

# PVCC

## Stakeholder Feedback

- Partner
- Community Member
- Board



7.11.2022  
Anthony Rupard

EFFECT SIZE CONSULTING

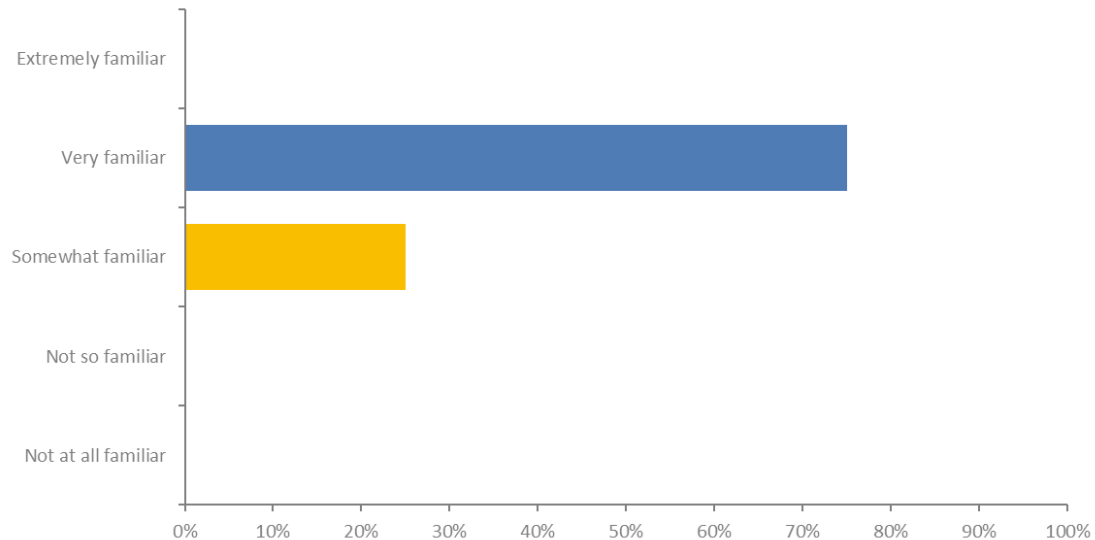
# Partner Feedback (n=4)

**Q1: The Pleasant Valley Community Center provides a setting that promotes healthy lifestyles through fitness, social, and recreation opportunities for all.**

Do you agree that the mission accurately describes what good or value the Center provides and for whom?

Agree= 4

**Q2: How well known is the brand of the PVCC in the community?**

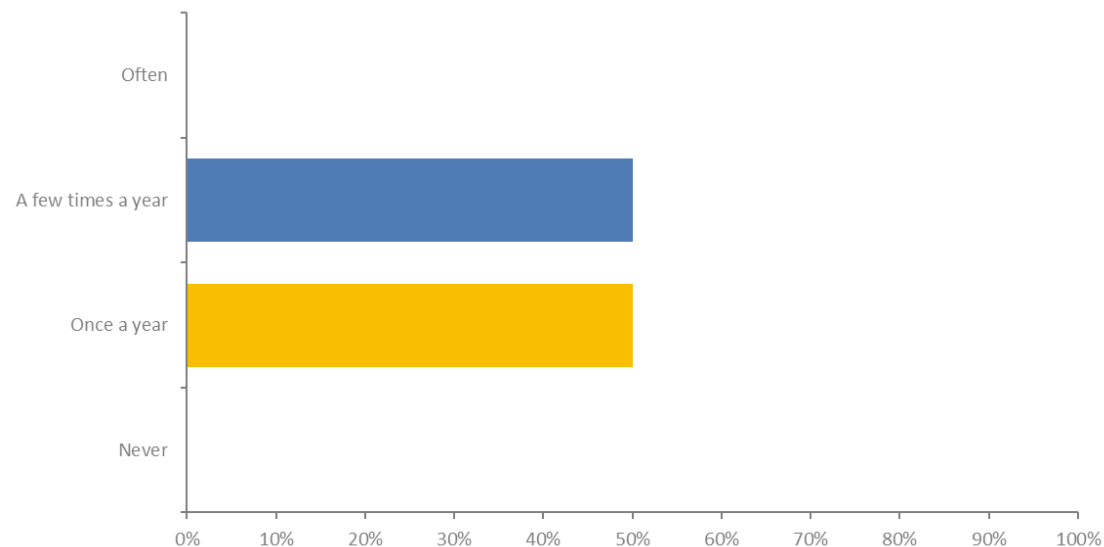


# Partner Feedback

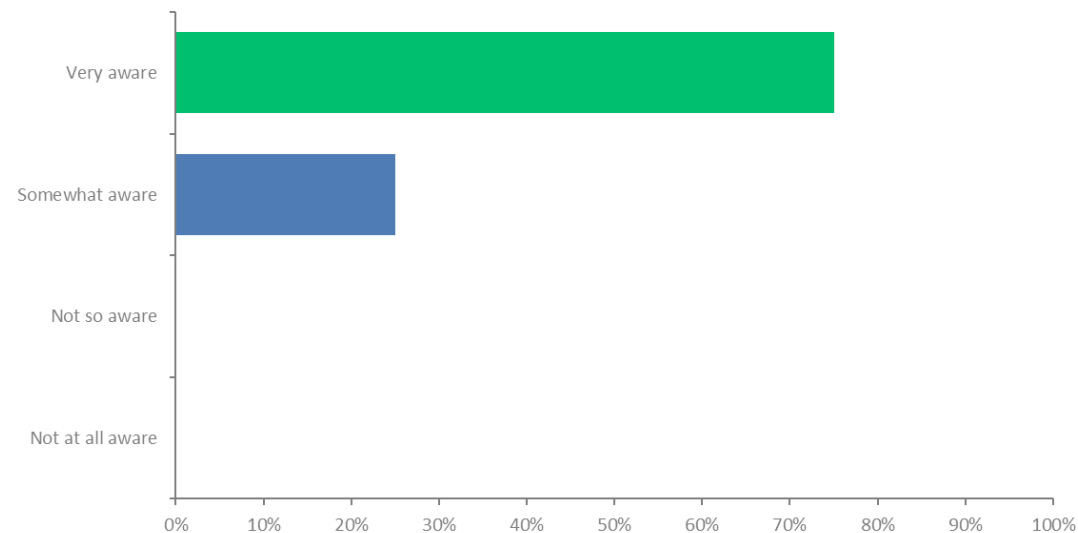
Q3: How aware were you that the PVCC provides social events for the community?

Very Aware= 4

Q4: Annually, how often do you attend PVCC social events?



Q5: How aware were you that the PVCC provides educational opportunities?

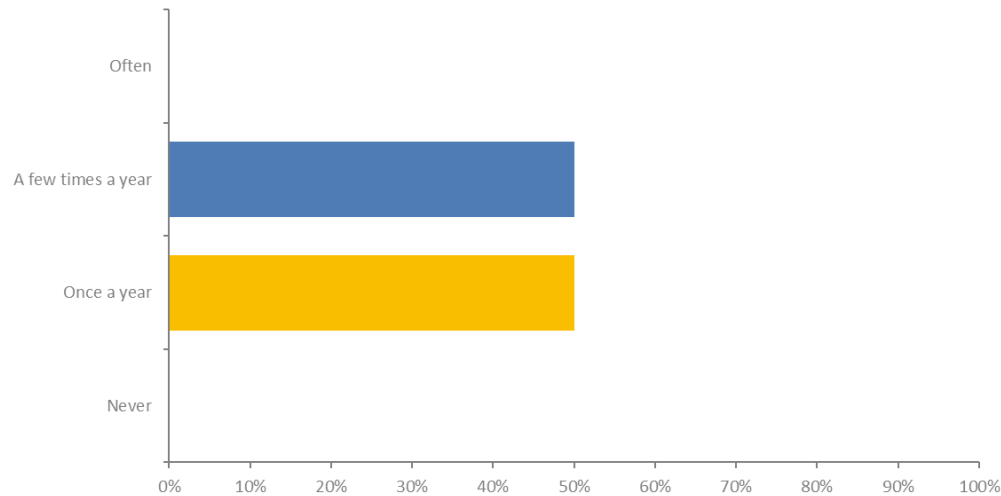


# Partner Feedback

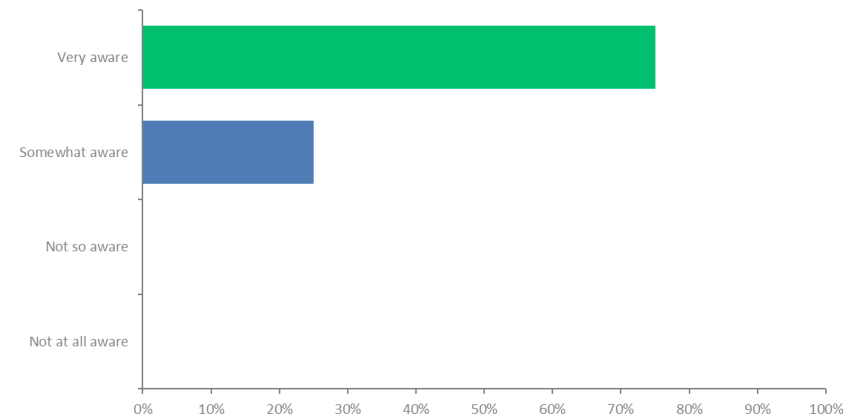
Q3: How aware were you that the PVCC provides social events for the community?

Very Aware= 4

Q4: Annually, how often do you attend PVCC social events?



Q5: How aware were you that the PVCC provides educational opportunities?



Q6: Annually, how often do you attend educational offerings?

Few times a year= 1

Once a year= 3

# Partner Feedback

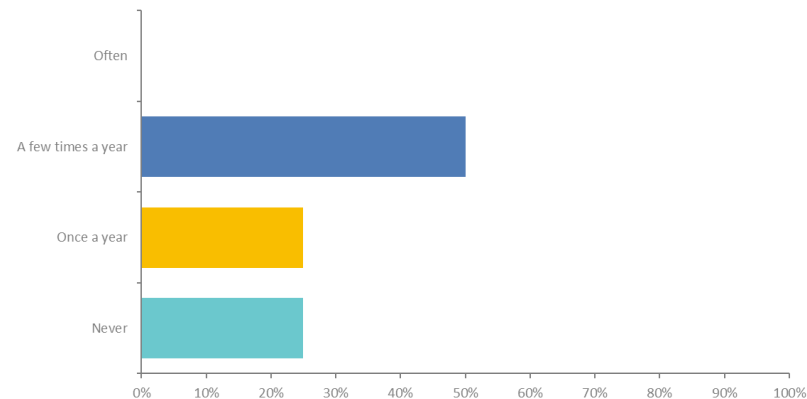
Q7: How aware were you that the PVCC rents its space to the community?

Very Aware= 2   Somewhat Aware= 2

Q8: How aware were you that the PVCC has a full gymnasium?

Very Aware= 3   Somewhat Aware= 1

Q9: Annually, how often do you utilize the gym?



EFFECT SIZE CONSULTING

Q10: What activities would you like to see the PVCC offer?

