



City of Waterloo Older Adult Recreation Strategy

May 15, 2015

EXECUTIVE SUMMARY

Over the years, the City of Waterloo has played an important role in meeting the recreation, leisure, and support service needs of local older adults, and is committed to continue to do so.

Older adults age 55+ form over 20% (Statistics Canada, 2006) of the City of Waterloo's population, and this is anticipated to increase to approximately 30% by 2028 (Social Planning Council, 2013). As the city changes over the coming years, becoming more intensified and more culturally diverse, the needs of older adults will also be shifting. It is recognized that older adults are often living longer and with multiple and complex chronic health issues. Coupled with provincial initiatives encouraging older adults to live at home longer, it is anticipated these changes will place a strain on the city's service delivery to this demographic.

Older adults today are highly diverse in terms of needs, abilities, income, cultural backgrounds, and interests. As the city and the older adult population changes, the City must be positioned to respond to these changes to ensure its programs remain relevant for older adults today and in the years to come.

Staff from the City of Waterloo's Community Services Department developed the Older Adult Recreation Strategy in consultation with over 600 community members and staff from the Senior Services Unit and based on research on promising practices in other municipalities. This strategy presents 24 recommendations to support the Senior Services Unit in responding to the recent changes in the older adult demographic and to anticipate and prepare for future needs.

The following five goals give focus to the strategy:

1. **Program Delivery:** Provide relevant and appropriate programs and services for older adults of all ages and across the health continuum.
2. **Volunteers:** Increase volunteerism in City programs and services for older adults.
3. **Fees and Charges:** Ensure City recreation programs and support programs are affordable for older adults.
4. **Recreation Facilities:** Provide high quality, dedicated older adult facility space with easy physical access and a comfortable, welcoming environment.
5. **LHIN Funded Programs:** Grow and enhance the Home Support and Adult Day Programs, with funding through the LHIN, to support older adults to age in place and stay connected with the community.
6. The following is a complete list of recommendations in this strategy. Details regarding rationale, implementation details, and some of the challenges to implementation, are included within the strategy report.



Program Delivery

1. Expand the spectrum of recreation opportunities to meet the varied interests, needs, and abilities of adults of all ages, including social and educational programs and unique leisure activities.
2. Regularly introduce new programs for older adults. Focus on creative practices to bolster awareness of these new programs and encourage participation.
3. Develop a range of specialized fitness and socialization programs for older adults with chronic and complex physical and cognitive conditions, in collaboration with existing organizations that have expertise in these areas.
4. Partner with community groups/organizations to develop programming for older adults from diverse cultural communities.
5. Evaluate the affiliation policy for effectiveness and appropriateness, and consider the need for additional relationship models to define and formalize roles and responsibilities between the City and community groups.
6. Allow greater flexibility for drop-in participation in registered programs.
7. Reduce program duplication within older adult facilities and promote programs of interest to older adults offered at other locations.
8. Enhance promotion of programs for older adults and the benefits to participation.
9. Encourage and recruit community members and organizations to take a greater leadership role in developing new programs and running established drop-in programs.
10. Establish a performance measurement and program evaluation protocol to regularly assess programs.
11. Explore strategies for reaching out to isolated older adults and encouraging engagement in recreational and social programs.
12. Explore opportunities to enhance access to transportation for older adults looking to participate in programs at City of Waterloo facilities.

Volunteers

13. Investigate the roles and mandate of the 55+ Advisory Committee in order to support enhanced volunteer capacity to respond to needs of the aging community and provide efficiencies to staff and Council.
14. Implement new approaches to recruiting and retaining volunteers in order to reinvigorate and grow volunteering within Senior Services.

Fees and charges

15. Within the parameters of the Fees and Charges Bylaw, explore methods to increase flexibility when setting program fees to allow for more varied programming, while allowing the City to recuperate program costs.



16. Conduct a review of meeting room rental rates in City of Waterloo recreational facilities.
17. Analyze Waterloo Memorial Recreation Complex (WMRC) track use to identify opportunities to increase no-charge public use hours.
18. Investigate approaches to improve access to recreation for low income older adults.
19. Seek additional external sponsorship of City-run drop-in programs for older adults to allow for more free participation.

Recreation Facilities

20. Investigate the hours of custodial staff on site at the older adult facilities in order to provide enhanced maintenance and set up support during prime use periods.
21. Explore remodeling select meeting rooms for active living program use at the Waterloo Memorial Recreation Complex (WMRC), Albert McCormick Community Centre, and RIM Park Sportsplex.
22. Explore opportunities to build a new older adult recreation facility.

LHIN funded programs

23. Change the name of the Senior Outing Day Program (SODP) to better portray the target clients and the type of program.
24. In collaboration with the Community Support Services Network and the Waterloo Wellington Adult Day Services Network, continue to integrate service delivery across provider organizations, and advocate for enhanced funding from the LHIN to meet the growing demand for home support services and adult day services.

These recommendations are intended to be implemented over the next five years. To fully succeed, this strategy requires the investment of some new financial resources. Some recommendations can be implemented within existing resources and by shifting staff focus to better meet changing needs within the community, though resource limitations will continue to be a challenge. Once implementation is underway, the City of Waterloo's Senior Services Unit are intended to be better equipped to respond to the changing needs of the community's older adults



Contents

Executive Summary	2
1.0 Introduction.....	6
2.0 Waterloo’s Plans/Strategies/Policies related to Older Adults	7
3.0 Developing the Strategy	9
4.0 Strategic Framework	9
5.0 Strategic Goals.....	10
6.0 Program Delivery.....	11
7.0 Volunteers	19
8.0 Fees and Charges.....	21
9.0 Recreation Facilities	24
10.0 LHIN funded programs	29
11.0 Financial Impact of the Strategy	30
12.0 Implementation and Reporting on Progress.....	31
13.0 Conclusion	32
Appendix A: Complete list of recommendations	33
Appendix B: Glossary.....	37
Appendix C: Selected References.....	38



1.0 Introduction

The City of Waterloo has a long history of providing services for the community's older adults. Since the opening of the Adult Recreation Centre (ARC) in 1974 and the addition of the Wing 404 RCAFA Rotary Adult Centre (Wing 404) as a second older adult recreation centre in 1986, the City has played a role in meeting the recreation, leisure, and support service needs of local older adults. More details about the Senior Services Unit and the facilities and programs for older adults in Waterloo can be found in the Overview of City of Waterloo Senior Services Unit - Background Report.

While the City of Waterloo has demonstrated continuity in its commitment to serve older adults and will continue to do so, tremendous change in the city in recent years suggested a need to review current approaches to service delivery. Not only has the population increased significantly, now standing at almost 129,000 as of 2012 (according to data provided by the Region of Waterloo) but the city has become much more culturally diverse. The changes also extend beyond demographics. The physical environment of the city has changed significantly as new subdivisions have grown the city outwards, and intensification has grown the city upwards. The pace of rapid change is anticipated to continue as major projects like the Light Rail Transit (LRT) move forward.

One of the changes that is anticipated to put significant pressure on the City of Waterloo and its service delivery systems is the substantial increase in the older adult population – those over the age of 55. The Region of Waterloo has estimated that by 2028, it is expected that over 30% of the 138,000 inhabitants of Waterloo will be older adults, a substantial increase from 20% in 2006 (Environics Analytics, 2013; Social Planning Council, 2013, p. 24). The effect of this significant demographic shift is already being felt, and the city has begun to respond with initiatives like the Mayor's Advisory Committee for an Age-Friendly Waterloo. There is growing recognition that the City is facing, and will continue to face, some significant decisions related to older adult services and older adult recreation facilities in the near future.

Community needs have changed since the last strategic review of senior services was completed in 1998. Council recognized that planning was needed to help ensure the City could respond to the growing and changing older adult population when it passed a motion that encouraged the 55+ Advisory Board to, "work with Community, Culture and Recreation Services staff to update the Older Adult Master Plan," (June 2010). In response, staff has worked with the 55+ Advisory Board and other community stakeholders to develop this Older Adult Recreation Strategy. The strategy looks at the role of the Senior Services Unit and recommends changes to the Unit's service delivery model and other strategic shifts to better meet the needs of older adults going forward.

Research on the coming generation of older adults has shown that not only is the population of older adults getting larger, but that interests and expectations of older adults today, and likely in the future, are different than those of past generations. The older adult population is highly diverse, in terms of needs, abilities, income, cultural backgrounds, and interests. They cannot all be served the same way, with the same set of programs. Some older adults are very healthy



and active in the community; others have health conditions or disabilities and require services tailored to their needs.

The City of Waterloo will need to respond strategically to balance needs and expectations of today's older adults with those older adults that will be looking for municipal services 10-15 years from now. This strategy aims to ensure that relevant, accessible, meaningful, and appropriate municipal recreation and support services are in place for older adults in Waterloo in the years to come.

Intended to be implemented over the next five years, this strategy is of a shorter duration than others recently produced by the Community Services Department. A five-year scope was deemed appropriate given the many unknowns and uncertainties in the current context, such as the future of the ARC and Wing 404. As clarity emerges, additional planning and different strategic responses may be required. Additionally it is anticipated that a new Community Services Master Plan will be developed within five years, given that it has been more than five years since the approval of the previous Recreation and Leisure Services Master Plan. The development of a new Community Services Master Plan will provide an opportunity to look at broader issues such as the distribution of city recreation resources in relation to changing population demographics, community interests, and values, which may also shape services for older adults.

2.0 Waterloo's Plans/Strategies/Policies related to Older Adults

In addition to the Older Adult Master Plan from 1998, a number of plans, strategies and policies are in place to outline the role of the City of Waterloo in providing programs and services to older adults.

Corporate Strategic Plan

The City of Waterloo's Strategic Plan, 2011-2014, includes four strategic pillars. The Healthy and Safe Community pillar provides guidance for the development of this plan, and in fact, recommends the development of a "senior/zoomer strategy." This pillar also speaks to the need to be inclusive and understand that our population is varied and will continue to change and have different ideas and interests regarding the services the City should deliver. It also advocates the promotion of recreation and making Waterloo a place for all ages and cultures to live and play, building on an existing strong recreation framework.

Recreation and Leisure Master Plan

The vision of the Recreation and Leisure Services Master Plan, completed in 2008 and now under the purview of the Community Services Department, is:

"Waterloo residents will have access to a diverse and balanced array of recreation and leisure opportunities that respond to evolving resident interests, improve resident health and well-being, and facilitate individual and community participation, development and leadership."

As this Master Plan did not include focused analysis on the needs and interests of older adults, the Older Adult Services Strategy helps fill this gap until the next Master Plan is developed.



Service Delivery Policy

The Service Delivery Policy defines the Community Services Department’s principles of service delivery, the scope, criteria, and approaches to service delivery, and the process of evaluation to ensure the benefit of service.

The policy identifies a continuum of models for service delivery. A **facilitated** approach is preferred where possible. Facilitation is defined as active support of community groups and individuals by staff in the development and delivery of recreation and leisure services. Next are **partnerships**, defined as collaborative initiatives at varying levels of involvement by staff that results in a shared responsibility for recreation and leisure services. If a partnership opportunity cannot be established, staff can pursue **direct delivery** of recreation programs by City staff operating alone or in partnership with volunteers. The tendency is for new services to begin as direct delivery, with staff working with the community to shift toward a facilitated model of service delivery. Having a variety of services provided through a variety of delivery methods provides the best balance and use of municipal and community resources. Senior Services Unit staff note that their current programs are focused on the direct service delivery model.

Regardless of the model of service delivery, staff is expected to provide services and programs aligned with a number of guiding principles, including:

- A Balanced Array of Recreation and Leisure Opportunities
- Fairness and Inclusion
- Balancing Public Accessibility and Revenue Generation
- Maximizing Facility Utilization
- Flexible and Sustainable Facilities

Mayor’s Advisory Committee on an Age-Friendly City

The City of Waterloo is one of only 14 Canadian cities to achieve designation as a part of the World Health Organization (WHO) Global Network of Age-Friendly Cities. The definition of an Age-Friendly City is one that “encourages active ageing by optimizing opportunities for health, participation and security in order to enhance quality of life as people age.” To advance Waterloo’s Age-Friendly status, Council received an Action Plan and Recommendations from the Mayor’s Advisory Committee for an Age-Friendly Waterloo on June 24, 2013.. While many of the actions require leadership and involvement of groups or organizations outside the Corporation of the City of Waterloo, other recommendations, particularly those related to recreation and leisure and support services for older adults, fall within the City’s scope of responsibility. These recommendations have been considered throughout the development of this Older Adult Recreation Strategy with the aim to move these issues forward with additional analysis and specific actions the City can take.

