

# Seniors' Centres Long-Term Funding Strategy (2007 – 2017)



City of Edmonton  
Community Services  
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## INTRODUCTION

On October 17, 2006, City Council directed Community Services to develop a long-term strategy that addressed the challenges seniors' centres face with building operating expenses.

In preliminary consultations with seniors' centres and Councillor Linda Sloan, the lead for Council's Initiative on Seniors' Issues, it became apparent that the need existed for a broader funding strategy — one that supported general operating and minor capital expenses in addition to building operating expenses.

The **Seniors' Centres Long-Term Funding Strategy** is the result of significant research and consultation, in particular with Edmonton Seniors Centre and with the Edmonton Seniors Coordinating Council. It is based on the following observations and principles.

- Seniors play a valuable role in the vibrancy of our city. Their knowledge, experience and input into the planning and delivery of senior services are vital to their general well-being and to their continued contributions to our city as a whole.
- Seniors' centres provide vital programs and services that enable seniors to be independent, healthy, connected to other seniors and to the community at large. Centres serve as central gathering places helping to build stronger community hubs and neighbourhoods.
- “Aging in place” refers to helping seniors remain in their homes as long as possible. Outreach programs and services offered by seniors' centres support this notion.
- With seniors living longer than those of previous generations, the group of seniors aged 85 and older is growing at the fastest rate. The City is conducting a study to better understand the needs of this group and to develop effective strategies that support successful *aging in place*.
- Seniors' centres are at risk without the support necessary to cope with today's demands. As the seniors population continues to increase and become more diverse in its needs and expectations, seniors' centres will need to adjust, expand and enhance their programs and services accordingly.
- The Community Services Department is in the business of building community capacity. The Funding Strategy is designed to provide fair and equitable civic support to all seniors' centres, allows them to retain independence, and supports their work as key providers of services to seniors in the community.
- The City of Edmonton recognizes the important work and role of seniors' centres as a collective. At the same time, it takes into account the unique needs of each seniors' centre. This is consistent with other civic grant programs including Family and Community Support Services (FCSS) and Community Investment Grants (CIG).
- As an umbrella organization, The Edmonton Seniors Coordinating Council is a valuable City partner in identifying and addressing seniors' issues and opportunities.



## Definition of Seniors' Centres

Developed as part of the consultation process, and for the purposes of this strategy, the term “seniors’ centres” is defined as follows:

Seniors’ centres are public facilities that:

- Are operated by a non-profit organization
- Are targeted to people 55 years and older
- Offer a diverse range of programs, services\*, and activities that take place or originate from a facility built or designed to meet the needs of seniors
- Have regular hours of operation
- Are accessible to all seniors

\* The range of services includes, but is not limited to, recreation, wellness, creative arts, education, social events, information and referral, volunteerism, outreach, and social support.



## 1. STRATEGY DEVELOPMENT

### 1.1 Timeline

**2005** Councillor Linda Sloan identified need to address struggles seniors' centres face with building operations costs.

**2006** In the spring, City Council approved \$80,000 to assist eight identified seniors' centres offset building operating costs. Funding covered approximately 17 percent of their expenses, which included such items as utilities, insurance, and janitorial services.

Community Services completed a study on building operating and capital needs of seniors' centres in Edmonton. Based on the study, the Department prepared a draft long-term funding strategy outlining possible funding formulas and a process to provide building operating funding for seniors' centres.

While the Department was preparing this strategy, the Alberta Seniors Advisory Council began a study on provincial funding for seniors' centres. As a result, the City delayed completing its final strategy until June 2007.

In November, the City of Edmonton, the Edmonton Seniors Coordinating Council, and Edmonton's seniors' centres delivered presentations to the Alberta Seniors Advisory Council. This was part of the provincial consultation process.

**2007** In January, City Council approved \$135,000 for one additional year of funding to offset building operating expenses. The funding covered 20 percent of building operating expenses for 13 seniors' centres. City Council also approved \$530,000 for a capital grant for seniors' centres.

Mayor Mandel, Councillor Sloan, and representatives from Community Services met with the Honourable Greg Melchin, Minister of Seniors and Community Supports, to discuss provincial funding for seniors' centres.

Since January, Community Services has met regularly with seniors' centres to discuss and gain input on the Long-Term Funding Strategy.

The Seniors' Centres Long-Term Funding Strategy will be presented to Community Services Committee in June and City Council in July.

