income well above the national average
5. Percentage of households with total annual household income less than \$35,000 and less than \$50,000 below the national average
6. Percentage of households owned by occupants above the national average, rentals are below the national average, and vacant households are below the national average which points to a stable community.

	2010 Census	2017 Estimates	2022 Projections	2017 Nat'l. Average
<b>Total Population</b>	92,318	92,743	91,102	4%
<b>Total Households</b>	35,925	<b>37,227</b>	<b>37,755</b>	<b>5%</b>
		<b>1% growth from 2017–2022</b>		
<b>Total Population By Race</b>				
White	94%	94%	93%	72%
African American	3%	3%	3%	13%
American Indian	0%	0%	0%	1%
Asian	1%	1%	1%	5%
Other/Multi-Races	2%	2%	2%	9%
Hispanic Origin	1%	1%	2%	19%
<b>Total Population By Gender</b>				
Male	49%	49%	49%	48%
Female	51%	51%	51%	52%
<b>Household</b>				
Average Household Size	2.57	2.49	2.41	<b>2.64</b>
Percentage of Family Household	73%	72%	70%	<b>67%</b>

\* Hispanic origin can be any race.

Note: These figures are double-checked using DemographicsNow.com.



## Demographic and Population Trends Analysis (continued)

	2010 Census	2017 Estimates	2022 Projections	2017 Nat'l. Average
<b>Total Population by Age</b>				
0–5 years	6%	5%	5%	
5–9 years	7%	6%	6%	
10–14 years	7%	7%	6%	
15–19 years	7%	7%	6%	
20–24 years	5%	5%	5%	
25–34 years	10%	11%	11%	
35–44 years	13%	12%	12%	
45–54 years	16%	14%	13%	
55–64 years	14%	16%	15%	
65–74 years	8%	11%	12%	
75–84 years	5%	5%	6%	
85 + years	2%	2%	2%	
<b>General Income Data</b>				
Median Household Income	\$57,442	\$65,489	\$77,130	\$55,322
Average Household Income	\$77,271	\$84,226	\$95,084	\$77,866
<b>Household Income Distribution</b>				
\$0 – \$14,999	9%	7%	5%	
\$15,000 – \$24,999	9%	9%	6%	
\$25,000 – \$34,999	11%	9%	7%	
\$35,000 – \$49,999	16%	15%	12%	
\$50,000 – \$74,999	20%	21%	19%	
\$75,000 – \$99,999	15%	14%	14%	
\$100,000 – \$149,999	14%	19%	20%	
\$150,000 and over	6%	12%	17%	
<b>Household Ownership</b>				
Owned	74%	75%	74%	58%
Rented	21%	21%	20%	32%
Vacant	6%	4%	6%	10%
<b>Employment (Pop 16+)</b>				
Civilian, Employed	67%	63%	63%	59%
Civilian, Unemployed		3%	3%	3%
In Armed Forces	0.2%	0.1%	0.1%	0.4%
Not in Labor Force	33%	35%	35%	37%

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Figure 3.02 Population Trends Analysis of the Targeted Survey Area

## Household Growth Trends by Census Tract, 2017–2022

The following table gives the household growth trends by census tract in the area targeted for the survey for the years 2017–2022. These data were obtained from DemographicsNow, another national data provider.

Census Tract	2017 Estimate	2022 Projection	% of Change '17–'22	2017 Median Income	Current Member Households	Penetration
6020	2,064	2,106	2.0%	\$66,982	107	5.2%
6021	2,989	3,050	2.0%	\$61,303	289	9.7%
7109	1,631	1,624	-0.4%	\$70,096	171	10.5%
7110	3,035	3,098	2.1%	\$59,445	859	28.3%
7111.11	1,901	1,924	1.2%	\$63,944	586	30.8%
7111.12	1,811	1,823	0.7%	\$89,395	638	35.2%
7111.21	2,265	2,307	1.9%	\$83,927	409	18.1%
7111.22	2,237	2,287	2.2%	\$102,276	77	3.4%
7121.02	3,176	3,226	1.6%	\$65,861	47	1.5%
7121.11	2,847	2,912	2.3%	\$65,649	23	0.8%
7121.12	757	763	0.8%	\$89,410	12	1.6%
5038	1,610	1,650	2.5%	\$25,712	5	0.3%
5310.02	2,487	2,461	-1.0%	\$48,084	65	2.6%
5311.01	1,280	1,311	2.4%	\$54,893	41	3.2%
5311.02	1,737	1,733	-0.2%	\$63,837	122	7.0%
5311.03	1,261	1,268	0.6%	\$65,329	22	1.7%
5314.05	1,781	1,827	2.6%	\$63,568	52	2.9%
5329.99	2,358	2,385	1.1%	\$65,764	77	3.3%
<b>Total/Avg.</b>	<b>37,227</b>	<b>37,755</b>	<b>1.4%</b>	<b>\$65,489</b>	<b>3,602</b>	<b>9.7%</b>

Figure 3.03 Household Growth Trends by Census Tract

## Household Growth Trends by Census Tract in Lake Township, 2017–2022

The following table gives the household growth trends by census tract in the Lake Township area targeted for the survey for the years 2017–2022. These data were obtained from DemographicsNow, another national data provider.

Census Tract	2017 Estimate	2022 Projection	% of Change '17–'22	2017 Median Income	Current Member Households	Penetration
7110.00	3,035	3,098	2.1%	\$59,445	859	28.3%
7111.11	1,901	1,924	1.2%	\$63,944	586	30.8%
7111.12	1,811	1,823	0.7%	\$89,395	638	35.2%
7111.21	2,265	2,307	1.9%	\$83,927	409	18.1%
7111.22	2,237	2,287	2.2%	\$102,276	77	3.4%
<b>Total/Avg.</b>	<b>11,249</b>	<b>11,439</b>	<b>1.7%</b>	<b>\$83,927</b>	<b>2,569</b>	<b>22.8%</b>

Figure 3.04 Household Growth Trends by Census Tract in Lake Township

## Demographic and Population Trends Analysis of Lake Township, 2017–2022

The tables on this and the following page detail the population trends in Lake Township for the years 2017–2022. This information is provided by the United States Census Bureau.

### Summary of Demographics

1. Residential growth well below the national average
2. Percentage of households with children above the national average
3. Percentage of adults 65 or older above the national average
4. Median household income well above the national average
5. Percentage of households with total annual household income less than \$35,000 and less than \$50,000 well below the national average
6. Percentage of households owned by occupants above the national average, rentals are below the national average, and vacant households are below the national average which points to a stable community.

	2010 Census	2017 Estimates	2022 Projections	2017 Nat'l. Average
<b>Total Population</b>	29,961	30,341	29,828	4%
<b>Total Households</b>	10,809	11,249	① 11,439 2% growth from 2017–2022	5%
<b>Total Population By Race</b>				
White	97%	96%	96%	72%
African American	1%	1%	1%	13%
American Indian	0%	0%	0%	1%
Asian	1%	1%	1%	5%
Other/Multi-Races	1%	1%	2%	9%
Hispanic Origin	1%	1%	2%	19%
<b>Total Population By Gender</b>				
Male	50%	50%	50%	48%
Female	50%	50%	50%	52%
<b>Household</b>				
Average Household Size	2.77	2.70	2.61	2.64
Percentage of Family Household	79%	78%	76%	67%

\* Hispanic origin can be any race.

Note: These figures are double-checked using DemographicsNow.com.

## Demographic and Population Trends Analysis (continued)

	2010 Census	2017 Estimates	2022 Projections	2017 Nat'l. Average
Total Population by Age				
0–5 years	6%	6%	6%	
5–9 years	8%	7%	7%	
10–14 years	8%	8%	8%	
15–19 years	8%	7%	7%	
20–24 years	5%	5%	5%	
25–34 years	9%	10%	10%	
35–44 years	14%	13%	13%	
45–54 years	16%	14%	13%	
55–64 years	14%	15%	14%	
65–74 years	7%	9%	10%	
75–84 years	4%	4%	5%	
85 + years	2%	2%	2%	
General Income Data				
Median Household Income	\$60,289	\$83,927	\$99,098	\$55,322
Average Household Income	\$85,181	\$96,987	\$112,933	\$77,866
Household Income Distribution				
\$0 – \$14,999	5%	5%	4%	
\$15,000 – \$24,999	8%	8%	5%	
\$25,000 – \$34,999	9%	7%	6%	
\$35,000 – \$49,999	16%	14%	9%	
\$50,000 – \$74,999	20%	19%	18%	
\$75,000 – \$99,999	17%	14%	12%	
\$100,000 – \$149,999	17%	24%	22%	
\$150,000 and over	7%	15%	23%	
Household Ownership				
Owned	78%	79%	79%	58%
Rented	17%	17%	17%	32%
Vacant	4%	3%	4%	10%
Employment (Pop 16+)				
Civilian, Employed	68%	64%	64%	59%
Civilian, Unemployed		2%	2%	3%
In Armed Forces	0.3%	0.1%	0.1%	0.4%
Not in Labor Force	32%	34%	34%	37%

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Figure 3.05 Population Trends Analysis of Lake Township



## **Chapter Four**

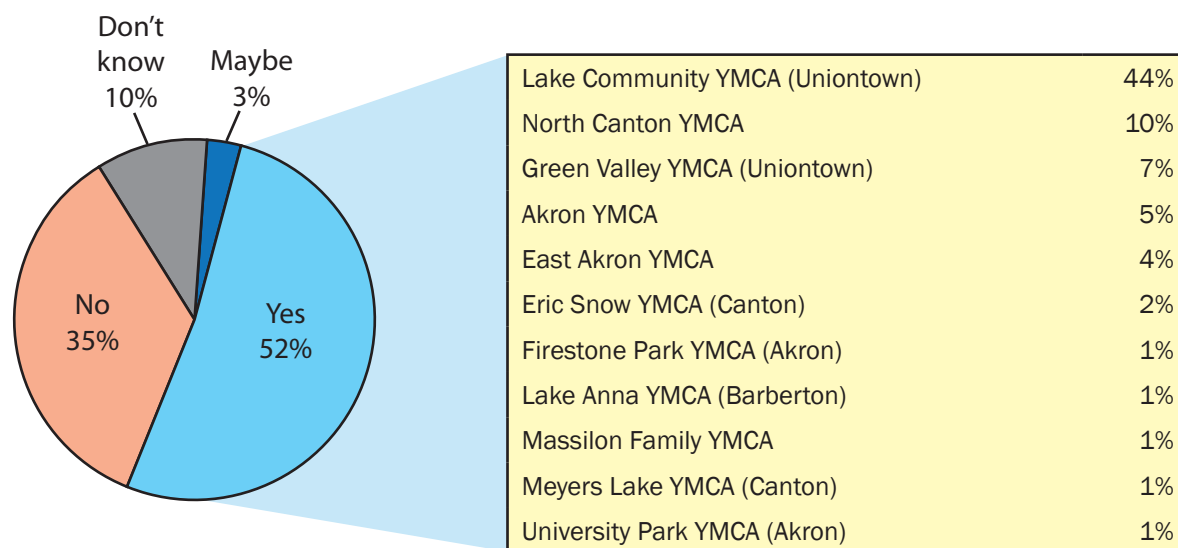
### **Findings among Area Residents**





## Awareness of the YMCA among Area Residents

The chart on the left shows the level of awareness of the YMCA among area residents when asked whether they knew of a YMCA in the community. The table shows of which YMCAs they were aware.



\* Canal Square YMCA (Akron), Paul & Carol David YMCA (Jackson Township), Riverfront Family YMCA (Cuyahoga Falls), downtown Canton, in Akron and Canton, and Jackson were cited.

Figure 4.01 Awareness of the YMCA among Area Residents

## Image of the YMCA among Area Residents

The following graph shows how area residents who knew of a YMCA would characterize the YMCA.

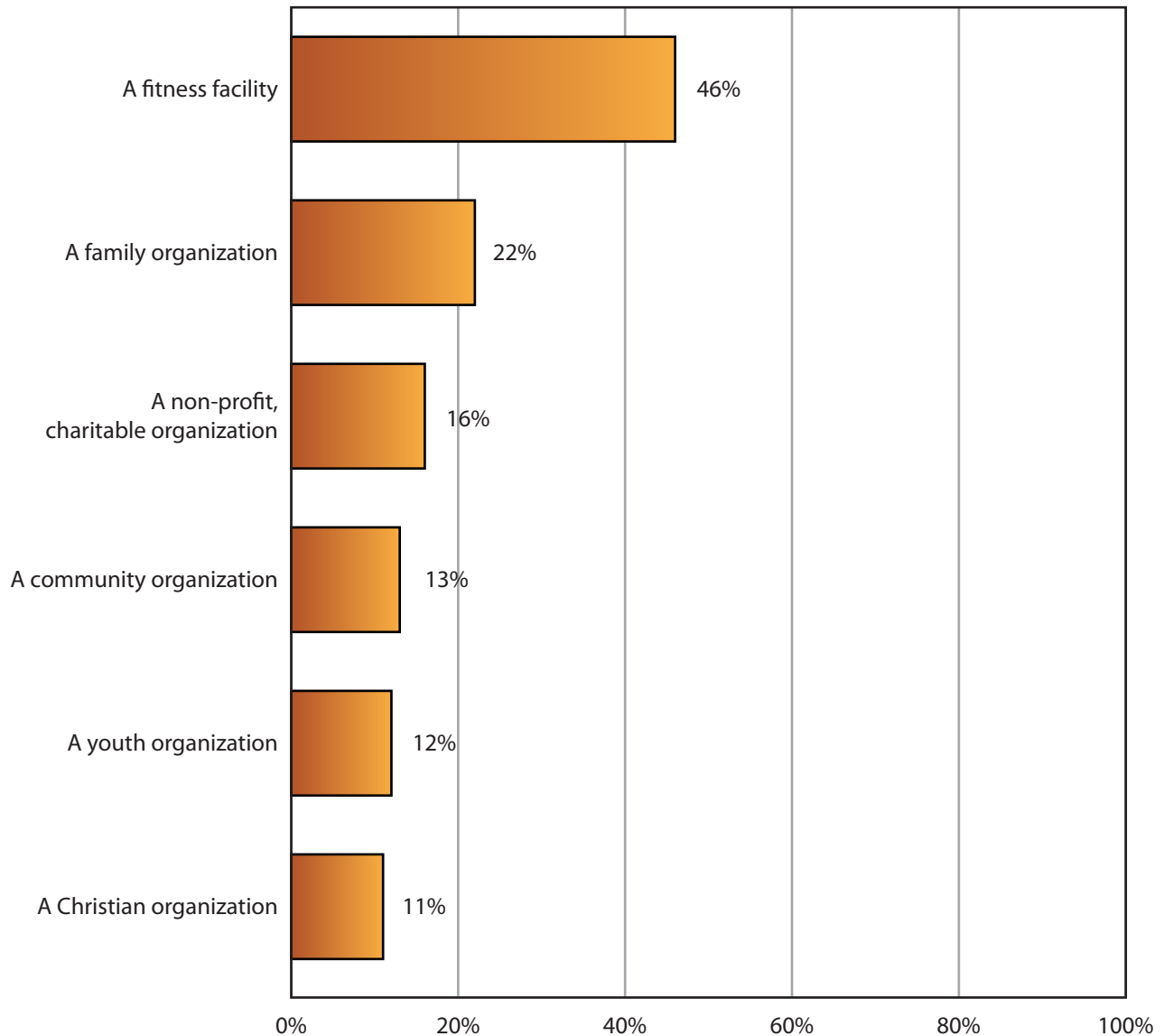
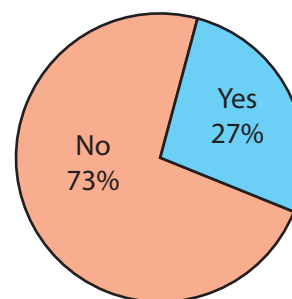
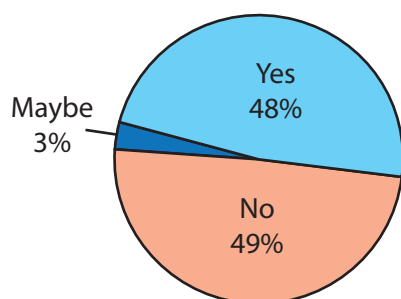


Figure 4.02 Image of the YMCA among Area Residents

## Area Residents' Activities and Affiliations

The left column shows the percentage of residents currently involved in physical or recreational activities and lists the top activities. The right column shows the percentage of residents who currently belong to or are affiliated with a public or private health, fitness, or recreational facility, while the table lists the top options.



### Top Fitness and Recreation Activities (percentage of respondents/multiple responses)

Walking/running	32%
Various exercise	21%
Workout equipment/weights	15%
Working in yard/garden	10%
Cycling	8%
Baseball/softball	7%
Fishing/hunting	5%
Golf	5%
Basketball	4%
Soccer	4%
Tennis	4%
Yoga/stretching/toning	4%
Aerobics	3%
Football	3%
Hockey/ice hockey	3%
Physical work on the job	3%
Swimming	3%
Boating	2%
Hiking/Camping	2%

### Top Fitness and Recreation Affiliations (percentage of respondents/multiple responses)

Other nonprofit providers	18%
Area parks and recreation	
Sports/Little League	
Area country club	
Churches/JCC	
For-profit providers*	17.5%
Anytime Fitness	
Ladies Super Fitness	
Gold's Gym	
Planet Fitness	
CrossFIT	
Work/home/school	11.5%
Own equipment/work out at home	
At work or school	
Apartment complex	

\* Others were also cited, each receiving 1% or less, including Crossfit, Forever Fitness, Powerhouse Gym, Snap Fitness, Accelerated Pilates/Fitness, Asian Sun, Curves, Green's Tennis, Gymnastics of Ohio, Mayfair, McCutcheon's Martial Arts, N. Canton Racquet Club, and Olympic (martial arts).

Note: dancing, gymnastics, martial arts, physical therapy, volleyball, skateboarding, farming, in-line skating, water sports, lacrosse, school sports, and track and field were also cited.

Figure 4.03 Residents' Fitness Activities and Affiliations

## Area Residents Who Have Been Members of the Lake Community YMCA

The following graph shows the percentage of area residents who said they have been a member of the Lake Community YMCA.

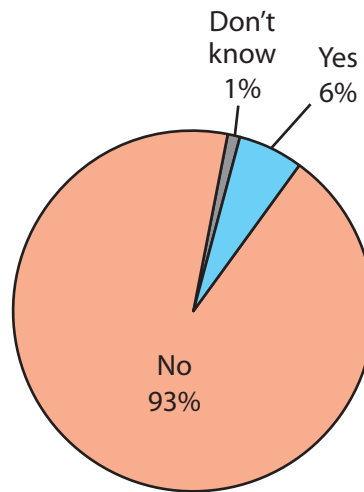
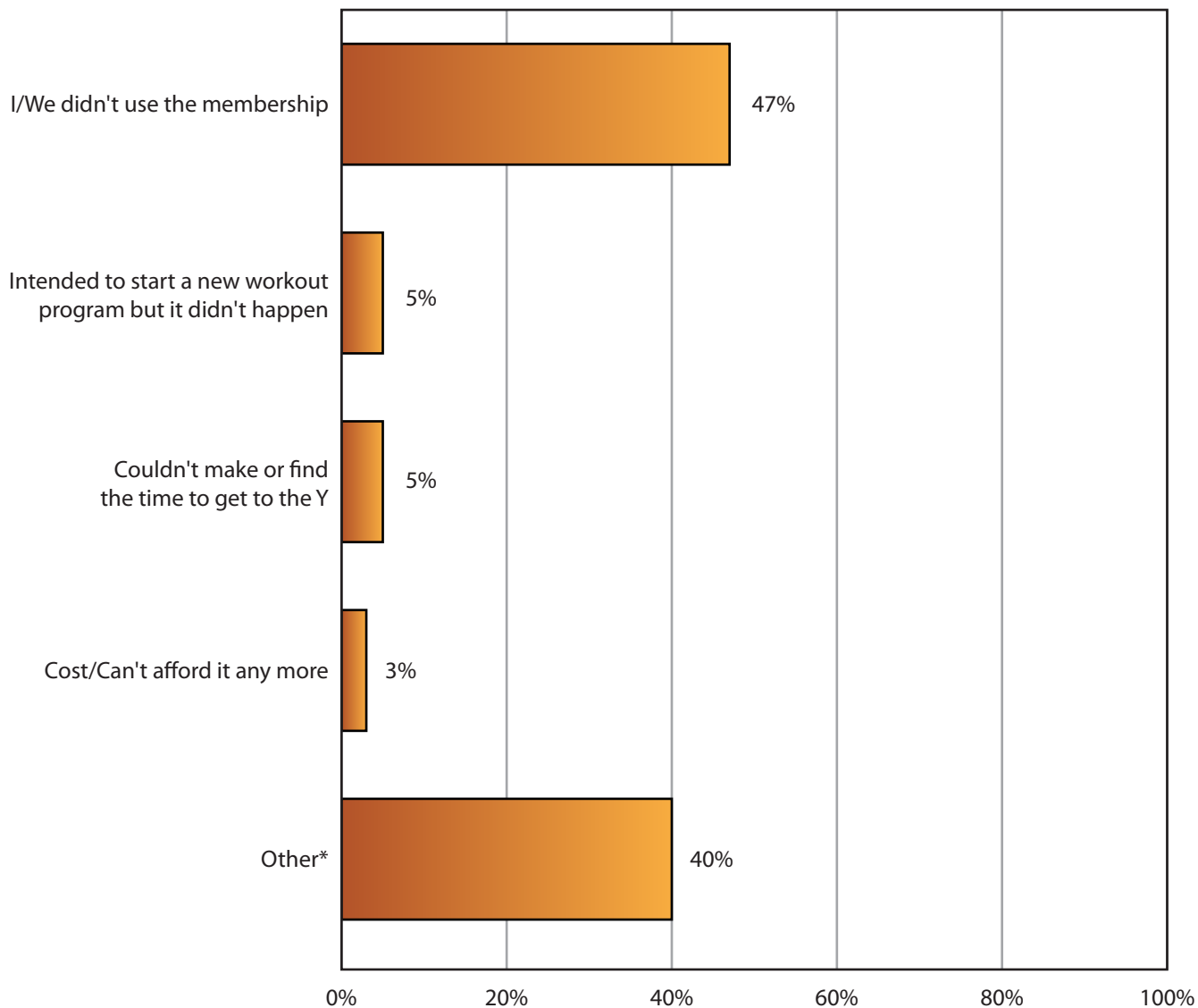


Figure 4.04 Area Residents Who Have Been Members of the Lake Community YMCA

## Why Previous Members Terminated Their Membership

The following graph shows the reasons those area residents who said they had been a member of the Lake Community YMCA terminated their membership.

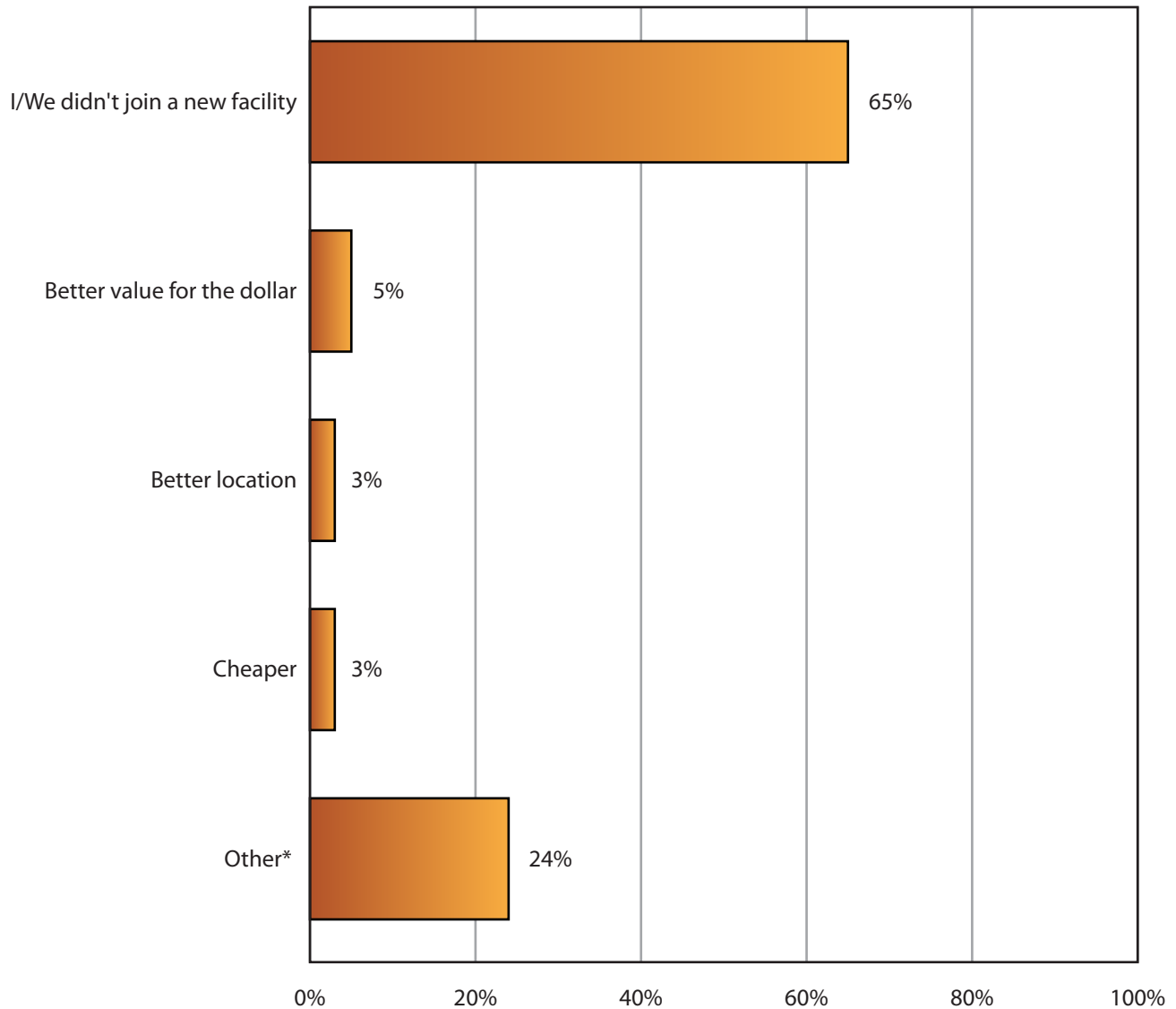


\* Other reasons cited included *not a good fit, daughter lost interest when she started school sports, don't remember, health problems, kids did soccer there once or twice, last child went off to college, our daughter quit using it, programs for kids, softball program, son did progress there a few years ago, the kids left home, thinks his son might have been a member but may have just been involved in a program some years before, we had the kids in a swimming program one summer, and wife did, didn't enjoy it.*

Figure 4.05 Why Previous Members Terminated Their Membership

## Perceived Advantages of Current Facility Over YMCA

The following graph shows what those who have terminated their memberships say are the advantages their current facility has over the YMCA.



\* Other comments included *daughter wanted different gymnastics, golf, our son is the only one with any kind of membership, son chose Olympic for martial arts, suits us better, we all do different thing at different places, and we have a lot of friends there.*

Figure 4.06 Perceived Advantages of Current Facility Over the YMCA

## Health Statements of All Area Residents

The following graph shows the responses of all area residents to the three statements given, in terms of making everyday choices to be healthy and live well, indicating the presence of “health seekers”.