- Expand service as community hub for PVCC and community events and activities
- Resume in-person fundraising meals
- More art classes

Q11: Are there any improvements you would like to see to the campus/facilities?

- Restrooms for when the building is not open
- A mirrored dance/yoga space
- Vending machine with snacks
- Showers

# Partner Feedback

Q12: How effective is the PVCC at keeping you informed about the offerings and impact of the organization?

Very effective= 1

Somewhat effective= 3

Q13: How often do you visit the PVCC website?

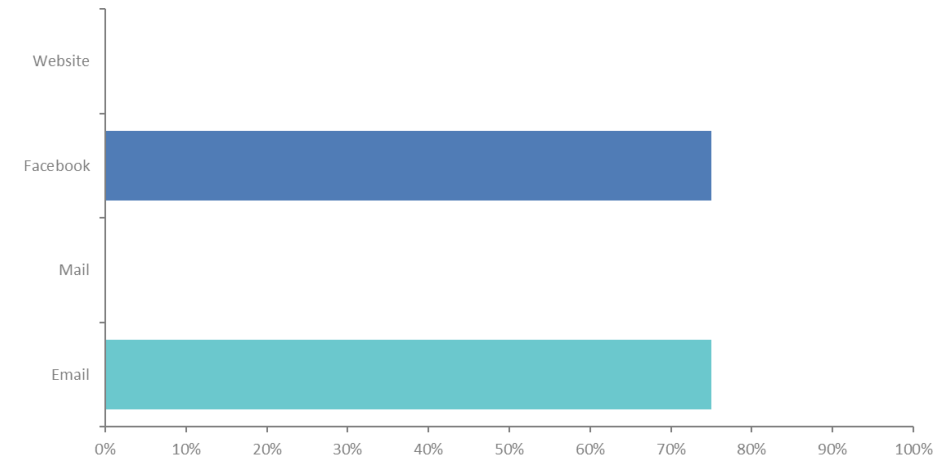
Once a month= 2

Once a year= 2

Q14: Do you follow the PVCC through Facebook?

Yes= 4

Q15: What's the best way to reach our or keep you engaged about/with the PVCC?



# Partner Feedback

Q16: What are the top three strengths of the PVCC?

- People (board, volunteers, community partners and members) Right-sized and multi-purpose facility  
Accessible to community (hours, needs, physically, responsive to needs)
- Volunteers, Open to the public, Programming (robust)
- Providing unique services, Listening to needs of members/supporters

Q17: What are the greatest challenges facing the PVCC?

- Facility needs, aging population, no staff
- Volunteer only, communications/marketing
- Filling programs/attendance (example: movement classes)
- Limited parking for certain activities/events
- Financial stability, ability to raise funding

# Partner Feedback

Q18: What are the greatest opportunities for the PVCC?

- Expansion of recreation and wellness programs
- Childcare/adult daycare
- Summer programs for youth
- To be a community hub for the region (Manistee/Benzie)
- To host diverse programming
- Grant funding
- To be the hub of all things Arcadia

Q19: Are there any threats that may negatively impact the organization over the next 3-5 years?

- Board/volunteer fatigue
- Recruiting and training volunteers to keep regular open hours
- A decline in community support

Q20: Have you ever made a gift (donation) to the PVCC?

Yes=2

No=2

Q21: Would you like to learn more about volunteering with the PVCC?

Yes= 1

No= 3

Q22: How could the mission and work of the PVCC look differently in five years?

- It could focus on providing supports at the individual, organizational, and community level - working to build a strong, resilient community as a whole.
- Having a paid director or coordinator would help with sustainability



# Partner Feedback

Q23: How effective has our partnership been with your organization?

Very Effective= 3

Somewhat effective=1

Q24: Are there opportunities for us to partner more effectively?

Yes= 3    No= 1

Look at what KND is doing with bringing kids free lunches to PVCC

Q25: Is there anything else you would like to share?

- We hold the PVCC up as a strong example of a place-based, community-driven center that has consistently grown its impact while building its own capacity to serve the greater Arcadia area.
- I appreciate all that is done here at the community center. I appreciate all of the work done by the board members and community volunteers. It is really inspiring to see people come together for the benefit of the community. The recent art gallery opening was a great and vibrant event.
- Keep up the amazing work!

# Community Feedback (n=101)

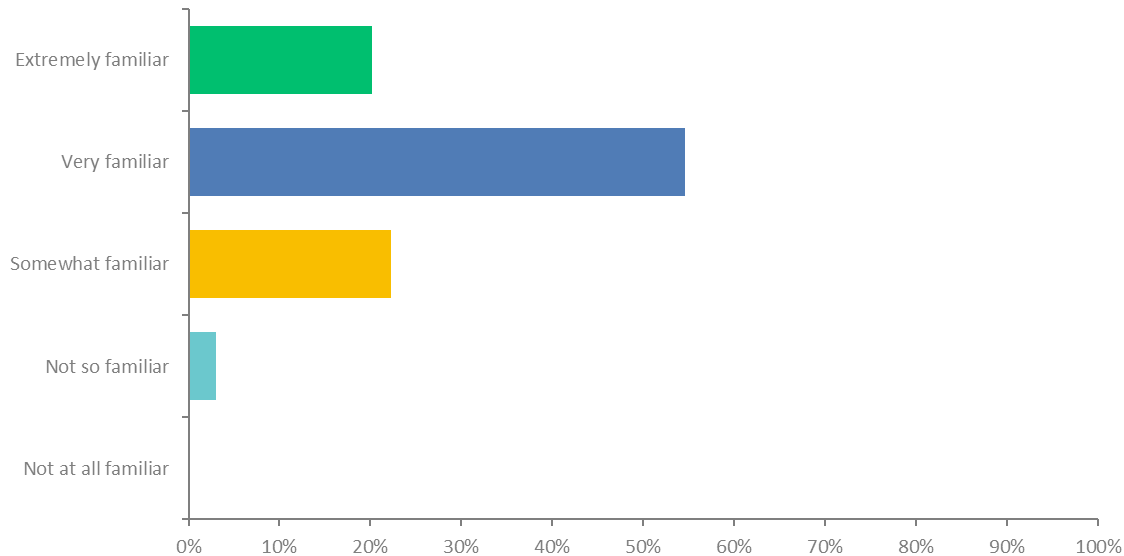
**Q1: The Pleasant Valley Community Center provides a setting that promotes healthy lifestyles through fitness, social, and recreation opportunities for all.**

Do you agree that the mission accurately describes what good or value the Center provides and for whom?

Agree= 99

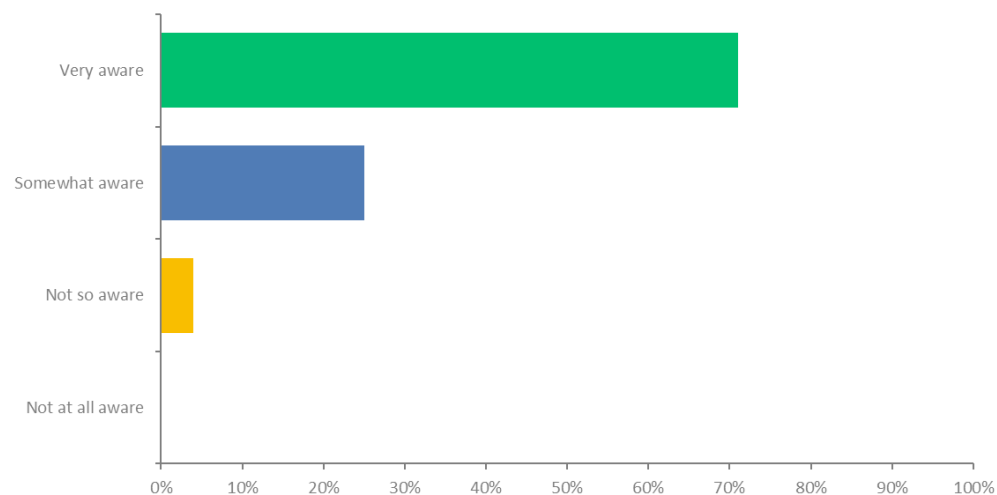
Disagree= 1

**Q2: How well known is the brand of the PVCC in the community?**

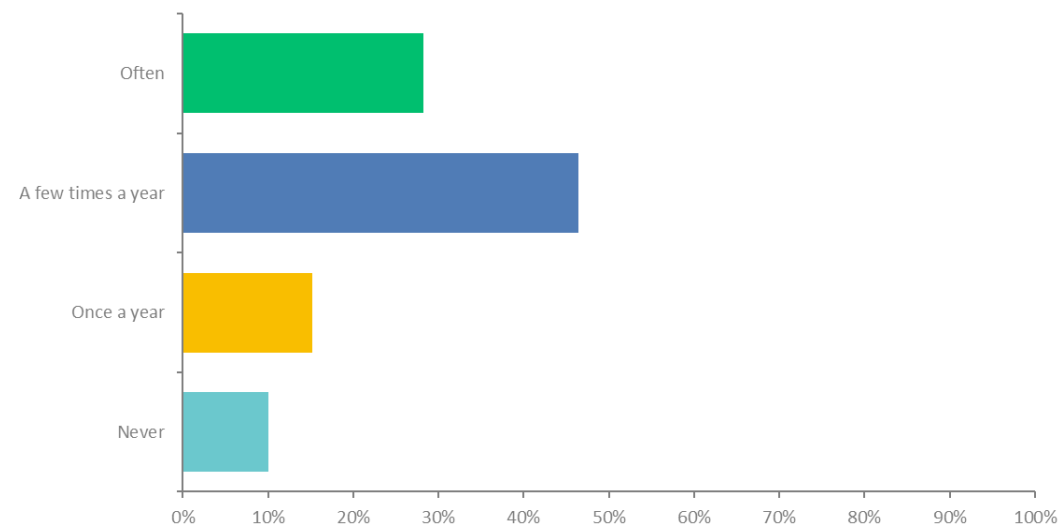


# Community Feedback

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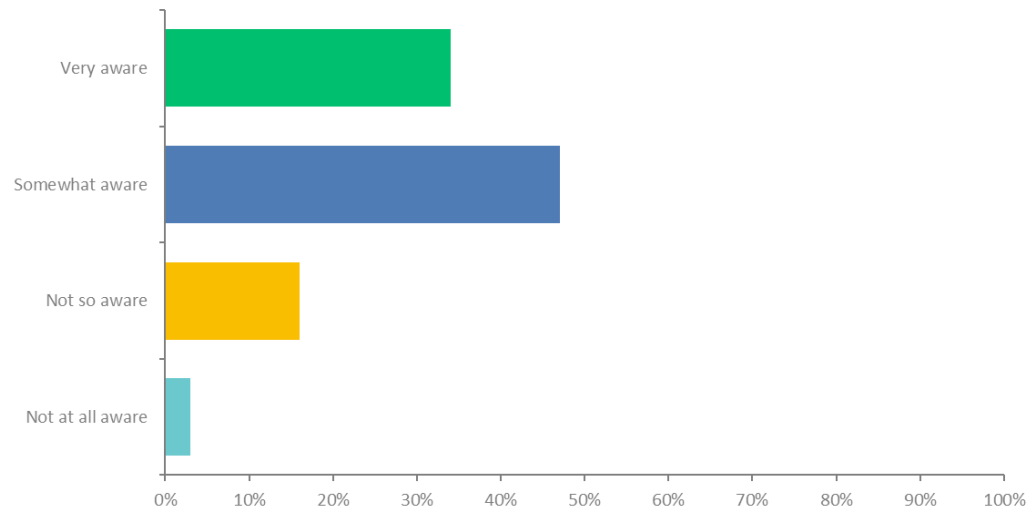