**The provincial government's Senior Centre Funding Report has not been completed at this point in time. Originally scheduled to be completed in January 2007, it has been delayed until the summer of 2007.**



## 1.2 Methodology

Development of the strategy involved comprehensive research, and included significant consultation with seniors' centres. Key activities included:

- An environmental scan of existing studies and reports to identify needs, issues, and strategies relating to seniors, seniors' centres, and services to seniors;
- Interviews with executive directors of nine seniors' centres and the Edmonton Seniors Coordinating Council (umbrella group of seniors organizations)
- Four consultation meetings with seniors' centres to:
  - identify funding needs
  - obtain baseline data
  - gain input on vision and definition of seniors' centres
  - gain input on proposed funding strategy
- A review of related seniors' issues and services in various Canadian and international municipalities;
- A comprehensive collection and analysis of the demographics of Edmonton seniors;
- Research and development of maps that identify projected seniors population growth patterns across the city; and
- A review of grant funding models, formulas, and programs.



## 2. RECOMMENDATIONS

### 2.1 Recommendation 1 — Seniors' Centres Investment Program (SCIP)

The intent of the Seniors' Centres Investment Program (SCIP) is to provide assistance to non-profit seniors' centres with general operating expenses.

Seniors' centres may receive up to 25 percent of eligible expenses. These include costs for all operating expenses including rent, utilities, insurance and building maintenance, staff, volunteers, program, fundraising, administration, and other general operating expenses. Ineligible expenses are capital projects, capital purchases, bingos, casinos, and depreciation.

Seniors' centres receiving funding through this program may not apply for funding through the Community Investment Operating Grant (CIOG). However, seniors' organizations which offer other services, such as housing, may apply to CIOG for costs not related to operation of their seniors' centres.

Seniors' centres would still be eligible to apply for FCSS funding. However SCIP funding would not apply to expenses funded through FCSS.

The estimated annual budget to provide the maximum 25 percent eligibility for seniors' centres' operating expenses is \$770,000.

### 2.2 Recommendation 2 — Emerging Seniors' Centres Grant

The intent of the Emerging Seniors' Centres Grant is to support the development of new seniors' centres. Applicants would be incorporated or seniors groups in the process of becoming incorporated and that want to develop a seniors' centre. Support required could include:

- Bylaw development;
- Business plan development;
- Feasibility studies;
- Seed funding for staff support.

Priority would be given to areas with a demonstrated need and when the establishment of a seniors' centre is identified as a priority in a formal needs assessment. The estimated annual budget for this grant program is \$100,000.

### 2.3 Recommendation 3 — Facility Conservation Grant

The intent of the Facility Conservation Grant is to assist seniors' centres with capital costs associated with:

- Preventative maintenance, renovation, or retrofit of their facilities; and/or
- Acquisition of small capital items such as furniture replacement and computer equipment.



Applicants that lease facilities would need to demonstrate need. Projects for this grant would be considered in the following order of priority:

- Conformation to fire, safety, health and building codes;
- Physical accessibility;
- Preventative maintenance;
- Renovation;
- Retrofits, including energy efficiency; and
- Minor capital projects, such as furnishings and equipment.

Operating and regular maintenance expenses and new construction would not be eligible under this grant program.

This would be treated as a matching grant program to a maximum of \$40,000.

The total annual budget for facility conservation or acquisition grants would be set at \$400,000.

## 2.4 Major Renovations and New Construction

The Seniors Long-Term Funding Strategy does not make provision for funding major renovations and new construction. These projects would be considered within the Department's existing capital budget processes.

### Major Renovation to Existing Seniors' Centres

Seniors' centres requesting civic funding for major renovations would be required to follow the requirements outlined in the *Recreation Facility Master Plan*. Community Services staff would provide guidance and support to seniors' centres with the development of their program statement and preliminary business case.

### New Seniors' Centres

The Department will consider a partnership arrangement for the development or construction of new seniors' centres when:

- An established community partner exists to plan and develop this project; and
- The need for a new seniors' centre has been identified, fully researched and justified.

***It is important to note that Community Services will consider and consult with seniors on any new facility and park development to ensure their needs are addressed as appropriate.***



## 2.5 Grant Summary

The estimated annual budget for the grant program is:

Grant Program for Seniors' Centres	Amount
Seniors' Centres Investment Program* (14 Seniors' Centres)	\$770,000
Emerging Seniors' Centres Grant	\$100,000
Facility Conservation Grant	\$400,000
Grant Administration	\$30,000
<b>Total</b>	<b>\$1,300,000</b>

\* *The Seniors' Centres Investment Program recommended budget reflects approximately 25 percent of the 2006 general operating expenses of the 13 seniors' centres and estimate for 1 additional seniors' centre*



### 3. DEMOGRAPHICS AND TRENDS

#### 3.1 Current Demographics and Social Trends

*Appendix 1* provides a detailed look at current demographics and social trends of Edmonton's senior population. The following highlights the key findings.