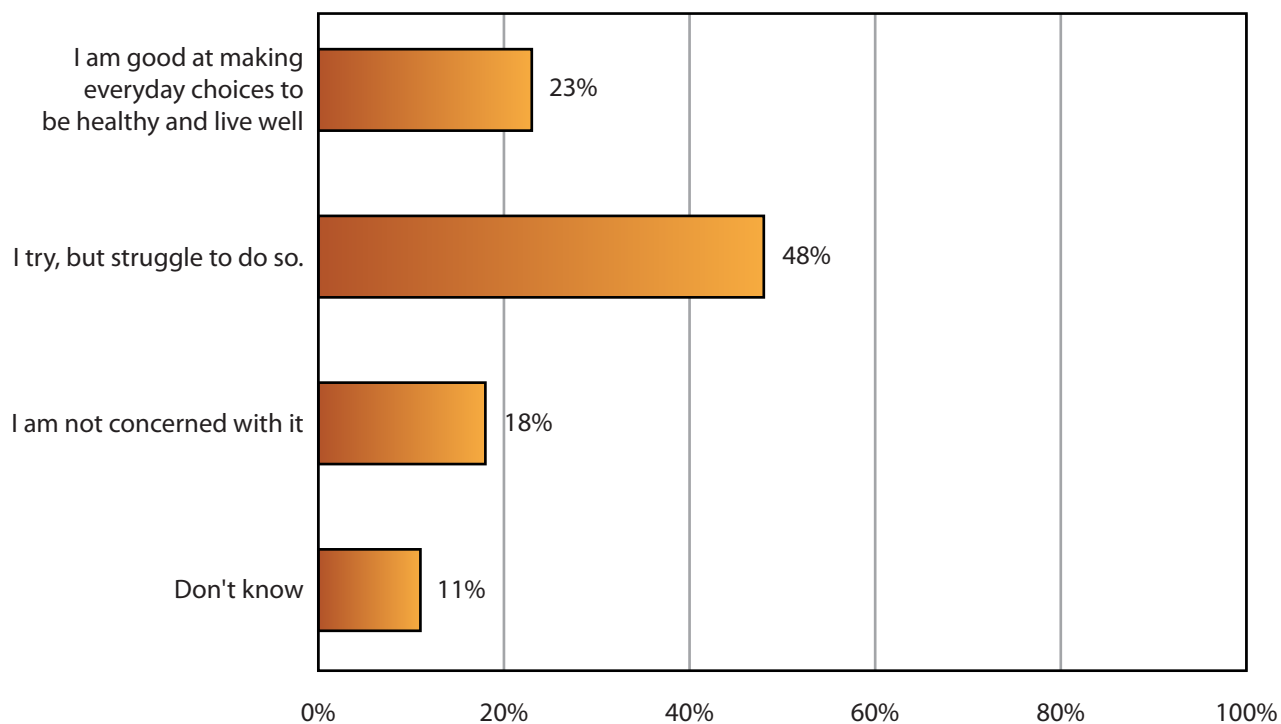


Figure 4.07 How All Area Residents Evaluated Their Health and Wellness Choices





## **Chapter Five**

### **Membership Projections**



### Overview

To determine the opportunities for the Lake Community YMCA with the new facility, programming, and retention strategies with community partners, FourSquare Research conducted telephone interviews with 669 households in the targeted survey area. Among all households randomly selected, 601 households were taken through the in-depth interview. Sixty-eight households declined to participate in the in-depth interview for various reasons. About 50% or 335 interviews were conducted with households via cell phones.

FourSquare Research also conducted 201 in-depth interviews with current member households at the Lake Community YMCA. The survey was designed to provide the forecasts of current member households who would continue their membership at the Lake Community YMCA.

### Location

The survey of area residents was designed to test the level of interest in joining the Lake Community YMCA at one of the locations described below:

- Existing Lake Community YMCA next to Lake High School, at King Church Ave and Lake Center Street
- Existing North Canton YMCA in North Canton, on Main Street, just south of Maple Street

If the respondents chose the North Canton YMCA as their first choice location, they were not taken through questions about programs and interest in joining the YMCA.

The graph on the following page illustrates the location preference among prospective members of the Lake Community YMCA.

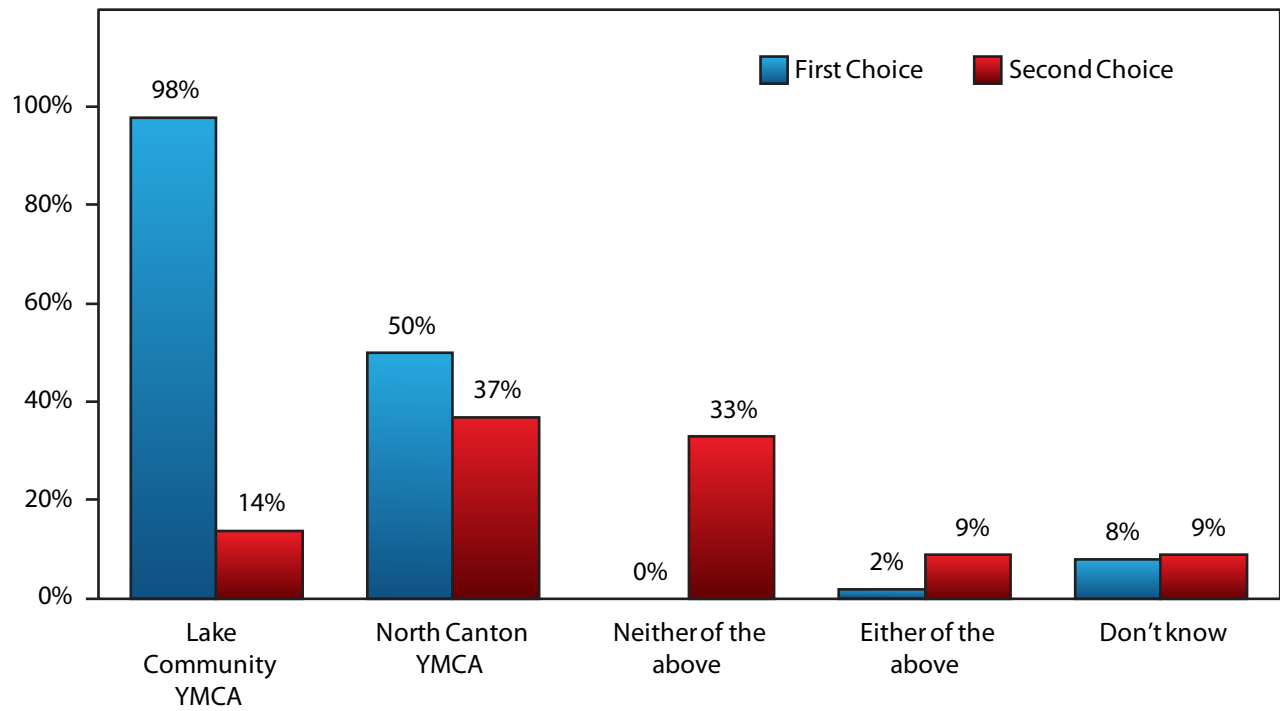


Figure 5.01 Location Preference among Prospective Members

## Facility Features

The following table details the facilities, programs, and services included as part of membership described for the Lake Community YMCA.

Current Features Bundle
<ul style="list-style-type: none"> <li>• A modern fitness area with the latest equipment</li> </ul>
<ul style="list-style-type: none"> <li>• Studios for free group exercise classes such as aerobics and yoga</li> </ul>
<ul style="list-style-type: none"> <li>• An indoor walking and running track</li> </ul>
<ul style="list-style-type: none"> <li>• An indoor pool for family swimming, lessons, water aerobics, and lap swimming</li> </ul>
<ul style="list-style-type: none"> <li>• An indoor gymnasium with courts for a variety of sports and recreation activities such as basketball and volleyball</li> </ul>
<ul style="list-style-type: none"> <li>• Free babysitting while parents work out</li> </ul>
<ul style="list-style-type: none"> <li>• The many programs we mentioned before</li> </ul>
<ul style="list-style-type: none"> <li>• The use of all YMCAs in Ohio</li> </ul>
Additional Features Tested to Determine Additional Interest (respondents were asked it would increase their level of interest)
<ul style="list-style-type: none"> <li>• Additional gymnasium space with more full courts</li> </ul>
<ul style="list-style-type: none"> <li>• A senior center with fitness, wellness, recreational and social programs mentioned earlier</li> </ul>
<ul style="list-style-type: none"> <li>• An outdoor sports park with fields for sports such as baseball, football, volleyball, and soccer</li> </ul>

Figure 5.02 Facility Features

## Pricing Options

Respondents were quoted monthly membership rates based on their preference for a particular membership category defined below. The following table lists the monthly rates that were quoted to respondents. Lower rates were offered only to those who did not have *a great deal of interest* at the higher rates.

Pricing Options	Current Regional Rates	Current Joining Fee	Current Branch Rates
A youth ages 6–12	\$19	\$40	\$18
A teen/young adult ages 13–23	\$27	\$50	\$25
An adult ages 24–64	\$42	\$50	\$39
A senior ages 65 or over	\$36	\$50	\$33
A family with children	\$62	\$50	\$55
A senior couple	\$47	\$50	\$42

Figure 5.03 Pricing Options

## Determining the Number of Households to Be Used in Forecasting

To determine the number of households to be used in forecasting, we subtract the number of households in the targeted survey area that currently belong to a YMCA (identified on the survey) from the projected number of households in the area for the year 2017 (see Figure 5.04 below).

Projected Number of Households in the Area for the Year 2017	—	Number of Households that Belong to a YMCA	=	Adjusted Number of Households
<b>37,227*</b>	—	<b>3,602</b>	=	<b>33,625</b>

Figure 5.04 Formula for Calculating the Adjusted Number of Households

Current member analysis (see Figure 3.03, page 22) revealed there are 3,602 current facility member households in the survey area from the existing Lake Community YMCA. Excluding current member households in the targeted survey area, the **adjusted number of households** in the survey area that will be used in forecasting is 33,625.

Given the percentage of households with *a great deal of interest* in an annual membership, we can determine the number of households in the targeted survey area with the highest level of interest in an annual membership. We use the following formula (see Figure 5.05 below) to forecast the number of household with *a great deal of interest*.

% of Respondents with <i>A Great Deal of Interest</i>	<b>x</b>	Adjusted Number of Households	=	Number of Households with <i>A Great Deal of Interest</i>
---	----------	-------------------------------	---	---

Figure 5.05 Formula for Calculating the Number of Households that will Join

\*See Population Trends Analysis, page 20.

NOTE: Additional sources used in verifying the population data included DemographicsNow.com

## Forecast of Additional Households with Interest in Joining the Lake Community YMCA with New Strategies

The following table calculates the number of households that have *a great deal of interest* in joining the Lake Community YMCA with all facilities and pricing options tested. The table below also illustrates the forecast for households with *a lot of interest* in joining – the second-highest level of interest in joining. The rates quoted for respondents are outlined in Figure 5.03 on page 42.

Lake Community YMCA with New Strategies					
Facility & Pricing Options	Percentage of Respondent Households with <i>A Great Deal of Interest</i>  = 4.2%	X	Adjusted Number of Households	=	Forecasted Number of Households with <i>A Great Deal of Interest</i>
Existing features, current regional rates, & current joining fee	2.4%	X	33,625	=	807
Plus 1 <sup>st</sup> choice of additional features	—	X	33,625	=	—
Plus both 1 <sup>st</sup> & 2 <sup>nd</sup> choice of additional features	0.2%	X	33,625	=	67
Current branch rates	1.6%	X	33,625	=	538
Forecast of Additional Households with <i>A Great Deal of Interest</i> in Joining the Lake Community YMCA					1,412
Forecast of Additional Households with <i>A Lot of Interest</i> in Joining the Lake Community YMCA (2.6%)					740

Note: These forecasts do not take into account prospective new members who may terminate their memberships in the first 12–18 months.

Figure 5.06 Forecast of Additional Households with Interest in Joining the Lake Community YMCA with New Strategies



## Pricing Preference among Prospective Members

The graph below shows the pricing preferences among households with *a great deal of interest* in joining.

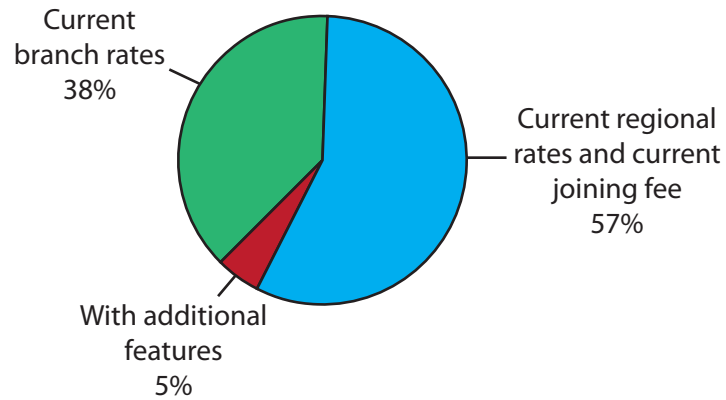


Figure 5.07 Pricing Preference among Prospective Members

## Additional Facility Feature Preference among Prospective Members

The graph below shows the preferences of additional features among households with *a great deal of interest in joining*.

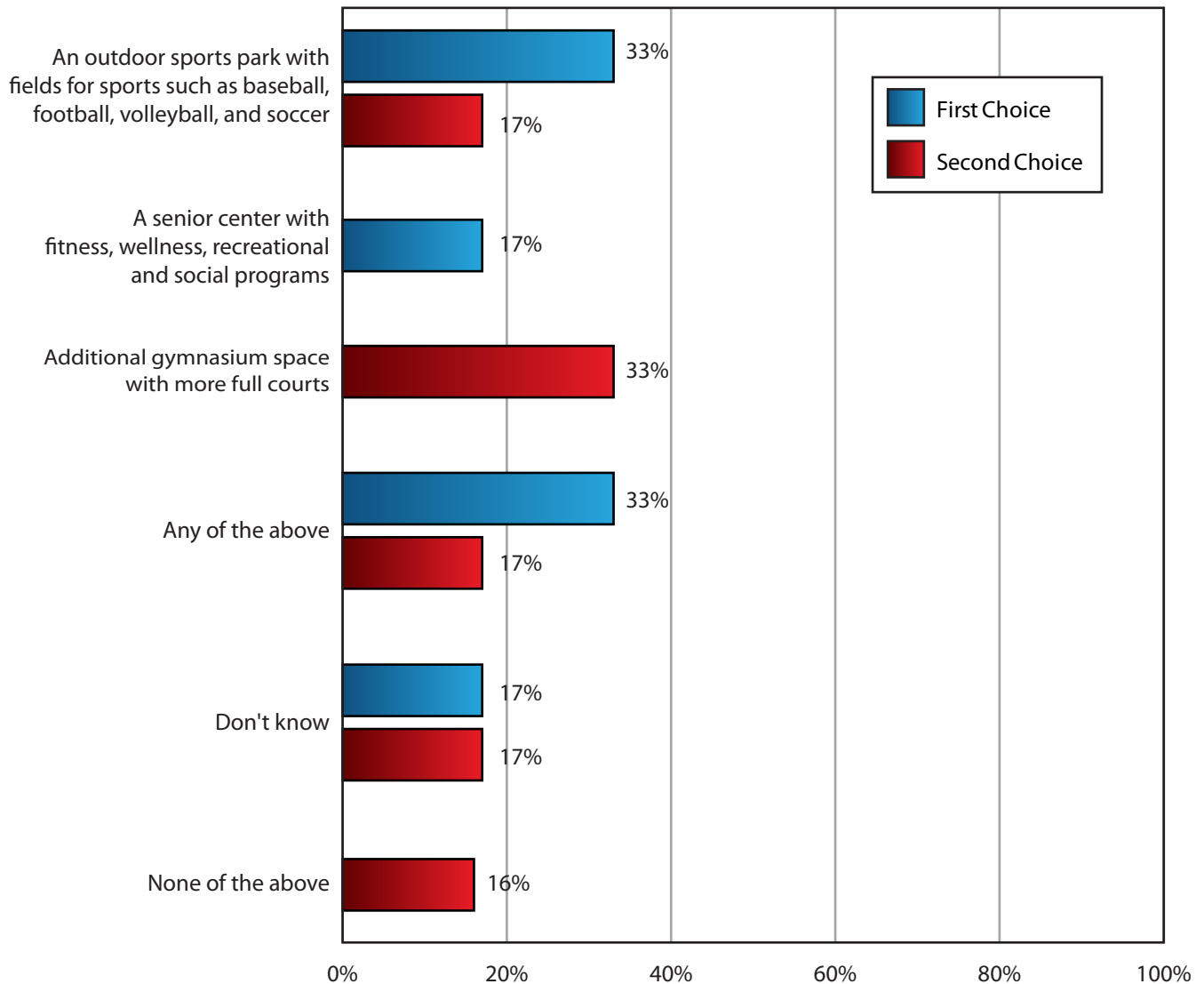


Figure 5.08 Additional Facility Feature Preference among Prospective Members

## Forecast of Annual Revenue Generated from New Memberships Sold

The following table (Figure 5.09) illustrates the formula used to forecast the annual revenue generated from new memberships sold (not retained) at the YMCA. Please note that the forecasts do not include revenues from joining fees nor program participation.

Lake Community YMCA						
Number of Households at Each Pricing Option	X	Percentage of Prospective Members for Each Membership Category	X	Annual Rate	=	Revenue Generated
Forecast of household units at each pricing option	X	0% youth ages 6–12	X	\$	=	\$
	X	2% teen/young adult ages 13–23	X	\$	=	\$
	X	44% adult ages 24–64	X	\$	=	\$
	X	5% senior ages 65 or over	X	\$	=	\$
	X	42% family with children	X	\$	=	\$
	X	7% senior couple	X	\$	=	\$
Forecast of Annual Revenue Generated from New Memberships Sold						\$

Note: Revenue loss from members terminating during their first year would need to be subtracted from this amount.

Figure 5.09 Formula Used to Calculate Annual Revenue

The graph below illustrates the forecast of revenue from annual memberships by all facility and pricing options.

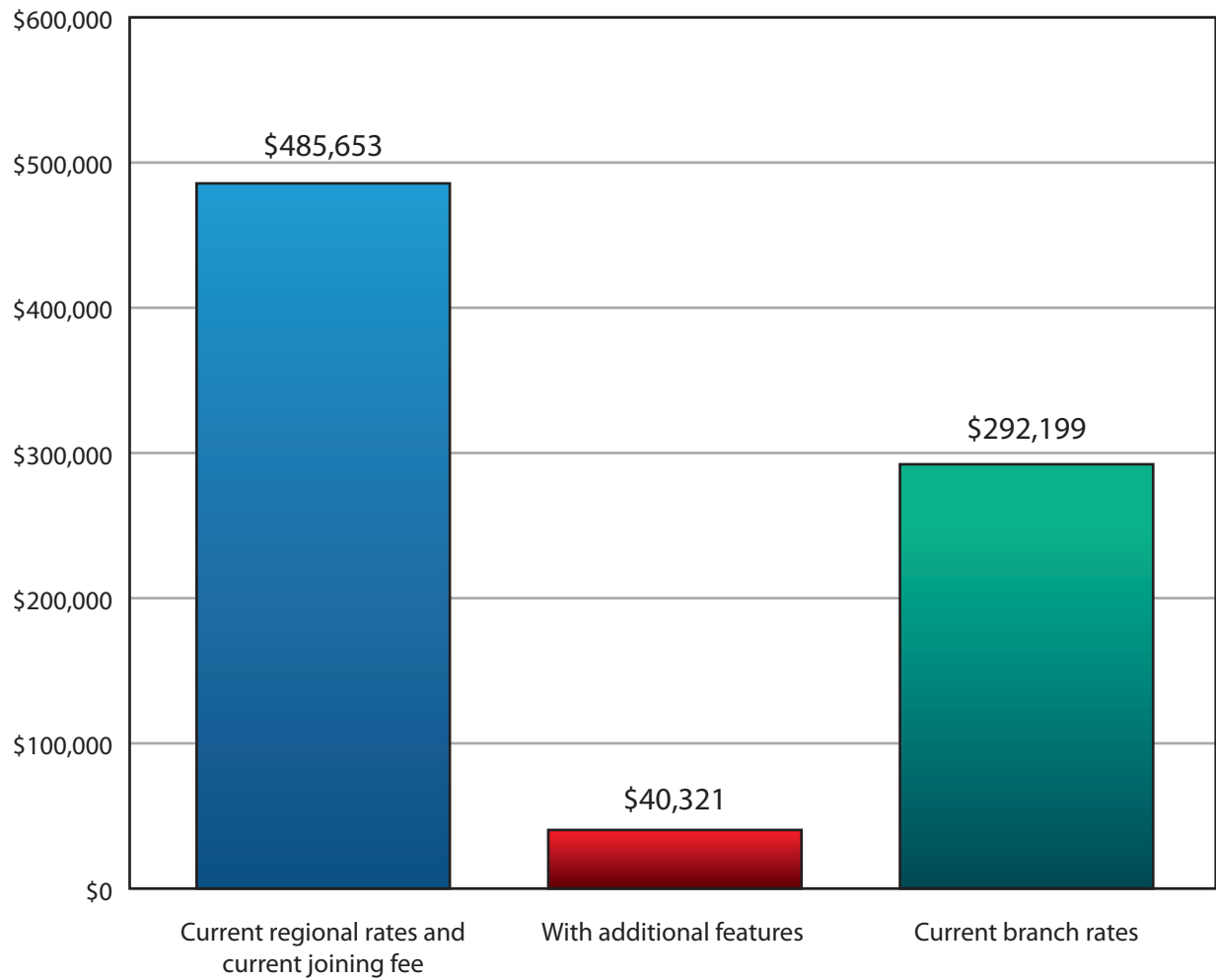


Figure 5.10 Forecast of Annual Revenue Generated from New Memberships Sold by Pricing Option

## Forecast of Current Member Households with Interest in Continuing at the Lake Community YMCA

The following table calculates the number of current member households at the Lake Community YMCA with *a great deal of interest* in continuing their memberships at the Lake Community YMCA. The table below also illustrates the forecast of current member households with *a lot of interest* in continuing – the second-highest level of interest in continuing. Total current member units were from the list provided by the YMCA and do not include program members.

Lake Community YMCA					
Options	Percentage of Members with <i>A Great Deal of Interest</i> <b>= 67.2%</b>	X	Total Number of Current Member Units	=	Number of Continuing Current Member Units
<b>Everything remains the same</b>	67.2%	X	3,985	=	2,678*
<b>Forecast of Current Lake Community YMCA Member Households with <i>A Great Deal of Interest</i> in Continuing</b>					<b>2,678</b>
<b>Forecast of Current Lake Community YMCA Member Households with <i>A Lot of Interest</i> in Continuing (26.4%)</b>					<b>1,052</b>

\* Of them, 73%, or 1,955 units are with Regional membership and 27%, or 723 units with Branch membership.

Figure 5.11 Forecast of Current Member Households with Interest in Continuing

## Summary of Forecasts

The table below summarizes the forecasts for new and continuing membership units and revenue at all pricing and facility options. Please note the total revenue is calculated based on the lower pricing option, which is lower branch rates for all units.

Forecasts	Current Regional Rates and Current Joining Fee	Plus 1st Choice Additional Feature	Plus Both Choices of Additional Features	Current Branch Rates	Total*
New units	807	—	67	538	1,412
New revenue	\$485,653	—	\$40,321	\$292,199	\$818,173
Revenue per unit	\$602	—	\$602	\$543	\$579
Continuing units	1,955	N/A	N/A	723	2,678
Continuing revenue	\$1,152,718	N/A	N/A	\$261,266	\$1,413,984
Revenue per unit	\$590	N/A	N/A	\$361	\$528
<b>Total new and continuing units</b>	<b>2,762</b>	—	<b>67</b>	<b>1,261</b>	<b>4,090</b>
<b>Total revenue</b>	<b>\$1,638,371</b>	—	<b>\$40,321</b>	<b>\$553,464</b>	<b>\$2,232,156</b>
<b>Revenue per unit</b>	<b>\$593</b>	—	<b>\$602</b>	<b>\$439</b>	<b>\$546</b>

Figure 5.12 Summary of Forecasts of New and Continuing Membership Units and Revenue by Pricing Options

The table below illustrates different scenarios of net growth with different retention rates.

<b>Retention rates</b>	<b>67%</b>	<b>70%</b>	<b>75%</b>
Current units	3,985	3,985	3,985
Continuing units with retention rate	2,670	2,790	2,989
New units	1,412	1,412	1,412
Total new and continuing units	4,082	4,202	4,401
Net growth units	97	217	416
Net growth %	2.4%	5.4%	10.4%

Figure 5.13 Scenario of Net Growth

## Reasons Area Residents Are Not Interested in Joining

The following table shows the reasons why area residents who do not currently belong to a YMCA are not interested in joining a new YMCA. Respondents who cited cost related reasons were also informed that the YMCA promises no one will be turned away due to inability to pay. They can contact the Y at (330) 877-8933 for more information. Please note the total does not add to 100% due to multiple responses allowed.

Response Item	Percentage of Those Not Interested (Multiple Responses OK)
<b>Lack of Interest/Personal Barriers</b>	
Just not interested	28%
Wouldn't use	20%
No time	11%
Health problems	6%
I'm too old	5%
Not into fitness	2%
Don't like gyms/crowds	2%
Former member	2%
<b>Satisfied with Current Affiliation/Situation</b>	
Satisfied where I currently belong	14%
Own equipment/exercise at home	4%
Access at work/school	3%
Prefer outdoor activities	2%
<b>Money-Related</b>	
Costs too much/can't afford it	1%
<b>Location-Related</b>	
Location not convenient	2%
Moving/visiting	1%
<b>Family Situation/other</b>	
Would like to see Y first	2%
Kids are grown	2%
No kids	2%
Need to consult with family	1%
Kids too young	1%

Note: All others reasons cited received less than 1%, including *only interested in programs*, and *moving/visiting*.

Figure 5.14 Reasons Area Residents Are Not Interested in Joining



## Reasons Current Members Are Not Interested in Continuing

The following table shows the reasons given by current members who are not interested in continuing their memberships.

Reasons Cited	Percentage of Those Not Interested (Multiple Responses OK)
Location	50%
Moving out of the area	50%

Figure 5.15 Reasons Current Members Are Not Interested in Continuing



## **Chapter Six**

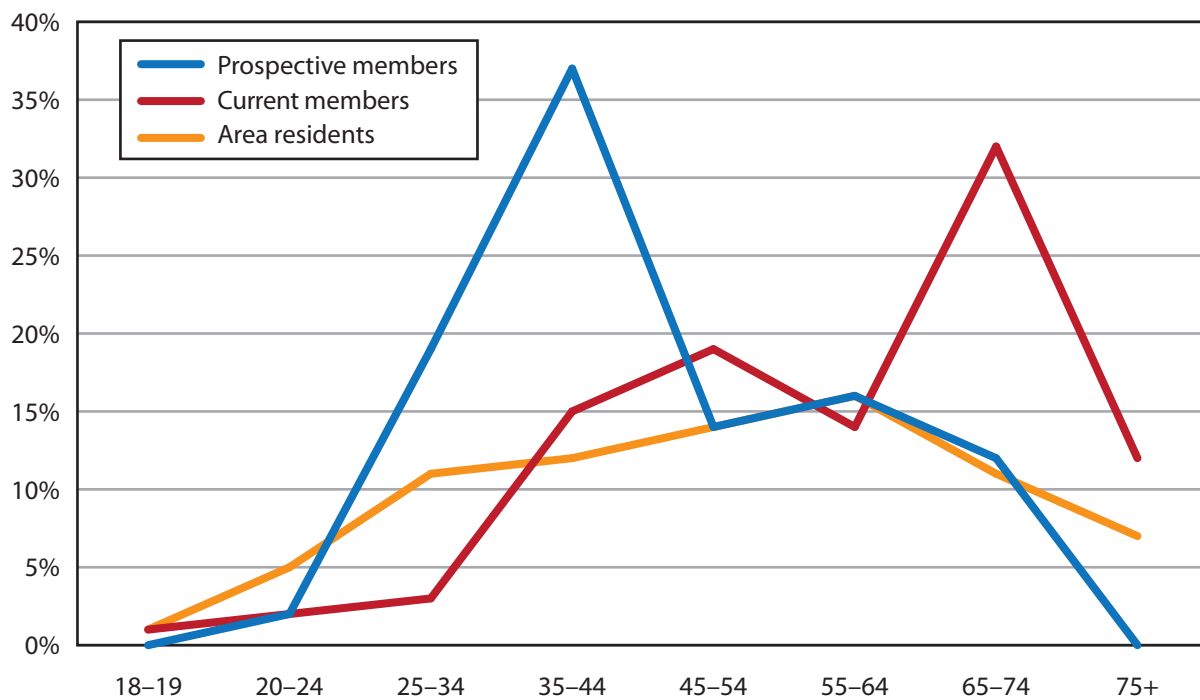
### **Profile of Prospective and Current Members**



## Age of Prospective and Current Members and Area Residents

The following table and chart show the ages of prospective and current members and area residents

Age	Prospective Members	Current Members	Area Residents
Ages 18–19	—	1%	1%
Ages 20–24	2%	2%	5%
Ages 25–34	19%	3%	11%
Ages 35–44	37%	15%	12%
Ages 45–54	14%	19%	14%
Ages 55–64	16%	14%	16%
Ages 65–74	12%	32%	11%
Ages 75+	—	12%	7%



Note: 2% of current members declined to answer.

Figure 6.01 Age of Prospective and Current Members and Area Residents

## Prospective and Current Members with Children or Grandchildren Under 18 in Their Homes

The following chart shows the percentage of prospective and current members with children or grandchildren under 18 in their homes.