3.0 Developing the Strategy

Staff from the Community Services Department conducted extensive research and consultation over the course of two years to develop this Older Adult Recreation Strategy. Throughout the development of the strategy, information has been shared with the 55+ Advisory Board, the Mayor's Advisory Committee for an Age-Friendly Waterloo, Senior Services Unit staff, and during the first phase of the project, an ad hoc project working group made up of select staff and community members age 55+ that represented Senior Services volunteers, 55+ Advisory Board members, and the general public.

Strategy research included:

- A profile of the older adult population in Waterloo today and anticipated changes moving forward in terms of demographics, interests, and needs, to help establish service delivery mechanisms that will allow the City to respond to the changing context.
- An inventory of older adult service providers in Waterloo Region including government, not for profit, and for profit organizations.
- Examination of emerging older adult population trends and best practices in service provision.
- An inventory and assessment of City facilities, services, and programs for older adults.
- A review of available program participation data and facility use trends.
- Analysis of strengths, weaknesses, opportunities, and threats drawing on the expertise of Senior Services Unit staff.
- A review of financial data including a focus on revenue, investments, and sustainable service delivery.

Staff also investigated best practices regarding municipal services to older adults and consulted over 600 community members and staff in the Senior Services Unit through surveys, focus groups, and open house sessions, to better understand the recreation and leisure needs of older adults within Waterloo.

The research and public engagement process were completed by staff responsible for policy and planning in the Community Services Department's Business Services and Programming Unit, and supported by staff from the Senior Services Unit.

4.0 Strategic Framework

Built on existing strategic plans for the City of Waterloo and for the Community Services Department, as well as the Service Delivery Policy, the principles of an age-friendly city, and further enhanced by community input, this strategic framework contains a mandate for older adult services in the City of Waterloo, as well as guiding principles and strategic goals. Each of



these combine to provide a framework to guide decision-making around programs, services, and facilities aimed at meeting the needs of local older adults.

Mandate

The City of Waterloo's Seniors Services Unit promotes healthy and active living for older adults through collaborative, welcoming, and innovative recreational programs and support services that value the contributions of older adults in our community.

Guiding Principles

Decisions regarding older adult programs and services will be shaped by the following underlying principles:

1. Older adults are contributors to our community and that all – regardless of cultural and religious background, language, sexual orientation, gender identity and gender expression, abilities, financial situation, or geographic location – must be respected and included.
2. Older adults must be involved in deciding priorities, shaping actions, and bringing about change within the Senior Services Unit.
3. City programs and support services geared to older adults should focus on recreation and leisure and support the ability for older adults to age in place.
4. City recreation programs and support services for older adults should contribute to enhancing Waterloo as an age-friendly community.
5. Programs and services for older adults should balance public access with financial sustainability.
6. Use of facilities should be maximized within available resources.

5.0 Strategic Goals

Recognizing the limited financial and human resources available within the Senior Services Unit, it was critical to focus this strategy on select areas where changes could realistically be made that would have a meaningful impact on service delivery capacity and quality.

Based on public engagement and research, the following goals have been identified as priority areas of focus for the next five years:

1. Provide relevant and appropriate programs and services for older adults of all ages and across the health continuum.
2. Increase volunteerism in City programs and services for older adults.
3. Ensure City recreation programs and support programs are affordable for older adults.
4. Provide high quality, dedicated older adult facility space with easy physical access and a comfortable, welcoming environment.
5. Grow and enhance the Home Support Services and Adult Day Programs, with funding through the LHIN, to support older adults to age in place and stay connected with the community.



The remainder of this strategy will speak to specific actions that can be taken over the next five years to achieve each of these goals. The strategy proposes twenty-four recommendations to strengthen the City of Waterloo's programs and services for older adults, and includes suggestions for the implementation of each recommendation.

Changes already accomplished

During the development of this strategy, issues and ideas emerged that staff identified as being "quick wins" or "low hanging fruit". Within existing resources, staff was able to respond to these issues and challenges and make changes that have already helped to improve programs and services for older adults. These include:

1. Reducing the drop-in fee for older adult programs from \$2.30 to \$2.00 per visit, including HST effective Jan. 1 2015.
2. Maintaining 2014 room rental rates at the same level in 2015.
3. Reviewing and improving internal data collection methods to ensure consistency.
4. Securing additional grant funding from the LHIN to replace the 2 vans for the transportation program and to enhance service delivery in the Senior Outing Day Program and the Home Support Program.
5. Entering into a sponsorship agreement with a local retirement residence to allow the City to provide a program free of charge to participants while allowing local business to promote their services to older adults.

6.0 Program Delivery

Goal: Provide relevant and appropriate programs and services for older adults of all ages and across the health continuum.

Older adults today are increasingly diverse, in terms of age, health needs, cultural background, and personal interests. Programming that is suitable for and of interest to one 75 year old, may not interest another. There are older adults who prefer active programming, while others have health concerns that limit their movement. The City must respond with appropriate programs and services to meet these diverse needs.

The following recommendations focus on enhancing program delivery to better suit the emerging needs of older adults in the City of Waterloo. It should be noted that 73% of existing program participants said current programs meet their needs. Many spoke highly of the recreation programs currently offered by the City. For example, those in fitness classes noted their enhanced flexibility and strength. Older adults who participate in programs at the older adult recreation facilities know that staff genuinely care for them and listen to their concerns.

The recommendations below are not a reflection on any problems with the quality of existing programming, but rather are intended to position the City to better anticipate and meet future needs.



Changing our approach to program delivery will require collaboration between all active living staff and staff from the Senior Services Unit. A mindset shift around how staff approaches their daily tasks, increasing innovation, developing more partnerships within the community, and allowing for the development of more and varied programming to meet the unique needs within the community today, will help achieve this goal.

Recommendation 1

Expand the spectrum of recreation opportunities to meet the varied interests, needs, and abilities of adults of all ages, including social and educational programs and unique leisure activities.

As the needs and interests of older adults continue to shift, so should City programming.

Many older adults are healthy and active and/or do not want to participate in traditional programs for seniors. They are interested in lifelong learning, active recreation, and new experiences.

Many of the activities offered today to older adults, and new programs that could be added, may appeal not only to those over the age of 55 but to adults of all ages. A lack of City programming for adults regardless of age is frequently noted by the community.

What is needed are a range of programs that recognize differences based on health and physical ability, skill level, and interests. Older adults also indicated that they would like to see programming outside of daytime/weekday hours, as had been the practice, because many older adults are continuing to work into their later years and so are looking for evening and weekend opportunities.

Currently, one staff member in the Senior Services Unit is specifically responsible for older adult programming. Successfully meeting the wide array of needs and interests will require all City active living staff to play a role in programming for adults going forward. While there are staff resource constraints, through coordinated efforts, active living staff could develop a variety of new programming for adults to meet differing needs and interests within the community. This would include: programs for adults with dementia and/or who are frail; programs for active adults; and unique, specialized leisure activities. Other municipalities, organizations, and community members should be consulted when developing new programs. Community members can also be engaged to provide program development or delivery support.

The successful pickleball program started at RIM Park in 2014 is an example of the type of approach that is required to meet the needs of adults and older adults in the community going forward.

Recommendation 2

Regularly introduce new programs for older adults. Focus on creative practices to bolster awareness of these new programs and encourage participation.

While existing patrons at the ARC and Wing indicated they were quite pleased with the quality of the programs they participate in, there was also recognition that there have been few new programs added in recent years. As the demographic of older adults continues to change, so do



their interests and needs. A practice of regularly introducing new programs of wider variety into the mix is needed to keep programming up to date with changing interests and trends.

To allow for innovation and new programming, the City should have reduced revenue expectations for new programs for the first 1-3 times it is offered. This will allow the programs to grow as awareness and interest build. Currently, staff is constrained by a need to cover all costs the first time a new program is offered, often resulting in cancelling new programs. Revenue generated from popular programs could offset any losses when new programs are initiated.

There are many strategies that can be implemented to encourage participation in new programs. They should be promoted widely in the community to encourage new and existing clients to participate.

Creative practices could include: open houses to learn about the different programs offered; “bring a friend” sessions; and permitting participants to try out a class free of charge. As awareness and popularity build, the programs will recuperate costs and generate revenue that can support creative activation practices for other new programs in the future.

Implementation of this approach will face challenges, including limited existing resources for purchasing new equipment for new programs and a lack of storage space in our facilities for additional equipment. Increased financial resources for equipment would increase the ability of staff to better meet changing recreation programming interests.

Recommendation 3

Develop a range of specialized fitness and socialization programs for older adults with chronic and complex physical and cognitive conditions, in collaboration with existing organizations that have expertise in these areas.

One of the key strengths participants noted of existing older adult programs is that instructors are experienced at adapting programs to meet the needs of those with mobility and/or other health challenges. This is a strength the City should build on. As developing programs aimed at adults and older adults without significant health challenges is taken on as an area of focus for all active living staff, and some programming is shifted to multi-generational recreation facilities, programming staff in the Senior Services Unit should place a greater focus on programming for older adults with chronic and complex physical and/or cognitive conditions.

New programs could be provided through partnership with organizations such as the Alzheimer Society, and other health organizations. The City can learn about successful programs and services for this group of clients, and collaborate with individuals who have expertise in this area to deliver appropriate programming. This could involve learning about new types of programming that existing staff can offer, hiring external instructors to lead these classes, or coordinating program delivery to avoid duplicating a service already offered in the community. 32 of 42 survey respondents stated the City should focus more on programming for older adults with physical and cognitive conditions; this enhanced focus will help respond to community need as more older adults are living longer and often with multiple and complex chronic health issues.



Recommendation 4

Partner with community groups/organizations to develop programming for older adults from diverse cultural communities.

The City of Waterloo is becoming much more culturally diverse as it welcomes many new immigrants each year, with about a fifth of the population being born outside of Canada (Region of Waterloo, Census Bulletin). Of all immigrants living in Waterloo, over 30% are older adults (age 55 and older). Many programs, such as bridge and other card games, were developed to meet the interests and needs of the less diverse demographic of older adults in the city 20 or more years ago. These programs continue to run today and are popular among certain demographics of older adults, but little programming of interest to the current cultural diversity of the city's older adults has been added. As there are many interests and cultural backgrounds shaping the older adult population in Waterloo today, these interests should be taken into account when developing new programs in order to ensure our older adult recreation centres are inclusive of the full community.

To ensure programs are appealing, staff in the Senior Services Unit should reach out to cultural communities to gain an understanding of what programs are wanted or needed in the city. Through partnerships with community groups, the City could offer programs that appeal to a broader range of older adults from multiple cultural backgrounds, or facilitate community groups in offering these programs at the City's older adult recreation facilities.

A good example of this approach is the South Asian Senior Adults of Waterloo Region (SASAWR) program, held once per month at the ARC, and developed and run by community members. While open to all, the program primarily caters to the South Asian older adult population living in Waterloo. Activities include low-impact fitness, listening to speakers, fellowship, and eating together. The goal of the organization is to care for the participants and to reduce isolation and loneliness.

Through similar partnerships, the City could promote current programs to members of cultural communities, including recent immigrants, who may not otherwise be aware of the types of programming offered at the older adult centres.

Recommendation 5

Evaluate the affiliation policy for effectiveness and appropriateness, and consider the need for additional relationship/service delivery models to define and formalize roles and responsibilities between the City and community groups.

The City of Waterloo's Service Delivery Policy calls for a spectrum of service delivery approaches, with private rentals at one end of the spectrum and direct delivery by City staff at the other. In the middle is intended to be a range of relationship models involving varying levels of support by the City and contributions and leadership by community organizations providing programs.

To date only one type of relationship model in this middle part of the continuum has been clearly defined through the Affiliation Policy. The Affiliation model is intended to define the



relationship between the City and the major community organizations providing programs and services in Waterloo, like Waterloo Minor Soccer or Minor Hockey.

However, preliminary analysis suggests that implementation of service agreements with affiliates has been challenging for both the organizations and staff. For example, staff has felt compelled to affiliate smaller organizations that do not fit well with the affiliation criteria in order to provide them with financial and other supports. Many of these smaller groups provide programs for older adults at the ARC and Wing.

To improve this situation going forward, a formal evaluation of the affiliation policy and its implementation is recommended. Based on the results of the evaluation, improvements can be made, and solutions to challenges identified.

While it is too early to say definitively if there are gaps that need to be filled, preliminary analysis suggests that there may be a need for additional relationship models beyond affiliation that would better fit the smaller organizations that provide valuable services to the community. Like affiliation, any new relationship model would clearly define the support the City would provide, and the responsibilities of the community group.

Evaluation of the affiliation policy will require a collaborative approach and consultation.