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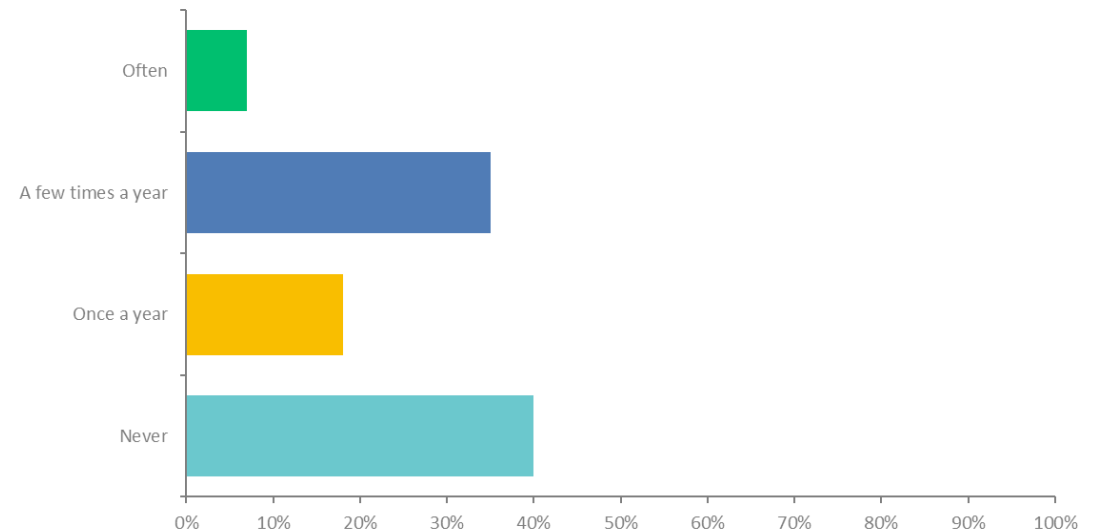


# Community Feedback

Q5: How aware were you that the PVCC provides educational opportunities?

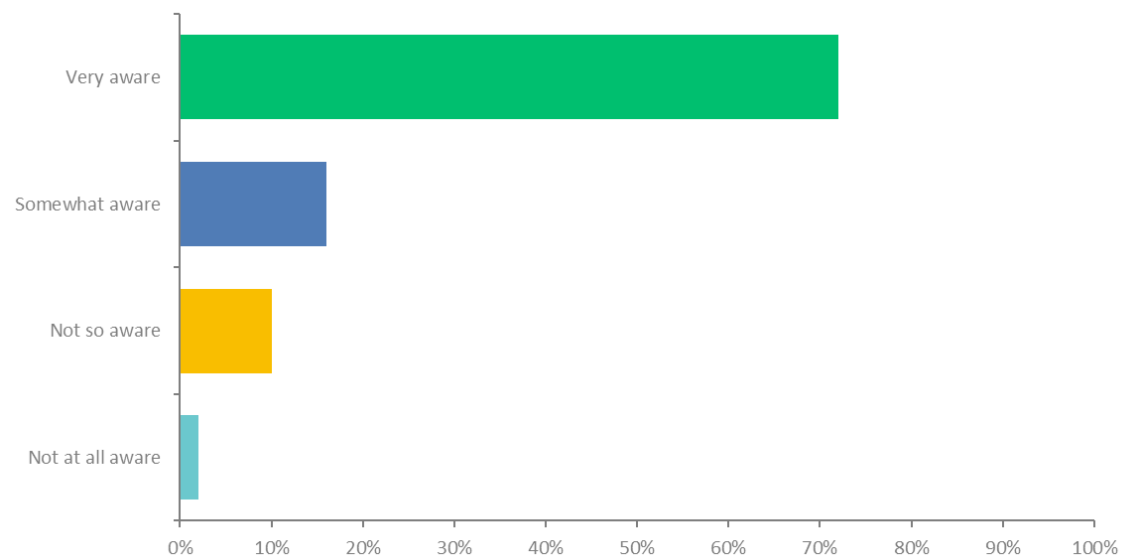


Q6: How often do you attend PVCC educational opportunities/offerings?

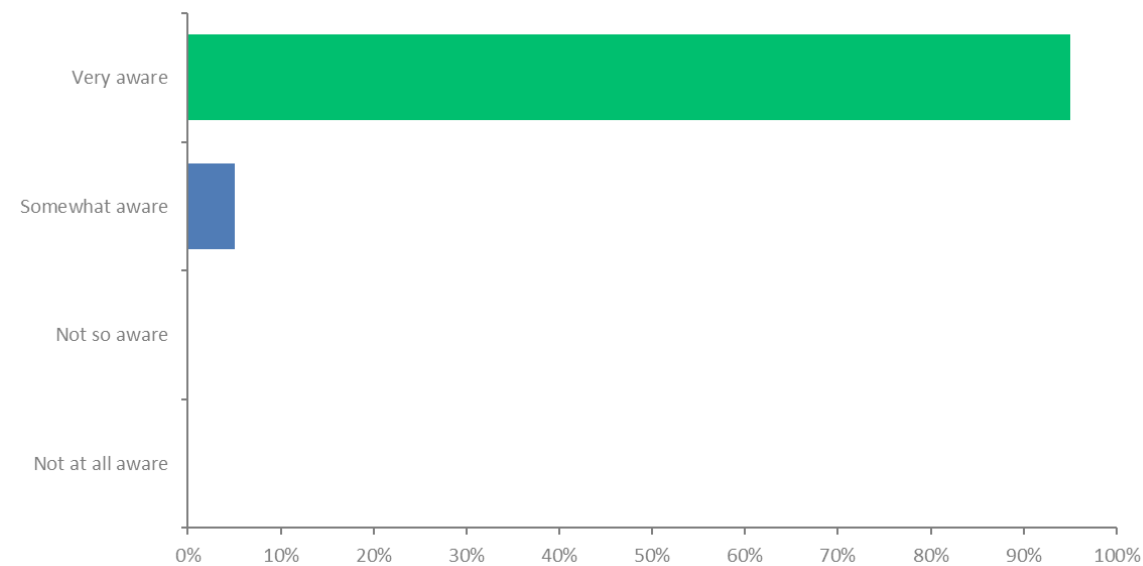


# Community Feedback

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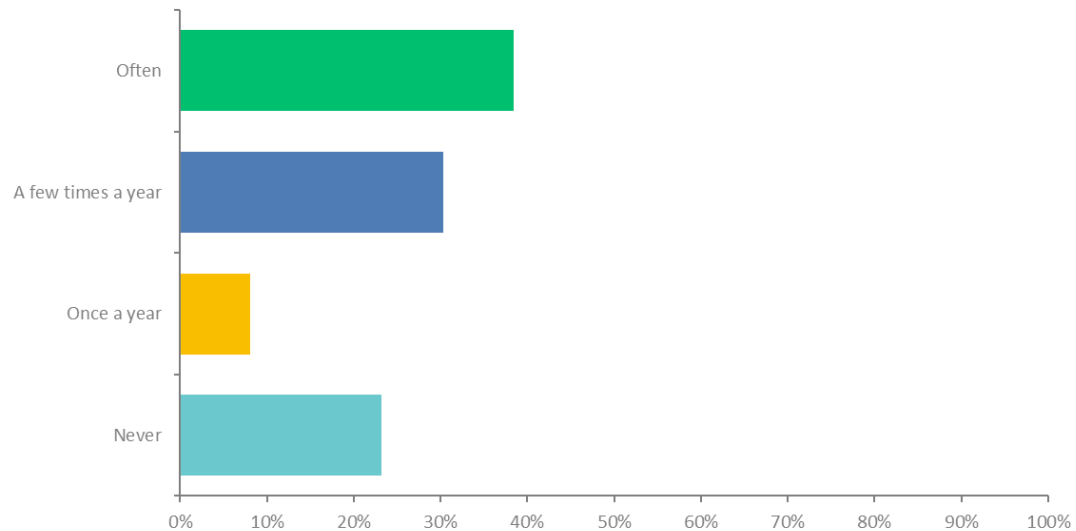


Q8: How aware were you that the PVCC has a full gymnasium?



# Community Feedback

Q9: On average, how often have you utilized the gym?



# Community Feedback

## Q10: What **activities** would you like to see the PVCC offer?

- Exercise class like a few years ago. It was a grant, held in the gym for older residents. I believe it was through Munson Health.
- Bike rentals/ sharing; kayak rentals/ sharing; paddle boarding rentals/ sharing
- Cooking classes
- Nutrition classes
- More pickleball
- Maybe a summer day camp for children using paid college interns to manage.
- A summer concert on the courts?
- In light of the great exhibition of the talent in our community I would enjoy classes in carving, photography, and the different mediums of painting.
- More PickleBall courts; youth PickleBall
- Keep pickleball , promote pickleball, clinics for pickleball, tournaments.
- sports clinics, financial clines,
- I think adding a cooperative gathering place, almost like a coffee shop environment would bring people together. It would involve training, scheduling, and management, but I think it would be successful Provide more early childhood programs for low income parents.
- Perhaps some self improvement type things like: Intro to Excel (or Word, Powerpoint etc), Bikeshop repair hour (have someone come with parts and help people get their bikes going). Offer some type of weekly delivery (Meijer for groceries, Traverse for UPS etc.)
- Additional community get togethers like the Art Exhibit.
- Love to see some 1 time pop-up classes or activities. Eg: craft make it take it
- Cooking class
- Pickleball is always a favorite

# Community Feedback

Q10: What **activities** would you like to see the PVCC offer?