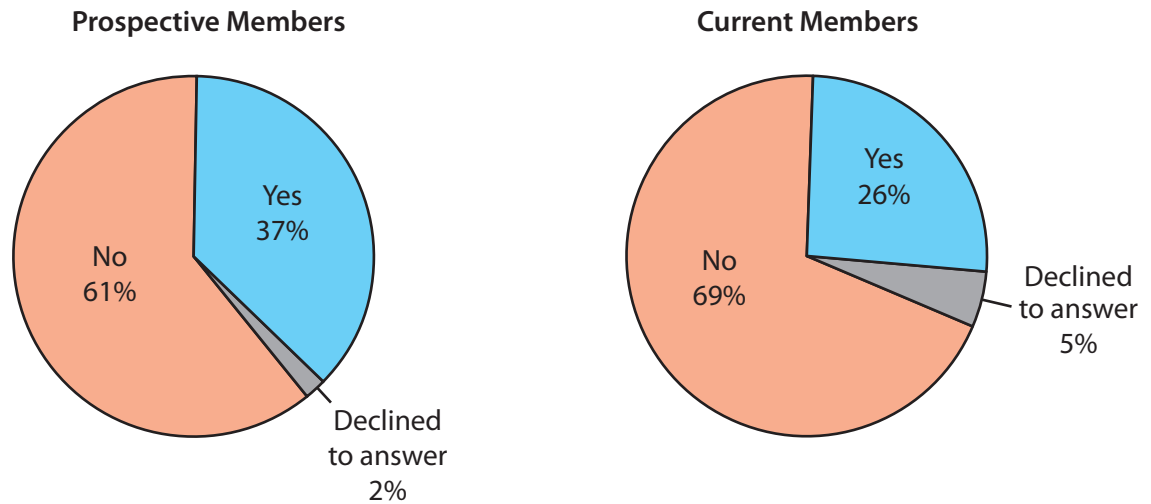


Figure 6.02 Prospective and Current Members with Children or Grandchildren Under 18 in Their Homes

## Types of Membership of Prospective Members

The following chart shows the preferred types of membership of prospective members.

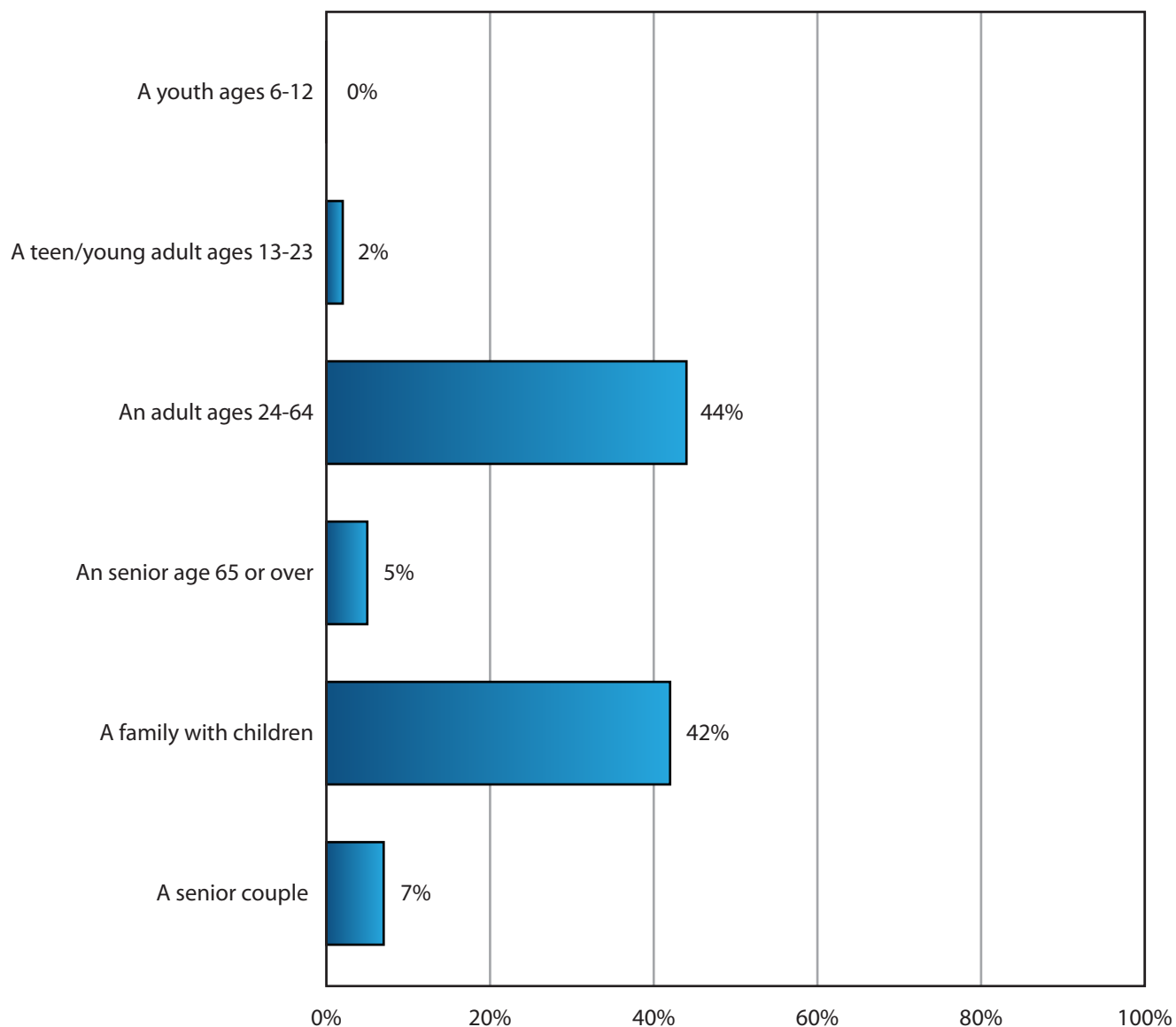


Figure 6.03 Types of Membership of Prospective Members

## Types of Membership of Current Members

The following chart shows the types of memberships held by current members.

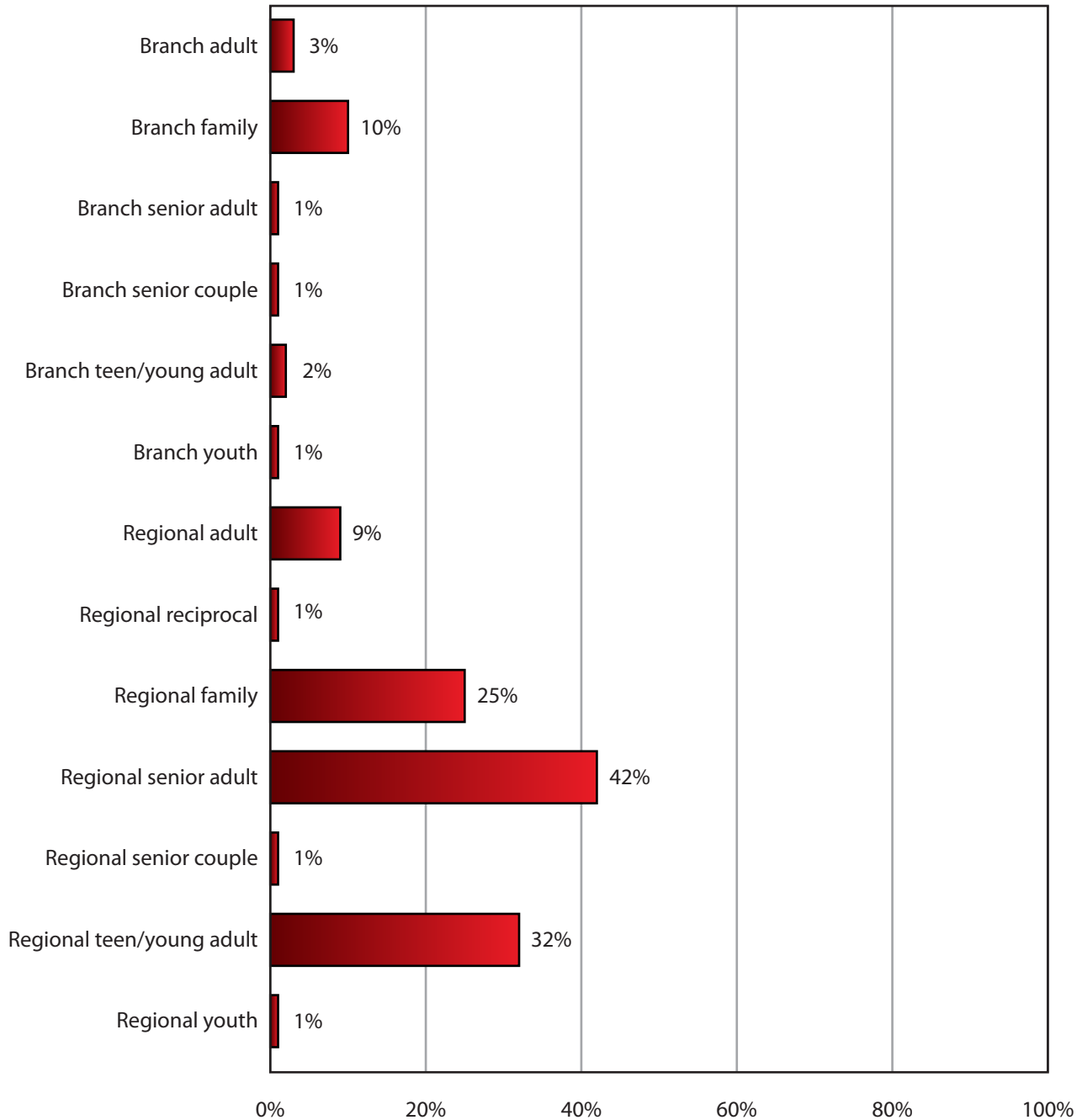
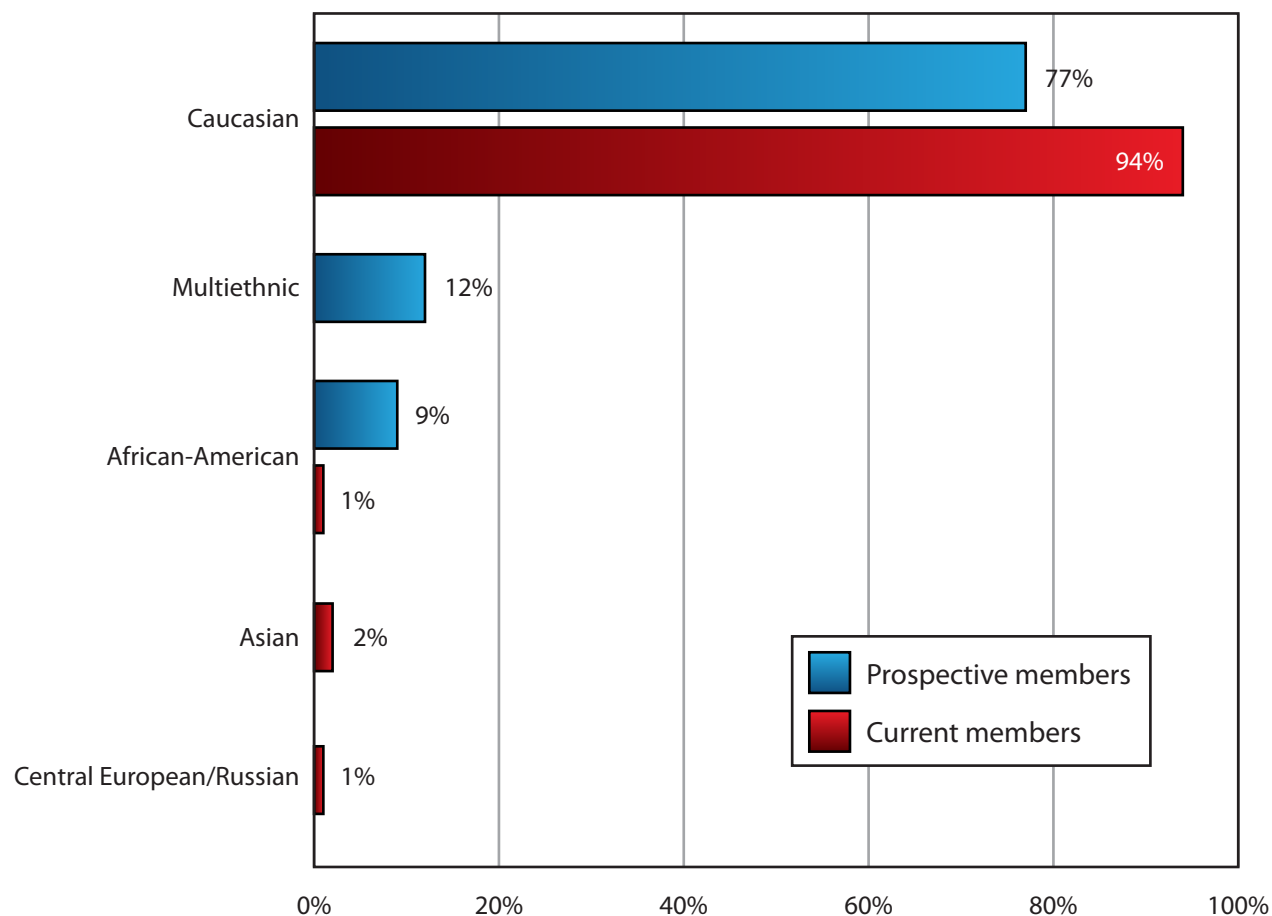


Figure 6.04 Types of Membership of Current Members



## Ethnic Background of Prospective and Current Members

The following chart shows the ethnic background of prospective and current members.



Note: 2% of prospective members and 2% of current members declined to answer.

Figure 6.05 Ethnic Background of Prospective and Current Members

## Census Tract Locations of Prospective Members

The following map defines the census tract locations of prospective members.

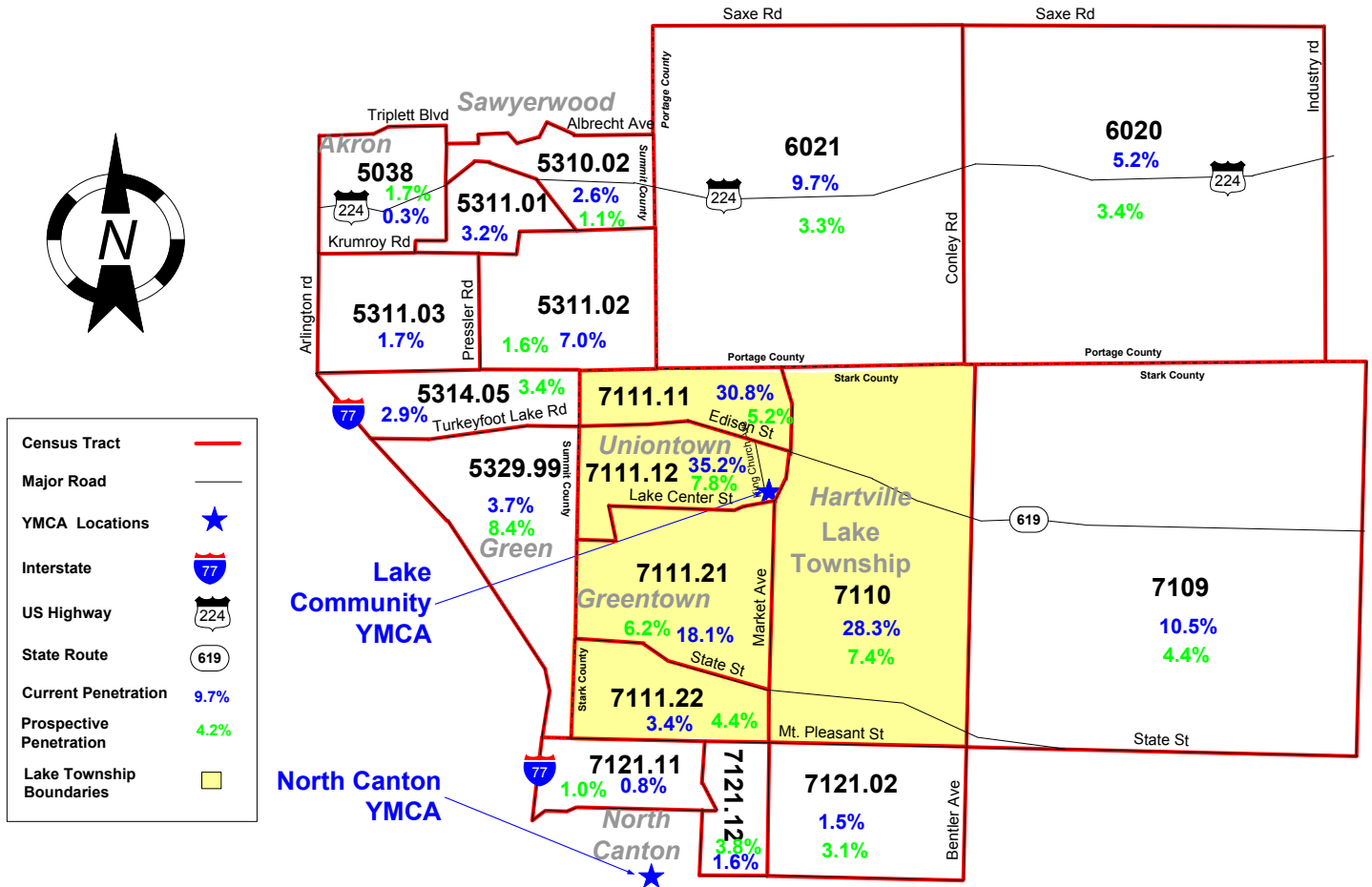


Figure 6.06 Census Tract Locations of Prospective Members

## Impact of the Financial Scholarship Program among Prospective Members

Respondents were told that *each year the Lake Community YMCA offers programs and services to those who can't afford it. Last year the Lake Community YMCA committed over \$117,000 for hundreds of families in need.* They were then asked if knowing this would increase or decrease their interest in joining the YMCA. The following graphs show the changes in level of interest among those with *a great deal of interest* and those with *low interest* in joining the YMCA.

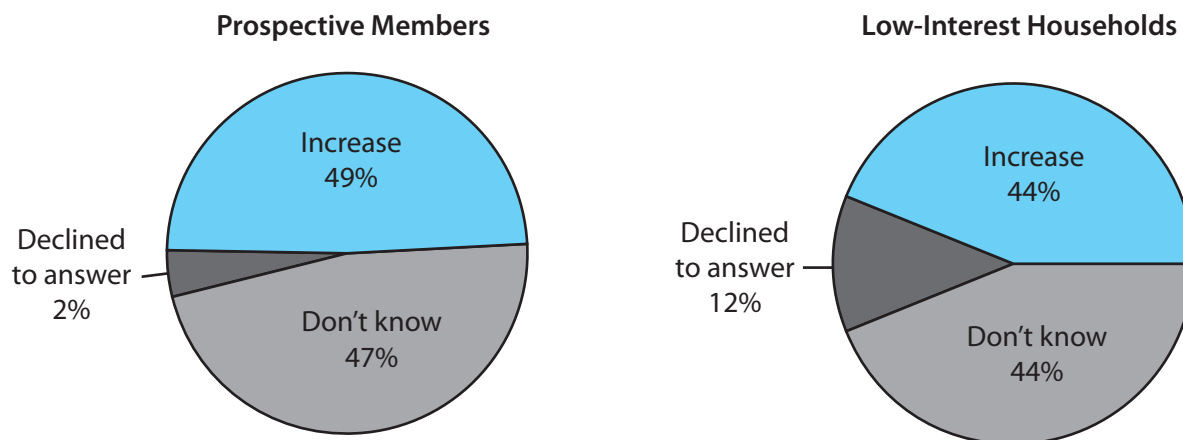


Figure 6.07 Impact of the Financial Scholarship Program

## Health Statements of Prospective and Current Members and Area Residents

The following graph shows the responses of prospective and current members and area residents to the three statements given, in terms of making everyday choices to be healthy and live well, indicating the presence of “health seekers”.

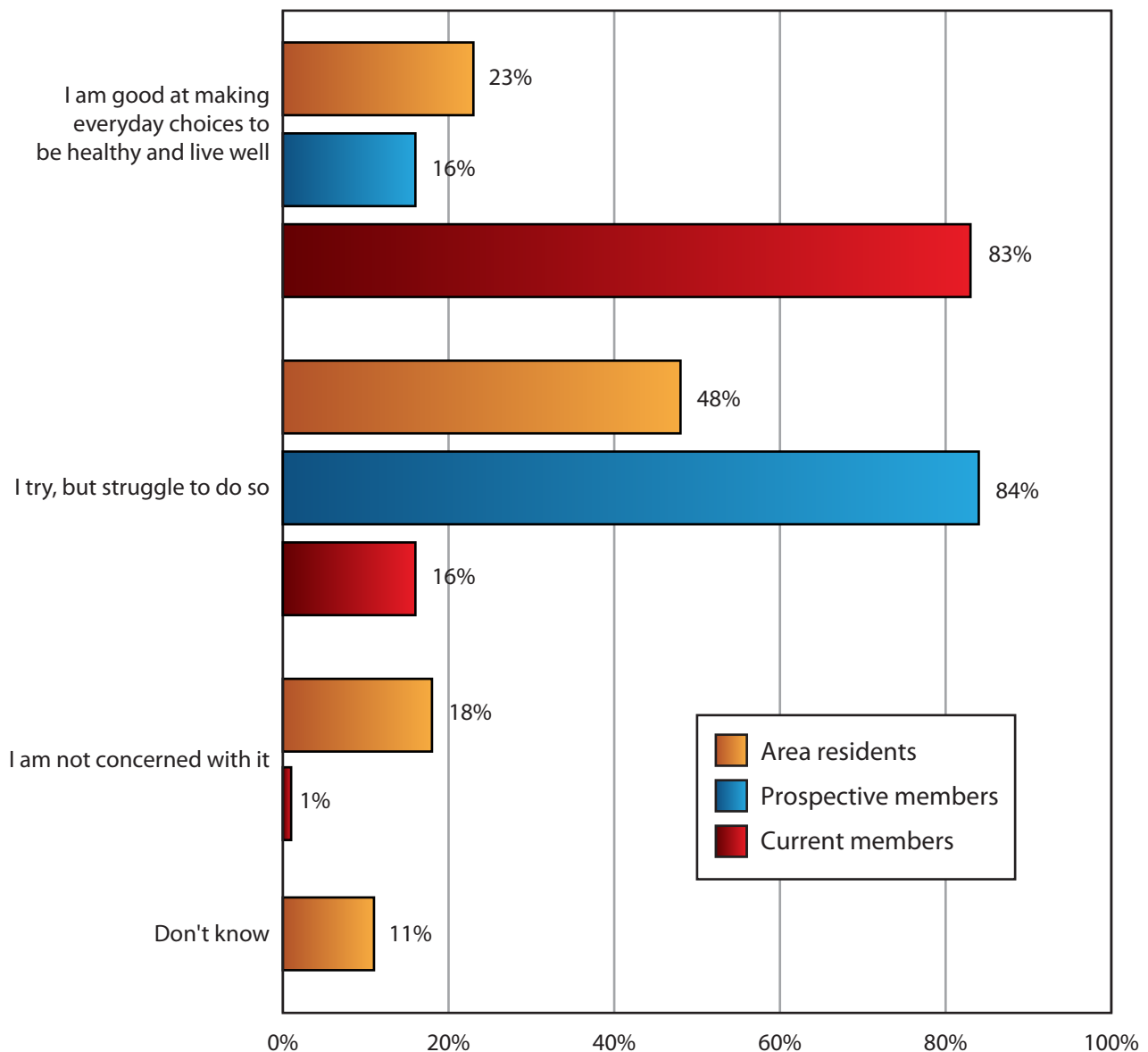


Figure 6.08 Health Statements of Prospective and Current Members and Area Residents

## **Chapter Seven**

### **Program Interest among Prospective Members**



## Interest in Babysitting, Child Care, or After-School Programs among Prospective Members

The following table shows the level of interest in babysitting, child care, or after-school programs among prospective members with children or grandchildren ages infant–13 in the household.

Programs for Children and Families*	Infant–2	3–5	6–9	10–13
Babysitting while parents work out	Very Low	Low		
A kids' club with supervised fun features for different age groups while parents work out		Moderate	Moderate	Very Low
Before or after-school enrichment programs 5 days/week at the YMCA for \$42/week			Low	Low

Very Low = <1%    Low = 1%–4%    Moderate = 5%–9%    High = 10%–14%    Very High = 15%+

\* The Y arts programs with crafts, plays, story time and movement activities at \$30 for a 7-class session was also tested and received insignificant interest.

Figure 7.01 Interest in Babysitting, Child Care, or After-school Programs among Prospective Members

## Interest in Summer Day Camps among Prospective Members

The following graph shows the level of interest in summer day camps at about \$90/week among prospective members with children or grandchildren under 18 in the household.

Summer day camp	3-5	6-9	10-13	14-17
<b>Traditional summer day camp</b> with swimming, games, and arts and crafts	Moderate	High	Low	
<b>Creative arts camp</b> with drawing, drama, and music	Low	Very Low	Very Low	
<b>Full-day sports camp</b>	Very Low	Very Low	Very Low	Very Low
T-ball/baseball/softball	Very Low	Moderate	Low	Very Low
Indoor soccer		Very Low	Low	Very Low
<b>Specialty camps</b> with themes such as STEM and robots		Moderate	Very Low	Very Low

Very Low = <1%    Low = 1%–4%    Moderate = 5%–9%    High = 10%–14%    Very High = 15%+

Figure 7.02 Interest in Summer Day Camps among Prospective Members



## Interest in Activities in the Pool for Children and Teenagers among Prospective Members

The following table shows the level of interest in aquatic activities for children and teens.

Activities in the pool	Infant–2	3–5	6–9	10–13	14–17
Parent and infant swim classes at about \$31 for a 7-class session	Moderate				
Swim lessons at about \$31 for a 7-class session		Moderate	Moderate	Very Low	Very Low
Swim teams at \$225 for a five-month season			Low	Moderate	Moderate

Very Low = <1%   Low = 1%–4%   Moderate = 5%–9%   High = 10%–14%   Very High = 15%+

Figure 7.03 Interest in Activities in the Pool for Children and Teenagers among Prospective Members

## Interest in Sports Leagues for Children and Teenagers among Prospective Members

The following table shows the level of interest in sports leagues for children and teenagers in which each child plays in at least half of the game and is taught skills, values, and sportsmanship at \$30 for a 7-class session.

Indoor sports leagues*	3–5	6–9	10–13	14–17
Basketball	Very Low	Low	Moderate	Moderate
Outdoor sports leagues*	3–5	6–9	10–13	14–17
Soccer	Very Low	Moderate	Low	Very Low
Baseball	Very Low	Low	Low	Very Low
Flag Football	Very Low	Very Low	Low	Low

Very Low = <1%   Low = 1%–4%   Moderate = 5%–9%   High = 10%–14%   Very High = 15%+

\* All other sports leagues received insignificant interest

Figure 7.04 Interest in Sports Leagues for Children and Teenagers among Prospective Members

## Interest in Sports and Recreation Programs for Children and Teenagers among Prospective Members

The following table shows the level of interest in sports and recreation programs for children and teens at \$30 for a 7-class session.

Sports and recreation program	3–5	6–9	10–13	14–17
Gymnastics and tumbling	Moderate	Moderate		
Dance classes such as ballet, tap, jazz, salsa, hip-hop, and line dancing	Low	Moderate	Very Low	Very Low
Sport-specific conditioning programs		Very Low	Moderate	Moderate

Very Low = <1% Low = 1%–4% Moderate = 5%–9% High = 10%–14% Very High = 15%+

Figure 7.05 Interest in Sports and Recreation Programs for Children and Teenagers among Prospective Members

## Interest in Social and Recreational Activities for Pre-teens and Teenagers among Prospective Members

The following table shows the level of interest in social and recreational activities for pre-teens and teens.

Social and recreational activities	10–13	14–17
Game-based cardio workout features such as Sports Walls and Exergame	High	Very High
Fitness classes such as yoga, kickboxing, and weight training techniques	High	Very High
A teen center with social and play areas and a homework station	High	Moderate

Very Low = <1% Low = 1%–4% Moderate = 5%–9% High = 10%–14% Very High = 15%+

Figure 7.06 Interest in Social and Recreational Activities for Pre-teens and Teenagers among Prospective Members

## Interest in Activities Parents and Children Can Do Together

The following chart shows the level of interest in recreational activities that parents can do together with children.