Recommendation 6

Allow greater flexibility for drop-in participation in registered programs.

Currently, participation in registered programs requires a commitment of up to 12 weeks. While this approach has worked well in the past, today's older adults often cannot commit to a 10 or 12 week program, due to health issues, family responsibilities such as childcare, or travel plans. Many older adults do not want to register for a program if they either know or assume they will not attend all sessions, particularly given the program fees. Older adults in Waterloo today are looking for more flexibility and choice in their recreational pursuits to allow them to balance recreational pursuits with other priorities.

Flexible participation in registered programs could include more drop-in options for registered classes. For example, if a class has the capacity for 20 participants, a few of these spots could be reserved for drop-in only. This would support the Age-Friendly Committee's recommendation to "increase city-wide drop-in activities for older adults." Staff should carefully review program design, class capacity, and revenue expectations to determine if a drop-in option for registered programs can be consistently offered. Courses could also be offered for shorter time frames of 4 or 6 weeks.

Recommendation 7

Reduce program duplication within older adult facilities and promote programs of interest to older adults offered at other locations.

In the early years of the City's older adult facilities, staff focused on increasing use of the facilities, and worked with interested community groups and partners to offer programming. Today, the existing use of the ARC and Wing make it difficult to add new programs in the mix. Prime space in these facilities is well used, however the range of programs offered is narrow in



comparison to the range of interests of older adults. For example, there are several card groups using the ARC and Wing; the city would be better able to meet the full range of community interests if the number of card groups was reduced where there is duplication, thereby freeing facility space for other programs.

This recommendation should be implemented when staff is ready to initiate new programs, and will be able to fill space vacated by duplicate groups. This process will also involve careful consultation, as much of the program duplication is related to groups that have delivered programs to long-time participants for many years. Duplicate groups could be supported to find other locations in City facilities or in other community spaces to operate their programs, or could consolidate with other similar community groups. A transition plan would be important to success.

To support groups that may be relocated as a result of this process, staff should provide support to promote these programs in their new locations.

Recommendation 8

Enhance promotion of programs for older adults and the benefits to participation.

Many older adults in the City of Waterloo are unaware of the older adult centres and the programs that are held there, and have misconceptions about these facilities and their target population.

Older adults indicated they would like to see more promotion of the facilities and the programs available. 27% of survey respondents who do not currently participate in City programming at the older adult centres are simply unaware of the programming available.

Enhanced promotion of older adult programs should not only aim to increase awareness, but should also promote the benefits of keeping physically active and socially engaged.

As older adults are living longer, but often with multiple chronic health issues, keeping active and socially engaged becomes even more important in maintaining health and enabling independence and aging in place.

As over 65% of adults in Waterloo aged 55-74 are overweight or obese, and more than 25% of older adults in the city are living alone, there are many older adults at higher risk of poor health and quality of life. Promotion of City programs and their benefits could help encourage new clientele and improved health through participation

Staff in the Senior Services Unit should collaborate with staff from Corporate Communications to develop promotional materials, such as: posters to be displayed at City recreation facilities; advertisements in the newspaper; postings on social media channels; and other mediums. Open Houses and “try a class” programs are other options to encourage new older adults through the doors. Existing clients should be encouraged to invite others to join them in programs. A mix of traditional approaches to promotion and new, innovative programs are need.



Recommendation 9

Encourage and recruit community members and organizations to take a greater leadership role in developing new programs and running established drop-in programs.

Programs for older adults are provided in a number of ways, including direct delivery by staff or instructors hired by the City, by community groups running programs with support from the City, and by organizations that rent space in City facilities without any additional City support.

In 2010, the Community Services Department's Service Delivery Policy was approved by Council. This policy calls for the continuum of approaches seen today in our older adult programming. The policy also aims to have programs move along the continuum of support. A program may be started by City staff, but as it grows and develops the goal is to build community ownership and leadership for the program and reduce the role of staff. In addition to developing community capacity, this is intended to free up time to enable staff to start new programs where there is growing community interest.

Moving programs from staff-led to community-led can be challenging, but without this transition, staff has little time to develop new programs and evolve the range of programs to meet community needs.

This approach supports the Age-Friendly Committee's recommendation to "continue to foster senior-led cultural, social, recreation and educational programs." Staff has reported recent successes with this approach. Several drop-in programs have moved from staff-led to primarily volunteer-run. The majority of these programs are well-established card-based programs such as bridge and euchre. Through building relationships with the participants, staff is able to empower participants to take on a greater leadership role in running the programs.

Enhanced focus on identifying community leaders and facilitating the transition to community ownership of older adult programs is needed. Community members should be encouraged to take a greater leadership role in running well-established programs, to enable active living staff to invest their energy in developing new programs for adults. By increasing support offered to community members wishing to run programs for the benefit of the wider community, more residents may be willing to take leadership in running programs.

Recommendation 10

Establish a performance measurement and program evaluation protocol to regularly assess programs.

Older adults in the City of Waterloo have varied interests and needs with regards to programming. As the older adult demographic continues to change, so do the interests and needs of the population. In addition to adding new programs regularly (see recommendation 4), it will also be necessary to retire programs from time to time when they are no longer of interest or benefit to the community.

To ensure that new and relevant programming continues to be a priority, staff needs to develop measures to evaluate the satisfaction, benefit, and relevancy of new and existing City programs.



Using standard measures, it will be possible to assess which programs should continue and which should be retired to allow new programs to develop. This will help use the limited staff resources and facility space available to provide a fresh and relevant recreation program for older adults on an ongoing basis.

This evaluation process should also take into consideration feedback from older adults who participate in City programs, and also those who would like to participate in new programming. This would be in support of the Age-Friendly Committee's recommendation to "regularly monitor the satisfaction of older adults with City programs and services."

Recommendation 11

Explore strategies for reaching out to isolated older adults and encouraging engagement in recreational and social programs.

With 26% of older adults in Waterloo over the age of 65 living alone (Statistics Canada, 2006), these individuals are at risk of isolation, especially if they are frail or have mobility constraints. Older adults in Waterloo expressed concerns about older adults they knew that had become isolated from the community. They identified a need to connect with these older adults and facilitate opportunities for engagement in social activities.

While it is important to remember and respect that some older adults may not be interested in participating in City programming, or may have access to opportunities through their place of residence or religious community, for example, there are other older adults who do not have support systems and could benefit socially and/or physically from participation in City programs.

Staff should explore opportunities to reach out to isolated older adults. While the City currently offers a telephone assurance program for frail older adults, other options could be explored. This could include promoting City programs and services at the locations isolated older adults or their family members are most likely to go, such as medical clinics, or through other service providers. A volunteer program could be initiated where volunteers invite isolated older adults to participate in programs at City facilities, and perhaps even attend classes with the older adult to help them feel comfortable, or encourage carpooling for those without access to transportation.

Isolated older adults could be identified through the telephone reassurance program or the shopping program, or through existing program participants, and encourage them to come to the recreation centre if they are able.

Additional research will be required to identify best practice approaches to addressing this issue.

Recommendation 12

Explore opportunities to enhance access to transportation for older adults looking to participate in programs at City of Waterloo facilities.

The majority of existing older adult centre participants who answered the first survey indicated they drive a personal vehicle to City recreation centres. However, current participants are very



conscious of the importance of access to transportation, especially for older adults with health conditions that prevent them from driving, walking long distances, or taking public transit. Access to transportation is well known to be a barrier to engagement in the community for many older adults.

Currently, the City operates a transportation program, funded by the Waterloo Wellington Local Health Integration Network (LHIN). The program has two vans, driven by paid and volunteer drivers, as well as volunteer drivers that use their own vehicles. Demand for this program is already exceeding capacity. The Senior Services Unit was able to secure one-time additional funding from the LHIN to provide additional service for the remainder of the 2014/2015 funding year, but staff anticipates challenges for 2015/2016.

The current program prioritizes transportation for Senior Outing Day Program participants to attend the program at the ARC and for transportation to medical appointments. Where capacity is available, transportation is also offered for social purposes and to participate in recreation programs.

While additional LHIN funding would allow for expansion of the existing program, it is also recommended that the City explore other options for providing access to transportation. This might involve promoting carpooling, reduced taxi fares, or promoting the Mobility Plus program.

7.0 Volunteers

Goal: Increase volunteerism in City programs and services for older adults.

Volunteers are a critical contributor to the services provided by the Senior Services Unit. As of May 2014, there were over 160 active volunteers supporting city programs for older adults, 80% of whom are older adults themselves. Their contributions equal 5 full time staff positions or 9100 hours per year. There are volunteer positions within recreation programs, the Senior Outing Day Program, home support services, and the 55+ Advisory Board. City data suggests that older adults are more likely to volunteer within the Senior Services Unit than with other city programs.

While research suggests that in 2003 older adults in urban areas of Waterloo Region volunteer less than those living in the townships (As reported in Region of Waterloo Public Health of Older Adults Health Status Report), and that baby boomers may volunteer less than their predecessors, volunteering will continue to be pivotal to service delivery to older adults (Cook and Sladowski, 2013). Given the changing patterns among older adult volunteers, it is more important than ever to use the right approaches to recruit and retain older adult volunteers.

Given the projected demographic growth of older adults and an anticipated increase in demand for services, combined with municipal budget constraints, volunteers will be critical. However, volunteers not only allow resources to be stretched further, volunteering is also beneficial to community building and social engagement. With this in mind, the recommendations below



speak to ways volunteering in older adult programs and services can be improved going forward.

Recommendation 13

Investigate the roles and mandate of the 55 plus Advisory Committee in order to support enhanced volunteer capacity to respond to needs of the aging community and provide efficiencies to staff and Council.

The 55+ Advisory Board was formed in the 1990s. Since that time, the role of the Board has shifted from being actively engaged in program development and delivery to a greater focus on providing feedback and input to staff on issues related to older adults and advocating on behalf of older adults with regards to City services.

With the establishment of the Mayor's Advisory Committee for an Age Friendly Waterloo, and the establishment of the Region of Waterloo's Seniors Advisory Committee in 2011, board members and staff have raised concerns about the role and mandate of the 55+ Advisory Board. There are clear areas of overlap among these multiple committees.

A review of committees is currently underway, and recommendations will be brought forward in Fall 2015. Staff has already had discussion with the 55+ Advisory Board, and they are in support of this review process.

In the future, should a new older adult recreation facility be developed, staff should consider establishing an operating board for the facility. An operating board would support the City in the operation of the facility and its programs and activities, by helping run drop-in programs, raising funds to purchase equipment and supplies, liaising with community groups hosting programs at the facility, and handling needs and complaints expressed by users.

Recommendation 14

Implement new approaches to recruiting and retaining volunteers in order to reinvigorate and grow volunteering within Senior Services.

Possible strategies to implementing this recommendation include:

- Promote volunteer opportunities through many mediums, including social media, open houses, and personal invitations extended to program participants.
- Simplify the process to become a volunteer and support candidates through the process.
- Regularly gather feedback from volunteers on how the City can improve their volunteer experience.
- Provide opportunities for ongoing learning, leadership, and skill development related to volunteer interests and position requirements.
- Facilitate volunteer recognition opportunities that are meaningful to volunteers.

Current ARC and Wing users would like to see volunteer opportunities advertised better, and through a variety of means. Some older adults prefer to access information online while others enjoy learning about these opportunities in the newspaper or program and activity guide. Some



older adults prefer personal invitations to volunteer. Existing program participants and volunteers assisting with older adult programs and services should be encouraged to invite others to volunteer.

Volunteers have also stated that they find the current application process overwhelming. It is recommended this process be simplified or that staff help volunteers with the required paperwork. It is also suggested that volunteers be permitted to test out the position before filling out all the paperwork and committing to a volunteer term.

Older adults would like more opportunities to offer feedback to the City regarding their volunteer experience. Creating feedback opportunities would allow the City to address any concerns and improve volunteer retention.

Many volunteers appreciate positions that use their existing skills and/or offer opportunities for skill development. It is important to consider that the City's older adult population is quite educated and that many older adults value continuous learning and the ability to apply skills developed during their work life.

When current volunteers were asked how they like to be recognized for their contribution, they noted that the thanks and appreciation they already receive from staff and clients is highly valued. Volunteer recognition that was meaningful and sincere was most important to them. It was not about gifts or other rewards, but about being appreciated and part of a community. The idea of a volunteer potluck or other opportunities for volunteers to get to know each other were suggested as a preferred approach.

8.0 Fees and Charges

Goal: Ensure City recreation programs and support programs are affordable for older adults.