- Medical Updates from Doc Anhalt
- Local History discussions like the Museum's Cracker Barrels
- Diversified youth dance classes; youth art classes
- Sewing/crochet/knitting classes
- Bridge night?
- Parenting class and parent support groups
- Dog agility classes
- Crafts, chair yoga, day trips. Movie night
- Ping pong
- Frisbee golf
- Rc airplane activities
- Computer Training
- Fitness, open gym
- More classes for the older people. More of having Dr.Anholt give talks. They have been well attended.
- "Art room with open art studios similar to Saugatuck.
- Meals and Ed event such as Dr Anhalt are very worthwhile. Also Savind Arcadia.
- dancing



# Community Feedback

## Q10: What **activities** would you like to see the PVCC offer?

- Cooking classes would be fun
- Maybe a canning or sewing class"
- More community gatherings for things like rival football or basketball games, loved the art showing - more events like that, more lectures/presentations by community members - like the author presentations.
- Publicized truly educational opportunities taught by highly qualified educators on specific topics. Arcadia is blessed with multiple, highly qualified retired or semi-retired professionals (professors, attorneys, doctors, business professionals, craftsmen) who could be paid a small sum to prepare and teach a multitude of classes, from finance to health to fishing to horticulture, and on and on. Charging for room use for such events is silly.
- Mah Jongg
- Outdoor swap meets! Maybe once or twice a year.
- Creative fundraising activities."
- Pilates
- Craft classes .
- More activities for kids and parents. Maybe a moms and kids support group?
- adult computer classes, swimming
- Art or drawing classes/workshops
- "Couples Dance Class Aerobics/strength building classes"
- More pickleball courts!
- Events for seniors
- Monthly breakfasts
- Genealogy classes
- cards, dining on site- not pick up only
- Swimming , a lap pool
- More outdoor pickleball courts, golf simulator
- I would love to see a Tai Chi class, but instructors are hard to find.
- "Regular, once a month educational presentations of interest to this area.
- A welcoming resource room with good furniture to sit on with meeting area potential. Cooking classes. Wine tasting events. Lecture series using local talent. Reupholstery series. Woodworking. Sewing. Bookbinding.
- Yoga, spin classes
- Personal trainer by appointment.
- Group classes.

# Community Feedback

Q11: Are there any **improvements** you would like to see to the campus/facilities?

- Maybe some kitchen updates.
- "Outdoor running/ walking track, Ice rink"
- Maybe two more Pickleball courts. But the two we have are very nice. Maybe better seating area, benches and sun screens overhead beside courts.
- More outdoor pickleball courts and an indoor facility
- I need to know better how to use more of the fitness machines.
- Improve Outside landscaping.
- "Cement pad and sidewalk entrance to opening onto pickleball courts.
- Update the facility. All rooms VERY dated
- A splash area near the playground for kids
- Dedicated pickleball courts
- An additional pickleball court
- Weight room
- Improvements have been great. Playground could use some newer equipment.
- I think the carpeted room could be utilized better, perhaps workstations with access to printer/office (for a fee). Improve the internet (wireless mesh, push signal so people can sit outside and use)
- "Additional Pickle Ball courts with all shielded from wind. Air conditioning in weight room, carpeted room & kitchen. Set up PVCC as Community Shelter during power outages: Generator, Upgraded showers, Washer & Dryer, Cots, blankets, Other state requirements. Additional room for Lions & Storage purposes? New playground equipment. Security system for all external doors, showing when a door is open. Computer(s) for public use and for zoom meetings. Drive through food pick up window by kitchen with awning for shade."
- Landscape

# Community Feedback

## Q11: Are there any **improvements** you would like to see to the campus/facilities?

- I feel that they're already doing a lot of activities. I appreciate it that they are involved with the community and responsive to the community.
- "Would like to see PVCC partner with the Grand Traverse Regional Land Conservancy to help bring awareness and education about the natural assets of our region.
- Another idea would be a maker's space where students could come to learn skills from community members working in many hands on fields. We are missing supports for this type of opportunity in our county."
- Main hallway should be better lighted. Bathrooms better marked and identified.
- Additional pickleball courts
- Boys and girl bathrooms
- "Another elliptical machine would be amazing! Shade structure for the playground."
- Exterior appearance (gardens, make exterior look less like an elementary school)
- Improve existing pickleball courts and add 2 more.
- Not using the game room for a storage room.
- A drive thru lane that accesses the back of the kitchen. Drive through meals as fundraisers have been very successful, especially during a pandemic.
- New improved playground equipment.
- Paint the doors.
- Soccer fields and swimming facilities (big ask but would be awesome)
- more modern attractive gym & rest room facilities
- Repaint gym walls darker for background of pb
- The new workout room and equipment is awesome but already getting too crowded.
- The gardens outside look pretty rough . The bushes were pulled out ( an improvement) but the the area just left looking very unkept .

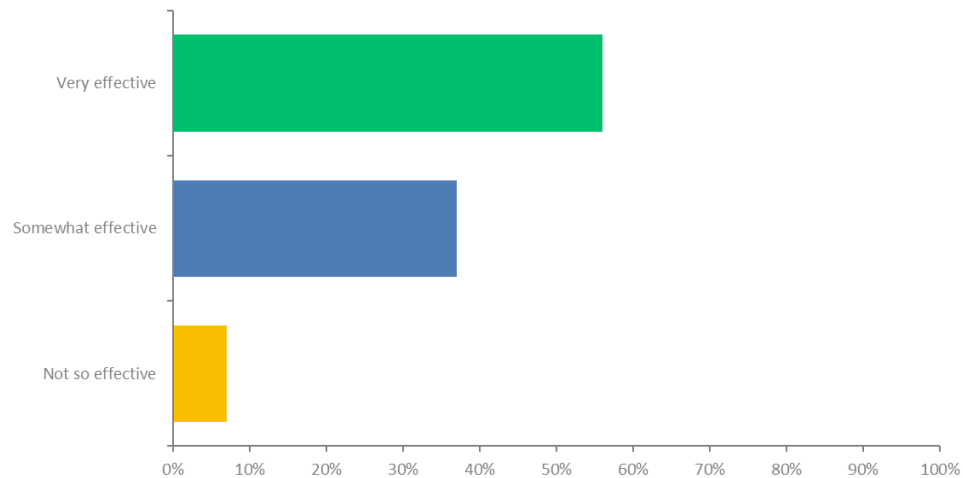
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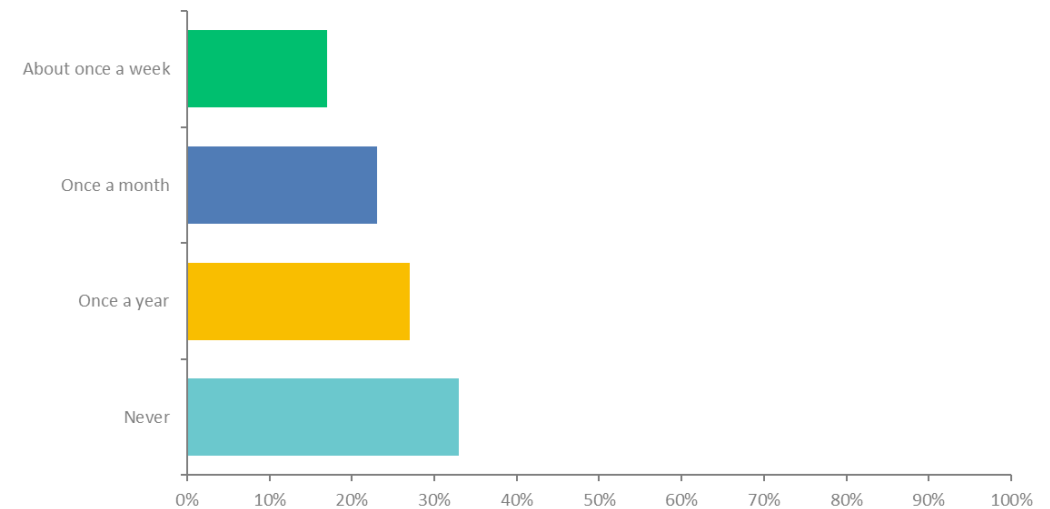
- Clean up outside and maybe check out the kids play equipment,
- Make it a safe house so if we lose power we have somewhere to go. it's larger than or fire station and can hold more people.
- Pleasant shaded area to relax outside. Landscaping. A more welcoming entrance. Lighting upgrade.
- You've all done wonderful work to bring our community together! Thank you~
- More pickleball courts and learning sessions
- More pickleball courts
- Rotate the Events sign 90 degrees so it's easier to see from the road.
- Dark sky compliant exterior lighting. Also a perminant shade or awning over the exterior door of the kitchen.
- The landscaping/gardening needs some TLC
- A second gym
- Dedicated indoor pickleball and additional outdoor court
- more pickleball courts + more seating and shade for current one
- Pool:)
- I feel the on going improvements have helped.
- More Pickle Ball courts
- The gym floor will have to have some work done very soon.
- Clean up the outside of the building
- Memberships. That way members can come and go. Those who don't become members pay a higher fee.
- Indoor paddle ball
- air conditioning

# Community Feedback

Q12: How effective is the PVCC at keeping you informed about the offerings and impact of the organization?

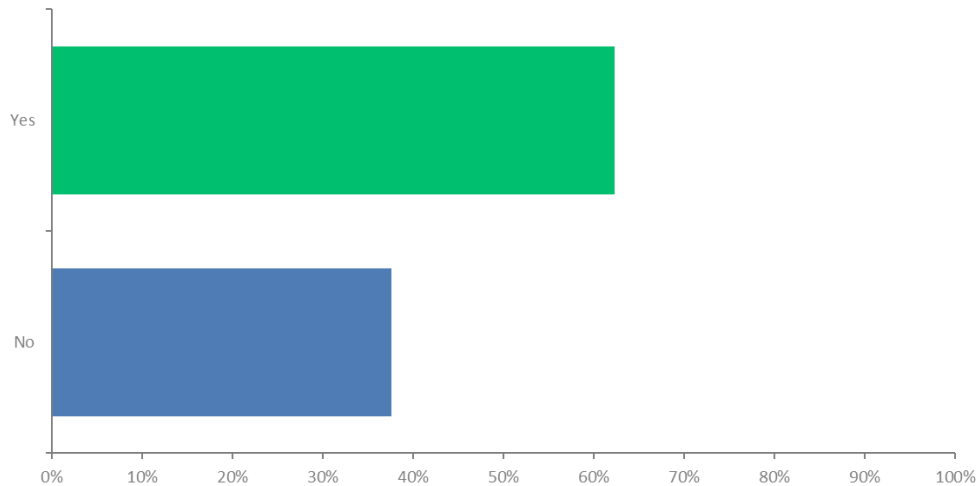


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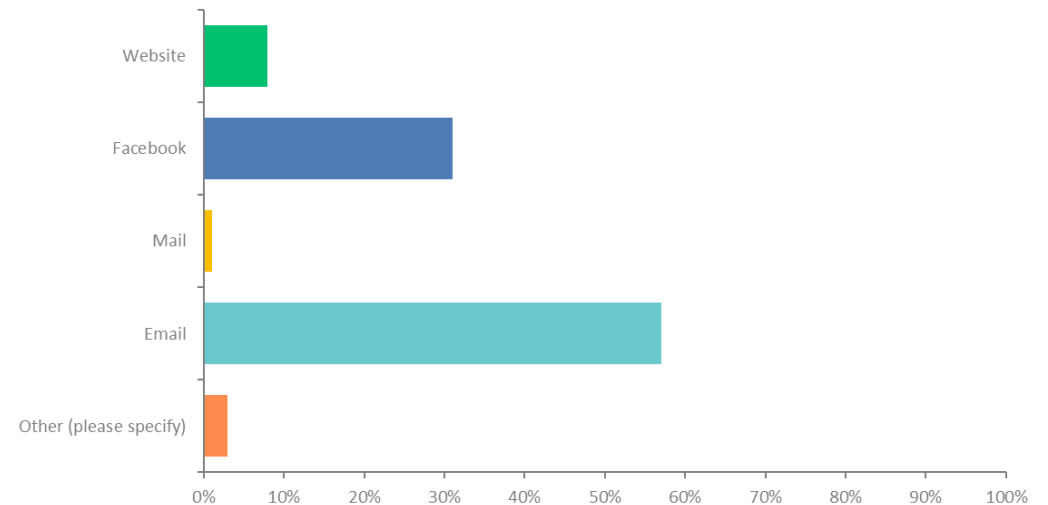
# Community Feedback

Q14: Do you follow the organization through Facebook?