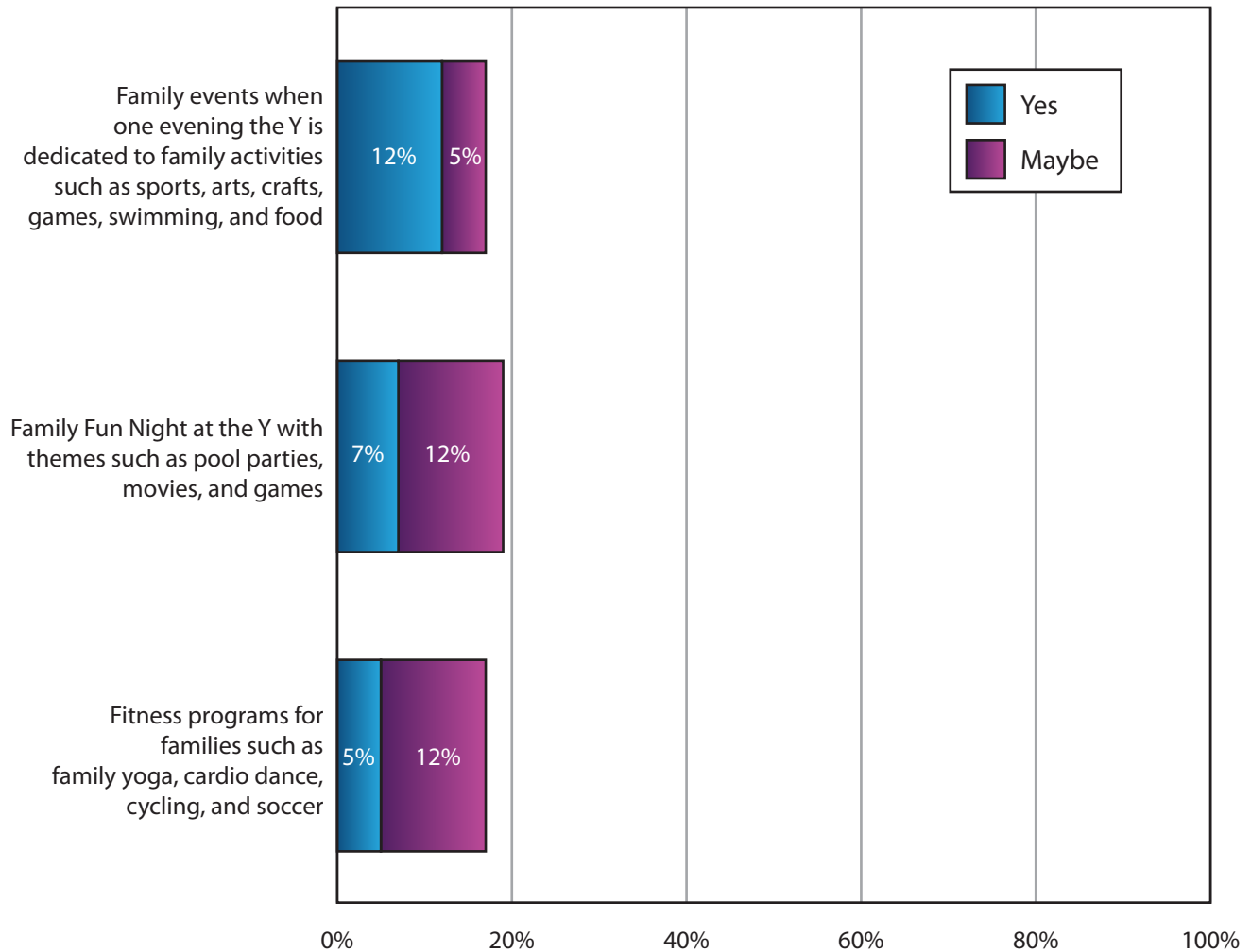


Figure 7.07 Interest in Activities Parents and Children Can Do Together

## Interest in Fitness Activities for Adults

The following graph shows the level of interest in fitness activities for adults among prospective members.

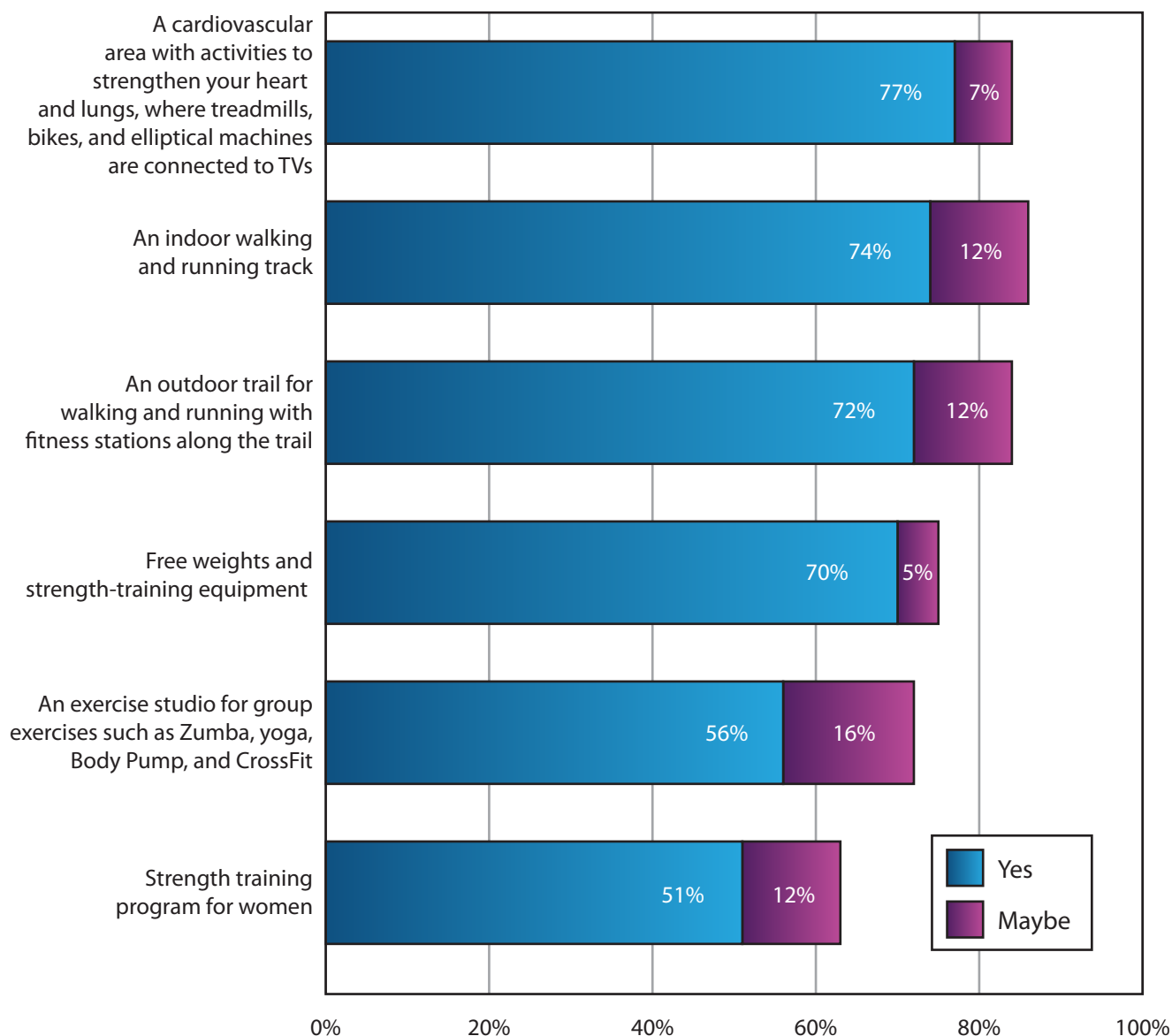


Figure 7.08 Interest in Fitness Activities for Adults

## Interest in Health and Wellness Programs for Adults among Prospective Members

The following graph shows the level of interest among prospective members in health and wellness programs for adults that could be offered in partnership with a local health-care provider.

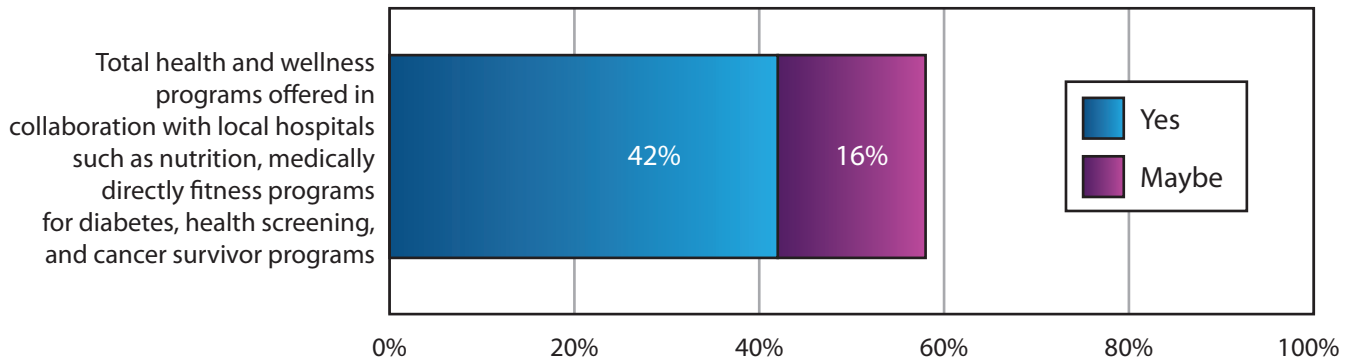


Figure 7.09 Interest in Health and Wellness Programs for Adults among Prospective Members

## Interest in Indoor and Outdoor Sports Leagues among Prospective Members

The following table shows the level of interest in indoor and outdoor sports leagues\* at \$50 per person for an 11-week session among prospective members.

Indoor sports leagues		Outdoor sports leagues	
Racquetball	7%	Golf	7%
Tennis	5%	Cycling	2%
Cycling	2%		
Ice hockey	2%		
Masters swimming	2%		

\* All other sports leagues received insignificant interest.

Figure 7.10 Interest in Indoor and Outdoor Sports Leagues among Prospective Members

## Level of Interest in Using the Pool at GentleBrook among Prospective Members

The following graph shows the level of interest among prospective members in using an indoor pool for water aerobics and water therapy at GentleBrook about a half a mile from the YMCA.

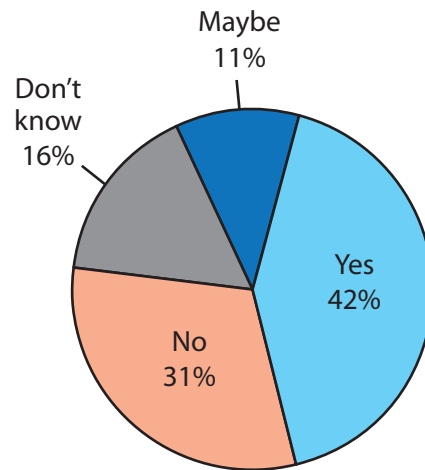
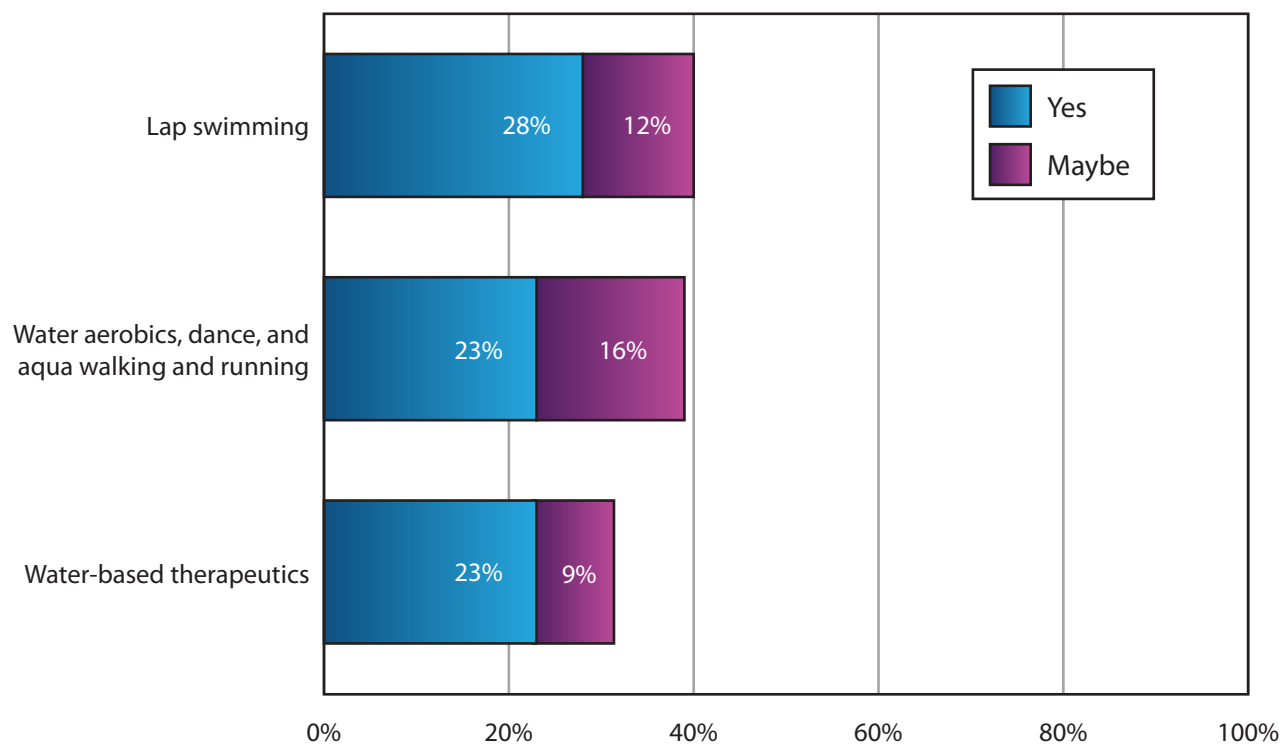


Figure 7.11 Level of Interest in Using the Pool at GentleBrook among Prospective Members



## Interest in Swimming and Water Exercise for Adults among Prospective Members

The following graph shows interest in activities in a pool\* among adult prospective members.

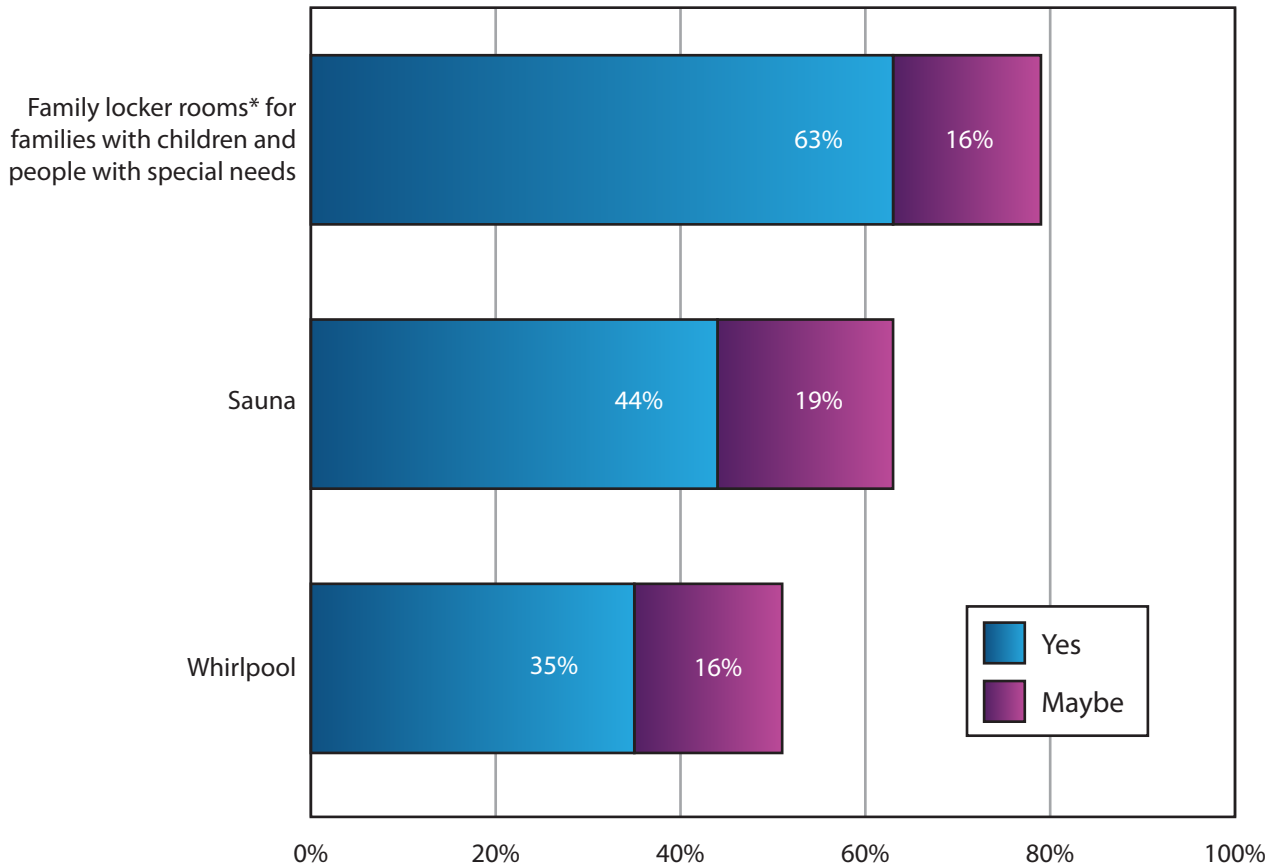


\* Swimming lessons at \$31 for a 7-class session was also tested and received insignificant interest.

Figure 7.12 Interest in Swimming and Water Exercise for Adults among Prospective Members

## Interest in Amenities among Prospective Members

The following graph shows the level of interest in amenities, such as a steam room, whirlpool, and family locker rooms among adult prospective members.



\* When those respondents who answered yes or maybe to having family locker rooms were asked if *they prefer having showers in the family locker rooms*, 51% answered yes and 16% answered maybe.

Figure 7.13 Interest in Amenities among Adult Prospective Members

## Interest in Social and Recreational Activities for Older Adults among Prospective Members

The following graph shows the level of interest in social and recreational activities specifically for active, older adults among prospective members.

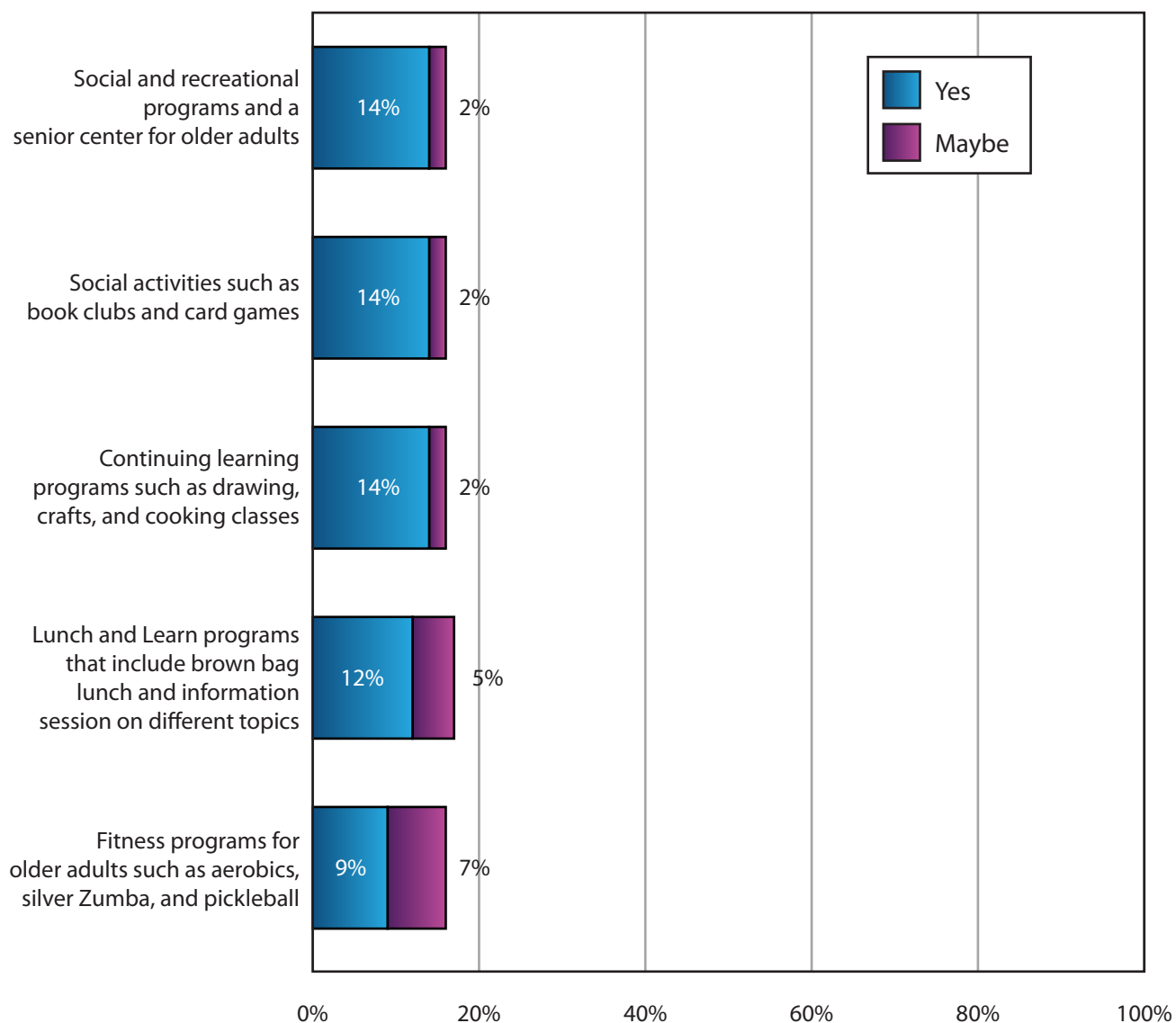


Figure 7.14 Interest in Social and Recreational Activities for Older Adults among Prospective Members

## Preferred Location for a Senior Center among Prospective Members

Prospective members were told that a senior center is being considered in collaboration with GentleBrook, a community provider for senior services. It could include many fitness, wellness, recreational, and social programs. The following graph shows which of two locations they would prefer.

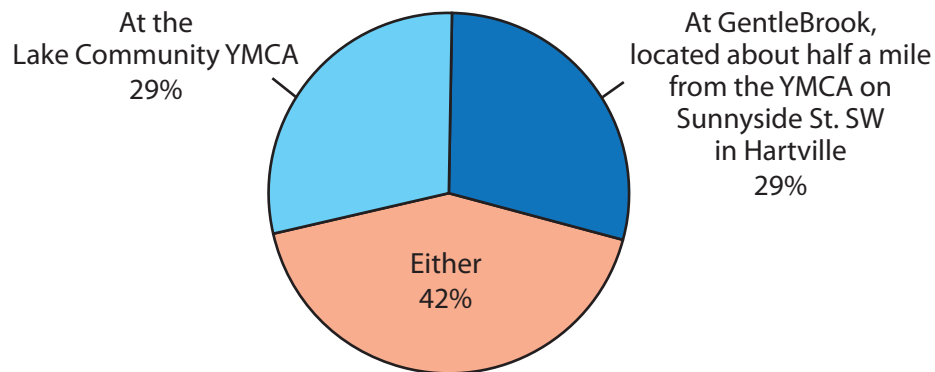


Figure 7.15 Preferred Location for a Senior Center among Prospective Members

## How Prospective Members Want to Be Served

The following graph shows how prospective members said they want to be served.

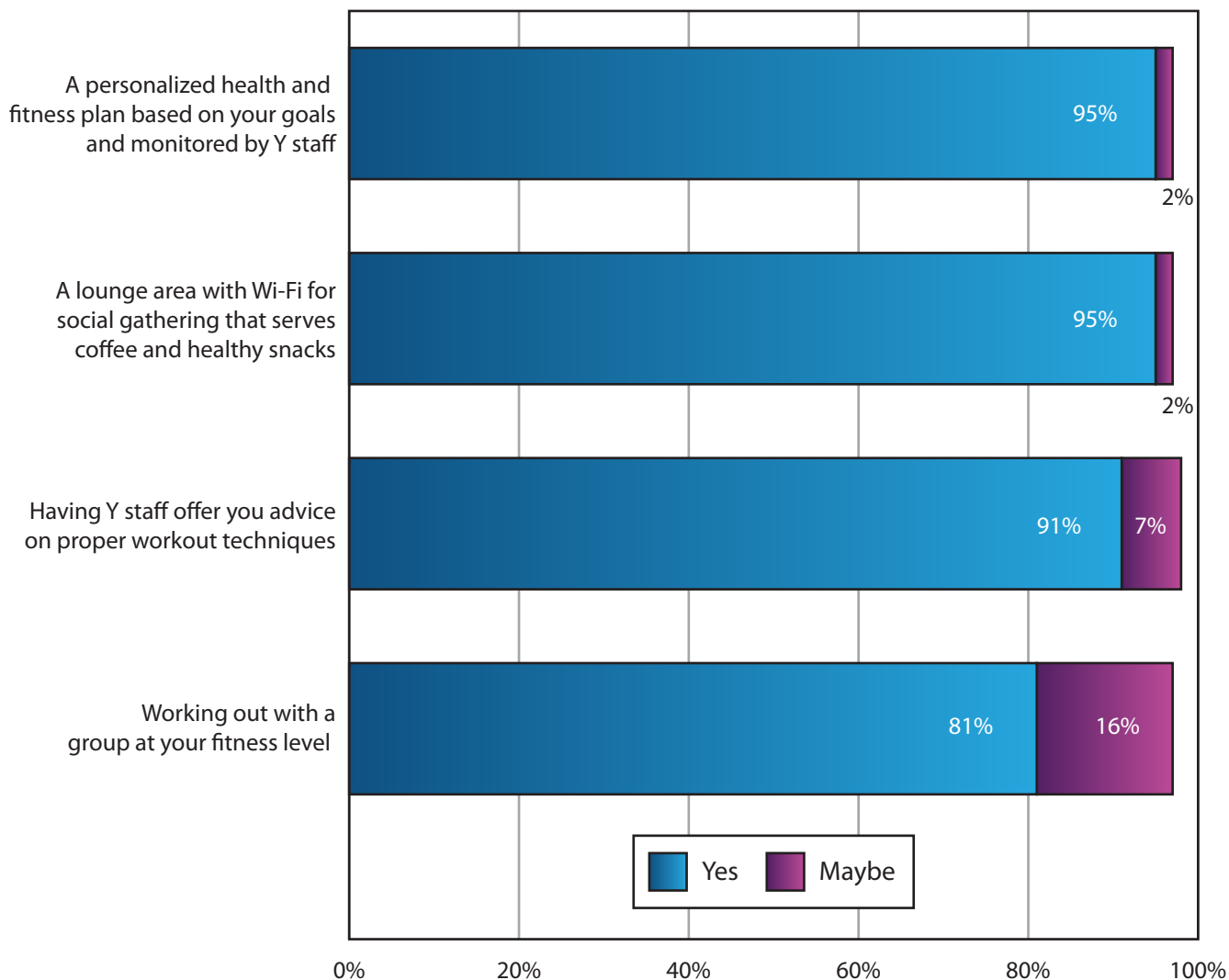


Figure 7.16 How Prospective Members Want to Be Served



## **Chapter Eight**

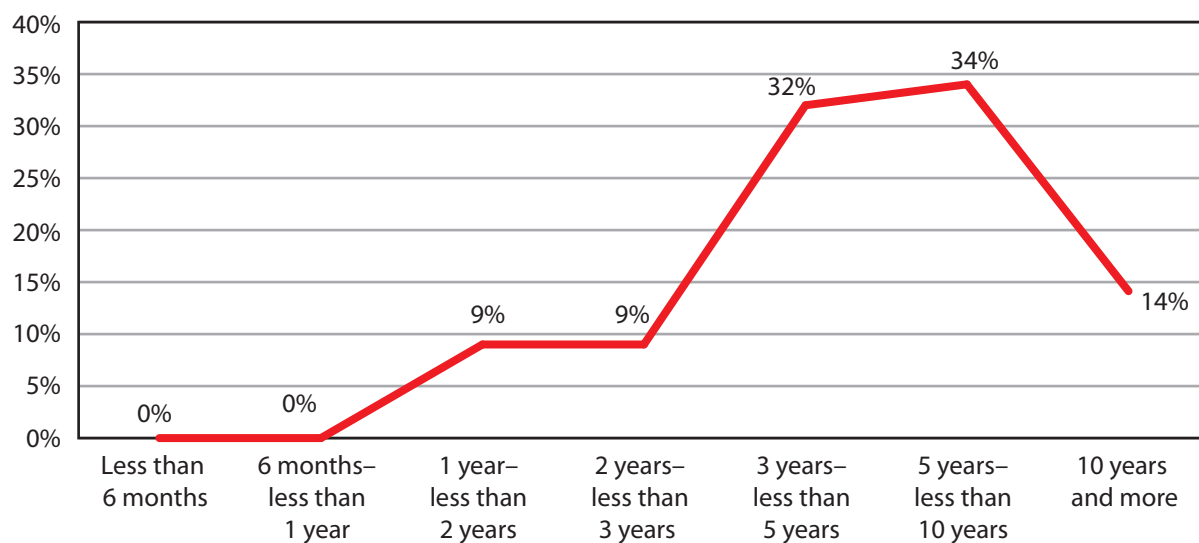
### **Findings among Current Members and NPS**





## How Long Current Members Have Been a Member

The following chart shows how long current members said they have been a member of the YMCA.\*

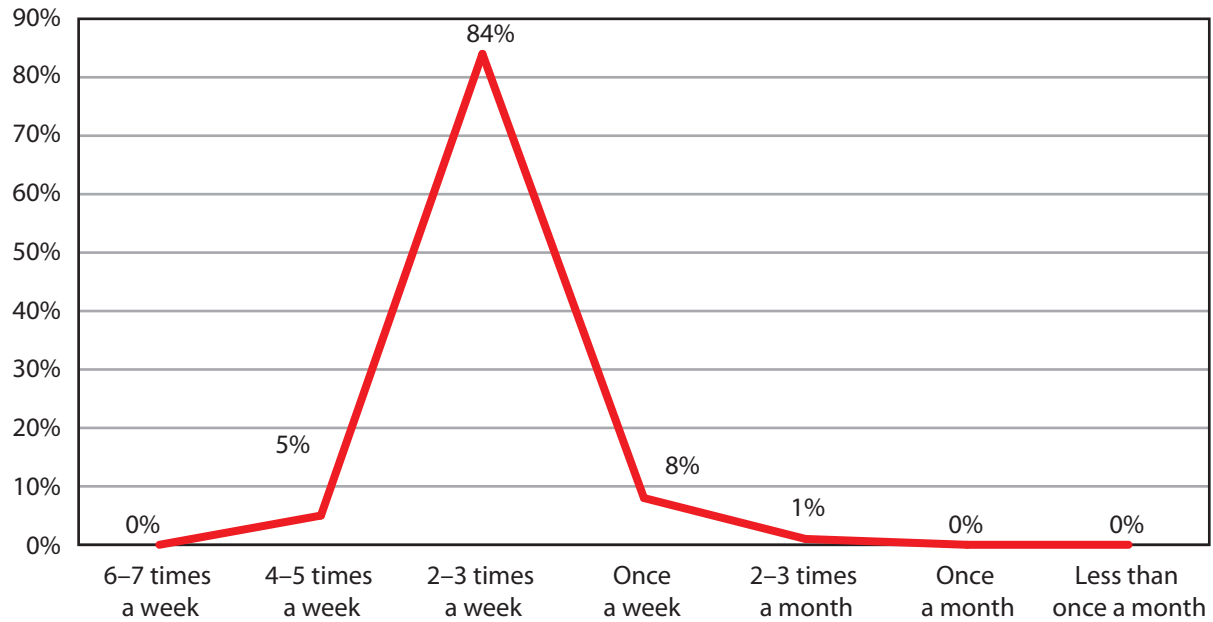


\* 2% either said they don't know or declined to answer.