The City of Waterloo sets standardized fees and charges applied to programs and rentals within City facilities. These include fees for multi-week registered programs and admission fees for skating, track use, swimming and other drop-in opportunities, including drop-in programs focused on older adults. In most cases, there is a reduced rate for older adults. There are also standard room rental rates, with a reduced rate for affiliated organizations. These fees are approved by Council and appear in the City of Waterloo's Fees and Charges Bylaw.

Older adults in Waterloo today tend to be more affluent than in the past, with older adults in the city having higher household incomes on average than older adults within the Region of Waterloo. In the City of Waterloo, 40% of those 55-65 years old live in households with a household income over \$100,000 (Statistics Canada, 2006 census). However, it is important to recognize that there is still a high portion of older adults with lower income, especially the older demographic. In Waterloo, more than 25% of older adults over the age of 75 have a household income of less than \$30,000 (Statistics Canada, 2006 census).

During the course of public consultation for this strategy, fees and charges for recreation opportunities emerged as an issue of particular concern among older adults. While many older



adults wanted to see fees reduced or programs offered for free, given resource constraints the City must find a balance between cost recovery targets and ensuring recreation opportunities are available to older adults regardless of income. The recommendations below point to opportunities to improve access and affordability of recreation opportunities for older adults.

Recommendation 15

Within the parameters of the Fees and Charges Bylaw, explore methods to increase flexibility when setting program fees to allow for more varied programming, while allowing the City to recuperate program costs.

The Fees and Charges Bylaw articulates the price the City must charge residents for registered and drop-in programs. Currently, the fees are determined by program length including the number of hours per session and number of sessions in the program. This does not allow for much flexibility and does not allow the fee to reflect the cost of running the program, which may be higher or lower depending on a number of variables such as the cost of instructors. This method of pricing is not transparent as it is not possible to correlate the fee to program delivery costs.

The public has indicated they would like a greater variety of programs available, but the current approach to setting fees prevents City staff from running programs with specialized instructors who may be paid higher hourly rates, as the current fees would not recuperate instructor costs. It is recommended to base fees on a formula that considers costs to operate the program instead of on a flat hourly rate.

Recommendation 16

Conduct a review of meeting room rental rates in City of Waterloo recreational facilities.

Meeting rooms are an important resource for the community. Financial accessibility to meeting rooms provides space for community groups to form and grow. As these groups develop, they provide important opportunities for community-building and active living. Some community groups see access to low-cost meeting space as a sign of appreciation by the City for their contribution to the community.

Rooms at both the ARC and Wing are rented to private and affiliated groups who wish to carry out their own programs, services or activities. Rooms are also available at the City's other recreation facilities. Room rental fees vary based on room size and amenities. There is a 50% discount on room rental rates for affiliated community groups.

During the consultation process, older adult residents indicated that room rental rates at City-run facilities are not affordable. Increases in recent years have resulted in a number of community groups seeking space elsewhere to hold their programs and meetings.

Alongside the increase in room rental rates there has been a drop in room rentals. In 2008, there were 10023 hours of room rental by paying clients at the ARC and Wing, compared to 8645 hours in 2013, a drop of 15%. There has also been a decrease in the number of groups renting rooms. In 2008, there were 41 clients paying to rent rooms at the ARC. This dropped to 23 in 2013. Client numbers at the Wing have been more stable with 14 paying clients renting



rooms in 2008 and 13 in 2013. This data suggests that the rates are too high to allow community access, driving community groups to relocate to other facilities or end their operation.

In response, room rental rates have been frozen at 2014 levels for 2015. However, to ensure appropriate balance between community access and cost recovery in fee levels, a review of room rental rates, along with associated budgeting practices and revenue targets, should be conducted to determine fees that are competitive and affordable, enabling community members to host programs, meetings, and events at City facilities. This will facilitate a more active and engaged older adult population and community in general and will help to maximize use of existing facilities.

Recommendation 17

Analyze WMRC track use to identify opportunities to increase no-charge public use hours.

The indoor track at the Waterloo Memorial Recreation Complex is well used by residents and in particular the older adult community. While use of the track is typically free during the day, a drop-in fee is currently charged during evening hours when the track is also rented by track clubs. With the older adult discount applied, the fee is \$2.65, and is required to offset the cost of track marshals who are required to ensure participant safety during shared use of the track.

It is recommended that the City analyze existing data to determine the feasibility of separating drop-in use from rental use of the track, and if this is possible, increasing the number of hours of free drop-in hours.

The change would also have the potential to enhance the user experience, as both recreational track walkers and team-based users will not experience conflicting use issues. This would allow all drop-in use of the track to be free, which would provide low income older adults with another readily accessible, year round recreation opportunity.

Recommendation 18

Investigate approaches to improve access to recreation for low income older adults.

The City of Waterloo, with funding support from external partners, currently offers financial assistance (up to \$300 per year, per individual) to children and adults of low income households to allow participation in recreation and leisure programs connected to the City of Waterloo.

While staff has noted that the number of older adults applying for this program has increased in recent years, likely due to increased promotion of the program, the public consultation process revealed that there are still many older adults who could benefit from fee assistance.

Many older adults in Waterloo are not aware of the current fee assistance program. Additionally, the application process can be a barrier as many older adults do not want to share their personal income information in order to access fee assistance. Others find the application process daunting.



Finally, it should be noted that the current fee assistance program does not address all concerns with affordability. Given the low income cut off levels used in the program, only those older adults with very low incomes will qualify for the program. For example, a single older adult must have a household income of \$20,550 or less in order to qualify. This still leaves many older adults with limited income facing affordability challenges related to accessing recreation.

While enhanced promotion of the fee assistance program to older adults, and responding to barriers to accessing the program would partially respond to affordability for low income older adults, other approaches to providing affordable access to recreation for low income seniors should also be considered given the limitations of the existing program.

Recommendation 19

Seek additional external sponsorship of City-run drop-in programs for older adults to allow for more free participation.

Fees for drop-in programs are of particular concern to older adults at the ARC and Wing. In recent years staff has worked toward implementing a standard charge for all drop-in programs at the ARC and Wing as directed by the Fees and Charges By-Law.

At the time of consultation, the drop-in fee for older adult programs was \$2.30. Reactions to this fee varied. Many long-time users of the ARC and Wing thought the fees were too high, particularly for lower income adults. Others thought the drop-in fee was reasonable. Most older adults, however, thought there should be some free drop-in program opportunities to ensure access and affordability for all older adults. To respond to concerns about drop-in fees, the fee was reduced to \$2.00 in 2015.

Recognizing the need to generate some revenue to help cover the cost of program delivery, opportunities outside of user fees may be an appropriate way to offer free drop-in programs for older adults. Staff should draw on the expertise provided through the City's sponsorship program to look to external corporations to sponsor select City-run older adult drop-in programs, as they already do for family-focused activities such as public skates and swims. Sponsorship has benefits for all parties involved. It reflects well on the sponsoring corporation, as they are seen as generously contributing to the community; it enables older adults to attend free drop-in programs, increasing their access to recreation activities; and it allows the City to recover some of the cost of program delivery.

9.0 Recreation Facilities

Goal: Provide high quality, dedicated older adult facility space with easy physical access and a comfortable, welcoming environment.

Recreation facilities are key assets in the provision of services to local residents. The City of Waterloo operates seven recreation centres, along with many other outdoor recreation spaces. Five of the seven recreation centres are considered to be for all ages. While the other two are geared toward the needs of our older adult population, there is some use outside weekday daytime hours for activities and organizations targeting other age groups.



The Adult Recreation Centre (known as the ARC) has been used for older adult programming since 1974. Programming expanded to the Wing 404 RCAFA Rotary Adult Centre (known as the Wing) when it was acquired by the City in 1986.

While they are well-loved by the older adults who attend programs in these two facilities, they present challenges to meet the changing needs of our older adult population, particularly in light of broader changes within the city such as intensification of the uptown area.

The recommendations below speak to ways the City can better provide high quality and accessible recreation facility space, balancing the needs of today's older adults with those of generations to come, as well as with the needs and changing realities of the community as a whole.

Recommendation 20

Investigate the hours of custodial staff on site the older adult facilities in order to provide enhanced maintenance and set up support during prime use periods.

Access to custodial services is challenging at the existing older adult recreation centres given current custodial hours. As a result programming and management staff assume maintenance tasks to support afternoon programs and rentals. These staff members are interrupted in their normal duties, reducing their capacity to focus on issues of strategic importance such as development of new programs and building community partnerships as proposed in this strategy. The work hours of custodial staff should be reviewed to determine the best allocation of these staff resources to respond to needs within the centres.

Recommendation 21

Explore remodeling select meeting rooms for active living program use at the Waterloo Memorial Recreation Complex (WMRC), Albert McCormick Community Centre, and RIM Park Sportsplex.

While some older adults find large multigenerational recreation complexes overwhelming, others do not visit older adult recreation centres as they perceive these facilities to be more appropriate for frail older adults, or they do not self-identify as a senior or older adult. Of the survey respondents who do not participate in programming at older adult centres, 33% indicate that they are 55 or older but feel too young to visit a seniors' centre.

Expanding older adult programming in multigenerational facilities will help engage this population of older adults, and will provide additional recreation opportunities for adults of all ages. Older adults also appreciate having multiple facilities at which they can participate in activities, especially so they can choose a facility close to their residence.

Currently, WMRC, Albert McCormick Community Centre, and RIM Park have numerous multipurpose meeting rooms, but insufficient appropriate recreation programming rooms with equipment such as mirrors, mats, and other amenities typical of active living programs. It is recommended that staff investigate the opportunity to convert select multipurpose meeting rooms into active living programming rooms that will work for programs such as yoga, Zumba and the like. Analysis of this opportunity would need to include a current understanding of how



meeting rooms are used, the ability to consolidate existing service levels into fewer meeting rooms, the cost of renovating meeting rooms, and opportunities to generate additional revenue from this type of change, among other factors. Additionally, funding will be a challenge as there is currently no capital budget for this type of renovation; however, there may be the potential to access a capital reserve fund for upgrades to programming spaces or equipment needed to run specialized programs.

Recommendation 22

Explore opportunities to build a new older adult recreation facility.

Some older adults indicated they like the ARC and Wing, would like to see programming continue at these sites and are apprehensive about the future of these facilities, while many other older adults recognize both the limitations and challenges associated with these two facilities, and the changing use of the land surrounding the ARC, and see a need and opportunity for a new facility better suited to the changing demographic of older adults. About half the survey respondents were in favor of building a new older adult centre near WMRC.

Many older adults saw the uptown location of the ARC as particularly attractive, but there was also a great deal of concern expressed about the parking challenges at the ARC, which are further strained due to the loss of 15 parking spaces on Caroline St. due to LRT development. It was also recognized by both staff and patrons that the ARC and Wing are older buildings. They do not meet current accessibility standards including washroom design, they are made of small rooms that do not work well for many programs, and there is a lack of storage and inappropriate office space. The location of the Wing is in an industrial park, without access to public transit within a reasonable walking distance by older adults, which means it is only accessible for older adults with car transportation. Both facilities are dated in terms of décor and amenities.

Both buildings are old and need upgrades and structural adjustments, and would need significant renovation to be able to better meet current and future needs. The City has capital upgrades needed for both facilities to meet the requirements outlined in the current Ontario Building Code, however these upgrades would not result in improved layout for programming.

Older adults who currently attend programs at the ARC and Wing were also asked about the preference for a standalone older adult facility or having older adult programming in a facility for all ages. 37% of survey respondents recognized the benefits of a multigenerational facility, such as operating efficiency and encouraging the participation of younger or more active older adults. However, the other 63% have indicated that they want to see dedicated seniors' centres continue in the future.

Having a separate older adult facility appears to be important for most older adults, particularly those who may have problems with mobility, or other health concerns. Large facilities like RIM Park Sportsplex and WMRC that are used by all ages can be overwhelming and difficult for these older adults to navigate. They can be loud, making it hard to hear, and older adults may



not feel safe and secure. To provide a comfortable, safe, and accessible space for these older adults, a separate facility is crucial.

In addition, as intensification occurs around the ARC, demand for land in the area increases. In the future, there may be opportunities to sell the ARC site. If the site is sold, the City should consider using the sale proceeds to offset the cost of building a new older adult recreation centre that is better designed to meet current and future needs.

Should the City move forward with building a new facility, the building design should consider the following:

- Locating the new facility adjacent to the WMRC to share resources and have access to Waterloo Park for programming.

As noted above, large recreation facilities can be noisy and overwhelming for older adults to navigate. Co-locating an older adult facility where older adults have a separate entrance, or at least a separate reception desk, separate rooms, and space, next to a larger all-ages recreation facility appears to be a successful model used in other cities (Reid, 2009, as cited by City of Edmonton, 2011).