Q15: What's the best way to reach you or keep you engaged about the PVCC?

Other: text, all of the above, posters in the post office



# Community Feedback

## Q16: What are the top three **strengths** of the PVCC?

- wellness programs, exercise room, Having the building open for groups to meet"
- a community gathering space, sense of community, fitness activities and promotes healthy lifestyles- year round
- Provides affordable recreational opportunities for kids and families.
- "Pickleball
- Friendly, welcoming, variety
- Availability, friendliness and choices
- Community activities, pickleball, the volunteer Board
- Cyndy Wambichlers great correspondence to pickleball players and her management of the usage of the pickleball areas. Willingness to listen and ask the community for suggestions.
- "Openness. Clean cheerful atmosphere Variety of activities "
- Volunteers, community participation and program and event opportunities.
- "Community gathering site Exercise space Educational space"
- People; PickleBall; committed to Arcadia
- "Location, Easy navigation, Includes whole community"
- Community minded; recreational and social opportunities
- "Pickleball Community center After school activities"
- Current leadership, volunteers, small community atmosphere
- Community the facility that they offer and the board that keeps it driving
- Health and Exercise facility, Library, and community activities.
- Growing offering of different programs. Senior lunches. Gym access.
- "Providing activities and services for all ages. A place for socialization. A very friendly place to come to "
- "Community Outreach Library Access Exercise opportunities"
- Strong community involvement. Open to new activities. A strong presence in the community.
- "The board The volunteers the people"
- "Programming for people of all ages Very well organized events Welcoming environment"
- Location, space, dedicated board.
- "Community building Committed Board Facilities"
- Location, availability, great people
- "Roger, Cyndi and Dana 😊 Commitment to make PVCC something for everyone "
- "Workout Gym Pickleball "
- Community focused, extensive offerings, clean
- Social-ability, exercise, food programs
- volunteers
- "Location Hours available for use Membership not required for use of facilities "
- "Lifestyle fitness, Social space, Library"

# Community Feedback

## Q16: What are the top three **strengths** of the PVCC?

- Location, no cost, lot of activities
- Local control and emphasis; accessibility; good communication.
- Exercise space, Pickleball, connection to the community, healthy lifestyle support
- "community outreach social outlet - especially in wintereducational potential and fitness programs"
- passion, vision, willingness to change
- "It's value to the community. It's "outreach"(ie posting the monthly schedule, asking for input from a wide variety of people, etc Strong leadership, creativity within a limited space, availability
- "Volunteers Location Variety of offerings"
- Friendly, multi functional, kitchen facilities
- Strong community atmosphere and fellowship and availability of space to all ages. Excellent shared facilities with library. Quality of programming.
- Location, volunteer base, facilities
- Work out facilities, space to gather, presentations
- "Cooperation Volunteers Community "
- "Library. Rooms for social meetings . Book club etc. kitchen availability. "
- The updated social media page with current events, hours of operation, and activities available.
- "it's close! 2 minute commute!!library!!so many options for all!"
- 1.Bring people together. 2.Meeting new people.3 Giving the town some activities.

- Local. Facility has potential. Building has a spacious yard area.
- Pickle ball program, communications, serving the community in varied ways
- "Community involvement Facilities Volunteers"
- Pickleball, workout room, library
- "A community that appreciates them. Outreach to the community. Flexibility to consider change. "
- "Pro active board Programming Keeping costs low to public for usage"
- "People who use the center are friendly, including board, patrons and users The center is always available for use. Volunteer activities are available and people feel good about their involvement."
- "Gym Benefit dinners People "
- "Events The Gym The people managing the PVCC"
- The people (especially Dana), Easy access, community support
- "The library The gym The fitness equipment "
- Current leadership, variety of programs, volunteers
- Welcoming, community focus, pickleball
- "Location is excellent Multiple rooms with a variety of uses to meet the needs of a wide range of the population"



# Community Feedback

## Q16: What are the top three **strengths** of the PVCC?

- Fitness Center, Pickleball Courts, caring about the community
- "Leadership, Activities, Kind People"
- 1. The building and grounds which offer a variety of opportunities for different activities. 2. Variety of programs being offered, 3. Community support.
- "Activity related facility Community care, Availability for use "
- It's now very successful and the community is getting more engaged every year. Volunteerism is strong. Very friendly community.
- "Hours, People, Community involvement"
- Great to use for pickle ball, movement classes, exercise machines
- The volunteers pure and simple. Close by-walkable from town, Kitchen facilities, Independent of township
- Accessibility and flexibility Of ways to donate
- location, library, gym
- "Location, Low cost of activities, Variety of activities"
- "Local support, Strong social & physical programs, Emphasis on seniors"

# Community Feedback

## Q17: What are the greatest **challenges** facing the PVCC?

- Getting the word out on what is available and upcoming events.
- "An aging population- developing programs of interest to all ages
- Financial sustainability while remaining affordable"
- Engaging younger folks.
- Funding
- "Operating funds?
- Improving the facility both outdoor and indoor. Participation in classes and events
- "Keeping an older building in working order with just a crew of volunteers.
- Short and specific projects bring in more contributionsFinancial support
- Support.
- Updating and maintaining the building
- Outgrowing some services- too many people sometimes at PickleBall; funding; getting volunteers
- Funding
- Money, sustainability
- open hours, costs,
- Bringing in young people.
- Membership is foggy, lack of community input, How is the board formed, how do I become a member, why are there membership classes, can I attend board meetings, etc.
- Maintaining and growing the level of services and activities provided with volunteers
- "Volunteers, Money"
- Fundraising to keep the building and operation available. Getting volunteers.
- "Community awareness of diversity of activities/offerings
- Maintaining winter season use
- Sustainable funding"
- Finding what it wants to be.
- "Funding
- Building upkeep due to age, infrastructure
- Continued grants"
- Wear and tear on building
- advertising
- Funding, funding, funding
- "Enduring financial support.
- Need for paid managing director -- full or part-time.
- Amendments to existing governing bylaws.
- Securing additional volunteer participation.

# Community Feedback

## Q17: What are the greatest **challenges** facing the PVCC?

- Finding affordable legal counselor.
- Paying attention to needs of local communities and changes in culture.
- "Funds
- Volunteers"
- Money, volunteers
- Regular maintenance; increasing costs; conflicts with other local events.
- Aging population
- funding
- limited population in the area, residents who want to maintain the status quo
- I would think funding could pose challenges.
- Money and volunteer
- Money
- cost of maintenance of this facility could become an issue.
- Older clientele and volunteers
- "Covid - uncomfortable attending indoor events. We used to attend several times a week.
- Irregular hours."
- Money

- continued funding for operating expenses and maintenance. .
- Being a younger person (under 30) who works full time I find it difficult to attend some events during the day that interest me
- volunteer staff to keep it running. you see a lot of the same faces over and over....we still need more volunteers.
- Keeping people active in coming.
- Consistent funding. Narrow appeal. Maintenance and improvement to building.
- Fundraising
- "Upkeep, Communication, Reaching more community members "
- Meeting the community's needs
- "Volunteer recruitment.
- Fund raising.
- Property maintenance. "
- Keeping surrounding communities informed of current and future activities. Not everyone has Facebook
- Keeping board and volunteers active and involved.
- Funding I am sure.
- Keeping people aware of upcoming events.
- Continued support and maintenance of an aging building. finding and keeping community volunteers
- Host availability; keeping youth engaged;
- Funding

# Community Feedback

Q17: What are the greatest **challenges** facing the PVCC?

- Capital, aging population,
- Awareness
- "Funding
- Keeping volunteer base vibrant without burnout"
- "\$
- Aging building"
- Staffing to keep facility open longer. Keeping cost of classes affordable.
- Indoor space for growth
- Maintaining community engagement!
- Finding events for all age groups
- Probably finances.
- "Does everyone pay their fair share. Lots of users are from outside the community.
- Variety of options for active and passive recreation.
- Do not chase out a group when you overbook. Not fun to meet in the lobby. "
- Money and speakers. Offer a monthly series of more speakers that are here seasonal
- bugs, volunteers, maintenance
- "Funding
- Volunteer burnout"
- Getting the word out

# Community Feedback

## Q18: What are the greatest **opportunities** for the PVCC?

- Encouraging groups to get together such as knitting groups, book groups, crafting groups. Things that encourage socializing. Offering wellness classes which you already do.
- Continued growth as our area population continues to increase.
- Having more opportunities for a growing and active community
- Programs for a variety of ages.
- Community space. O
- "Central location. Community engagement. Creating new opportunities for community. Do you have an endowment fund? If not, consider setting up an endowment fund which creates a base of funds into the future."
- Community activities day and night
- To get the community to see how valuable the PVCC is to everyone.
- Support the less fortunate in the community
- Use some of the land around the building to create new services
- A community center
- Gifting
- Community bonding.
- Become more transparent on how the PVCC is managed.
- Continue to grow and meet the needs of Arcadia and surrounding areas.

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- I am a summer person, but I like all the year around opportunities for the community. Everyone is doing such a nice job!
- "Community hub for gathering, as we are so limited in places to gather in all seasons Continued collaborations with other community/regional organizations Potential trail hub when county trails become linked"
- Location, space, and countless human resources in the immediate vicinity.
- Continue offering classes/events for all ages
- Growing pickleball community
- connect with all segments of the community. Forge stronger relationships with both the Lions Club and the GTRLC. Their success needs to wash over the PVCC.
- "Increased rental of facilities. Further community use of outdoor space. Continuing outreach to all age groups."
- to continue on the high level of service available now
- "Connecting with the next generation Bringing in health maintenance like BP readings and simple care "
- endless - needs vision,
- Bringing the community together for the common good.
- Create an indoor lap, pool for winter activity
- More outdoor activities,, maybe buy/rent some adjoining land
- Service as "the place to be," a gathering place for the community.
- "Utilize the space to showcase artwork of local artists. outdoor events. "
- Variety of programs

# Community Feedback

## Q18: What are the greatest **opportunities** for the PVCC?

- Bringing the community together for the common good.
- Create an indoor lap, pool for winter activity
- More outdoor activities,, maybe buy/rent some adjoining land
- Service as "the place to be," a gathering place for the community.
- "Utilize the space to showcase artwork of local artists. Consider more outdoor events. "
- Variety of programs
- They are endless .
- "To have the opportunity to have community center that is active means so much.
- Social. hands down.
- A place to gather.
- Identifying new reasons for public to use the center. Seeking strong supporters in community. Learning how to make the case that PVCC could enhance living here.
- Bringing community together
- Expanding reach in community
- Providing a place for the community to gather for a variety of activity.
- Pickleball, exercise room, library, a place to hold meetings and classes, wifi, open gym.