Figure 8.01 How Long Current Members Have Been a Member

## How Often Current Members Use the YMCA

The following chart shows how often current members said they used the YMCA.\*



\* 2% either said they don't know or declined to answer.

Figure 8.02 How Often Current Members Use the YMCA

## Level of Satisfaction and Likelihood to Recommend

The following graphs show the level of overall satisfaction with the YMCA membership and the likelihood to recommend the YMCA to friends or neighbors among current members of the Lake Community YMCA.

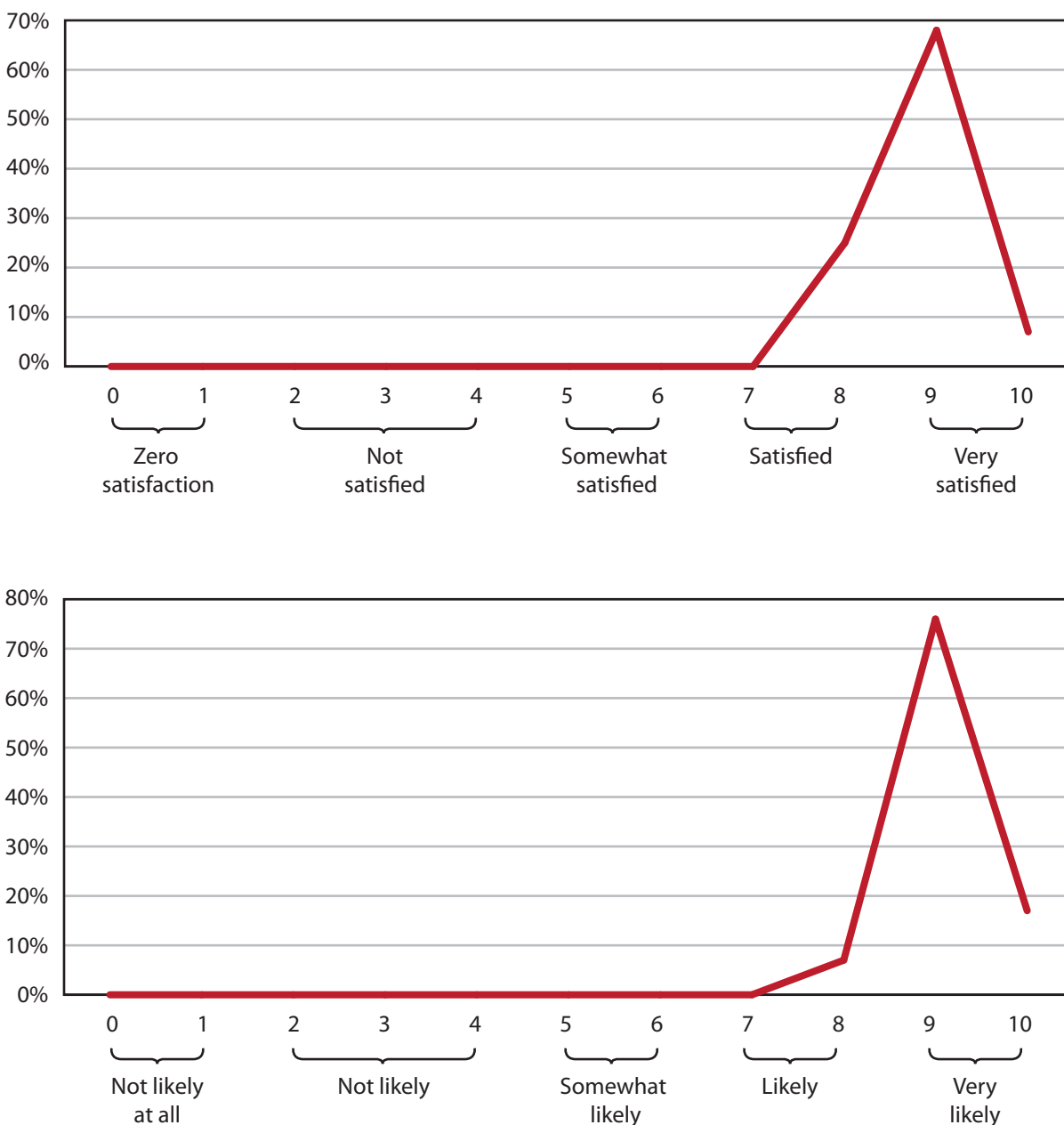


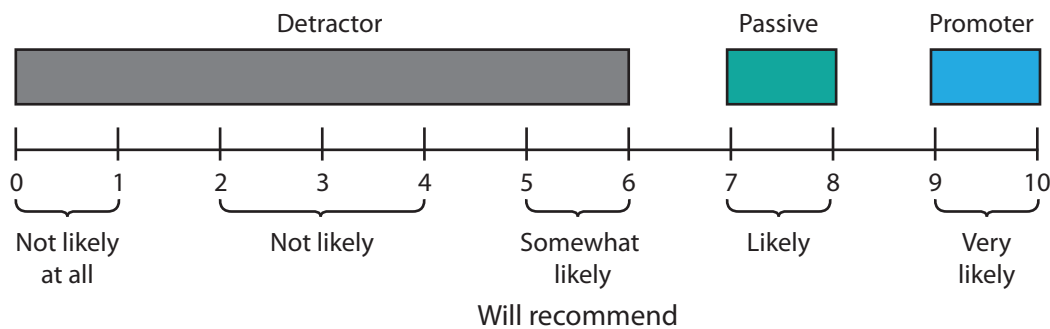
Figure 8.03 Level of Satisfaction and Likelihood to Recommend

## Net Promoter Score

The Net Promoter Score, or NPS®, is calculated based on answers to one question – How likely is it that you would recommend the YMCA to a friend or neighbor? Members responded on a 0-to-10 point rating scale and are categorized as follows:

- Promoters (score 9-10) are loyal enthusiasts who will keep buying and refer others, fueling growth.
- Passives (score 7-8) are satisfied but unenthusiastic customers who are vulnerable to competitive offerings.
- Detractors (score 0-6) are unhappy members who can damage your brand and impede growth through negative word-of-mouth.

To calculate a Y's NPS, take the percentage of members who are Promoters and subtract the percentage who are Detractors.



$$\text{NPS} = \text{\% of Promoters (9s and 10s)} - \text{\% of Detractors (0s through 6s)}$$

% of Promoters	% of Detractors	NPS
93	0	93

Figure 8.04 Net Promoter Score

## Level of Interest in New Programs and Ways to Serve Members Better among Current Members

The following graph shows current members' level of interest in more programs and ways to serve members better. Some of which could be offered through collaboration with community partners.

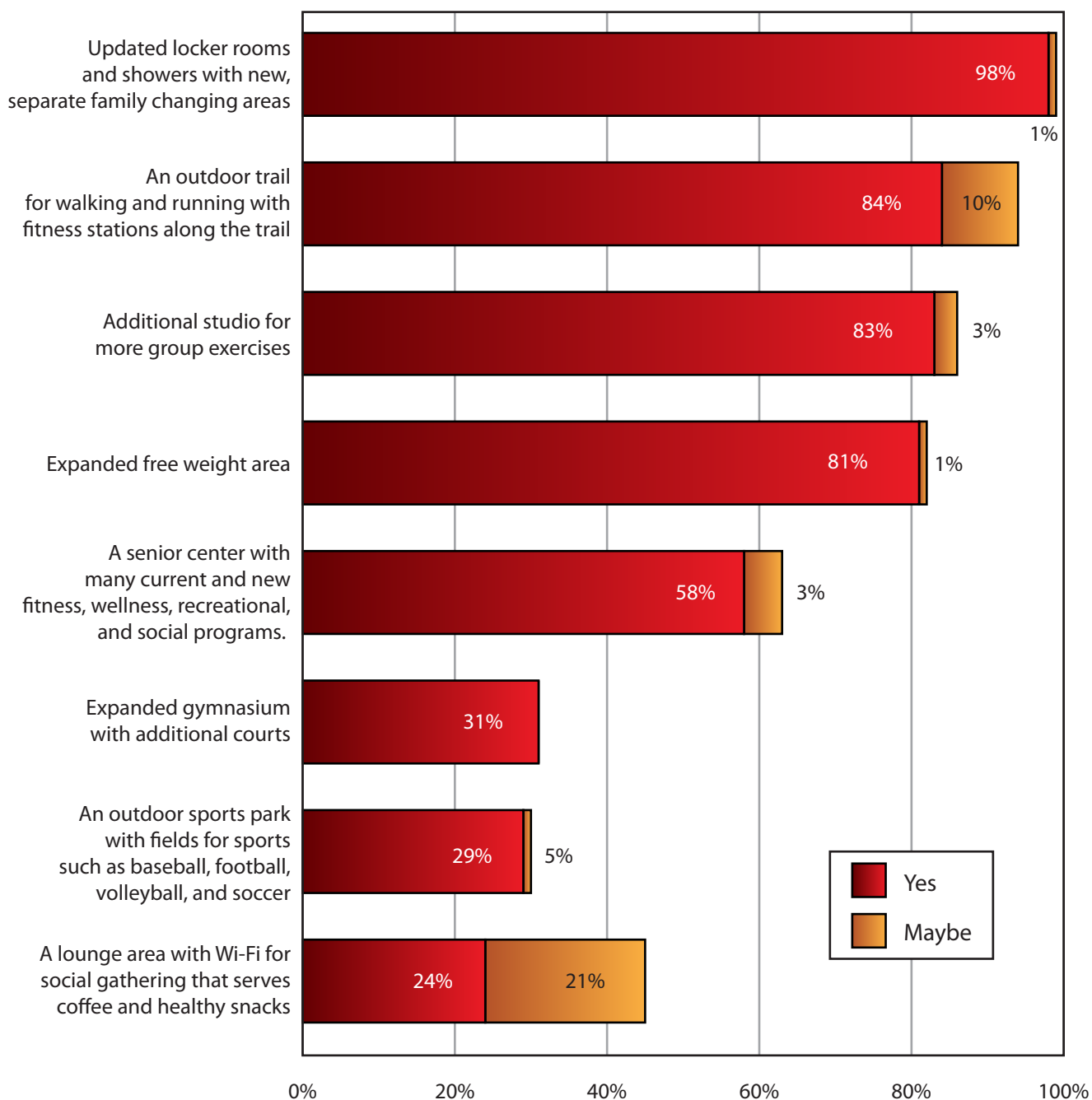


Figure 8.05 Level of Interest in New Programs and Ways to Serve Members Better among Current Members

## Preferred Location for a Senior Center among Current Members

The following graph shows the preferred location for a senior center among current members who answered *yes* or *maybe* to interest in a senior center.

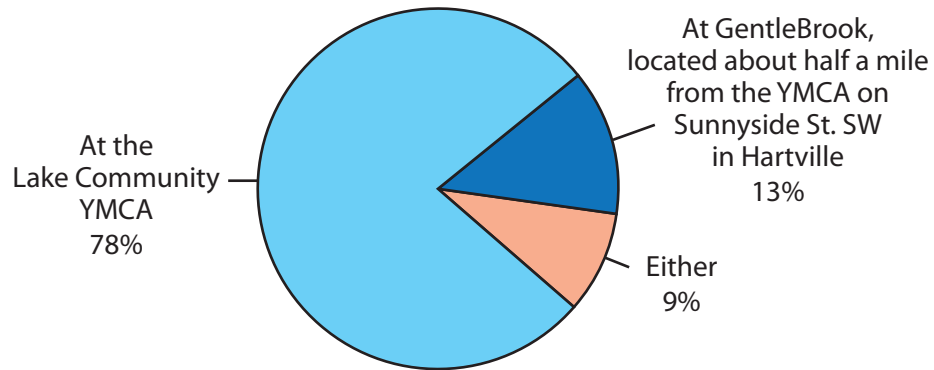


Figure 8.06 Preferred Location for a Senior Center among Current Members

## **Chapter Nine**

### **Retention Strategies**





## Statements about Cost and Value of YMCA Membership

**Current members** were asked three statements listed below about the cost and value of the Y membership. Members were asked to what extent do you agree or disagree with each statement, using a scale of 0 to 4, where 0 means *strongly disagree* and 4 means *strongly agree*. The table below details the responses to each statement from **current members**.

Statements about membership pricing	0	1	2	3	4	99
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Not Sure/DK
I can afford the membership	—	—	10%	53%	37%	—
It has good value compared to similar providers	—	—	2%	65%	33%	—
It has good value in terms of what it offers	—	—	—	37%	63%	—
It provides quality products and services	—	—	—	15%	85%	—

Figure 9.01 Statements about Cost and Value of YMCA Membership

## Importance of Aspects of Services to Overall Satisfaction among Current Members

Not all aspects of services have equal importance when it comes to current members' overall satisfaction. To identify the aspects of service that have the greatest impact on members' overall satisfaction, we conducted a Pearson correlation analysis. This statistical analysis establishes the strength of association between two variables—in this case, how each aspect of service contributes to members' overall satisfaction with their memberships.

The value of a correlation score ranges from -1.0 to +1.0. The higher the score, the stronger the association. A positive score indicates that the values of the two variables are moving in the same direction. In other words, as one goes up, so does the other. A negative score indicates that the values of the two variables are moving in opposite directions; as one goes up, the other goes down. A score of 0 means no relationship exists between the two variables.

Knowing current members' level of satisfaction with each service and the importance of each service to their overall satisfaction with membership by its correlation score enables us to construct an importance/performance diagram. Using the median of the correlation scores and the median of the percentage of those very satisfied with each aspect of service, we divide the services into quadrants, each of which requires different strategies, as illustrated in the following diagram. The following tables list performance and importance score of all aspects tested for each of the ten branches. All aspects are color-coded according to the importance and performance diagram, indicating key areas each YMCA needs to focus on for higher retention.

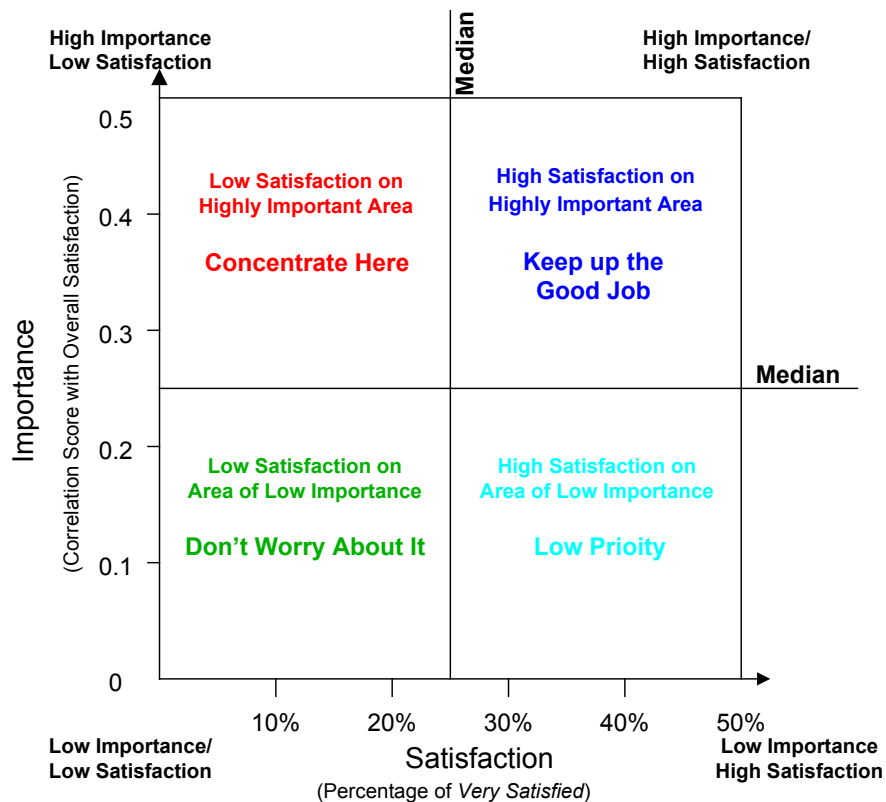


Figure 9.02 Retention Matrix

## Satisfaction with Specific Aspects of Services and Facilities among Current Members

The following table shows current members' level of satisfaction with specific aspects of membership services. Current members were asked to rate their satisfaction with each service on a scale of 0 to 10, in which 0 means *not satisfied at all* and 10 means *very satisfied*.

Aspects of services	Not Satisfied at All	Not Satisfied	OK	Satisfied	Very Satisfied
<b>Front desk and lobby area</b>					
A sense of feeling welcome	—	—	—	7%	93%
Staff is friendly and engaging	—	—	—	19%	81%
Staff can answer questions about schedules, programs, and classes	—	—	1%	39%	60%
Adequate parking	—	1%	2%	30%	67%
Overall cleanliness of the facility	—	—	2%	22%	76%
<b>Facility/program</b>					
Enough cardio machines/equipment	—	—	—	74%	26%
Cardio equipment is in good shape	—	—	3%	51%	46%
Enough strength training equipment/free weights	—	—	1%	47%	52%
Strength training equipment is in good shape	—	—	3%	39%	58%
Hours/time of day group classes are offered fit my schedule	—	—	1%	72%	27%
Good variety of group fitness classes	—	—	6%	67%	27%
Adequate space in group exercise room	—	3%	26%	51%	20%
Available outdoor sports fields	—	—	—	67%	33%
Available court space in the indoor gym	—	—	4%	96%	—
Indoor pool	—	—	—	71%	29%
Size of the locker rooms	—	—	2%	72%	26%
Condition of the locker rooms	—	1%	5%	62%	32%
Child Watch	—	—	—	5%	95%

Figure 9.03 Current Members' Satisfaction with Specific Aspects of Services and Facilities

## Retention Matrix for YMCA Members

The following retention matrix table is for **all current members**.

Service Items	Performance Score <sup>1</sup>	Importance Score <sup>2</sup>
A sense of feeling welcome	93%	0.92
Staff is friendly and engaging	81%	0.92
Staff can answer questions about schedules, programs, and classes	60%	0.90
Adequate parking	67%	0.77
Overall cleanliness of the facility	76%	0.74
Strength training equipment or free weights are available	52%	0.55
Cardio machines are available for use	26%	0.55
The condition of the cardio equipment	46%	0.50
The condition of the strength training equipment or free weights	58%	0.49
Size of locker rooms and shower facility	26%	0.47
Hours of group exercise classes	27%	0.47
Condition of locker rooms and shower facility	32%	0.46
Variety of group exercise classes	27%	0.39
Size of the group exercise room	20%	0.38
Available court space in the gym	33%	0.13
Indoor pool	29%	0.11
Child watch	95%	0.07
Available outdoor sports fields	33%	0.01
<b>Median</b>	<b>40%</b>	<b>0.48</b>

1. Performance score is determined by the percentage of very satisfied responses.
2. Importance score is measured by correlation between the overall interest in continuing their membership and the level of satisfaction with the specified service aspect.

Red = Need immediate improvement; Blue = Keep up the good job;  
Green = Potential problem area; Teal = No action required at this time

\*All correlations are significant at the 0.01 level.

Figure 9.04 Importance of Aspects of Services to Current Members' Overall Satisfaction

## Retention Matrix Without Staff-related Items

Service Items	Performance Score <sup>1</sup>	Importance Score <sup>2</sup>
Adequate parking	67%	0.77
Strength training equipment or free weights are available	52%	0.55
Cardio machines are available for use	26%	0.55
The condition of the cardio equipment	46%	0.50
The condition of the strength training equipment or free weights	58%	0.49
Size of locker rooms and shower facility	26%	0.47
Hours of group exercise classes	27%	0.47
Condition of locker rooms and shower facility	32%	0.46
Variety of group exercise classes	27%	0.39
Size of the group exercise room	20%	0.38
Available court space in the gym	33%	0.13
Indoor pool	29%	0.11
Child watch	95%	0.07
Available outdoor sports fields	33%	0.01
<b>Median</b>	<b>32%</b>	<b>0.46</b>

1. Performance score is determined by the percentage of very satisfied responses.
2. Importance score is measured by correlation between the overall interest in continuing their membership and the level of satisfaction with the specified service aspect.

Red = Need immediate improvement; Blue = Keep up the good job;  
 Green = Potential problem area; Teal = No action required at this time

\*All correlations are significant at the 0.01 level.

Figure 9.05 Retention Matrix Without Staff-related Items

## Profile of At-Risk Current Members: Children under 18 in the Home

The following graph shows whether or not at-risk current members have children under 18 in their home\*, comparing those who are likely to continue with those who are likely to quit.

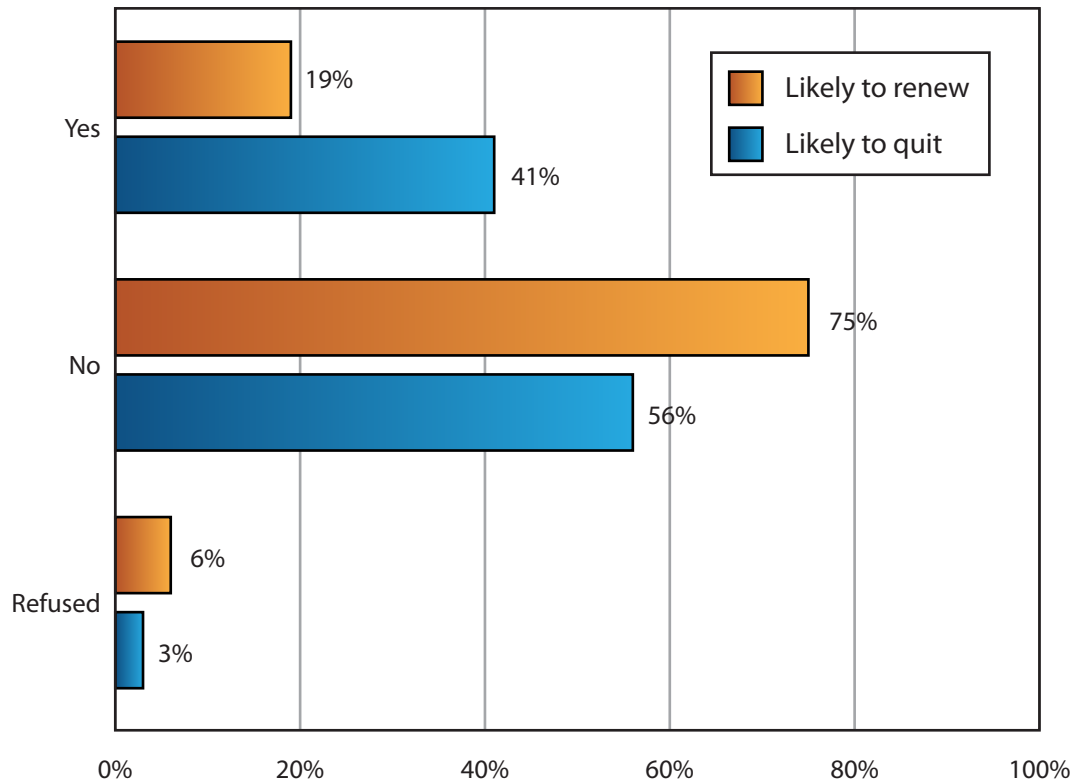


Figure 9.06 Profile of At-Risk Current Members: Children under 18 in the Home

## Profile of At-Risk Current Members: Members with a Regional Family Membership

The following graph shows the types of memberships among at-risk current members, comparing those who are likely to continue with those who are likely to quit.