Co-locating a new facility adjacent to WMRC would be ideal given its proximity to uptown, its large parking lot, and the higher density of older adults living in the uptown area. Additionally, the City already owns the land, helping to keep costs down.

During public consultation for this strategy, survey respondents were asked which City facilities, beyond the ARC and the Wing, they would consider attending: 45% of respondents indicated they would consider attending programs at WMRC. WMRC and a new older adult centre could share staff, allowing for efficiencies, and older adults could easily access WMRC amenities such as the track, pool, and ice rink as well as space for outdoor recreation in Waterloo Park.

- Focus programs at a new facility on older adults, supplemented with general adult programming when space allows.

The community has indicated it is important to have a space designated for older adults given their unique needs. Programming at a new facility should focus first on meeting the needs of the older adult population, with extra space used for general adult programming to maximize the efficiency of the facility.

- Create a welcoming atmosphere and allocate facility space for informal socialization.

Older adults in the community have indicated that a welcoming atmosphere is important. While the Wing has a reception area, this does not exist at the ARC. In a new facility, space should be included for a reception area, where staff or a volunteer could greet people, direct newcomers to activities, share information, and make clients feel welcome.

Additionally, older adults would appreciate space for informal socialization, as well as the opportunity to grab a coffee, snack, or sandwich on-site. This could be a space with comfortable furniture where older adults can sit and chat, play a board game, knit as a group, and so on. A



new facility could allocate dedicated space for informal socialization, and could explore opportunities for food services.

- Consider current and future programming needs and innovative collaborative approaches to service delivery for older adults in the facility design.

Design of the new facility should accommodate current ARC programming needs, as well as anticipated future programming needs. This could include some programming space with amenities appropriate for fitness and recreation programs, education sessions, hands-on art or cooking classes, as well as sufficient storage needed for equipment.

There may also be opportunities to rent facility space or collaborate with businesses or community organizations that provide services to older adults, such as health programs. This would allow older adults to access a range of services in a single location, which is important for older adults as they age and face transportation challenges.

- Investigate opportunities to relocate programming and staff from the Wing to the new facility and explore options for the future of the Wing.
- The long term use of the Wing as an older adult recreation facility should be examined if a new facility is developed. As noted, the Wing building is old and requires significant upgrades in order to meet older adult programming needs. There may be opportunity to shift programming to the new facility, and explore other uses for the Wing. If it is determined that the Wing should be repurposed when a new older adult facility is built, the new older adult recreation facility should consider Wing programming needs in its design, and existing Wing programs and staff should be transferred to the new facility. Options for the existing tenant in the Wing, the Wing 404 RCAFA, will also need to be considered.
- Work with the Region of Waterloo to ensure easy access to the new facility via public transportation, with a stop close to the facility's entrance.

Current ARC and Wing users were asked what forms of transportation they use to get to these facilities. 84% of survey respondents indicated they commonly drive, 26% walk, and 7% take public transit (respondents could indicate more than one form of transportation). Although a significant majority of ARC and Wing users currently drive a personal vehicle to these facilities, many community members identified access to an older adult facility adjacent to WMRC via public transit to be a concern. It is felt that WMRC is not easily accessible by public transportation, even with the LRT station that will be located at Erb and Caroline; this would be too far for many older adults to walk. A bus stop would be needed very close to the entrance of the new facility.

- Conduct public consultation to inform facility design.

When designing the proposed new facility, it will be important to involve all relevant stakeholders, including current and future recreation centre users and staff. Public involvement will help the City understand and meet the needs of older adults, will help meet current and future programming needs, and will build public support for the facility design and location.



Public involvement should target both older adults and the general population, and should consider online and offline engagement strategies, as well as intentionally reaching out to current clients at City facilities.

10.0 LHIN funded programs

Goal: Grow and enhance the Home Support and Adult Day Programs, with funding through the LHIN, to support older adults to age in place and stay connected with the community

Older adults are living longer, often with multiple or complex chronic health conditions. 38% of older adults in Waterloo report that they have health conditions that limit their activities (Statistics Canada, 2006).

The Waterloo Wellington Local Health Integration Network (LHIN) funds Home Support Services and the Senior Outing Day Program for older adults, with the goal of supporting older adults to age in place and to continue to be socially engaged and active. The City, along with other local agencies, operates these programs on behalf of the LHIN.

As the older adult demographic in Waterloo continues to grow, staff is seeing increased demand for the home support services and adult day programs. The following recommendations point to opportunities to improve and enhance service delivery in these program areas.

Recommendation 23

Change the name of the Senior Outing Day Program (SODP) to better portray the target clients and the type of program.

The Senior Outing Day Program (SODP) provides integrated support services through supervised programming in a group setting for older adults who require close monitoring and may need assistance with personal activities (e.g. hygiene, dressing, medication, etc.).

The older adults in the program include the frail and elderly and those with Alzheimer disease and related disorders, or persons with disabilities. The program currently serves 120-140 clients per year. Many clients attend the program multiple days per week. The program also provides a respite opportunity to family and friend caregivers.

Need for this type of program is increasing in the community as the population ages, and people are living longer and with more complex health conditions.

Residents have noted that the current name of the Senior Outing Day Program is not clear. Many have assumed that the program offers day trips to attractions and events in the local area and beyond to older adults of all ages, rather than it being a program for older adults who are frail or have dementia to participate outside of their own homes.

The confusion means some older adults or their caregivers who may benefit from the program may not seek out access. Changing the name of the program to better reflect the activities that occur, the program purpose, and target client population would help improve community



awareness and would also better align with complementary programs offered throughout the region.

Recommendation 24

In collaboration with the Community Support Services Network and the Waterloo Wellington Adult Day Services Network, continue to integrate service delivery across provider organizations, and advocate for enhanced funding from the LHIN to meet the growing demand for home support services and adult day services.

In recent years, the Waterloo Wellington Adult Day Services Network has been successful in garnering support from the LHIN for the development of an integrated model for adult day services with the Waterloo Wellington area. As the network continues to move forward with its goal of better meeting community needs for adult day services, issues like the expansion of specialized programs and service models focused on the needs of medically complex clients are being explored.

Likewise, the Community Support Services Network has helped to facilitate a number of changes to home support services that have made it easier for clients to access the services they require, including integration of care coordination across organizations.

Working with these networks, the City of Waterloo has been able to contribute to successful initiatives to improve local service delivery. The City of Waterloo and its residents can benefit from continuing to participate in these collaborative processes.

These networks also present strong allies in addressing another pressing issue. Continuing to pursue this approach helps support the Age-Friendly Committee's recommendation to advocate for improved home care funding. While demand for home support and adult day programs increases in our community, base funding levels from the LHIN have not increased in recent years, making it challenging to meet community needs. By working with the Community Support Services Network and the Waterloo Wellington Adult Day Services Network, it is possible for a more compelling case to be made to the LHIN of the need for more funding. In fact, the Waterloo Wellington Adult Day Services Network was recently able to successfully make the case for another adult day program in the area, to be operated by the Region of Waterloo, and replacement of transportation program vans across the network, which the LHIN funded. Through these networks, the City must continue to build the case for resources in order to facilitate the growth of programs that support our older adults who are frail, those with disabilities, and those who are socially isolated.

11.0 Financial Impact of the Strategy

The Older Adult Recreation Strategy is intended to position the City to better serve older adults. In order to be successful, this strategy calls for an investment in financial resources, as well as a realignment of staff focus and energy to better meet changing community needs. The financial implications of the recommendations fall into the following categories:



1. Many recommendations can be completed within existing resources, and are not anticipated to have a significant financial impact. Some of these recommendations require a shift in how municipal staff carries out their day-to-day tasks and engages in long-term planning.
2. Other recommendations involve conducting a study and additional analysis that can be completed using existing resources. Once the study or analysis is completed, a range of options would be presented and would identify any potential financial impacts.
3. Some recommendations can be implemented to a limited capacity using existing resources. However, these recommendations can be implemented with greater success if the Senior Services Unit operating budget is increased by \$15,000 to allow the purchase of new equipment and program supplies, enhanced promotion, and improved volunteer recruitment and retention. This also includes request for one-time funding of \$1500 for the Seniors Outing Day program.

The financial implications of each recommendation can be found in Appendix A.

12.0 Implementation and Reporting on Progress

The strategy is intended to provide direction to staff until a new Community Services Master Plan is developed. The recommendations included in the strategy cannot all be implemented simultaneously, as they require considerable staff time and energy, and collaboration with community members and groups. The goal is to make progress on implementation of the recommendations over the next five to six years.

To allow staff the flexibility to react to opportunities as they arise, specific timelines to begin implementation of each recommendations have not been established for the implementation of the strategy. Rather, a benchmarking approach to implementing the plan is proposed. For the end of fiscal years 2016, 2018 and 2020 staff will aim to begin on a percentage of all recommendations. The benchmark percentages are cumulative.

Timeline	Benchmark
End of 2016	Implementation to begin on 40% of recommendations
End of 2018	Implementation to begin on 75% of recommendations
End of 2020	Implementation to begin on 90%+ of recommendations

Also, as previously noted, many recommendations involve a shift in how staff approaches daily tasks, and once implementation begins, incremental change as anticipated. These recommendations would not have a completion date. Therefore, when measuring progress in



implementing the strategy, staff will consider the period in which the recommendation's implementation is initiated.

Each year, staff will submit a report, outlining the status of each recommendation. As mentioned above, many of the recommendations will not have an end date as they represent ongoing operational changes, rather than one time projects. Reporting on progress will help ensure staff continue to progress and that the community can understand the changes that have been made.

13.0 Conclusion

The City of Waterloo is changing, and so is the older adult population. The needs and expectations of this population are different than in the past. Older adults are very diverse, in regards to cultural heritage, incomes, abilities, health needs, backgrounds, and experiences. These elements need to be taken into consideration as the City improves its service delivery to older adults. Throughout implementation of this strategy and ongoing change in the community, the City of Waterloo's commitment to serving the recreation and leisure needs of older adults remains steadfast.

The Older Adult Recreation Strategy has drawn on research, and input from the community. The strategy outlines 24 recommendations for the City of Waterloo, to position the Senior Services Unit to respond to the changing and growing recreation and support service needs of the community's older adults now and in the years to come.



Appendix A: Financial Implications

Program Delivery	Financial Impact	Staff Lead
<p>1. Expand the spectrum of recreation opportunities to meet the varied interests, needs, and abilities of adults of all ages, including social and educational programs and unique leisure activities.</p>	<p>Limited improvement can be made within existing resources.</p> <p>Additional operating funds of \$7,500 for the purchase of additional equipment and program supplies would support increased capacity and success.</p>	<p>Supervisor, 55+ Programs; & Leisure and Active Living Supervisors</p>
<p>2. Regularly introduce new programs for older adults. Focus on creative practices to bolster awareness of these new programs and encourage participation.</p>		<p>Supervisor, 55+ Programs; & Leisure and Active Living Supervisors</p>
<p>3. Develop a range of specialized fitness and socialization programs for older adults with chronic and complex physical and cognitive conditions, in collaboration with existing organizations that have expertise in these areas.</p>		<p>Supervisor, 55+ Programs</p>
<p>4. Partner with community groups/organizations to develop programming for older adults from diverse cultural communities.</p>		<p>Supervisor, 55+ Programs</p>
<p>5. Evaluate the affiliation policy for effectiveness and appropriateness, and consider the need for additional relationship models to define and formalize roles and responsibilities between the City and community groups.</p>	<p>Study will be completed within existing resources.</p> <p>Future recommendations will identify financial impact.</p>	<p>Policy & Performance Analyst</p>
<p>6. Allow greater flexibility for drop-in participation in registered programs.</p>	<p>Within existing resources</p>	<p>Supervisor, 55+ Programs</p>



Program Delivery	Financial Impact	Staff Lead
7. Reduce program duplication within older adult facilities and promote programs of interest to older adults offered at other locations.	Within existing resources.	Manager, Senior Services
8. Enhance promotion of programs for older adults and the benefits to participation.	Additional operating funds of \$5,000 would support increased capacity and success.	Supervisor, 55+ Programs
9. Encourage and recruit community members and organizations to take a greater leadership role in developing new programs and running established drop-in programs.	Within existing resources.	Supervisor, 55+ Programs
10. Establish a performance measurement and program evaluation protocol to regularly assess programs.	Within existing resources.	Policy & Performance Analyst; Manager, Senior Services
11. Explore strategies for reaching out to isolated older adults and encouraging engagement in recreational and social programs.	Study will be completed within existing resources. Future recommendations will identify financial impact.	Policy & Performance Analyst; Age-Friendly Committee
12. Explore opportunities to enhance access to transportation for older adults looking to participate in programs at City of Waterloo facilities.	Study will be completed within existing resources. Future recommendations will identify financial impact.	Policy & Performance Analyst; Age-Friendly Committee
Volunteers		
13. Investigate the roles and mandate of the 55+ Advisory Committee in order to support enhanced volunteer capacity to respond to needs of the aging community and provide efficiencies to staff and Council.	Within existing resources.	Commissioner, Community Services
14. Implement new approaches to recruiting and retaining volunteers in order to reinvigorate and grow volunteering within Senior Services.	Additional operating funds of \$2,500 would support increased capacity and success.	Manager, Senior Services & Volunteer Services staff