- Being a meeting place for the community.
- Keep meetings in the classrooms. The gym should be protected for physical activities that can only be done in the gym.
- To continue to build community and try to keep the balance of doing all things well and not to many that would start to degrade the experience.
- To be a safe, fun, and functional space for all ages
- Endowment programs
- Reaching a wider geographic population with programs appropriate for all ages. I've seen great strides in this in the last year.
- Enthusiasm of community
- Improvements to grounds, continue to offer a variety of activities for all age groups
- It's accessibility for community use
- To transform from a middle school both in mission and architecture to a community center that is unique to Arcadia.
- Finding events for all age groups
- Recreation is not always physical. It is social and emotional also. The bread and butter of the community is the by folks who's families are grown. Ask them what they would like and follow through.
- Reach out to community offer Interlochen
- events, classes
- Greater attendance & support

# Community Feedback

Q19: Are there any **threats** that may negatively impact the organization over the next 3-5 years?

- A pandemic- so people aren't comfortable meeting together.
- Not that I can foresee. Maybe sustaining a good group of volunteers.
- Funding
- I don't know .
- Donations, revenue and upkeep of the building.
- Health epidemics
- Awareness among the community that financial support is crucial to allow the PVCC to exist and strengthen the community.
- Politics and division in this country
- Aging members; recruiting younger members; integrating new members
- "Holding interest Keeping staff and volunteers involved"
- Funding
- Losing good leadership
- Costs to maintain, low-cost of free programs to offer, staffing, political bias
- Pandemic return
- Keeping the building maintained and the programs relevant.
- Negative attitudes

- "Economy impacting funding sources Aging population Volunteer base"
- Spiral into a narrow purpose.
- "Need to continue to seek help of volunteers Lack of funding"
- "Aging community Building needs updating "
- Lack of volunteers or funding.
- "Economic downturn affecting donations. Aging area population unable to participate in PVCC's program or events."
- Funds, volunteers
- Increasing costs; aging population; limited space to rent out.
- lack of revenue and or a future national health emergency.
- Inflation, COVID -as prices continue to rise people's disc
- A strong recession is coming and that could affect donations
- Hopefully they have appropriate liability coverage
- Perhaps funding
- Funding is always an issue.
- I sure hope not, I hope it continues to grow and flourish. My fear is that one day it would close due to not having volunteers to run it or lose funding.
- Not that I am aware of unless the same people getting tired of it.
- Inadequate reach into the general community; economy is shaken; getting new volunteers inspired
- Lack of funding?



# Community Feedback

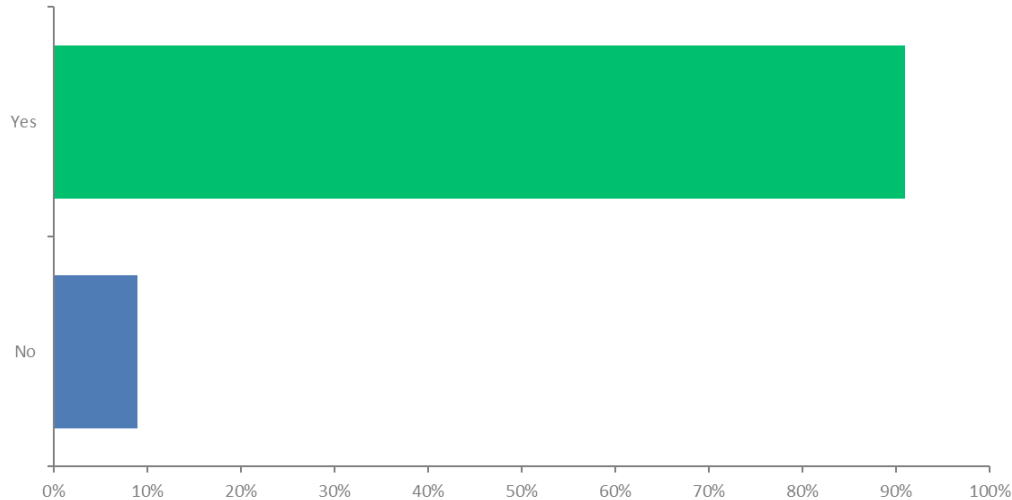
Q19: Are there any **threats** that may negatively impact the organization over the next 3-5 years?

- It's important to take care of and maintain what the PVCC already has.
- Our current rising inflation.
- Apathy from community and board.
- Changes to the people communicating with the rest of us
- Continued support and maintenance of an aging building.
- Aging volunteers
- The building is old. Updates are being made but that need will continue at an inflated cost.
- Up keep of building and property
- Cost of upkeep, being able to attract volunteers, keeping cost of classes affordable and building maintenance
- Lack of imagination and being too risk averse to spend money.
- Volunteer burn out
- Ongoing money to keep it open and pay for utilities.
- There shouldn't be any.
- Fundraising. Hence why they should be having membership drives.
- Money
- Fear of more pandemic waves



# Community Feedback

Q20: Have you ever made a gift (donation) to the PVCC? If so, what inspired your support?



- Their community spirit & activities
- The facility is good for our community and I'd like to see it continue
- Good investment and good management
- Support community space
- Belief in the PVCC purpose
- Pickleball in summer
- Pvcc is good for the area
- Engineering and time
- I use the facility and feel I should support it.
- I love to support this wonderful community.
- Important asset for our community
- 1) Keep it going, 2) Camp Arcadia match, 3) Great potential
- My use of the facility
- 100% behind what PVCC offers and stands for
- Pickleball and positive feedback
- great local venue
- We donate to both the operational budget as well as the endowment.
- Family and friends actively involved in volunteering there.
- have been supportive since the beginning.
- community involvement and matching donations

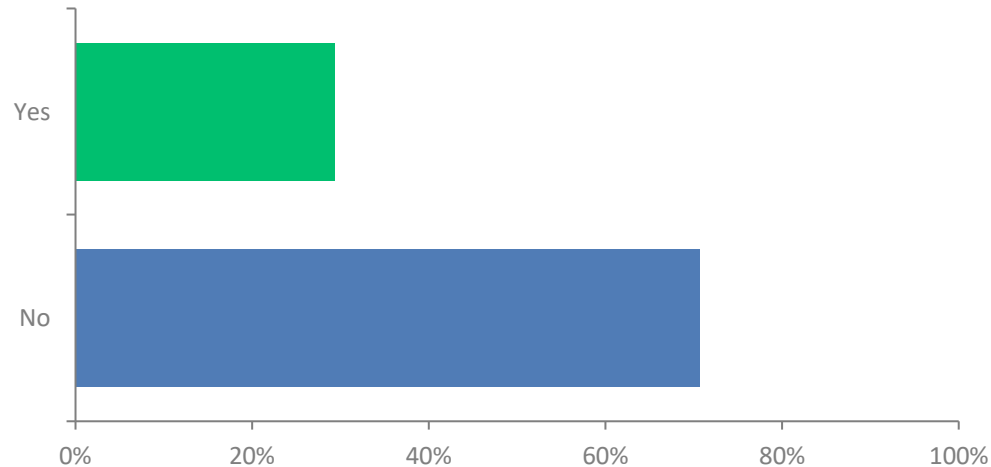
# Community Feedback

Q20: Have you ever made a gift (donation) to the PVCC? If so, what inspired your support?

- I'm a member of the tai chi group
- community needs the services
- Community
- Great facilities for the whole community. Very welcoming
- Community programs
- To support the community
- matching gifts from the RKD dinner.
- Wanted to see it move.
- My value of community inspired our gift
- Community
- I play pickleball and use the gym and appreciate the facilities
- To keep them open
- It's a great space and idea
- Helps the community
- We use the PVCC and want the programs to continue
- I believe this is a great asset for our community.
- Direct involvement in reason for funding ask
- Community resource
- I use the facility and want to help support it
- Love Arcadia

# Community Feedback

Q21: Would you like to learn more about volunteering with the PVCC?



Q22: How could the mission and work of the PVCC look differently in five years?

- I would like to see the community center be a place for local residents to look forward to enjoying meeting up with friends while engaging in activities, especially since Arcadia has few places for groups to socialize and meet each other.
- Adjusting, accommodating the needs of people as our population increases.
- We hope the community spirit and support continues and grows.
- Part time paid manager along with volunteers.
- "More evening activities, Day camps"
- To be a vibrant force that helps our community to grow, relationships to expand and strengthen and for everybody to come together and realize the power and support that is available when we all support each other.
- Include diversity of all kinds and events to reflect that
- Building a membership of younger families.
- Continue to grow the programs. Change how membership is achieved. What is the vision of PVCC?
- One of the biggest needs of Arcadia & surrounding areas is care for the elderly. PVCC is uniquely positioned to respond to those needs thorough spearheading fund raising for a nursing home in proximity to the PVCC and Doctors office.
- Continue to make the journey on your positive improvements. Grants for other opportunities.

# Community Feedback

## Q22: How could the mission and work of the PVCC look differently in five years?

- Their outreach could extend to other small communities in the nearby area.
- I could see a director position who would handle the day to day activities as the center gets busier.
- More people involved.
- The mission should not change. It's the reason for the PVCC. Specific goals and objectives can change to support the mission, but not the mission.
- "More volunteers, More children, Younger families "
- I believe it's important to keep pace with the needs of the community and as the community evolves, adapt programs
- Continuing to be community minded
- More outreach to elder care and parenting.
- Depends on the community and the volunteers.
- 5 years in this community often lends to a whole new set of involved volunteers. Fundraising will always be an issue.
- I believe the mission speaks to the best general direction for the PVCC.
- More diverse offerings. Not everyone likes to exercise or play pickleball. Look around the community.....see what people are doing and the life challenges they face, and respond to them: aging, finance, healthcare, outdoor sports (fishing, hunting, boating, sailing, etc), current events.
- Need to align bylaws to how the board is currently operating
- Possibly appeal to more the community. Draw in more summer people.
- "If governing body (Bd of Directors) chooses to change the current mission statement, or violate nonprofit guidelines, the doors could close. State and federal guidelines must be adhered to.
- Appropriate full time Director could help facilitate additional publicity and programming and relieve Board members of minutiae."
- Hopefully use of the building and the number of people supporting PVCC will continue to grow.
- Depending on programming, the scope could be broader, or it could be more narrow, depending on funding.
- Expanding on opportunities to the community.
- I believe the mission is good, it just needs to continue to have support.
- Could be more diverse, broaden range of users, define more specifically needs and wants of underserved
- Serving a greater number of participants through physical, intellectual, spiritual and emotional programming

# Community Feedback

Q23: Is there anything else you would like to share with the PVCC?