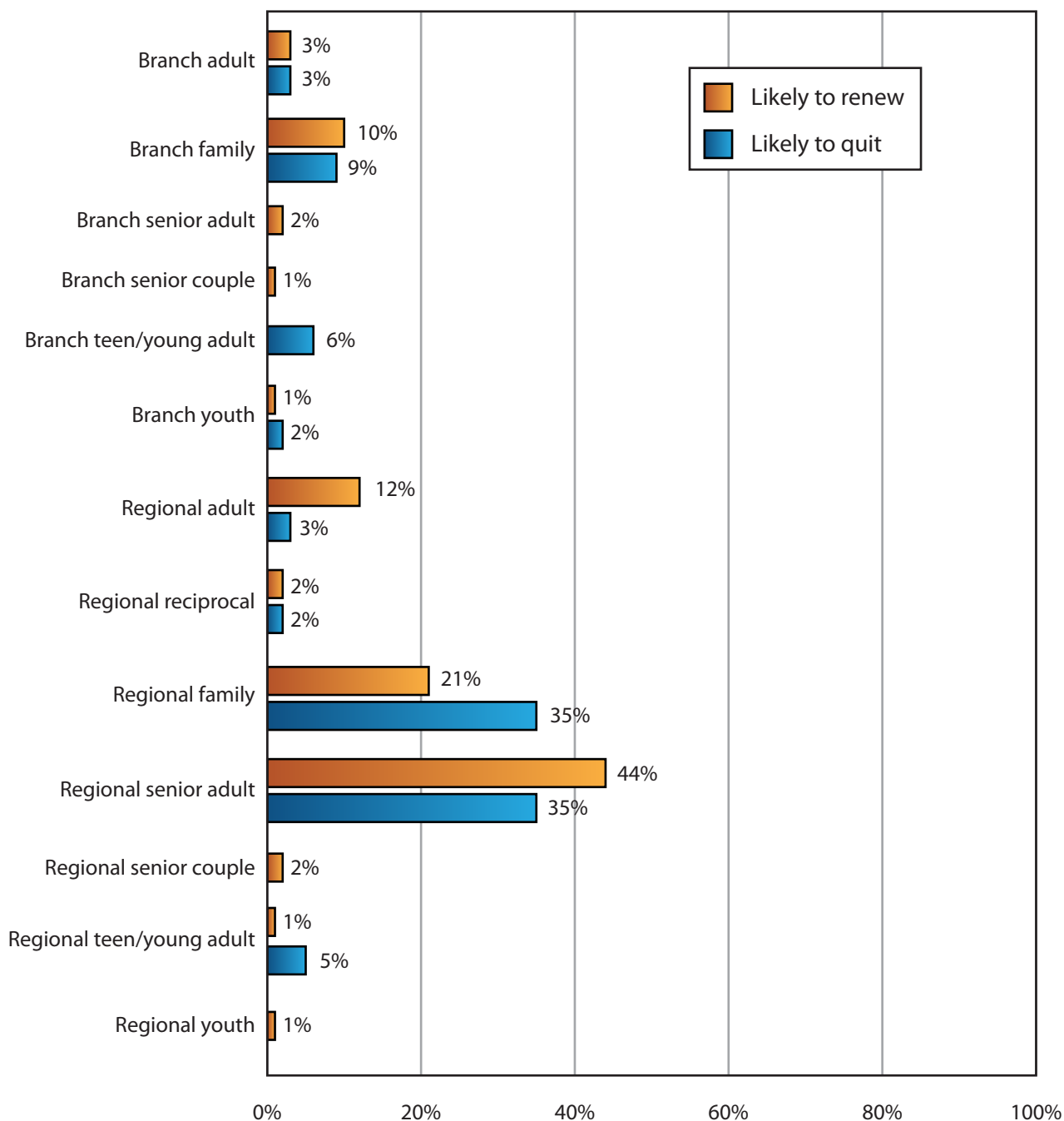
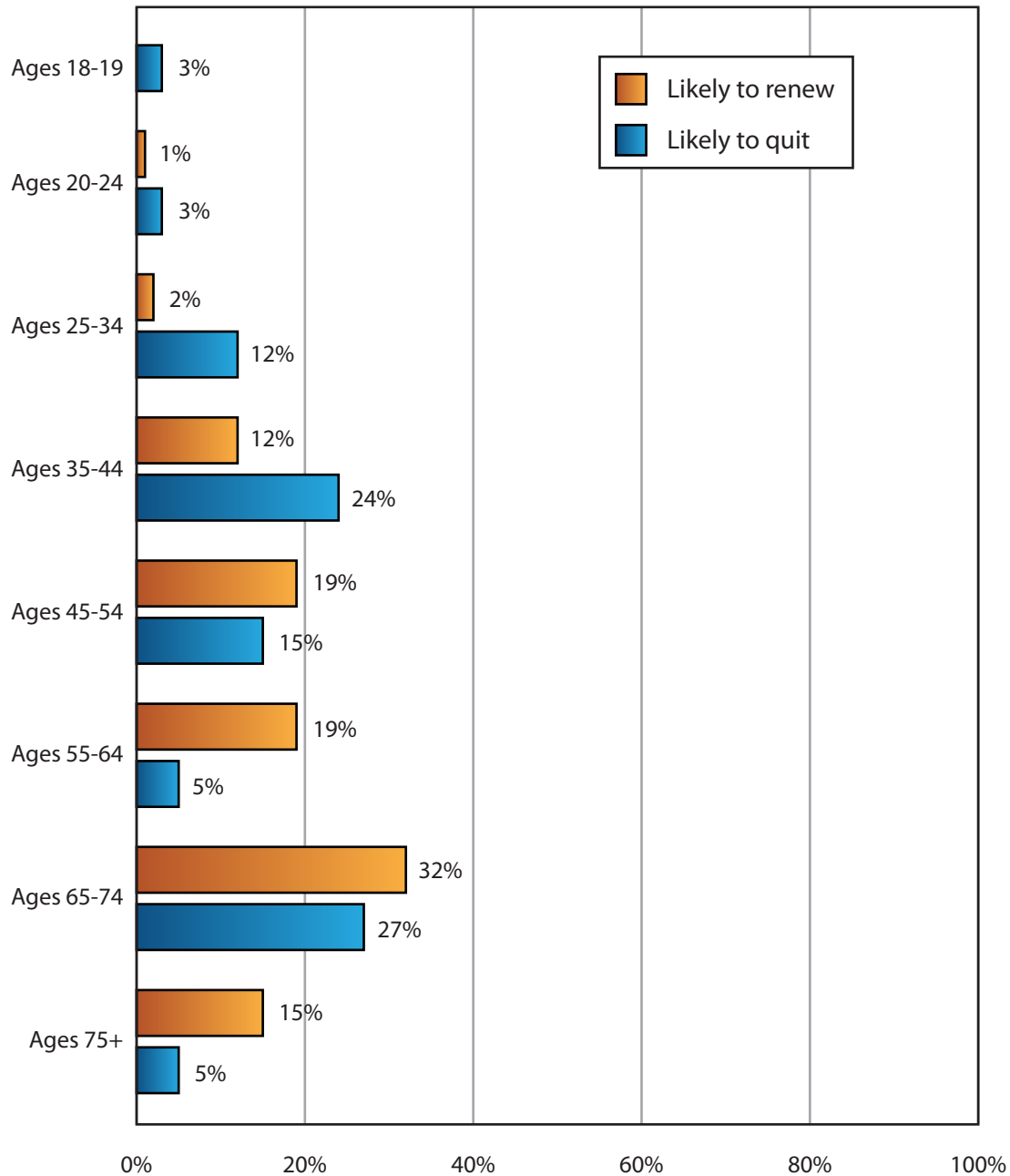


Figure 9.07 Profile of At-Risk Current Members: Members with a Regional Family Membership

## Profile of At-Risk Current Members: Ages 25–44

The following graph shows the ages of at-risk current members, comparing those who are likely to continue with those who are likely to quit.



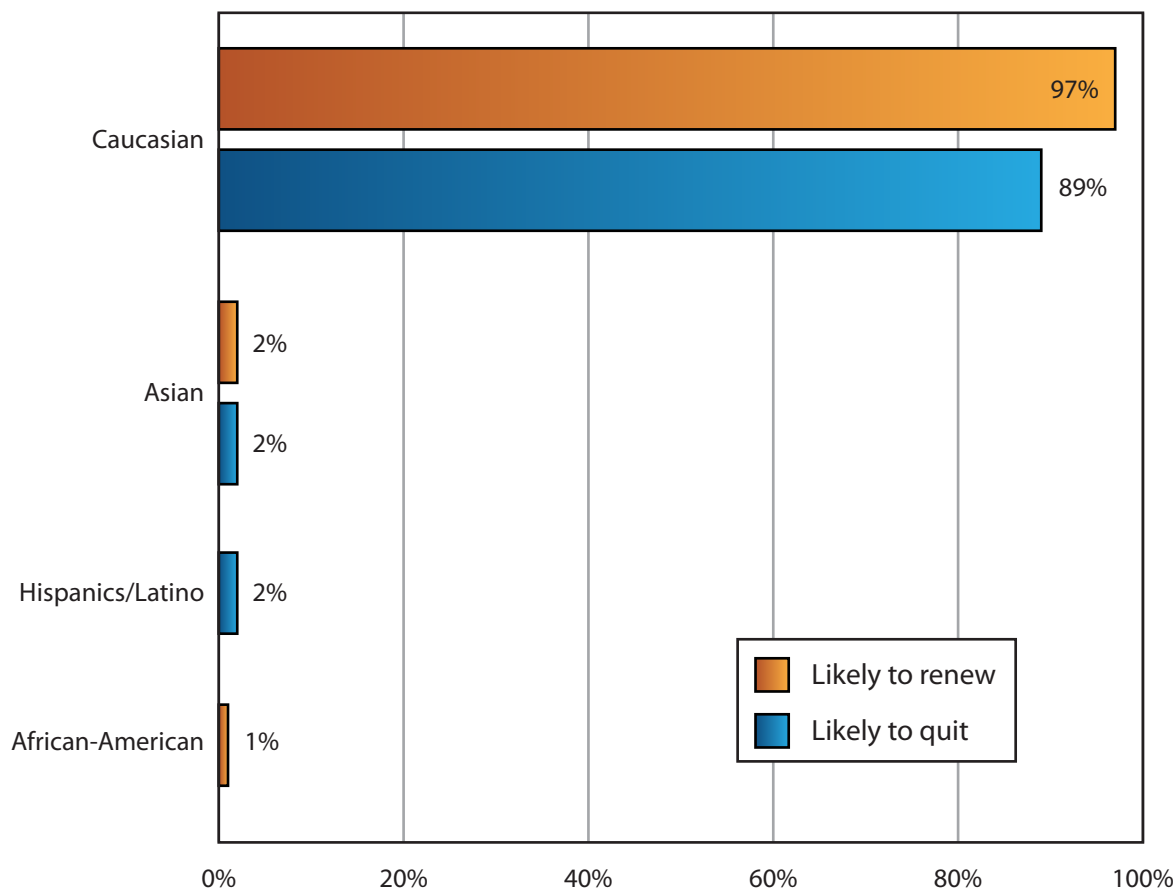
\* 6% of those likely to quit declined to answer.

Figure 9.08 Profile of At-Risk Current Members: Ages 25–44



## Profile of At-Risk Current Members: Ethnicity

The following chart shows the ethnicity of at-risk current members, comparing those who are likely to continue with those who are likely to quit.

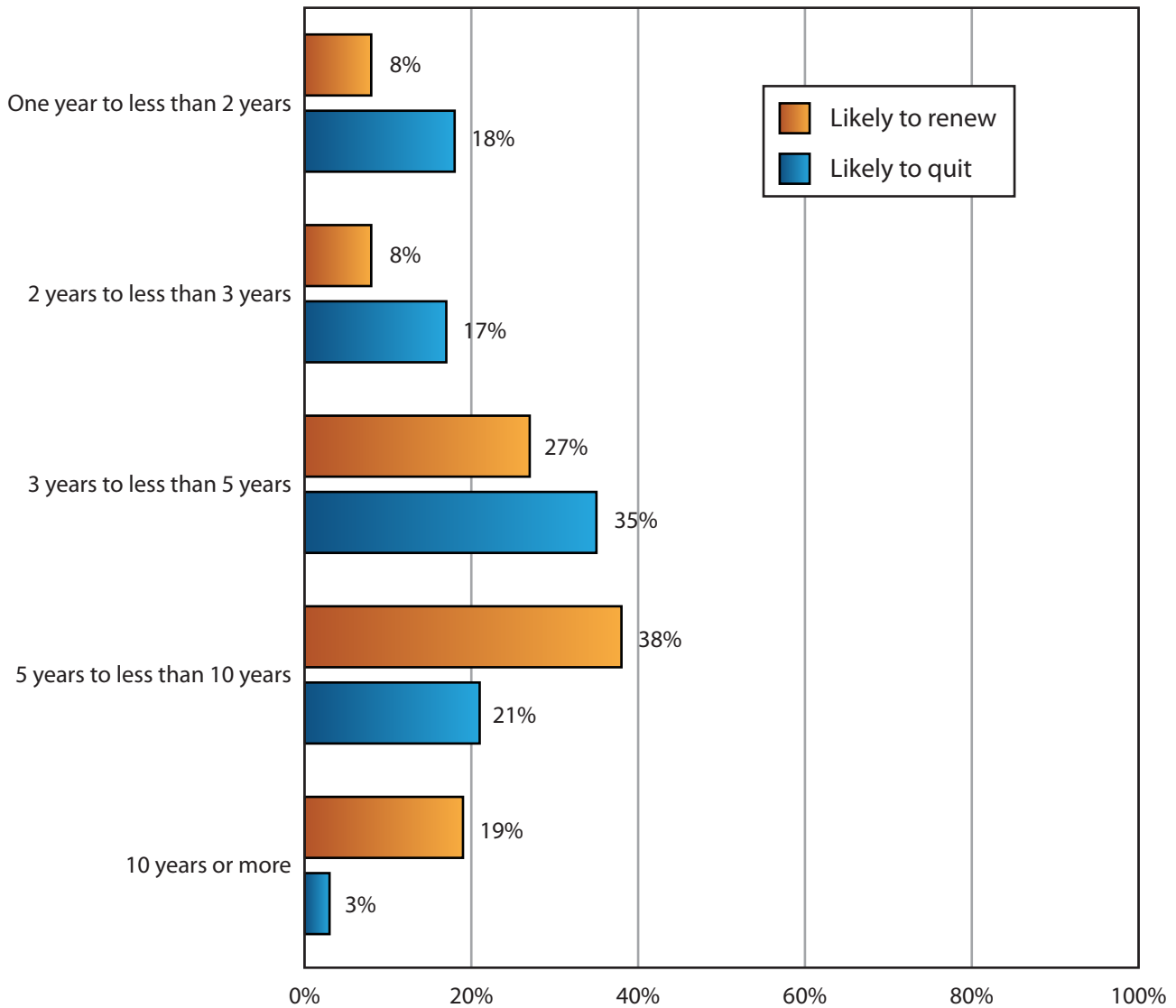


\* 7% of those likely to quit declined to answer.

Figure 9.09 Profile of At-Risk Current Members: Ethnicity

## Profile of At-Risk Current Members: Members Who Have Been with the Y Between One to Three Years

The following graph shows how long at-risk current members have been a YMCA member, comparing those who are likely to continue with those who are likely to quit.

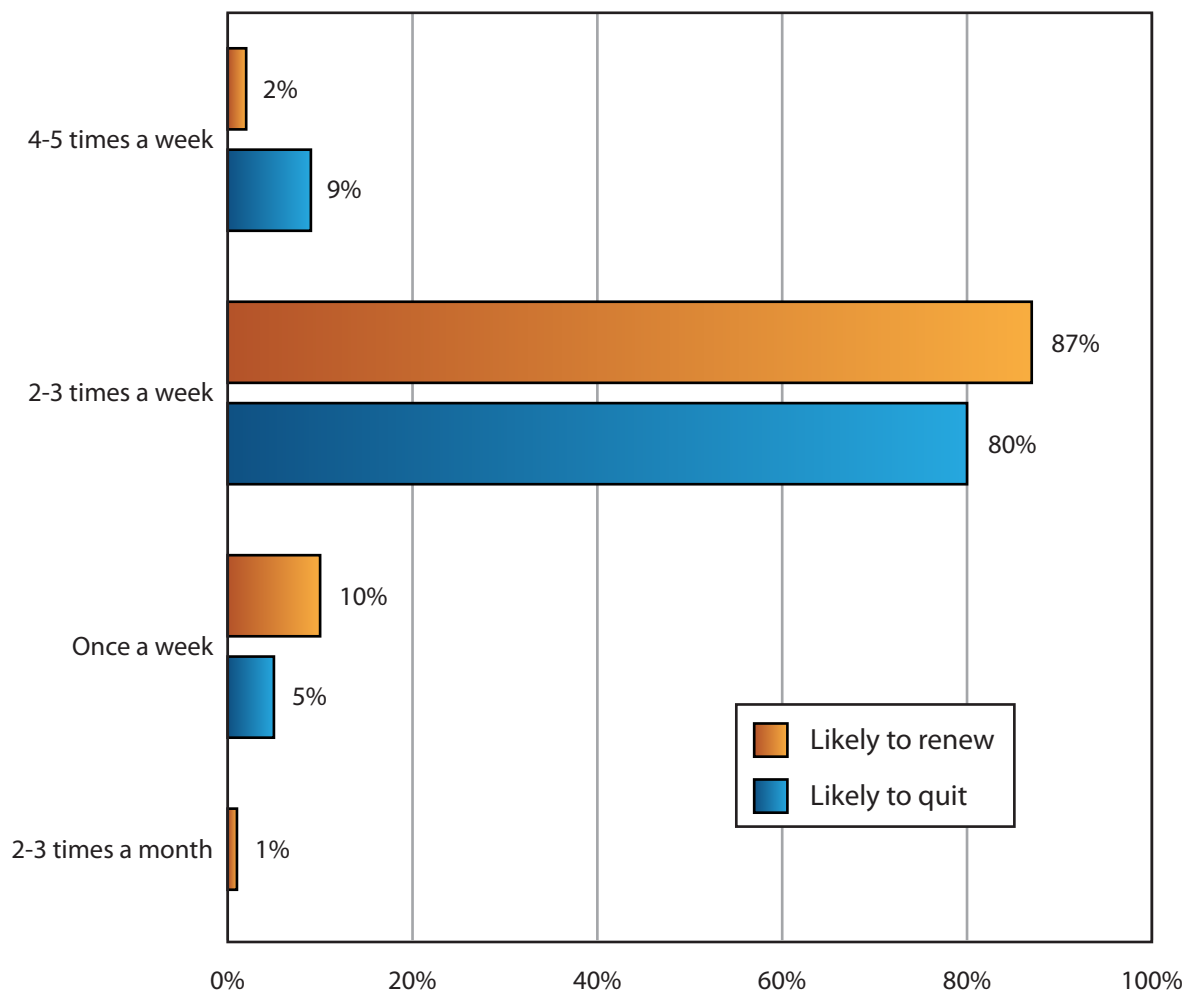


\* 6% of those likely to quit responded *don't know*.

Figure 9.10 Profile of At-Risk Current Members: Members Who Have Been with the Y Between One to Three Years

## Profile of At-Risk Current Members: Frequency of Usage

The following graph shows how often at-risk current members use the YMCA, comparing those who are likely to continue with those who are likely to quit.



\* 6% of those likely to quit responded *don't know*.

Figure 9.11 Profile of At-Risk Current Members: Frequency of Usage

## Profile of At-Risk Current Members: Members Who Use Strength Training/Free Weights or Child Watch Services

The following graph shows how often at-risk current members use various features, comparing those who are likely to continue with those who are likely to quit.

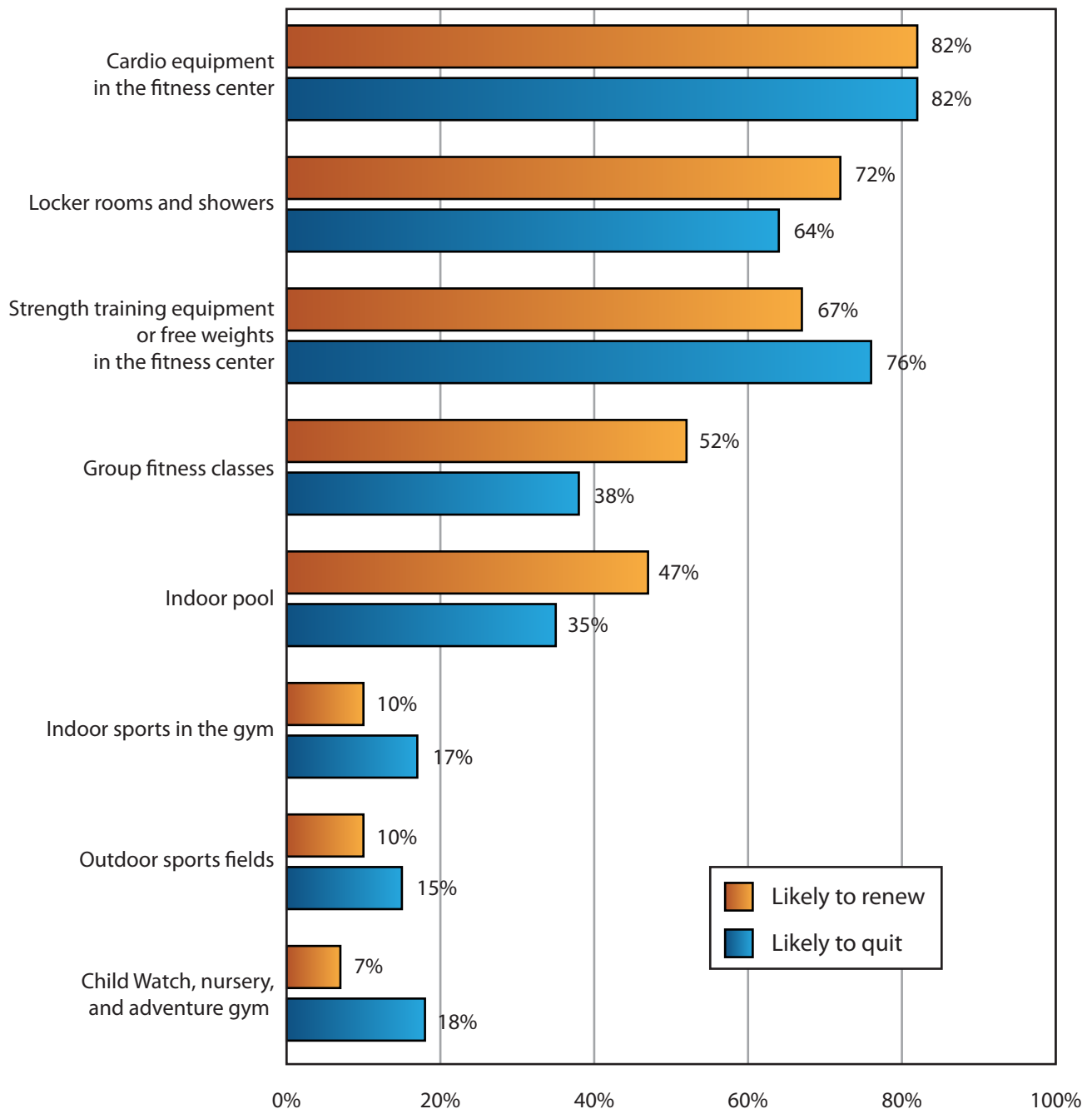


Figure 9.12 Profile of At-Risk Current Members: Members who Use Strength Training/  
Free Weights or Child Watch Services

## Profile of At-Risk Current Members: Health Statements

The following graph shows the responses to the three statements given, in terms of making everyday choices to be healthy and live well, indicating the presence of “health seekers”. The graph compares those who are likely to continue with those who are likely to quit.

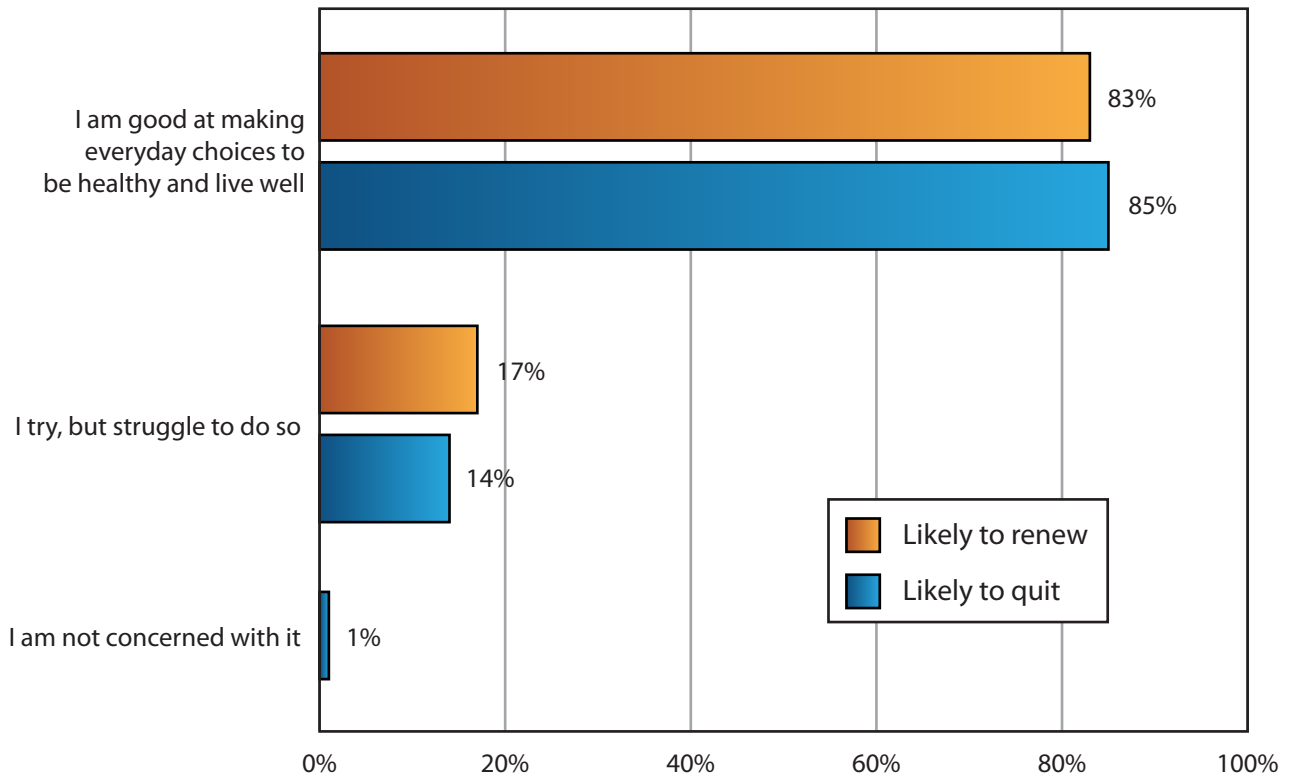


Figure 9.13 Profile of At-Risk Current Members: Health Statements



## **Chapter Ten**

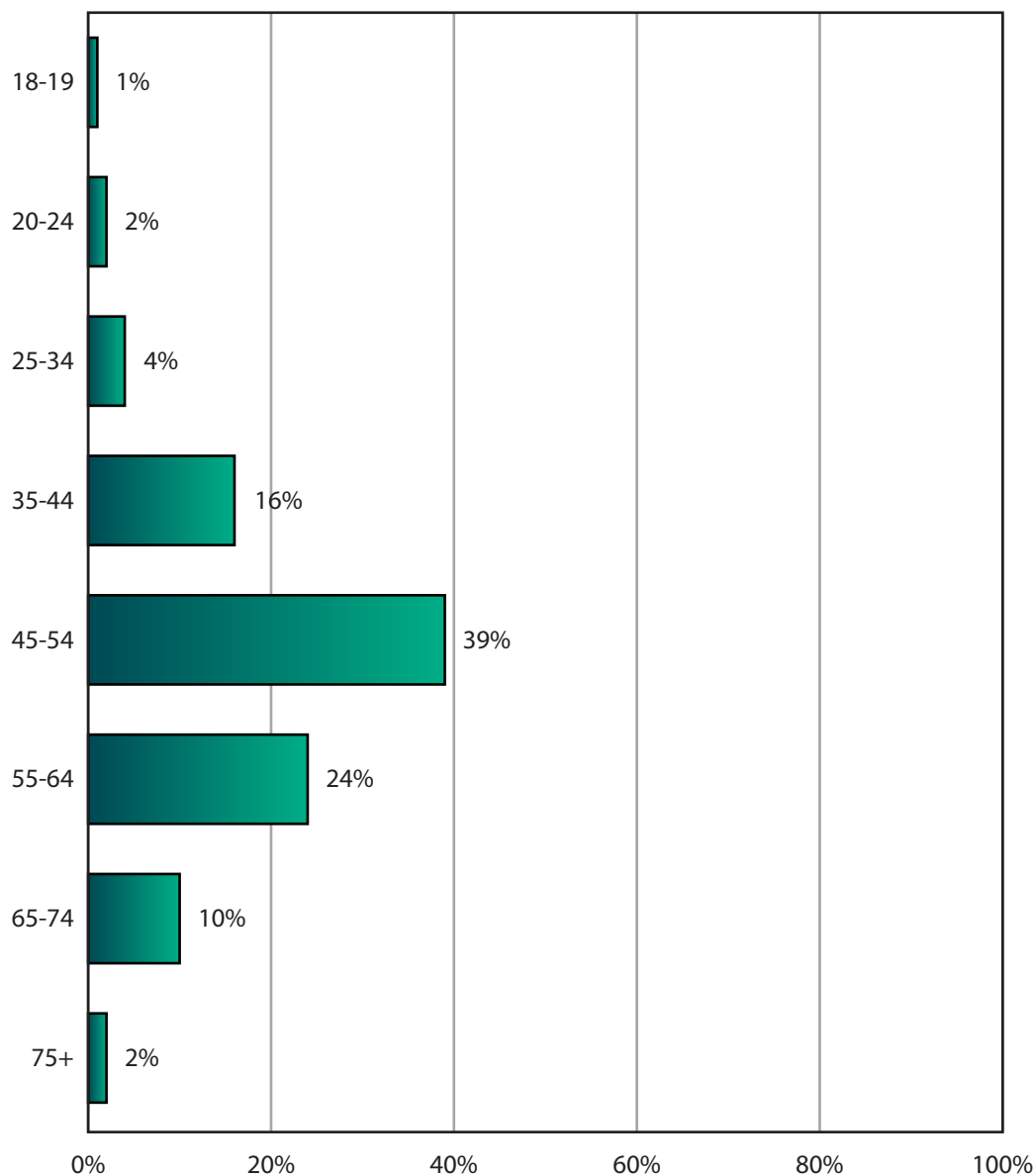
### **Findings among Lake Township Residents**





## Age of Lake Township Residents

The following chart shows the ages of Lake Township residents

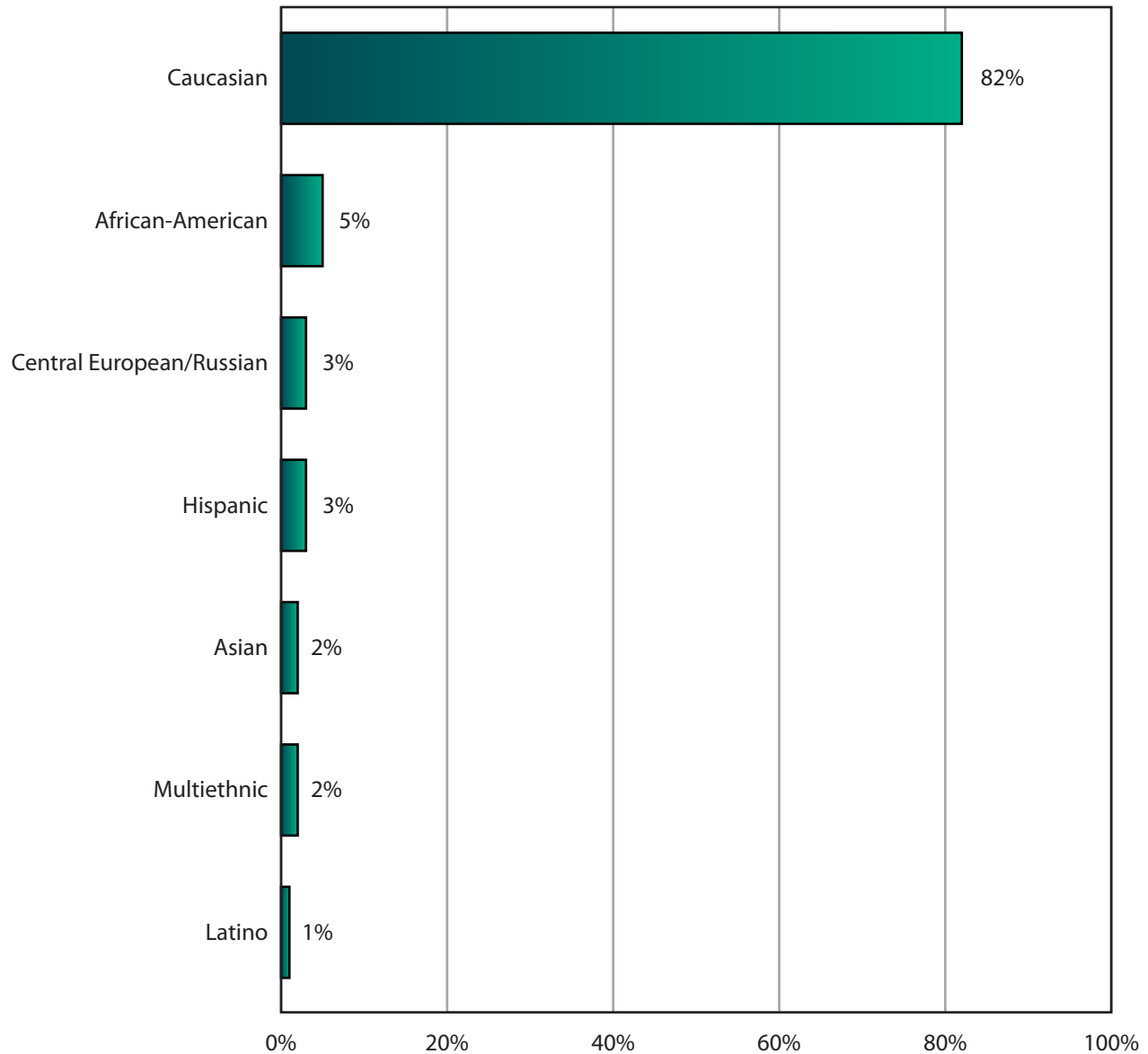


\* 2% of respondents declined to answer.