Program Delivery	Financial Impact	Staff Lead
Fees and charges		
15. Within the parameters of the Fees and Charges Bylaw, explore methods to increase flexibility when setting program fees to allow for more varied programming, while allowing the City to recuperate program costs.	Within existing resources. Fees would align more closely with cost recovery model.	Manager, Business Services & Programming
16. Conduct a review of meeting room rental rates in City of Waterloo recreational facilities.	Study will be completed within existing resources. Future recommendations will identify financial impact. Financial impacts will be addressed within operating budget process.	Manager, Business Services & Programming; Policy & Performance Analyst
17. Analyze WMRC track use to identify opportunities to increase no-charge public use hours.	Study will be completed within existing resources. Future recommendations will identify financial impact.	Supervisor, Leisure and Active Living Programs (WMRC)
18. Investigate approaches to improve access to recreation for low income older adults.	Study will be completed within existing resources. Future recommendations will identify financial impact.	Manager, Community & Neighbourhood Services; Policy & Performance Analyst
19. Seek additional external sponsorship of City-run drop-in programs for older adults to allow for more free participation.	Within existing resources.	Manager, Marketing & Sponsorship; Manager, Senior Services
Recreation Facilities		
20. Investigate the hours of custodial staff on site at the older adult facilities in order to provide enhanced maintenance and set up support during prime use periods.	Within existing resources.	Director, Community Programming & Outreach Services
21. Explore remodeling select meeting rooms for active living program use at the Waterloo Memorial Recreation	Study will be completed within existing resources.	Manager, Recreation Facilities & Manager, Business Services &



Program Delivery	Financial Impact	Staff Lead
Complex (WMRC), Albert McCormick Community Centre, and RIM Park Sportsplex.	Future recommendations will identify financial impact and potential capital funding sources	Programming
22. Explore opportunities to build a new older adult recreation facility.	Future recommendations will identify financial impact.	Commissioner, Community Services
LHIN funded programs		
23. Change the name of the Senior Outing Day Program (SODP) to better portray the target clients and the type of program.	To cover printing costs, a one-time sum of \$1,500 is requested.	Supervisor, LHIN Programs
24. In collaboration with the Community Support Services Network and the Waterloo Wellington Adult Day Services Network, continue to integrate service delivery across provider organizations, and advocate for enhanced funding from the LHIN to meet the growing demand for home support services and adult day services.	Within existing resources. Potential to result in increased funding from the LHIN.	Supervisor, LHIN Programs



Appendix B: Glossary

Affiliated Community Organization: is a community organization that works collaboratively with, and is formally recognized by, the City of Waterloo in a manner that is consistent with City policy for affiliation status

Age-friendly: Centres or environments suitable for and accommodating individuals of all ages and abilities.

Drop-in program: Programs participants attend without advanced registration on a pay per visit basis.

In-kind Services: a City of Waterloo in-house service or benefit such as a facility rental discount, storage space, insurance coverage, or administrative services, etc.

Multigenerational facilities/centres: centres appropriate for individuals of all ages, hosting programs for individuals of all ages.

Older Adults/Seniors: Waterloo citizens age 55 years and over.

Private rental: An individual, group, or organization renting a City of Waterloo facility room or space to deliver a private program, service, or activity.

Program or Service: an activity related to recreation and leisure that promotes quality of life and social wellbeing of residents provided by a community organization.

Program delivery models:

Facilitation model: active support of community groups and individuals in the development and delivery of recreation and leisure services.

Partnership model: collaborative initiatives, at variable levels of involvement, that result in a shared responsibility for recreation and leisure services.

Direct Delivery model: The direct delivery of recreation and leisure services utilizing direct capital investment, annual operating budget support, and City staff, operating alone or in partnership with volunteers.

Registered programs: instructor-led activities operated by the City of Waterloo that require advance registration, have limited enrolment, and a defined start and end date.

Registered program with drop-in option: Specific registered programs that permit unregistered individuals to attend and pay per day within a session if spaces are available.

Wards: The City of Waterloo is divided geographically into seven wards.

Waterloo Wellington Local Integrated Health Network: the local organization that brings together health care partners from the following sectors - hospitals, community care, community support services, community mental health and addictions, community health centres and long-term care - to develop innovative, collaborative solutions leading to more timely access to high quality services for the residents in the Waterloo Wellington area. This organization is referred to as the LHIN throughout the Older Adult Strategy.



Appendix C: Selected References

British Columbia Ministry of Health. (2004, March). *Social isolation among seniors: An emerging issue*. Children's, Women's and Seniors Health Branch.

City of Edmonton. (2011, May). *Seniors' centres plan 2011-2021*. Edmonton Seniors Coordinating Council. Retrieved from Seniors Centres Plan

Cook, S.L. & Gelfusa, M. (2009). Boomer volunteer engagement: Targeted strategies. *Canadian Journal of Volunteer Resources Management* (17)3, 11-13.

Cook, S.L. & Sladowski, P.S. (2013, February). *Volunteering and Older Adults*. Human Resources and Skills Development Canada, Community Development and Partnership Directorate (prepared by Volunteer Canada). Retrieved from: Volunteering and Older Adults

Environics Analytics. (2013). CensusPlus 2011. Analysis prepared for the City of Waterloo.

Evans, K. (2009). Engaging boomers to volunteer. *Canadian Journal of Volunteer Resources Management* (17)3, 13-15.

Lapierre, D. (2009). Engaging "50+" volunteers. *Canadian Journal of Volunteer Resources Management* (17)3, 4-7.

Region of Waterloo. (n.d.). 2006 Census Bulletin. Planning, Housing and Community Services.

Region of Waterloo. (2010, April). Older Adults Health Status Report. Region of Waterloo Public Health.

Region of Waterloo. (2013, September 10). *2012 Homelessness to housing stability reports*. Social Services, Social Planning, Policy & Program Administration.

Social Planning Council of Cambridge and North Dumfries. (June 2013). Community Social Profile of Waterloo Region.

Statistics Canada, Canadian Health Survey, 2003 as reported in Region of Waterloo Public Health Older Adults Health Status Report, April 2010

Turcotte, M & Schellenberg, G. (2006). *A Portrait of Seniors in Canada*. Statistics Canada, Social and Aboriginal Statistics Division, Catalogue no. 89-519-XIE.

OVERVIEW OF CITY OF WATERLOO SENIOR SERVICES UNIT - BACKGROUND REPORT

The Older Adult Recreation Strategy is intended to position the Senior Services Unit at the City of Waterloo to respond to the growing and changing recreation and support service needs of older adults now and in the years to come. To develop the strategy, city staff researched how other municipalities respond to the recreation needs of older adults, and spoke with over 600 members of the public and staff involved in service delivery to understand the needs and expectations of older adults in Waterloo.

This background report outlines the current context of older adult recreation, focusing on: current recreational programming for older adults; volunteer involvement in program and service delivery; the affordability and financial analysis of city programs and services for older adults; existing older adult recreation centres; and the Local Health Integrated Network (LHIN) funded services and programs delivered by the City of Waterloo.

Introduction

The City of Waterloo opened the doors to its first dedicated senior centre, the Adult Recreation Centre, in 1974 and added a second facility, Wing 404 RCAFA Rotary Adult Centre, in 1986. Since then the city has experienced tremendous change; the population has increased significantly, the city has become much more culturally diverse, and the physical environment of the city has changed as new development and urban core intensification have grown the city outwards and upwards.

The anticipated increase in the older adult population (defined as those over the age of 55 for the purposes of this strategy), in the coming years will likely put significant pressure on the City of Waterloo and its service delivery systems. Additionally, research shows that the interests and expectations of older adults today and in the future are shifting. To understand what steps the city should take in the future, it is first necessary to understand the city's older adult population and the services provided today. This report provides an overview of this demographic and the city's current service delivery model.

City of Waterloo Older Adult Profile

The older adult population in the City of Waterloo is very diverse, with older adults of all ages, cultural backgrounds, income-levels, abilities, health status, backgrounds, and experiences.

The City of Waterloo's older adult population comprises over 20% of the total population, and is expected to keep growing in the near future (Environics Analytics, 2013). The Region of Waterloo has estimated that by 2028, over 30% of the 138,000 inhabitants of Waterloo will be older adults (Social Planning Council, 2013, p. 24). The older adult population in Waterloo is considerably spread out, with a more concentrated older adult presence near the City's core (Environics Analytics, 2013).

The older adult population in Waterloo is culturally diverse, with 32% of immigrants being over 55 years old (Statistics Canada, 2006). Additionally, more than 3000 adults age 55+ in Waterloo identify their mother tongue as other than French or English suggesting a need for services that consider language and cultural barriers to participation.

The City of Waterloo has a greater percentage of university-educated older adults than other cities in the Region, with 38% having achieved a university certificate, diploma, or degree, compared to 21% in Kitchener and 18% in Cambridge (Statistics Canada, 2006). The older adult population is generally educated and skilled, shaping participation, volunteer interests, and expectations regarding city programs and services.

Income is another important consideration. On average, today's older adults have more disposable income than older adults of past generations. Among older adults in Waterloo, over 40% aged 55-64, 21% aged 65-74, and 11% 75+ live in households with an average household income over \$100,000 (Statistics Canada, 2006). However, more than 26% of older adults 75+ have household incomes under \$30,000, which suggests limited financial means to purchase recreation services (Statistics Canada, 2006). Many older adults are still looking for affordable recreation opportunities and some form of subsidization.

Additionally, health status requires careful consideration, as according to Statistics Canada (2006), 38% of adults 55+ in Waterloo, representing more than 7300 older adults, report that they have health conditions that limit their activities. This increases to 64% of those 75+.

According to Statistics Canada (2006) 26% of older adults 65+ in Waterloo live alone. These individuals are particularly vulnerable to social isolation, and combined with the reduced mobility and health problems associated with advanced age, they are at greater risk of physical and mental health issues. A proactive approach to increasing activity levels and socialization among older adults through participation in recreation and leisure programming could help change these trends.

Core Components of City of Waterloo Current Service Delivery Model for Older Adults

This report and the accompanying strategy define five core components of the City of Waterloo's service delivery model for older adults. These are:

1. **Recreation Programs** - Includes a range of registered and drop-in programs provided by the Senior Services Unit; programs offered at city facilities such as the pool, ice rink, and the track; as well as programs operated by affiliated organizations and other groups who rent space within city facilities.
2. **Volunteer Opportunities** - Includes opportunities for volunteers to support the operation of the older adult recreation facilities, recreation programming for older adults, and the LHIN-funded programs and services.
3. **Fees and Charges** - Includes an overview of the current fees for programs and services, including room rental rates and discounts for older adults.
4. **Older Adult Recreation Facility Space** – Currently includes two older adult recreation facilities, the Adult Recreation Centre, commonly called “the ARC”, and Wing 404 RCAFCA Rotary Adult Centre, referred to as “the Wing,” along with other indoor and outdoor recreation facilities for residents of all ages.
5. **Services funded through the Waterloo Wellington Local Health Integration Network (LHIN)** - Includes a range of services to older adults, particularly those that have a higher degree of frailty and/or dementia. These services include the Senior Outing Day Program, Home Support Services, Meals Program, and Transportation Program.

1. Recreation Programming for Older Adults

In the 1970s and 1980s, community and older adult centres emerged as vital sources of social connection for older adults, particularly for those with low incomes. At this time, the City of Waterloo received a grant to design and deliver recreation programs for older adults, focused on opportunities for active living and socialization. In the 1980s, there was a shift toward programming aimed at community outreach. Starting in the 1990's, programming began to include a facilitation model with a focus on community development, with several programs initiated in partnership between the city and community volunteers. The city continues to offer programs, using a variety of program models.

City-delivered recreation programs focus on registered fitness programs and informal drop-in programs coordinated by the 55+ Programs Supervisor. The older adult centres are also



available for rent for private functions or community groups, and also house the Senior Outing Day Program and Home Support Services.

Recreation Programs Today

The majority of registered programs offered by the Senior Services Unit are active classes, including fitness and dance, which help improve the health of participants.

There are four sessions of registered programs per year, corresponding to the seasons, with programs running over an 8-12 week period. The fall session typically sees the highest number of registrants, while there are fewer participants in the summer.