- Good leadership and well managed operation
- Grateful for its existence.
- Thanks for the wonderful volunteers , leadership and service to the community. PVCC is the heartbeat of Arcadia!!
- I am a part-time resident; if I were there more of the time I would make use of the facility...thanks for your efforts; I great asset for the community
- I want to say thank you to the board for continuing driving pvcc to the next level to meet the community needs my thanks go to you
- I love you keep the elementary school and are using it for the community.
- Would just like to thank all the volunteers who make the faculty a big success
- I am so very appreciative of the work that has been done to grow the PVCC. It is so great to see people there daily making use of the facility.
- Stay engaged completely with the Arcadia community.
- I love the idea of the new electronic notice board, but it actually makes it more difficult for me to see upcoming events. Perhaps a printout of a monthly calendar?
- Love that Arcadia has this community center. Very impressed with the dedication and commitment of the Board. Thank you for all you do!!
- The building could use some modernizing.
- Unfortunately we have an uninspired Township governance structure which provides no positive initiative for making Arcadia better. PVCC needs to become that force and then begin to influence decision making at the governance level.
- Serious consideration by current Board members of the existing Articles of Incorporation and bylaws is necessary. Finding an attorney with expertise in nonprofit law is of primary importance to proceed. Perhaps grant \$\$ would be available for this task, or specific donor outreach to underwrite the cost. The current definition of "membership " and who is the actual governing body needs to be clearly defined. Each Board member should be required to read and study the governing document.

Q23: Is there anything else you would like to share with the PVCC?

# Community Feedback

- The hard work and dedication of the the people who had "a vision of what the Arcadia School could be has certainly proven that a small group with a single purpose can accomplish great things. Wishing you continued success!
- We are extremely grateful for the people who created and maintain the PVCC!!!
- It has created a heart of community for Arcadia
- PVCC is a great place for the many needs of our community . From fund raiser ( dinners ) to pickle ball , the library , exercise room and space for meetings . It is a great asset to Arcadia .
- Keep up the good work!
- I am grateful you are an integral part of our community!
- I have noticed a change in the last year. More is being offered, and especially for the young people, which is very good!
- Thanks for all the work and time PVCC Members put into promoting and running the community center. It is definitely an asset to the community and deserves community support.
- Keep up the good work. There have been increased offerings over the past few years which is terrific!
- Thanks for input!
- I can't think of anything right now.
- Keep up the good work!
- Thank you!! We love our PVCC!!
- Kudos to all the volunteers for what you have accomplished. We are lucky to have this facility in our town.
- We are very proud to have it as a resource.
- Just keep up the good work.
- Supervision of youngsters in the evening is lacking. Lights and fans are continually left on all night, equipment is not picked up and placed where it belongs, doors are left unlocked. Overall, they do a great job and are always trying new things to find community interest.

# Board Feedback (N= 8)

**Q1: The Pleasant Valley Community Center provides a setting that promotes healthy lifestyles through fitness, social, and recreation opportunities for all.**

Do you agree that the mission accurately describes what good or value the Center provides and for whom?

Agree= 6

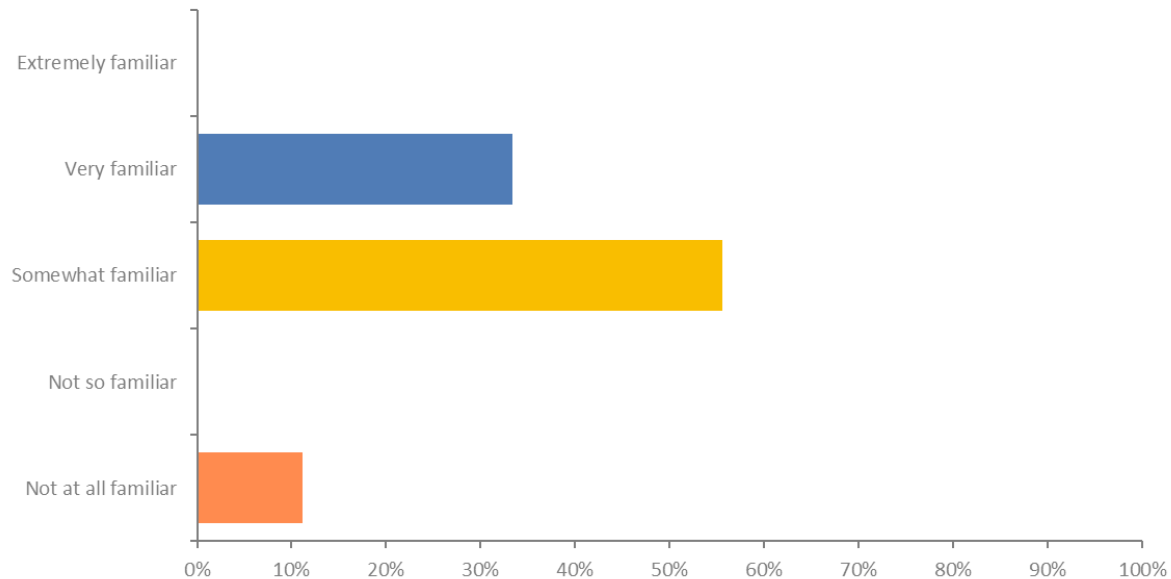
Disagree= 2

## Comments

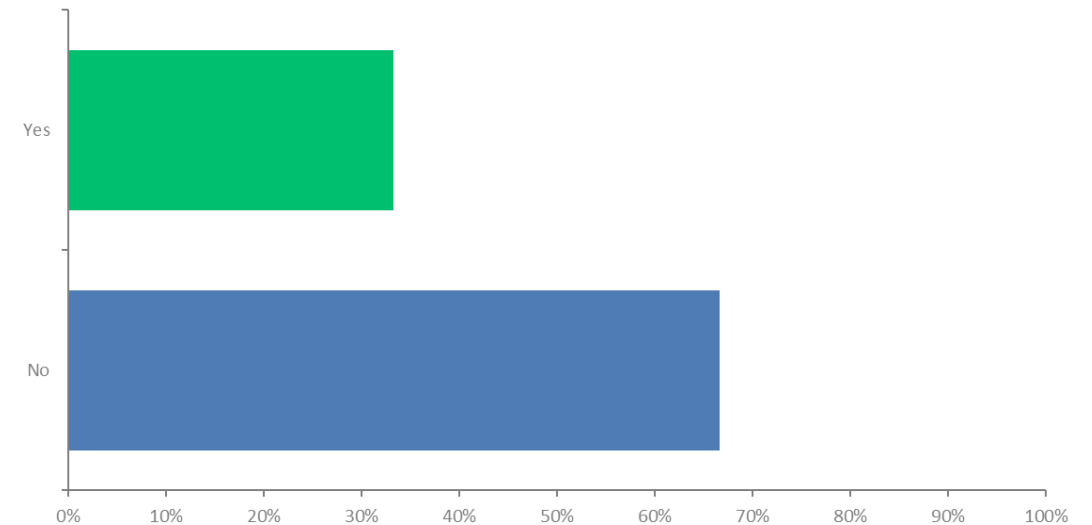
- We have mentioned a safe house
- The board may not be very aware and I'm not sure the community is so that might be an area we need to work on. It may need to be tweaked.
- The educational part is missing, more classes to create micro-learning opportunities. healthy lifestyles made be worded, for all ages but I'm not sure it's inclusive as it needs to be yet on age demographics. The greatest gap in offerings is for 20-60. Cornhole might be an experience that attracts this age group.
- A little too recreation based given our programming, we've been offering a lot more educational activities.
- We are getting there. We can only get better and bigger. The community wants more (health related offerings)
- It should be looked at and reviewed from time to time. It is ready for some thought, maybe broader. It could be broader than just a place.

# Board Feedback

**Q2: How well known is the brand of the PVCC in the community?**



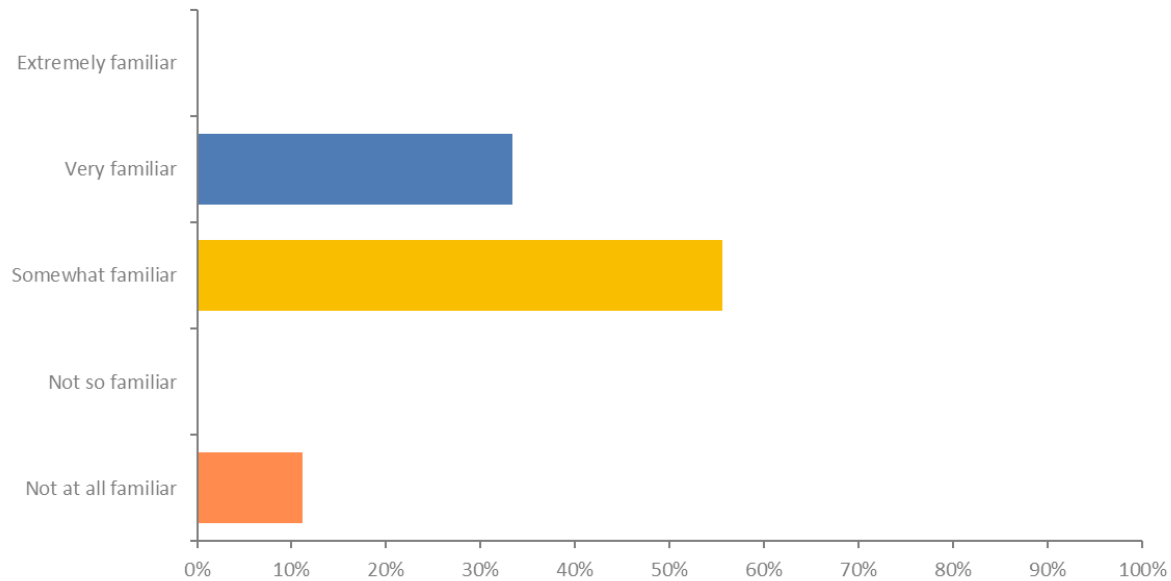
**Q9: Are you able to spend more time than your current level serving the PVCC as a volunteer?**



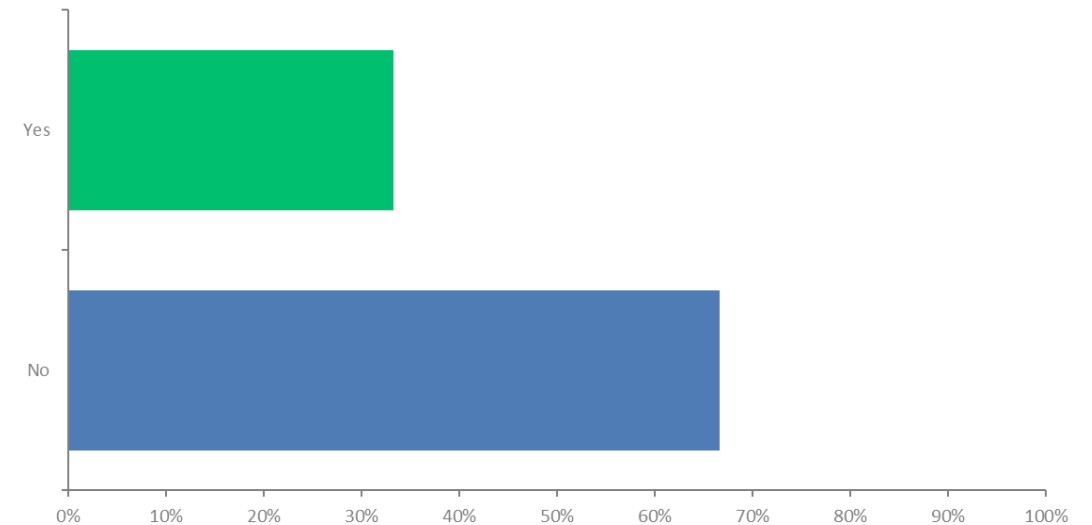


# Board Feedback

**Q2: How well known is the brand of the PVCC in the community?**



**Q9: Are you able to spend more time than your current level serving the PVCC as a volunteer?**



# Board Feedback

## Q3: Top three strengths

- Fitness Center, Pickle Ball courts, library, wifi, kitchen
- No debt which gives us flexibility, location- opportunities in Manistee but when you get to lower Benzie, lower Manistee..there aren't places like the community center. And the immediate community embraces it. Board of Directors that is going through a strategic challenging process.
- Funds are solid, Building usage
- Socialization offerings, for health (activities)
- The space itself (set up as a school), Community support financially,
- "Volunteers (volume) Facility, Program Offerings"
- "Availability/accessibility/Programming"
- Bring the community together, Open to bringing health issues/resources to the community (convenience), Communication (has gotten better)
- Location (heart and soul of the community), board