Figure 10.01 Age of Lake Township Residents

## Ethnicity of Lake Township Residents

The following chart shows the ethnicity of Lake Township residents

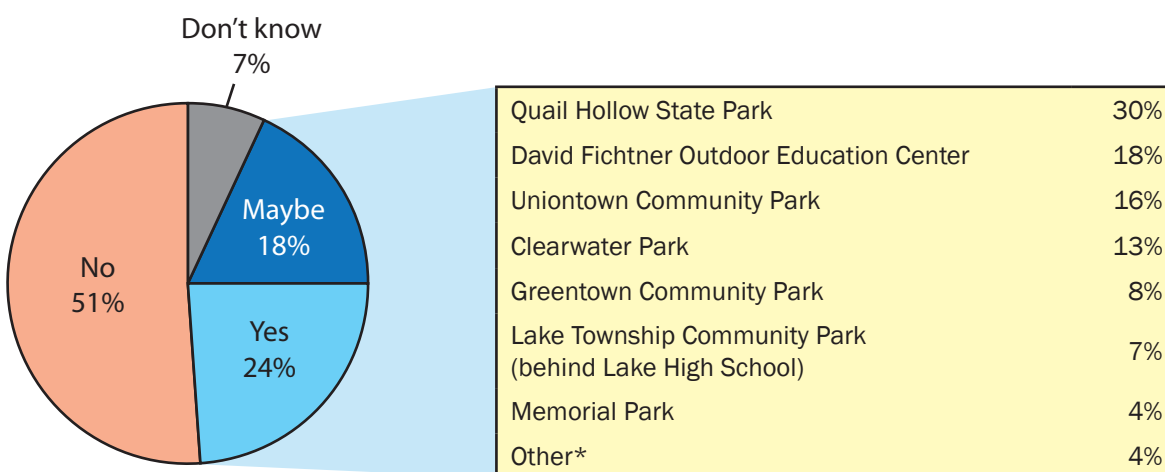


\* 2% of respondents declined to answer.

Figure 10.02 Ethnicity of Lake Township Residents

## Use of Lake Township Recreation Facilities among Lake Township Residents

The chart on the left shows the responses among Lake Township residents when asked whether they currently use any Lake Township recreation facilities. The table shows which facilities they said they have used.

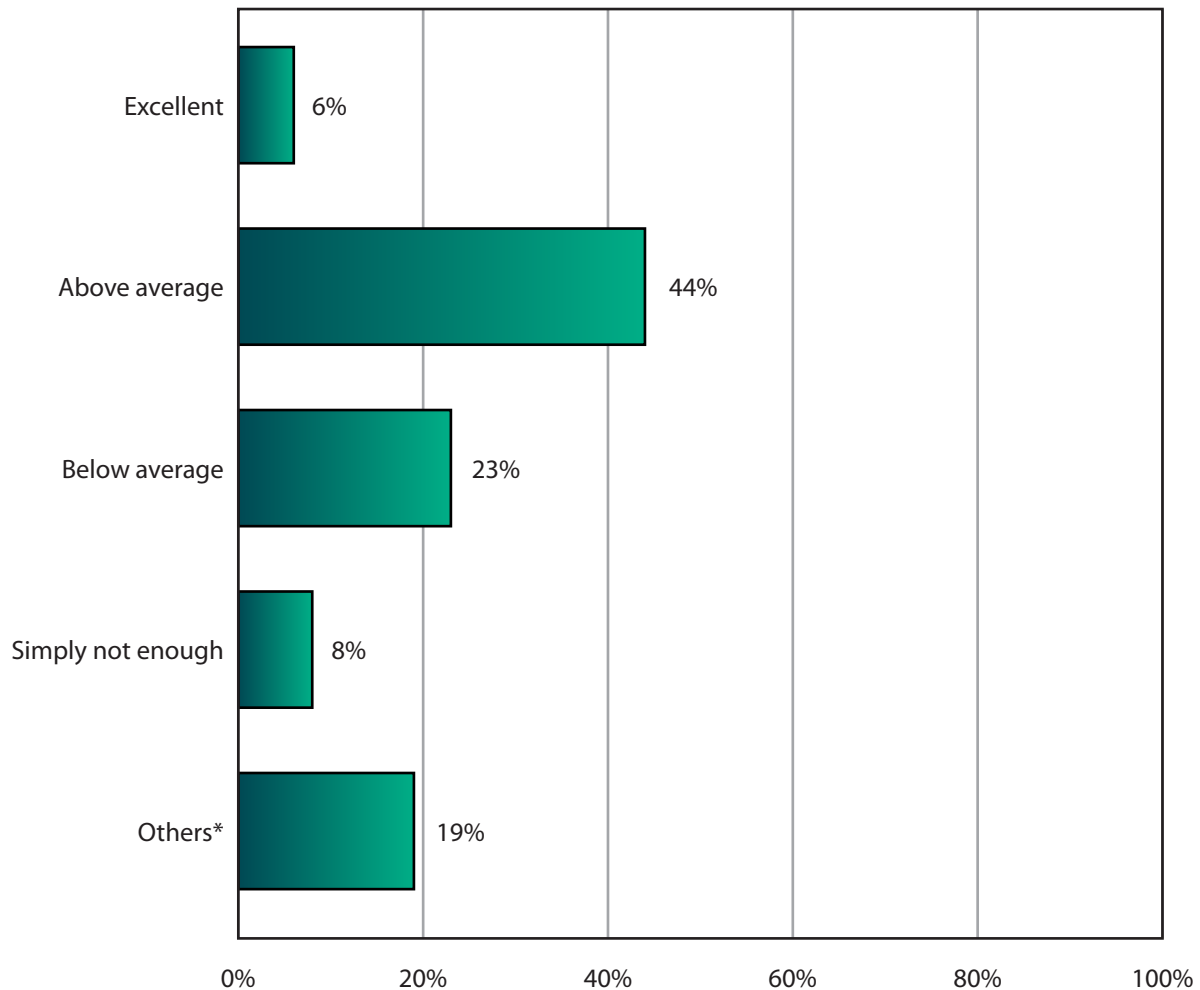


\* Comments included 7 Hills Golf Course, Criag Balm Park, husband knows, wife takes kid to the park but not sure which one, Jellystone, might have been to a few of them, but not sure which, Stark County Park, golf course, we've been to all of them, but don't use any of them regularly, and we've been to all of them at least once, but don't use them exactly.

Figure 10.03 Use of Lake Township Recreation Facilities among Lake Township Residents

## Evaluation of Lake Township Recreation Facilities among Lake Township Residents

The following chart shows the evaluation of Lake Township recreation facilities among Lake Township residents.



\* Comments included *Doesn't really have opinion, Features are fine, Parks are nice, Administration over these areas is the problem, Average, Unsure, Don't know, Isn't sure what facilities, Quail Hollow-above average, Clearwater-below average, They vary, but overall above average, They are ok, and We don't use them.*

Figure 10.04 Evaluation of Lake Township Recreation Facilities among Lake Township Residents

## Level of Interest in Additional Recreation Facilities among Lake Township Residents

The following chart shows the level of interest in additional Lake Township recreation facilities among Lake Township residents.

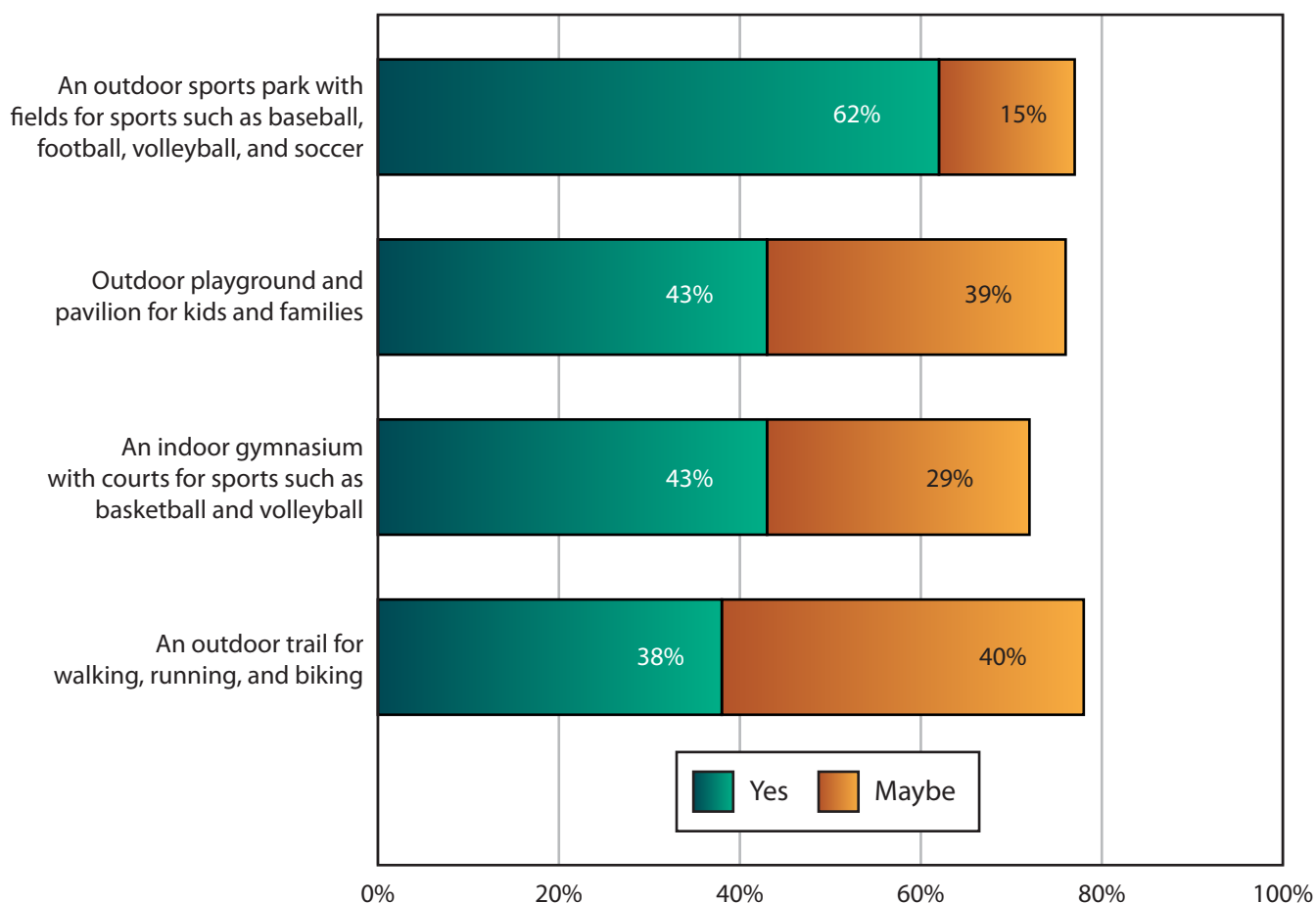


Figure 10.05 Level of Interest in Additional Recreation Facilities among Lake Township Residents

## Registered Voters among Lake Township Residents

The following chart shows the responses of Lake Township residents when asked if they were registered voters.

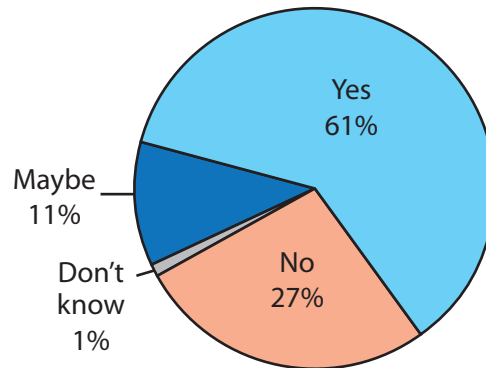


Figure 10.06 Registered Voters among Lake Township Residents

## Registered Voters Who Vote among Lake Township Residents

The following chart shows the responses of those Lake Township residents who answered *yes* or *maybe* that they were registered voters, when asked if they typically voted in local elections.

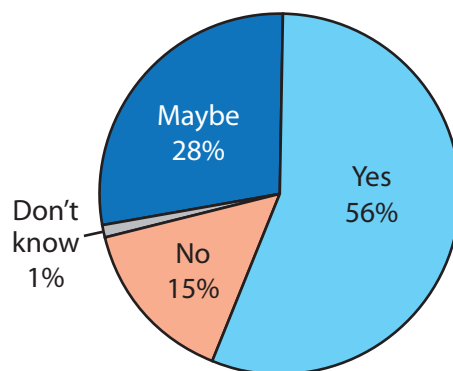


Figure 10.07 Registered Voters Who Vote among Lake Township Residents

## Level of Support among Lake Township Residents for a Bond Referendum to Help Finance Additional Recreation Facilities

The following chart shows the level of support among Lake Township residents for a \$140/year levy for a housing value of \$200,000 to help finance additional Lake Township recreation facilities.

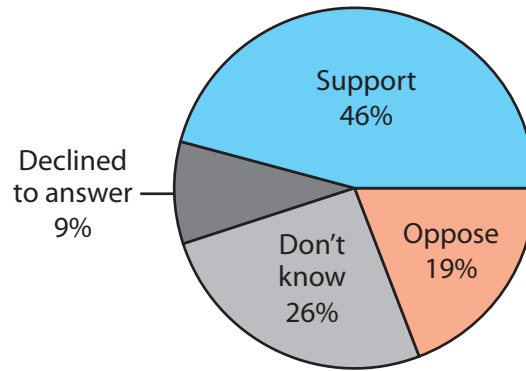


Figure 10.08 Level of Support among Lake Township Residents for a Bond Referendum to Help Finance Additional Recreation Facilities

Those who opposed the initial bond referendum were then asked if they would support a lower \$70/year levy on housing valued at \$200,000. The following chart shows the results.

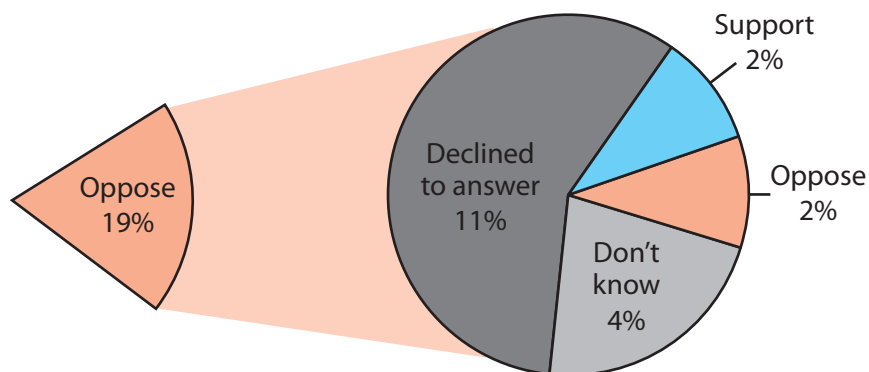


Figure 10.09 Level of Support for a Lower Levy among Those Opposed to the Initial Levy

**NOTE:** The charts on this and the following pages compare the answers of those who support the levy, those who oppose the levy, and those who are undecided, to several of the survey questions.

## Use of Lake Township Recreation Facilities

The following chart shows the responses among Lake Township residents when asked whether they currently use any Lake Township recreation facilities.

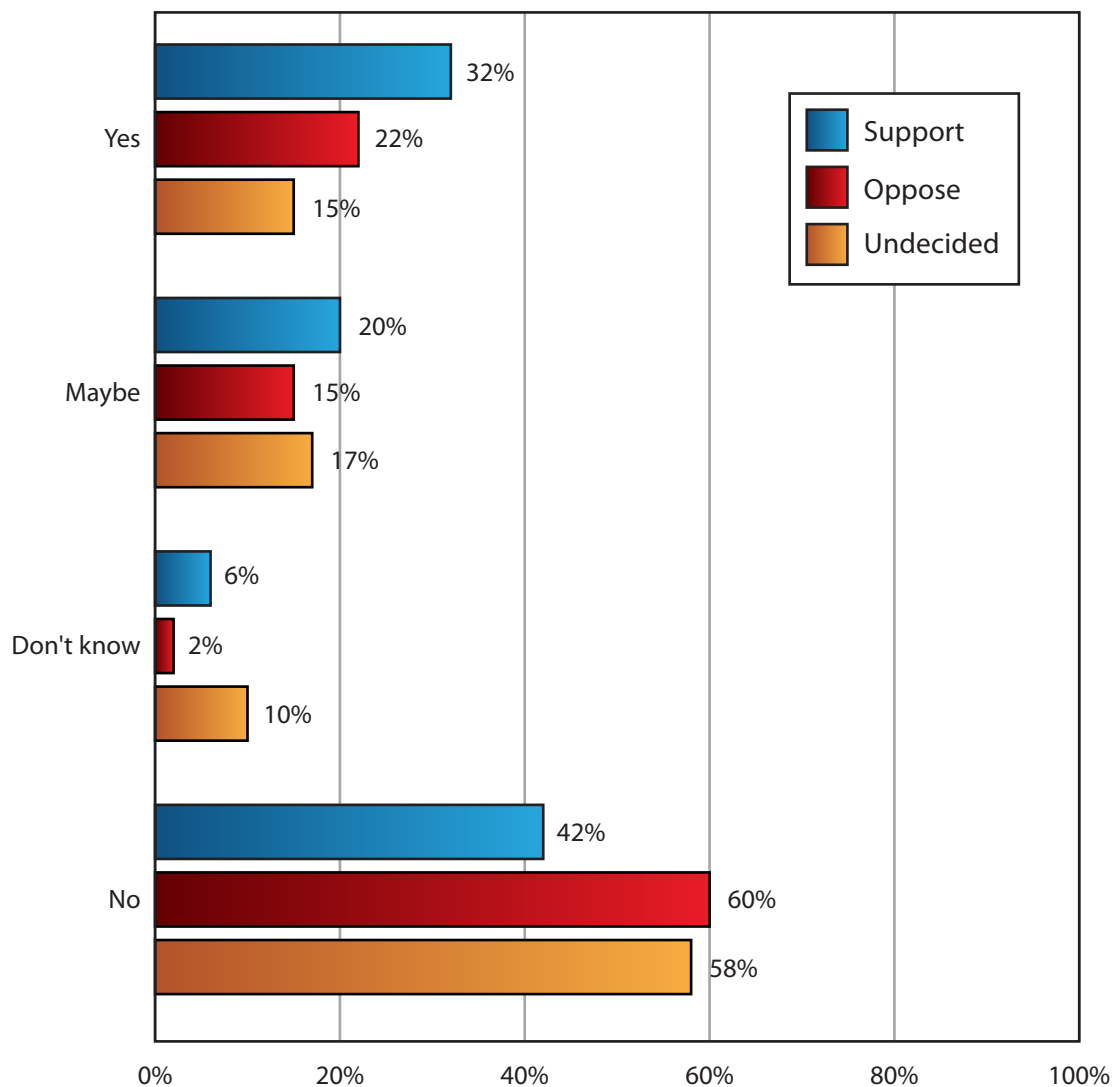


Figure 10.10 Use of Lake Township Recreation Facilities



## Evaluation of Lake Township Recreation Facilities

The following chart shows the evaluation of Lake Township recreation facilities among Lake Township residents.

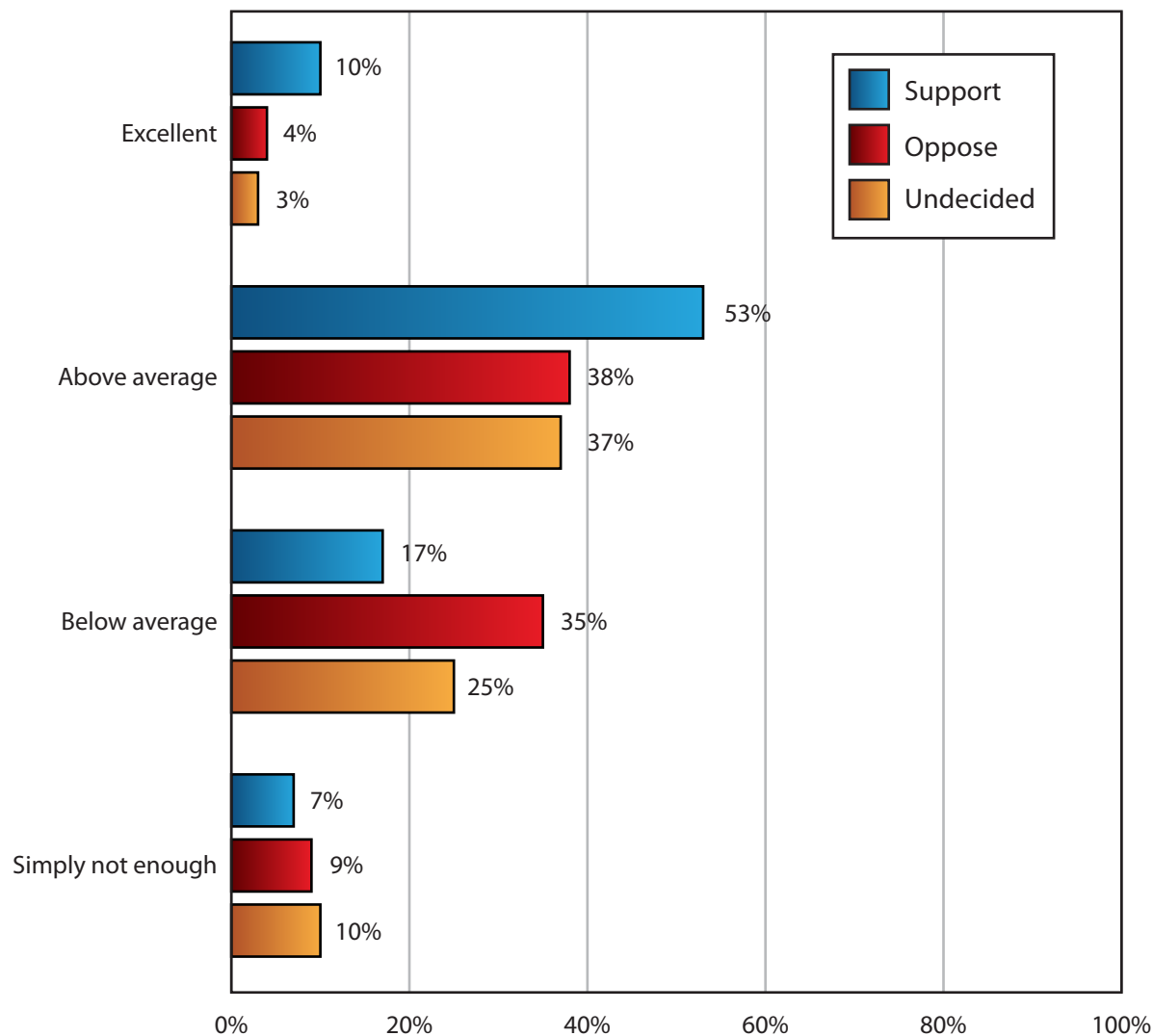


Figure 10.11 Evaluation of Lake Township Recreation Facilities among Lake Township Residents

## Level of Interest in Additional Recreation Facilities

The following chart shows the level of interest in additional Lake Township recreation facilities among Lake Township residents.

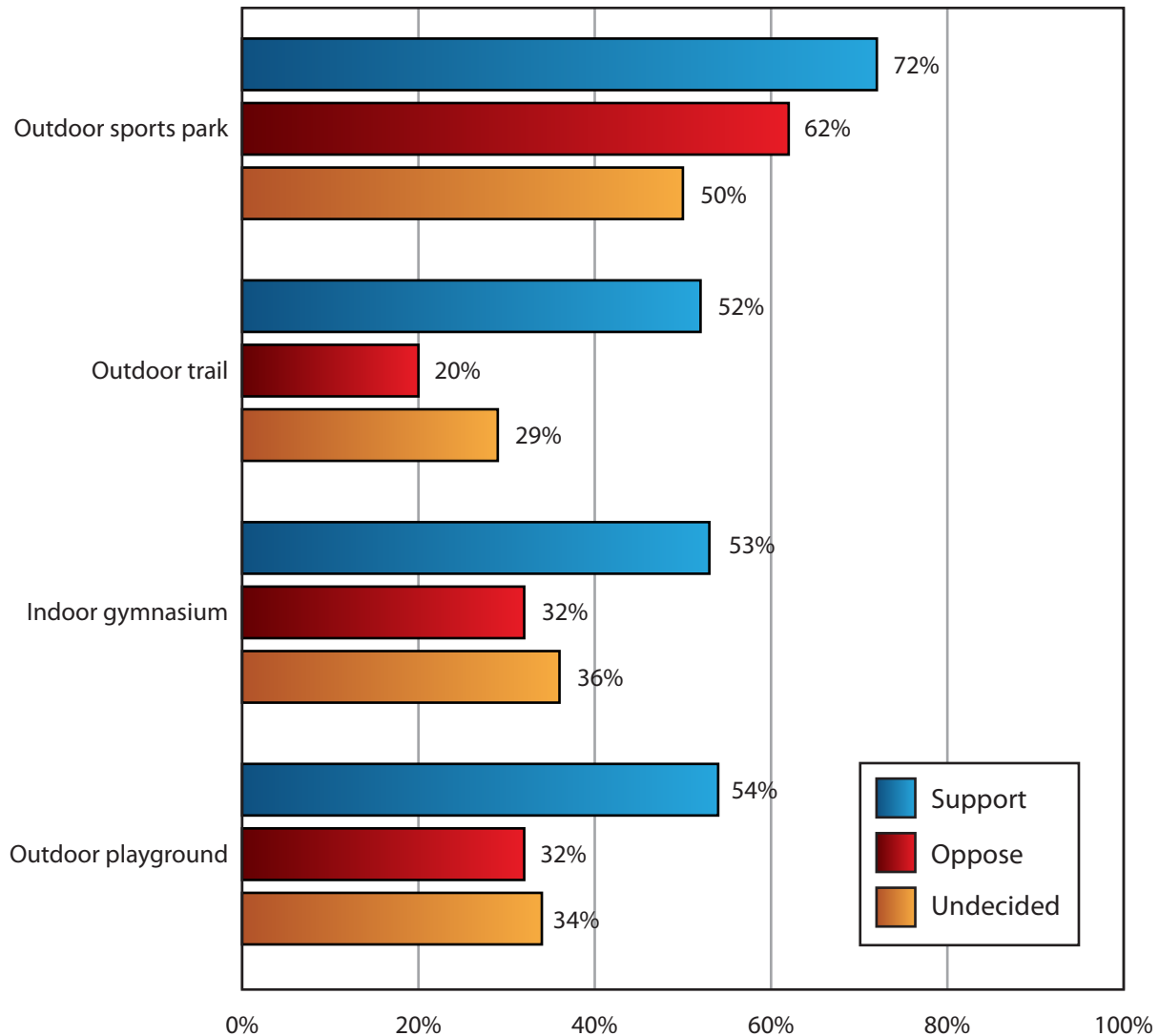


Figure 10.12 Level of Interest in Additional Recreation Facilities

## Registered Voters among Lake Township Residents

The following chart shows the responses of Lake Township residents when asked if they were registered voters.