Participation in registered programs at the older adult centres has been steadily declining since 2011. Although many individuals attend multiple programs, the number of unique individuals that register in programs has also declined in the last few years (Table 2).

General	2009	2010	2011	2012	2013
Total Registrations	1366	1748	1865	1682	1648
Total # Participants	604	857	744	629	556

Table 2: Registration and Participation in Registered Programs

Drop-in Programs Offered at Older Adult Centres

Drop-in programs do not require a weekly commitment from the participant, and participants pay each time they attend. Many drop-in programs are card game related, with 47.5 hours for card programs each week. The current focus on card games reduces opportunity to use space for a greater variety of programs of interest in the community.

Data suggests that drop-in program attendance has increased between 2012 and 2013, although this could simply reflect changes in attendance reporting mechanisms. The number of drop-in hours booked at the ARC and the Wing for both City-delivered drop-in programs and community group-delivered drop-in programs has been fluctuating slightly over the past few years.

Programs offered at other City facilities

A number of drop-in programs offered by Active Living staff at multigenerational recreation facilities appeal to older adults. These include adult pickle ball, senior shinny, adult skate, adult slo-pitch, and water fit classes, as well as use of the track at the WMRC.

However, the city provides little programming for adults as a whole in comparison to other municipalities. The Community Adult Recreation League (CARL) provides team-based athletic opportunities, and adults of all ages are welcome to join the fitness classes at the older adult centres. However, the city does not provide programming outside of team based programs, aimed at adults in the 25-55 age range, or programming to meet the needs of older adults who have a higher level of physical health and fitness, or simply do not want to take part in traditional older adult programming.

2. Volunteers

Volunteers are a critical component of city programs and services provided to older adults. As of May 2014 there were over 160 active volunteers supporting city programs for older adults. Their contributions equal 5 full-time staff positions or 9100 hours per year. Staff estimates that about 80% of Senior Services Unit volunteers are older adults. Older adults are more likely to volunteer with the Senior Services Unit than with other city programs or services. Volunteer positions support recreation programming and the LHIN-funded programs; the 55+ Advisory Board is also comprised of older adult community members who volunteer their time to participate in this committee.

Volunteer Services staff within the Human Resources Division of the city provides support in volunteer recruitment, screening, evaluation, recognition, and record-keeping. Staff in the Senior Services Unit takes on volunteer coordination functions, orientation and training, scheduling, and efforts to retain volunteers, to the extent possible given their other responsibilities and limited budget of \$1400 per year to support volunteer retention efforts.

55+ Advisory Board

The 55+ Advisory Board was formed in the 1990s. The board has a number of functions according to their mandate, including:

- To advise on matters related to the delivery of programs, services, and facilities for older adults in Waterloo.
- To communicate with older adult groups and program participants in the community at large about recreation and leisure programs and services.
- To encourage collaboration with other older adult advisory boards.
- To promote and encourage an active living philosophy for older adults.

Over the years, the role of the 55+ Advisory Board has shifted from being actively involved in program development and delivery to a greater focus on providing feedback and input to staff on issues related to older adults, including issues outside of the scope of the Senior Services Unit.

With the establishment of the Mayor's Advisory Committee for an Age-Friendly Waterloo and the establishment of the Region of Waterloo Seniors Advisory Committee in 2011, the Board has raised questions about its own mandate. The needs of the Senior Services Unit are shifting back to a need for support in program development and delivery and building partnerships within the community, to ensure the programs and services are relevant and affordable for older adults in the City.

3. Fees and Charges

Background

The City of Waterloo has standardized fees and charges, approved by council and included in the city's Fees and Charges Bylaw, applied to programs and rentals within city facilities. These include fees for registered programs, 55+ drop-in programs, as well as admission fees for skating, track use, and swimming, and room rental fees.

Each year, fees typically increase according to the Municipal Price Index (MPI), a measure of inflation used by the City of Waterloo for budget purposes. However, staff has some flexibility to adjust fee increases to ensure programs and services are priced competitively and according to what the market will bear. The practice of increasing fees based on an MPI factor and then adding applicable taxes on top creates fees that are not simple, round numbers. For example, according to the Fees and Charges Bylaw, in 2014 the drop-in fee for programs at the ARC and WING was \$2.67 including HST. Many older adults complained that this fee was too expensive and inconvenient. In response to these complaints the fee was reduced as of January 1, 2015 to an even \$2.00 with HST.

Even with this reduction, many older adults would like to see additional free drop-in programs. Currently, the City of Waterloo charges participants for almost all services and programs, with the exception of free skate and swim sessions where an external corporate sponsorship has been arranged, and WMRC track use during specific times. Use of the computers at the older adult centres is free. There are also a few community groups that offer programs in the older adult centres and do not charge a fee.

Although generally today's older adults have more income than older adults of past generations, there are still many with limited financial means for recreation, including a number of homeless older adults who use the Adult Recreation Centre.

The City offers a Fee Assistance Leisure Access Program to help Waterloo low-income residents access recreation programs. Eligibility is based on household income. Funding for this program comes from multiple sources. Residents can apply for this program and receive up to a \$300 credit annually to be used towards select program fees. However, many older adults are unaware of this program or are reluctant to disclose personal financial information to obtain the subsidy.

Registered Program Fees and 55+ Discount

The fees for older adult recreational activities are categorized as active classes (fitness and dance), arts classes, and computer workshop/classes. As of 2012, fees are based on a per class fee categorized by course type and length of class (60, 75 or 90 minutes) instead of being based on program costs (instructor fee, equipment costs). Increases are based principally on MPI and largely ignore actual program costs.

In spring 2014, active registered program fees for adults ranged from \$5.71-\$8.57 per class depending on the class length, and participants age 55+ received a 29% discount from that cost. There is no membership fee or requirement to purchase a discount card to access the reduced fee for adults over 55 years of age.

Each municipality has its own way of setting fees and offering discounts to older adults. For example, Kitchener requires older adults to purchase an annual membership in order to receive discounted pricing their three centres that provide older adult programs. There is a general perception that senior programs are less expensive in Kitchener. In actuality, when examining programs at the older adult centres, and excluding programs delivered by neighbourhood associations, the City of Waterloo offers programs at a comparable cost, which particularly when membership costs are included (see table 3).

Registered Program Fees (per hour)	Waterloo	Kitchener	Cambridge	Guelph
Adult	\$5.71	\$4.80 - \$5.60	\$4.71 - \$6.60	\$7.33
Discounted Rate	\$4.08	\$3.94 - \$4.61	\$4.00 - \$5.75	\$6.20
% Discount offered	29%	18%	8% - 15%	10% - 15%
Annual Membership Cost	N/A	\$16.95 - \$38.15	\$31.30	\$22

Table 3: Registered Program Fees (2014) at Older Adult Centres

Drop-in Programs and Fees

The City of Waterloo offers a number of activities throughout the week where pre-registration is not required. At the ARC and the Wing, these drop-in programs include different arts and crafts groups, and cards and games, among others, aimed at older adults.

While the drop-in fee for programs at the ARC and WING were reduced to \$2.00 with HST in January 2015, many older adults still indicate this price is too expensive. There was mention that some programs should be free, and it was noted that Kitchener’s community centres offer free programs. The general sense is that it should be possible for older adults to come to the facility and use it as a free place to socialize. There should be no cost opportunities to sit down and chat with others or play a board game, for example. It was also noted that lower fees help encourage older adults to remain active, which has benefits for the community as a whole.

In addition to drop-in programs at the ARC and Wing, there are drop-in programs at other facilities. Previously, older adults received a 9% discount for drop-in swimming and a 15% discount for drop-in skating at City of Waterloo facilities. Beginning in January 2015, older adults are receiving a standard discount of 25% for these activities, as well as for other drop-in sports like pickle ball or shiny.

Room Rental Rates

Rooms at both the ARC and Wing are rented to private and affiliated groups who wish to run their own programs or activities. Room rental fees vary for each room based on size and amenities. There was a significant increase in room rental fees in 2009.. This was followed by two

years of minimal to no increase in fees, after which the city began increasing fees by 3% annually. However, in response to community input, the city did not increase rental fees at the older adult recreation facilities in 2015.

The introduction of the Affiliation Policy in 2010 standardized the approach to offering room rental discounts. Prior to the policy, many groups renting the ARC and Wing for community programs were considered affiliates informally, and charged a non-standard fee, or were not charged at all. The current affiliated rate is 50% of the regular room rental rate, which is more than these groups historically paid.

Since 2010, staff has been working with these groups to formally affiliate them, and to phase in standard, affiliated rental fees over a five year period. However, not all of these groups meet the requirements for affiliation, and many struggle to pay the reduced affiliated rental rates. Some organizations have chosen not to affiliate. Certain groups have had to, or will have to, relocate their programs to non-city facilities as the rates increase during the transition period.

Since the increase in room rental rates in 2009, there has been a decline in private room rentals. In 2013, there were 8645 hours of room rental by paying clients at the ARC and Wing, compared to 10023 hours in 2008, a drop of 15%. There has also been a decrease in the number of groups renting rooms. In 2008, there were 41 clients paying to rent rooms at the ARC. This dropped to 23 in 2013. Client numbers at the Wing have been more stable with 14 paying clients renting rooms in 2008 and 13 in 2013. This data suggests that the rates are too high to allow community access, driving community groups to relocate to other facilities or end their operation.

4. Older Adult Recreation Facility Space

Recreation facilities are a key asset in providing services to local residents. The City of Waterloo operates seven recreation facilities. Five of these are considered to be for all ages, while the Adult Recreation Centre and the Wing 404 primarily serve older adults.

Adult Recreation Centre and the Wing

The Adult Recreation Centre was built in 1974, with an addition made possible in 1989 with a community fund-raising campaign. The ARC is open for drop-in and registered programs, and hosts the LHIN-funded programs.



Figure 4: Adult Recreation Centre



Figure 5: Wing 404

The second dedicated older adult facility is the Wing 404 RCAFA Rotary Adult Centre. Built in 1968, it originally served as the 404 K-W Wing, R.C.A.F.A. legion hall. In 1986, the City of Waterloo purchased the full property, and since then has leased a portion of the property back to the Legion.

Most Senior Services Unit staff works out of the ARC. Both centres typically operate weekdays from 8:30-4:30, but do accommodate rentals or programs outside of these hours.

Location and Access

The ARC is located in the Uptown area, at 185 King Street South, along major bus routes. The Light Rail Transit (LRT) corridor, planned to be operational in 2017, will exacerbate current parking challenges, as it will overlap with part of the facility's parking lot. The beginning of the construction phase has posed challenges for the facility operation and accessibility. Additionally, both north and southbound LRT stations are planned to be located adjacent to this property, meaning the loss of parking spaces along Caroline Street.

Significant intensification is anticipated in the area surrounding the ARC. Adjacent properties have already been redeveloped, or have recently been sold with planned future development.

The Wing is located at 510 Dutton Drive, an industrial area of Waterloo. While it is close to housing, in particular to several lower income neighbourhoods, the nearest transit is along Weber Street, requiring a substantial walk to the building, a barrier to access for older adults whom do not do not drive and have mobility challenges. Parking at this facility is ample.

Challenges of Current Facilities

Current ARC and Wing customers suggest the facilities are not well known; the facility names do not communicate well what happens inside the buildings and there is a general lack of

branding for the buildings. Older adults note that there is generally a stigma and/or misconception associated with seniors' centres.

The ARC does not have a clear building entrance, reception desk, or a clear entrance space. The Wing, on the other hand, has a reception desk and older adults note that this is important not only for access to information, but also to create a welcoming and friendly environment.

The narrow corridors and dated washrooms create challenges at the ARC, and there is also a lack of space to store walkers and other equipment used during the day. Lack of storage is a challenge for development of new programming that requires equipment.

Temperature regulation is a major issue at both facilities. Current systems cannot handle the type of quick temperature adjustments desired within a multi-use facility.

Both buildings are old and need upgrades and structural adjustments, and would need significant renovation to be able to better meet current and future needs. The City has capital upgrades needed for both facilities to meet the requirements outlined in the current Ontario Building Code, however these upgrades would not result in improved layout for programming.

Other City Facilities

Older adults can access other municipal centres, including Albert McCormick Community Centre, RIM Park, Moses Springer Community Centre, Bechtel Park, and the Waterloo Memorial Recreation Complex, and the many outdoor recreation facilities throughout the city. For example, WMRC attracts older adults to use the pool and indoor track, and RIM Park offers a pickle ball program that attracts older adults and many older adults have established informal walking routes within the facility. As well, the Third Age Learning organization regularly rents space at RIM Park to host lecture series, attracting hundreds of older adults to each session.