# Board Feedback

## Q4: Greatest challenges

- "Playground equipment, Safe place (generator, showers, etc.)Finances (annual dinner, we may need someone to write grants)"
- We have fabulous community minded people that are board members that have not served on boards before, so they often understand the scope of their role. Being able to find board members that have more experience, understand the greater vision and that gets into succession planning. Governing structure. (Board development). There are times we might not fully understand our own potential due to lack of experience. Sometimes we may be too complacent or have too low of expectations.
- Organization- modernizing, moving away from paper to software tools. Growth is also a big challenge have created a need for the structure of the org to grow.
- Our own success (volunteer/board burnout),
- Reliance on a volunteer board to operate the Center. A lot of thought needs to be put into succession planning. The term limits are positive but it does create succession challenges.

# Board Feedback

## Q4: Greatest challenges

- "The professionalism of the board- continue to grow around roles, purpose, duty, fiduciary responsibilities, the need to plan Fundraising- always needs attention. We either need more private support, or grants. We need \$35-45k a year to operate. It would be ideal to stay up around \$50K. "
- "FACILITIES- with our growth, we need additional parking, having a ""safe place"" for emergencies with sleeping bags, cots, etc. We could use showers for men and women if we are dreaming. STORAGE, FACILITIES MANAGER- to create a maintenance plan, even part-time TECHNOLOGY UPDATE- We recently added an informational lobby. We will need technology in the gymnasium. Software- we don't have a cohesive one-stop shop. Laptop for the office. "
- Volunteer engagement, Funding/fundraising, Maintenance/facilities
- "Sustainability and longevity Funding"

# Board Feedback

## Q5: Greatest opportunities

- Strategic planning opens up opportunities. We are well-positioned and there are partners we could engage with that could open new opportunities. The Minger Fund is so close to home. We have wonderful assets (nature/trails around us) around us. Finance and funding growth.
- Growing and creating partnerships with other orgs in the area.
- "Partnering opportunities, the Lions could possibly move over to the Center. Do we need two facilities in the same small town? But this might necessitate more room at the Center for the Lions. Defining partnerships. Subsidizing activities for some."
- Collaboration with other nonprofits/organizations, GTRLC, 4-H have been fantastic.
- Programming- keeping it active is wonderful
- "Extending our volunteer core (engagement) Facilities Outreach to outlying areas. We serve two counties."
- Offering services that the community will participate in, to grow so that we can meet the diverse interests of varying age demographics in our community, maintaining the building (first impression)
- "Collaboration (GTRLC- trail hub) Incubators for small businesses (Art fair, but also artists to display in the hallways)"

# Board Feedback

## Q6: Potential **threats** over the next 3-5 years

- Building maintenance- gym, roof, storage room
- Losing good board members and not replacing them with equally strong leaders. Something like Covid if we aren't prepared. There are many people who have never returned.
- The By-laws: (example), you have to pay \$100 in the previous year to attend the annual meeting but there is no way to track what people are giving through \$2 usage fees. There is a whole subset of families that don't have the means to donate but they are so critical to community and not capturing their energies and talent is hurtful. And people don't know they have to donate to be a member.
- Volunteer burnout due to so much good activity
- Structurally (1960's build), Having a strong board
- "Divisiveness in the community Unified front and respect, stay together (board)"
- I don't think so if everyone remains open to ideas. We need to watch the growth of our programming. Sometimes trying to keep up with it (advertising and coordination) is a challenge. With growth comes management.
- Facilities (crack in the gym wall),
- "Insurance/liability ADA/Government compliance"

# Board Feedback

Q7: How could the mission and work of the PVCC look different in five years?

- Storage expansion, Pickleball expansion
- Parking (meals that we have on Tuesdays/Thursdays as an example)
- More enhanced, the potential exists to really make the Center a destination and not just because they live in Arcadia but because it's a hub of activity. We facilitate at a higher level and the public awareness is also more widely known and understood.
- Opportunity for growth, and collaboration with more people, make it more inclusive.
- "We are a community shelter when there are emergencies. We have heard there is funding out there for this (generator, showers, cots, etc.).
- Our community needs a nursing home and we are providing a lot of activities that would support or could spearhead a new property next door.
- More pickleball courts but we would need a way to break the wind. "
- Our current board is restarting some things that were lost a bit through Covid and some of the energies/effort of the founding board. Instead of surviving, we will be thriving.
- If we could get the right person who could provide some more support through staffing but only if they could further develop us and the programs. But we would need them to be able to raise some of their funding to make a position possible.
- I would hope that we have a larger facility or the ability to accommodate a safe place. We may have better classrooms (example would be for Yoga).
- The look of the town could be different, we could be better connected with GTRLC, partnering more effectively
- It could be expanded to include a volunteer hub for other community projects on and off the main campus site.

# Board Feedback

Q8: Are there any improvements to the campus/facilities you would like to see?

- Parking, Get rid of the oil tanks in the ground, Storage addition that needs to be cleaned up, Organize our supplies
- Pickleball courts, more space (adding onto the building, building a separate building, I'm not sure), a facelift so it doesn't look like an elementary school, potentially expand our land footprint if possible.
- Kitchen usage is an example. If we had a commercial kitchen, we could do more community through food. playground, more pickleball courts, the whole outside needs to be redone (playground/courts, area for outdoor bathrooms). Becoming a trailhead for all the trails in the area.
- Lions- help us with the kitchen, we would need more storage space. We could add a drive through capacity for food/fundraisers. New water tank, septic system inspected, the roof, wall in the gym has a crack, ceilings in the hallways that have tiles off- it would be nice if it was all wood. Lighting to support the art gallery. security systems, exterior storage that needs to be repaired or rebuilt, we have old oil tanks that are buried
- Pickleball court (another one) but it would probably have to go where the playground equipment is. The playground would move. The outside facade could use a lift. It would be nice to remodel more classrooms. Air conditioning (three rooms that lack)
- Our office could be enhanced to be more professional
- Roof in ten years, septic is overdue for a rebuild
- Playground equipment is outdated
- Landscaping plan
- Parking, Signage (big sign still says Arcadia Elementary)"
- Parking lot, technology upgrades,
- "I like keeping it like a school.
- Air conditioning, Signage
- Make things simpler for food"
- A vestibule entryway with restrooms that are open more often. It could be a trail hub for the Conservancy. We need more storage. We have a buried tank that needs to be looked at. The playground equipment is left over from the school. There is question about the septic.



# Board Feedback

Q10: If the PVCC was to hire a staff member, what position would you recommend?

- Central point of contact, Events planning, Internet, facebook and website Maintenance or relay problems. Pretty urgent that we hire a staff member
- Executive Director
- An executive director.
- A director who does what Dana is currently doing, contact person for our calendar, volunteers, etc. She is why we are so successful.
- An Executive Director but I'm not sure we are able to sustain a full-time position. They would serve as a general manager, the day-to-day tasks.
- We need to consider this (pro's and con's). Funding would be a concern at this juncture. But if we did hire someone, a member who was aware of some funding opportunities, grants, etc.
- The cost of a director is daunting for some, a facilities person has been suggested before. One opportunity is to thoroughly document volunteer job descriptions (tasks, etc.). We need some organization. For the future, we probably need to move away from 100% volunteer lead. At times its a matter of being about to think about the future/vision.
- A Director, coordinate and keep a calendar up to date, letters for donations and thank you letters, keep everything organized. May not even need a full-time, probably a PT. But I'm not sure we need a staff member at this time.
- Executive Director

# Board Feedback

## Q11: How can we improve board recruitment, retention and succession planning?

- We've been very fortunate with the board members that have served. Board recruitment processes could probably be improved. We need to discuss succession planning.
- The first step is having board members agree that it's important to invest in this process. To somehow find opportunities for board development, so they learn more about their limits and responsibilities. Have people actively thinking about board members and it can't always be your friend/neighbor but skillsets and gaps.
- Having a paid-staff, point of contact is needed. We need our Josh like Grow Benzie. A recruitment event/s to attract new folks. The newly retired individual is the ideal board candidate.
- Recruiting- we need to do better (we are fortunate with the board members we have and meet a lot of people through those already volunteering). The more we do, the more interest we generate. We could probably improve our succession planning, develop a process.
- Add more structure to recruitment. I could see having individuals serve as a volunteer before becoming a board member. The board should vet candidates before bringing prospects into the fold or a structured interview session. Tap into the volunteer base to identify board members. On occasion, share publicly that we are open to new candidates. Retention: the board always needs a strong president that can provide direction and tackle issues. In May we have annual meetings which is when officers are selected. We could discuss the best line of communication (email or text as an example). We could discuss what needs to be shared with the full board and when (inside meetings, between meetings). Succession: we need to identify prospective members before we need them to be ready for changes.

# Board Feedback

Q13: Is there anything else you would like to share with the PVCC/Consultant?

- Each of our board meetings should have some focus and center on executing our strategic plan.
- free attorney was available and shared a plan to help update our by-laws need a huge lift. Moving from a membership board to a directorship board. Our playground is very outdated. The website needs more upgrading. Need someone on the board who has fundraising expertise.
- I'm very excited that we are going through the strategic planning process. I'm very proud of what board members have done in the past to position the organization today.
- We could think about how to define our roles better as board members and our communication patterns. "
- Collaboration with other partners (something to consider), the Township has a Parks and Rec Subcommittee, the Lions may be willing to collaborate, these have been very successful.
- We aren't investing in board development opportunities. There is an absence of this responsibility."
- I hear folks reference the Center as a gem, a jewel, beloved. The exercise room and fitness offerings are such a draw.
- I wonder if we could take a look at how we structure volunteer offerings. I'm anxious to see the thoughts of the community to see where they would like to see the community go. This should help our planning.
- I'm excited to see the process and see the outcomes. Will this process provide some assistance on the site plan? It's astonishing how much the Center has pulled off post-Covid, so encouraging. We may be of assistance to support other communities doing similar things.