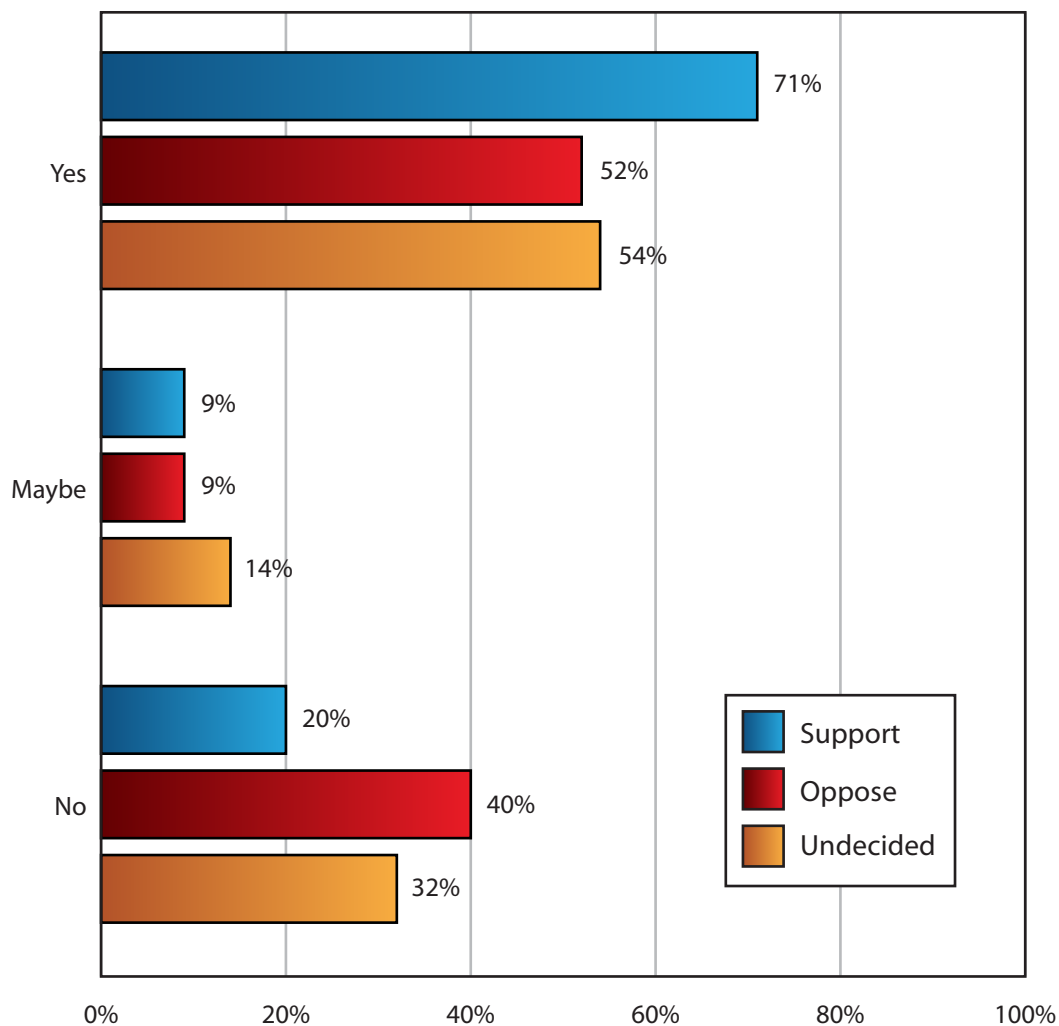


Figure 10.13 Registered Voters among Lake Township Residents

## Registered Voters Who Vote among Lake Township Residents

The following chart shows the responses of those Lake Township registered voters who said they typically voted in local elections.

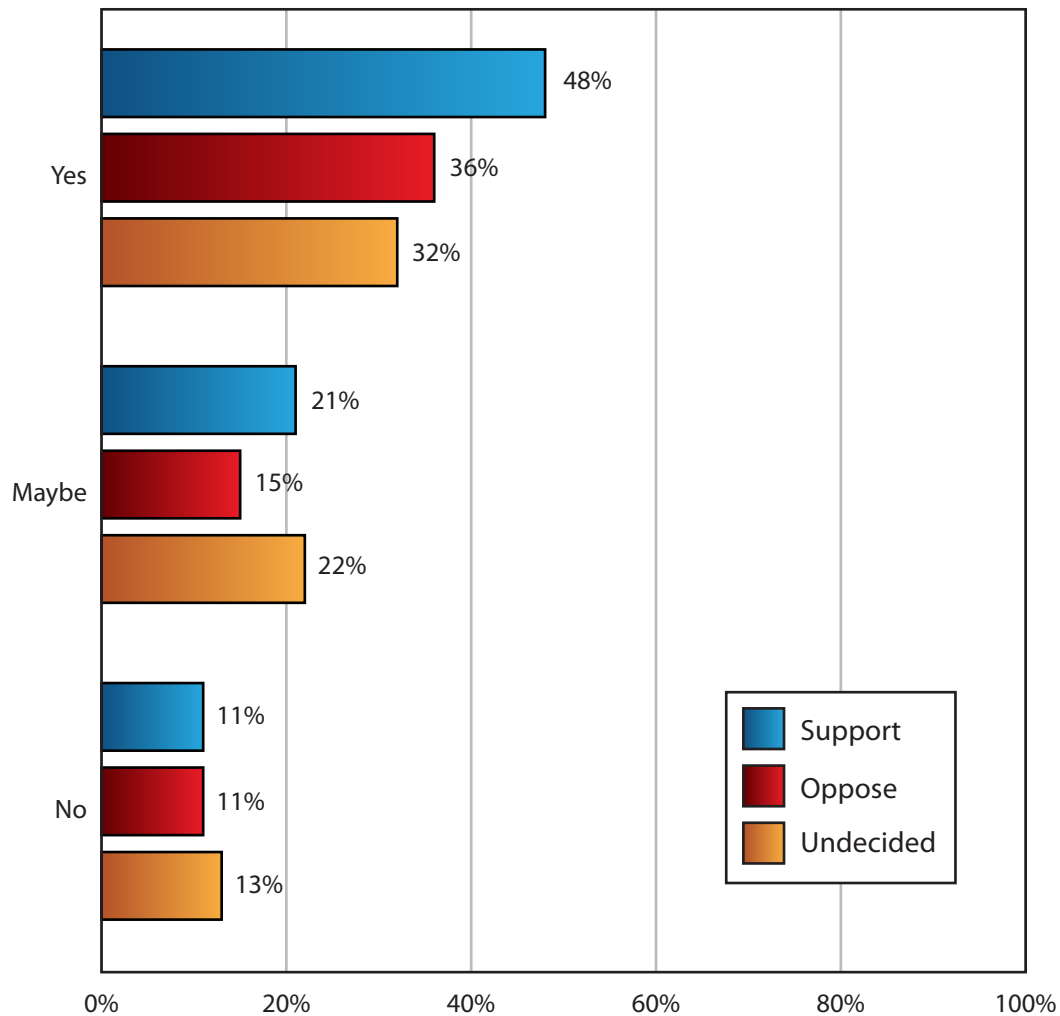
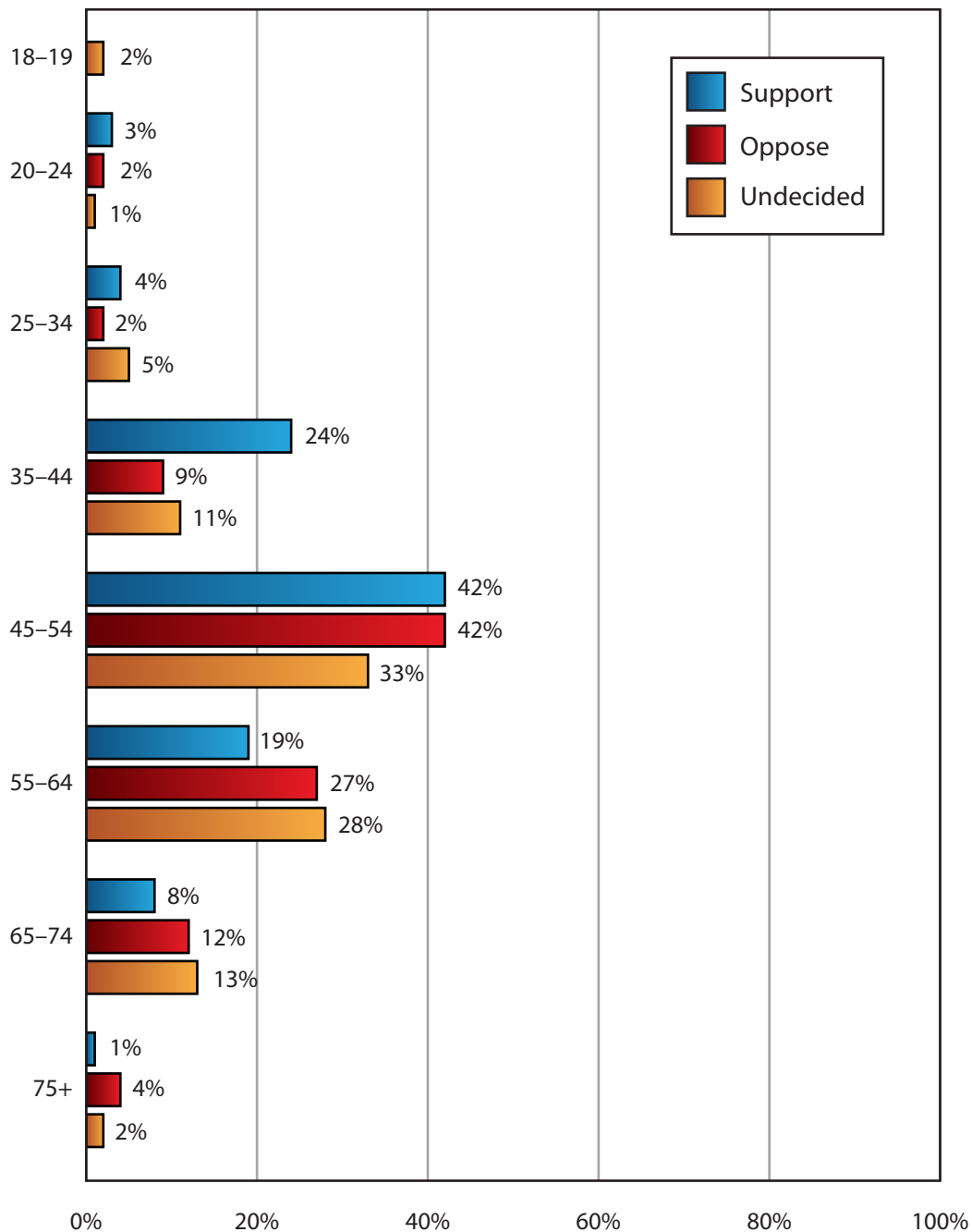


Figure 10.14 Registered Voters Who Vote among Lake Township Residents

## Age of Lake Township Residents

The following chart shows the ages of Lake Township residents.

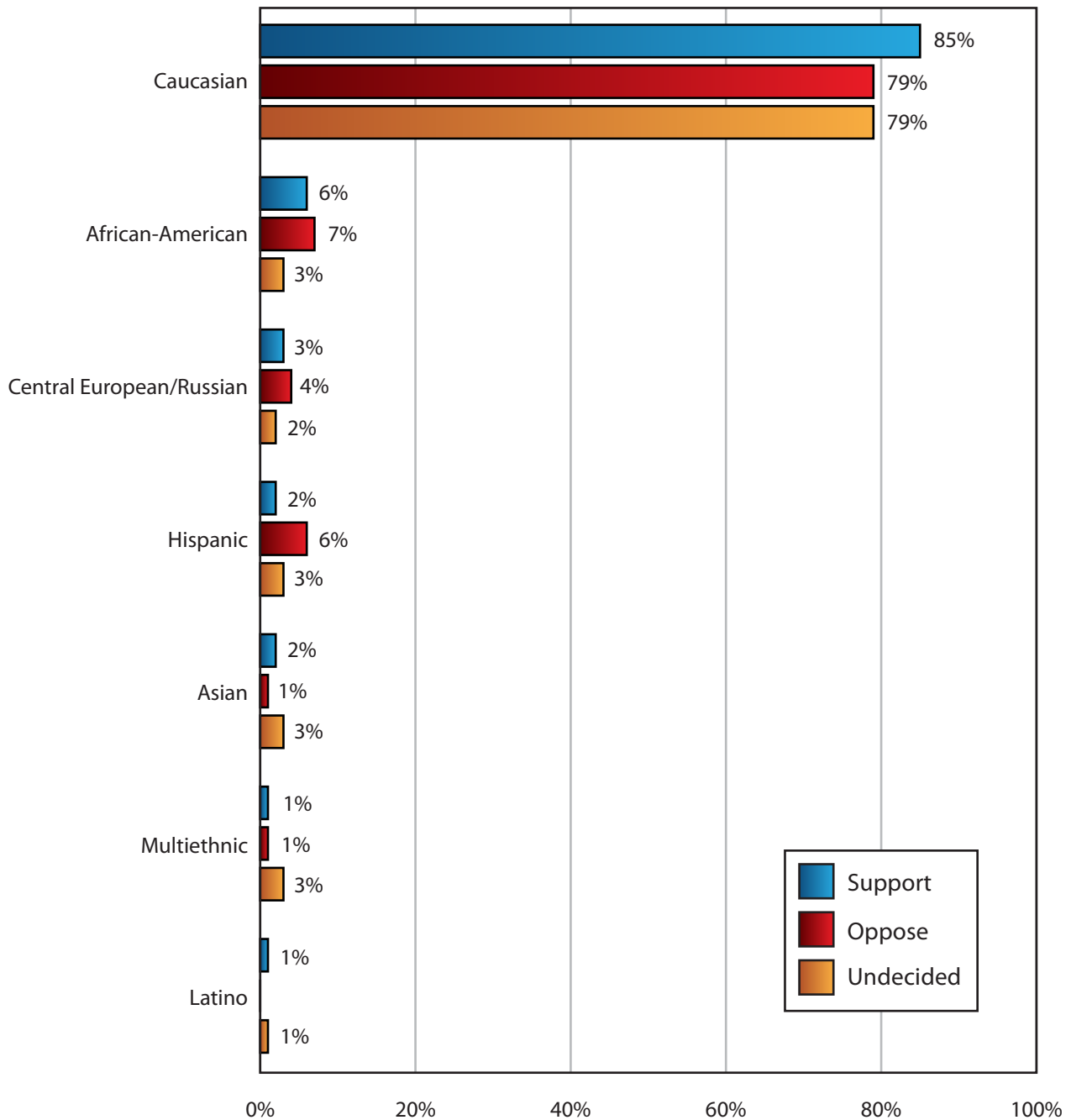


\* 1% of those who *support*, 1% of those who *oppose*, and 4% of those who are *undecided* declined to answer.

Figure 10.15 Age of Lake Township Residents

## Ethnicity of Lake Township Residents

The following chart shows the ethnicity of Lake Township residents.



\* 1% of those who *support*, 1% of those who *oppose*, and 5% of those who are *undecided* declined to answer.

Figure 10.16 Ethnicity of Lake Township Residents

## **Chapter Eleven**

### **Strategic Questions and Answers**





## Strategic Questions and Answers

The Consultant recommends that in order to meet the forecasts for new membership units, the leaders of the Lake Community YMCA, the YMCA of Central Stark County, and their community partners should carefully consider the answers to all of the following questions:

1. Does additional interest exist for the Lake Community YMCA?
2. Should an expanded Lake Community YMCA consider new facility features?
3. Does the study reveal characteristics of the community that are critical to success?
4. Are there factors that could increase or decrease the forecasts of new membership units?
5. Who are prospective members of the Lake Community YMCA?
6. What other strategies should the Lake Community YMCA consider?

### 1. Does additional interest exist for an expanded Lake Community YMCA?

#### **Yes, moderate additional interest**

Findings revealed **moderate additional interest** for the Lake Community YMCA at the current location. As illustrated in Figure 5.06, pages 44, of all households that currently do not belong to a YMCA in the area targeted for the study, a total of 4.2% of all households expressed *a great deal of interest* in joining the YMCA with all new pricing and facility options, translating into a total of 1,412 households. *A great deal of interest* is the highest level on the interest intensity scale of 0 to 4, where 0 means *zero interest* and 4 means *a great deal of interest*.

Moreover, another 2.2% had *a lot of interest* in joining, translating into another 740 households. Please note that the Consultant typically bases forecasts only on those with *a great deal of interest*.

Historically the number of households with *a lot of interest* in joining is an indicator of how fast a YMCA can reach the forecast within 12–18 months of its implementation of new strategies, how likely a YMCA is to maintain the membership level after the first 12–18 months, and how likely it is that a YMCA could exceed the forecast. Based on the Consultant's experience, the ideal ratio between the two levels is 1:1. In a community that has existing YMCA facilities, the ratio tends to skew towards *a great deal of interest*. In other words, fewer people with *a lot of interest* than those with *a great deal of interest* as most people have been aware of the Y for a while and have made up their minds about the YMCA.

Based on the current membership roster provided by the Y and the analysis in Figure 3.03, page 22, a total of 9.7% of all households in the survey area already belong to the Lake Community YMCA. The potential new interest means the YMCA could serve up to 13.9% of all area households, a level more than three times as the national average of 4.5%.

These results indicate **great interest and support exists for expanded YMCA programs and services in the communities.**

Please note these numbers forecasted represent memberships sold, not retained, during the first 12–18 months after the new facility is built and recommendations in the report are followed. It includes all facility and pricing options tested in the study, but does not exclude prospective members who may terminate their memberships. It therefore should not be interpreted to mean that a YMCA will definitely have and maintain a certain number of members.

## 2. Should an expanded Lake Community YMCA consider new facility strategies?

***Yes, some additional features should be developed only in collaboration with community partners***

The study explored the interest of the following new facility improvements among both current and prospective members:

- Expanded free weight area
- Updated locker rooms and showers with new, separate family changing areas
- Expanded gymnasium with additional courts
- Additional studio for more group exercises
- A lounge area with Wi-Fi for social gathering that serves coffee and healthy snacks
- An outdoor sports park with fields for sports such as baseball, football, volleyball, and soccer
- An outdoor trail for walking and running with fitness stations along the trail
- A senior center with many current and new fitness, wellness, recreational, and social programs

Three of the above, new facility improvements (the expanded gymnasium, senior center, and outdoor sports park) were also specifically tested for membership revenue potential as listed in Figure 5.02, page 41. As shown in Figure 5.06, page 44, only 67 new units were forecasted with both 1st and 2nd choices of these additional features. It translates into only \$40,321 in new membership revenue, hardly enough to consider any of the three features. This means the priority of these new features should be determined first by program interest of current members, and second, prospective members. The following table compares the program interest of these new facility improvements between current and prospective members.

New Facility Improvements	Interest among Current Members	Interest among Prospective Members
Updated locker rooms and showers with new, separate family changing areas	98%	63%
An outdoor trail for walking and running with fitness stations along the trail	84%	72%
Additional studio for more group exercises	83%	56%
Expanded free weight area	81%	70%
A senior center with many current and new fitness, wellness, recreational, and social programs.	58%	14%
Expanded gymnasium with additional courts	31%	18%
An outdoor sports park with fields for sports such as baseball, football, volleyball, and soccer	29%	11%
A lounge area with Wi-Fi for social gathering that serves coffee and healthy snacks	24%	95%

Figure 11.01 Summary of Interest for New Facility Improvements among Current and Prospective Members

Based on these findings, it is the Consultant's opinion that a senior center, expanded gymnasium with additional courts, and an outdoor sports park should only be considered and developed with community partners, including GentleBrook for the senior center, Lake School District for the expanded gymnasium, and the outdoor sports park (along with the outdoor trail) with Lake Township.

### 3. Does the study reveal characteristics of the community that are critical to the success of the Lake Community YMCA?

#### Yes

The study also revealed the following characteristics of households in the survey area that are important for the success of an expanded Lake Community YMCA:

- The general population is **physically active**, but **not well-equipped with knowledge of healthy living**. Close to half (48%) of households indicated they currently engaged in any type of physical activity, right at the current national average of 48%. However, only 23% chose the statement *I am good at every day choices to be healthy and live well*, the rest (48%) are struggling to do so, not concerned with it (18%), or don't know (11%). **Motivating and serving a population ill-equipped with knowledge of healthy living requires more dedicated efforts.**
- **A good number of for-profit providers** exists in the **community**. More than a quarter (27%) of households said they already belong to or participate in some type of nonprofit or for-profit fitness, recreation, sports club or facility, above the national average of 25%. However a total of nineteen names of for-profit providers were mentioned, serving a combined 17.5% of all households, much higher than the national average of 8%–9%. The area parks and recreation is also serving 9% of the community and so does sports/little leagues with 7%. In order to continue to better serve the community, the Lake Community YMCA needs to **provide a state-of-the-art facility with top-notch quality programs and services**, targeting its primary prospective member groups and focusing on increasing retention among current members (which will be discussed later in the section).
- The YMCA, as an entity, enjoys **high awareness among the community**. Well above half (55%) of all area households knew of a YMCA, higher than the national average of 33% for communities with existing YMCA facilities. The majority of the awareness (44% of 55%) was attributed to the Lake Community YMCA. This suggests a good history of the YMCA in the community carries over and the community has a strong connection with the YMCA. That **should be leveraged and built upon** to generate more support for and further promote the YMCA. However this also means many people have established perceptions of the YMCA that could be hard to change. The good news is that findings revealed the perception of the YMCA among area resident is relatively balanced. While nearly half (46%) of area residents considered the Y as *a fitness facility*, a healthy 22% choose *a family organization*.
- **A huge number of area households have belonged to the YMCA in the past**. A total of 6% of area households said that they had belonged to the YMCA at one time. This translates into over 2,234 units, compared to 3,602 current units at the YMCA in the area. This indicates the existing YMCA is not holding up in retaining current members. The leading reason cited by former members was *didn't use the membership* (47%). The good news is that many former members (65%) indicated that they had not joined another facility. Among those who did join another facility, *better value for the dollar* was the leading advantage cited for the new facility. However, none of prospective members were former members. This illustrates the difficulties of luring former members back, which again stresses the importance of retention.
- **The population growth in the area is low**. The projected growth in the area for the next five years is 1%, much lower than the national average of 5%. This means the YMCA will not have the luxury of new households moving into the area to replace the units it lost, which requires the YMCA to concentrate on retention strategies from day one.

#### 4. Are there factors that could increase or decrease the forecasts of new membership units?

##### Yes

The following table provides insight on additional factors that could increase or decrease the forecasts of new membership units for the Lake Community YMCA.

Forecast could increase if ...
<ul style="list-style-type: none"> <li>• the YMCA is able to attract a significant portion of those households with <i>a lot of interest</i> in joining with aggressive marketing and promotion of its scholarships and sliding-scale membership rates.</li> <li>• no other major provider of similar services enters the marketplace and the YMCA is able to continue to be the area's leading provider for fitness, wellness, aquatics, and recreation.</li> <li>• partnerships are sought with other organizations that can broaden the program offerings and services such as local health care providers for wellness and nutrition programs, City parks and recreation department for outdoor sports, schools for before- and after-school programs and teen programs.</li> </ul>
Forecast could decrease if ...
<ul style="list-style-type: none"> <li>• there are similar service providers that capture the family with children and middle-aged individual adult prospective members before the YMCA does.</li> <li>• programming and marketing efforts are generic and fail to capture the demographic and psychographic characteristics of prospective members.</li> <li>• the most popular programs and activities indicated by this report are not included.</li> <li>• recommended pricing strategies are not implemented.</li> </ul>

Figure 11.02 Factors that Could Increase or Decrease Forecasts of New Membership Units

#### 5. Who are the prospective members of the Lake Community YMCA?

***Families with children and aging baby boomers/individual adults ages 45–54, many are Health-seekers who desire for a “Third Place”***

Consider the following demographics of prospective members:

- Over one-third of prospective members (37%) said they had children under age 18 in their homes. This is very significant when only 25% of the population in the general community are under age 19. In comparison, just over a quarter (26%) of current members said the same. This means that the YMCA would continue to attract and serve disproportionately a lot more families with children. This finding dictates the necessity of ensuring services such as baby-sitting while parents workout, kids gym with supervised fun features, and family changing rooms, all of which would enable family members to use the facility with convenience and ease and are of high interest among prospective members.

- Among prospective members, 42% chose a Family with Children membership, compared to 35% of current members who have the same Family membership. It is clear that the Lake Community YMCA would attract and serve more families with children.
- The Y would also continue to see a lot aging baby-boomers/individual adults ages 45–54. Currently only 14% of current members are in that age group. Among prospective members, however, more than one-third (39%) identified themselves in that age group.
- The vast majority (84%) of prospective members said they tried to make everyday choices to be healthy and live well, but struggle to do so, which is typical of Health-seekers. As a result, the majority of prospective members (91%) expressed strong interest in having Y staff offer them advice on proper workout techniques, 95% in a free personal health and fitness plan based on their goals and monitored by Y staff, and 95% in a lounge area with Wi Fi that serves healthy snacks and coffee. The strong interest in a lounge area signified the importance of social infrastructure at the YMCA and strong desire for the “Third Place” among prospective members. The “Third Place” refers to social surroundings separate from the two usual social environments of home and the workplace.

The YMCA should design its facility, programming mix, marketing and promotional strategies with these demographics and psychographics in mind.

## 6. What other strategies the Lake Community YMCA should consider?

### ***Facilities improvement and retention strategies***

While the findings reveal an excellent Net Promoter Score™ of 93, they also showed that only about one-third (67.2%) of current members expressed *a great deal of interest* in continuing if everything remains the same. The contradicting high NPS score and relatively modest retention rates could be attributed to the factor that **the marketplace is crowded with providers of similar services**, especially low-price providers. As mentioned earlier, a total of 19 for-profit providers was mentioned. A couple of them, Anytime Fitness and Lady’s Super Fitness in North Canton, have 3% of market share each. Both are low cost, niche providers. Therefore it is not surprising to see only 37% strongly agreed with the statement that *I can afford the membership* and only 33% with *it has good value compared to similar providers*. At the same time, however, 63% of current members strongly agreed with *it has good value in terms of what it offers* and 85% with *it provides quality programs and services*.

As illustrated in the net growth analysis in Figure 5.12, page 50, **high retention is the only way for the Lake Community YMCA to secure significant net growth over time**. The retention matrix, illustrated in Figure 9.04, page 96, revealed key areas for the YMCA to focus on to further increase retention.

In order to attract new membership units forecasted in the study, the Lake Community YMCA should also consider the following **facility improvements and retention strategies** in addition to those would be developed in collaboration with community partners mentioned earlier

- Update locker rooms and showers with new, separate family changing areas
- Expand the fitness center with more free weights and cardio machines
- Add additional studio space for group exercises, which provides more hours of group exercise classes
- Target at-risk members, which include family members with children under 18 in the home, adult members ages 25–44, and new members who have been with the Y between 1–3 years.

The table on the following page shows the program usage of major features among prospective users, which would help to prioritize the use of spaces at the YMCA.

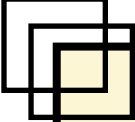


## Program Usage of Major Indoor Features

The following table shows the level of usage of facility features by program among prospective members.

Features of an Expanded Lake Community YMCA								
Programs	Wellness/ Fitness Center	Group Exercise Studios	Multipurpose Classrooms	Indoor Multipurpose Gymnasium	Indoor Warm Water Family Pool	Child Watch Babysitting	Kids' Club	Youth/ Teen Center
Adult Fitness	Very High	Very High			Moderate			
Adult Aquatics					Moderate			
Adult Adventure								
Adult Sports				Low				
Adult Recreation								
Nutrition and Weight Management			High					
Stress and Relaxation		High						
Rehab/Health Programs			High					
Women's Programs	Very High	High						
Family Activities		Moderate	Moderate	High	High			
Programs for Children Ages 0–2			Low		Moderate	Low		
Programs for Children Ages 3–5		Low	Low	Low	Moderate	Moderate	Moderate	
Programs for Children Ages 6–9		Moderate	Moderate	Low	Moderate		Moderate	
Programs for Children Ages 10–13	High	Low	Low	Moderate	Moderate			High
Programs for Children Ages 14–17	Very High	Low	Low	Moderate	Moderate			High
Adult Rating Scale	Low	<15%		Children's Rating Scale		Low	<5%	
	Moderate	15%–29%				Moderate	5%–9%	
	High	30%–44%				High	10%–14%	
	Very High	≥45%				Very High	≥15%	

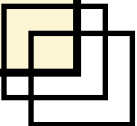
Figure 11.03 Summary of Usage among Prospective Members of an Expanded Lake Community YMCA



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