Local trails and bike routes, as well as parklands, are also important city-managed recreation resources for community members, including older adults. Older adults want to see the city's parks and trails upgraded to be more age-friendly, with benches, shade, washrooms, water fountains, and improved surfaces. Better signage is needed to enable users to navigate the trails and understand where they are in relation to city streets. More interconnecting trails are also important for those who use these as a means to travel from one destination to another.

5. Home Support Services and Senior Outing Day Program

In 1981, a volunteer committee of twelve older adults who were active in the Adult Recreation Centre applied to the New Horizons Grant program to start a seniors' homemaking program for Waterloo. A meal program, home maintenance program, intergenerational/outreach

programs, income tax assistance program, and a vision clinic were also implemented, marking the start of the multi-faceted home support program for older adults that continues to be operated by the city today.

Over the years, home support services have been funded by a number of agencies, including the Optimist Club, the Ministry of Community and Social Services, the Region of Waterloo, and through user fees.

The Senior Outing Day Program was initiated in 1984 when City staff identified a need for socialization and recreation for isolated older adults with care needs that made participation in recreation difficult. Initial funding for the program came from the Ministry of Community and Social Service and the Region of Waterloo, as well as in-kind support from the City of Waterloo.

In 1988, a Job Creation grant funded the development of a transportation program for older adults, which has subsequently been supported by provincial government funding. Funding was increased again in 1990 to hire administrative support for Home Support Services. During this time, a congregate dining program was added.

Funding for these programs in more recent years has come from the Waterloo Wellington Local Health Integrated Network (LHIN), which operates under the mandate of the Ontario Ministry of Health and Long Term Care. The LHIN provides approximately 80% of the cost of the programs, participant fees cover 15% and the City of Waterloo contributes the remaining 5% of program requirements through in-kind contributions.

Overview of Home Support Services

Currently, Waterloo Home Support Services coordinates access to day-to-day community resources for frail, isolated, or marginalized older adults to help them live safely at home and to remain active in the community. The vision of the program is, “to promote optimum living opportunities for vulnerable adults in collaboration with community service partners.”

There are four part-time staff and one part time supervisor (who is also the supervisor of the Senior Outing Day Program) responsible for home support services. Home support services include homemaking services, transportation, shopping, community meals, home maintenance, telephone reassurance..

These LHIN-funded programs are run out of the ARC, and face facility space and accessibility challenges, including: insufficient programming space, washrooms that are not appropriately accessible, a lack of space to store equipment such as walkers, and privacy concerns as staff or volunteers may have private or sensitive conversations with clients in an open office area. However, there is value in having these programs co-located with recreation and leisure

programs targeted at younger or healthier older adults. This approach encourages other older adults to volunteer in the LHIN-funded programs, and the older adults that are healthy and independent today will have greater awareness of the LHIN-funded services in the future, thereby providing a continuum of services across the age and health spectrum in one familiar location.

Homemaking and Home Maintenance

As part of the homemaking and home maintenance program, city staff connects eligible older adults with individuals who perform a variety of homemaking and home maintenance tasks to help with the care and upkeep of their home. Services may include general cleaning, laundry, bed-making and other tasks as required. Likewise, home maintenance workers perform odd jobs, lawn maintenance, and snow removal on an as needed basis.

The homemakers and home maintenance workers are not employees of the City of Waterloo; however, the city recruits and screens the workers. This process includes an interview with home support services staff, reference checks, and a vulnerable sector police record check. The City of Waterloo then links the client with an approved service provider, and the client pays the service provider directly, based on set fees established by the City.

Transportation

Seniors using the transportation service can book rides to medical appointments, social and recreational activities, and shopping. Priority is given for transportation to medical appointments and to and from the Seniors Outing Day Program and the Community meal program. Four to six drivers provide the service each day. Two casual part-time employees and 22 volunteer drivers support the program, with most volunteers using their own vehicles. The City of Waterloo has 2 vans that can be used for this service; designated volunteers who drive these vans must complete a training program. Some clients require the use of a car or a van depending on their physical abilities. The two vans were recently replaced when grant funding was secured from the LHIN.

Rides are generally booked starting at 8am; however, in the case of surgery appointments earlier bookings may be accommodated if a willing volunteer can be found. Rides must be booked two business days in advance. Rides can be local, but are also available to Cambridge, Guelph, and Elmira. Clients can also access the service to go to London, Toronto or Hamilton, but only for medical purposes. In 2013/14, 11,334 one-way rides were provided through this program.

There are a greater number of clients using the transportation services, and a greater number of rides being provided than in previous years, stretching the city's current resources to meet demand. A one-time grant was secured for the 2014/2015 program year to cover costs related to increased service demand. Access to appropriate transportation is a critical need for some older adults who cannot drive or use public transit.

Shopping

Volunteers or paid shoppers assist older adults with grocery shopping or they list shop for those who cannot go out to get groceries. Each shopping trip is scheduled for 2 hours to allow time for the shopper to review the shopping list with the client, make suggestions for healthier food choices as needed, complete the shopping, and have an opportunity to socialize with the client afterward. The service is as much about the visit as it is about the shopping. Currently the program sees 15 volunteer shoppers providing 57 trips per month.

Community Meals Program

Through the community meals program, older adults can register for a nutritious lunch for a small fee, Monday through Friday, at the ARC. Those needing transportation to the lunch program pay a combined reduced price for the ride and the meal. The program is able to accommodate 30 people per day, in addition to Senior Outing Day Program participants. Usually, 15-20 older adults join the lunch program each day. It is an important opportunity for socialization, and many participants form friendships with others attending the program. The program is supported by a staff cook, and 3 or more volunteers each day. Volunteers help higher-need clients, and help with serving and clean up after the meal. In 2013/14, 3436 meals were served.

In 2011, the Senior Services Unit started a partnership delivering meals once per month to 100 Allen Street. Residents of this building are typically elderly with limited mobility and thus are not able to access the program at the Adult Recreation Centre. The meals provided are the same as the community meal program with the same pricing. The meal is served in a common room in the seniors' apartment building, providing an opportunity for isolated seniors to socialize and to build a social network within their building, thereby contributing to improved physical and mental health.

Telephone Reassurance

Daily telephone calls are made by caring volunteers to older adults who are alone and isolated. This is a free service in partnership with Community Support Connections. Clients live in Kitchener, Cambridge, or Waterloo. Waterloo manages the calls three days per week.

The frequency of calls to the client varies depending on the needs of the clients, but can range from once a week to once a day. In 2013/14, City of Waterloo volunteers made 8112 calls, serving 68 individuals.

Senior Outing Day Program

The Senior Outing Day Program (SODP) provides supervised programming in a group setting for older adults who require close monitoring and may need assistance with personal activities (e.g. hygiene, dressing, etc.). The clients include those with Alzheimer disease and related disorders, or persons with disabilities. The program includes planned social and recreational activities, meals, assistance with the activities of daily living, and minor health care assistance (Waterloo Wellington Adult Day Services: Service Requirements, 2014).

Over the years, community need for this service has grown, and the number of days the program is offered has increased as funding has been expanded. Since 2008, the Waterloo Senior Outing Day program has been operating 5 days per week.

With 120-140 clients participating in the program per year, many of whom attend the program multiple days per week, the program provides approximately 5000 days of service per year.

The SODP program is beneficial because it:

- Helps maintain or enhance physical and mental wellness
- Assists participants to achieve and maintain the maximum level of functioning, to prevent early or inappropriate institutionalization
- Provides regular relief/respite for caregivers
- Offers a variety of activities and recreation opportunities

The program costs \$15.00 per day. Approximately 40% of clients are subsidized based on their ability to pay. No one is turned away from the program because of cost.

LHIN funding and Service Delivery Expectations

The primary source of funding for home support services and the Senior Outing Day Program is the Waterloo Wellington LHIN. As the primary funder, the LHIN sets standards and expectations with regards to program operation and service delivery quality and quantity. Only minimal changes can be made to the programs without LHIN approval.

In recent years, funding levels have been stable, with no increases to reflect inflation. Given funding levels, the programs are very efficient at meeting demand and providing quality services and programs. With just one full-time SODP Programmer, ten additional part time staff and three casual employees, human resource capacity is stretched to the limits, making expansion of the program and/or additional clients and services challenging. Staff cannot provide services that go above and beyond the basic standards as linked to the LHIN funding model.

Staff is already seeing increased demand for home support services, and has concerns about the ability to meet demand as the older adult population continues to grow. As the aging in place philosophy continues to take hold, encouraging older adults to live at home longer, service providers continue to see a greater number of clients with complex and multiple health conditions. There will be more clients, and clients will also need higher levels of services than in the past. There is a noted increase in clients experiencing mental health issues. Increased resources are needed to meet the present and anticipated demand for these LHIN programs.

Involvement in Local Networks to Support Service Integration

To support improvements to the health care system, the City of Waterloo, represented by the Supervisor of LHIN-funded programs, is actively involved in two strong networks: the Community Support Services Network and the Waterloo Wellington Adult Day Network. Both networks bring together leaders of similar services in the LHIN area to share information, find solutions to challenges, and in particular to look for opportunities for service integration to create efficiencies and improve service delivery to clients.

As part of the Community Support Services Network, the city and Community Support Connections have been able to integrate their intake processes, meaning older adults only need to make one phone call and complete one assessment in order to receive services from both organizations. Working collaboratively with the network can also be important to secure funding, staffing, volunteers, and space to meet needs.

The Waterloo Wellington Adult Day Network, which represents 10 organizations providing 21 programs to more than 1500 older adults, has also had success developing an integrated service delivery model. The network ensures policies, staffing levels, and service quality is comparable across the network. The network operates to collaboratively identify and implement solutions to challenges so that the full network of adult day programs can best meet the diversity of needs seen in today's older adult population. Issues like the expansion of specialized programs and service models focused on the needs of medically complex clients



continue to be explored. Recently, funding was secured for a new specialized adult day program to be operated by the Region of Waterloo at a new site.

Conclusion

The City of Waterloo is changing, and so is the increasing older adult population. The needs and expectations of this population are different than in the past. Older adults are very diverse, in regards to cultural heritage, income, ability, health, background, and experiences. These elements will be taken into consideration as the city improves its service delivery to older adults. Throughout these current and anticipated changes, the City of Waterloo's commitment to serving the recreation and leisure needs of older adults remains stable.

The Older Adult Recreation Strategy has drawn on the information included in this document, as well as research and input from the community and staff. The Strategy outlines 24 recommendations for the City of Waterloo to position the Senior Services Unit to respond to the changing and growing recreation and support service needs of the community's older adults now and in the years to come.

References

British Columbia Ministry of Health. (2004, March). Social isolation among seniors: An emerging issue. Children's, Women's and Seniors Health Branch. Retrieved from: Social Isolation Among Seniors

City of Edmonton. (2011, May). Seniors' centres plan 2011-2021. Edmonton Seniors Coordinating Council. Retrieved from: Seniors Centres Plan

Cook, S.L. & Gelfusa, M. (2009). Boomer volunteer engagement: Targeted strategies. Canadian Journal of Volunteer Resources Management (17)3, 11-13. Retrieved from: Canadian Journal 2009

Cook, S.L. & Sladowski, P.S. (2013, February). Volunteering and Older Adults. Human Resources and Skills Development Canada, Community Development and Partnership Directorate (prepared by Volunteer Canada). Retrieved from: Volunteering and Older Adults

Environics Analytics. (2013). CensusPlus 2011. Analysis prepared for the City of Waterloo.

Evans, K. (2009). Engaging boomers to volunteer. Canadian Journal of Volunteer Resources Management (17)3, 13-15. Retrieved from: Canadian Journal 2009

Lapierre, D. (2009). Engaging "50+" volunteers. Canadian Journal of Volunteer Resources Management (17)3, 4-7. Retrieved from: Canadian Journal 2009

[Region of Waterloo. \(n.d.\). 2006 Census Bulletin.](#) Planning, Housing and Community Services. Retrieved from:

[Region of Waterloo. \(2010, April\).](#) Older Adults Health Status Report. Region of Waterloo Public Health. Retrieved from:

Region of Waterloo. (2013, September 10). 2012 Homelessness to housing stability reports. Social Services, Social Planning, Policy & Program Administration. Retrieved from: Homelessness to Housing

[Social Planning Council of Cambridge and North Dumfries. \(June 2013\).](#) Community Social Profile of Waterloo Region. Retrieved from:

Statistics Canada, Canadian Health Survey, 2003 as reported in Region of Waterloo Public Health Older Adults Health Status Report, April 2010

Turcotte, M & Schellenberg, G. (2006). A Portrait of Seniors in Canada. Statistics Canada, Social and Aboriginal