Edmonton's senior population is growing rapidly:

- Based on the 2005 municipal census, there were 149,785 seniors aged 55 and older who represent approximately 21 percent of Edmonton's population. Today, this represents two out of ten residents.
- By 2016, based on projected growth rates, 215,819 or 25 percent will be older adults aged 55 years and older.
- The fastest growth rate is among those in the older age ranges. By 2041, it is estimated that the number of people aged 85 and over will increase by 229 percent.
- More seniors are moving to Edmonton than are leaving the city.

Seniors are diverse, multicultural, and multiracial:

- Edmonton seniors born outside of Canada come from many parts of the world, the majority from continental Europe (50%), Asia (25%), and the United Kingdom (15%).
- Based on 2001 federal census, 12 percent of persons 55-64 and 10 percent of those 65 and older were visible minorities.

Seniors do not move very far when they change residences:

- A recent study conducted by Statistics Canada found that, when seniors moved, three out of four remained within 50 kilometers of their former residence.
- Main reasons given for moving were to live in a smaller house, followed by purchasing or building a home, wanting to be close to family, relocating to a better neighborhood, a decline in health, and access to more recreation and leisure activities.

Seniors' living arrangements change as they age:

- Most Edmonton seniors live in private households with their families, either as a family head or spouse, or with their extended family. In 2001, 74 percent of all persons 55 years and older lived with family members.
- In 2001, 22 percent of all seniors were living on their own. Senior women were far more likely than senior men to live alone. The proportion of seniors living alone rises with age.
- While 95 percent of Edmonton seniors lived in private dwellings, an estimated 5 percent lived in collective dwellings including retirement homes, rooming houses, shelters, long-term care facilities, and hospitals. Advanced age, living alone, and limited income are strongly associated with institutionalization.



Seniors' ability to remain active depends largely on level of income, health, and activity:

- Between 1996 and 2004, the average gross income of senior couples, 65 years and older, increased by 20 percent, from \$42,400 to \$50,900. Although incomes have risen, levels are still lower than those of the general population.
- Current statistics are not available for Edmonton but Canadian data indicates that low income rates are higher for seniors 75 years and older, people not living with families, visible minorities, and recent immigrants.
- Seniors are generally healthier than those of previous generations, but more likely than younger people to have poor health or chronic conditions. One out of every seven non-institutionalized seniors reported receiving home care in 2004.
- Male and female seniors prefer to participate in similar activities. Based on the 2003 Canadian Health Survey, the most popular leisure activities were walking, gardening, and home exercise. In the Capital Region, the most common sports were golfing, bicycling, and swimming.

### 3.2 Projected Demographics

The maps found in *Appendix 2* show preliminary projections of where seniors will reside in 2006, 2011, 2016, and 2041. The maps also display the location of existing seniors' centres and recreation facilities.

In 2006, 55 percent of the senior population lived in the Inner City. From 2006 to 2041, the number of seniors will increase at a much faster rate in the suburbs. By 2016, there will be slightly more seniors living in the suburbs (51%). Projections indicate that, by the year 2041, there may be the same number of seniors residing in South Edmonton (35%) as in the Inner City (36%). North Edmonton will represent 19 percent of the senior population.

### 3.3 Future Trends and Implications

Meeting Changing and Diversified Needs and Expectations of Seniors

People are living longer, and aging differently than in the past. As a result, seniors' centres will need to:

- Expand services to meet a wider variety of needs and expectations of seniors of different ages and abilities; and/or
- Focus on providing programs and services that address specific needs and interests.

Some seniors would benefit from a centre that offers programs around active living. Other centres may need to evolve more toward a social service agency model that supports the older, less healthy and/or disadvantaged senior. Changes in the health care system, lengthier waits for long-term care, and the emphasis on keeping seniors in their homes, will place increasing pressure on seniors' centres. Thus, some seniors and their families will benefit from programs and services such as:

- Day programs for seniors to provide support for family caregivers;
- Preventative wellness programs such as chronic disease and falls prevention;
- More outreach services for seniors who are unable to leave their homes; and



- Extensive information about all services available to seniors. This information will need to be available in a variety of formats, including Internet access.

#### Engaging a Culturally Diverse Community

As a culturally diverse city, seniors' centres will need to become more culturally sensitive and responsive in their programming and approaches. Seniors' centres could explore more partnerships with ethno-cultural and aboriginal organizations to address language barriers and to encourage attendance and participation. Examples of programs and services could include:

- Supports and adaptations of current programs and services to enhance inclusion;
- Services delivered from different cultural perspectives;
- Culturally sensitive information in different languages;
- Partnering with ethno-cultural senior centres to share ideas, programs, and staff; and
- Conversation classes in English.

#### Planning Seniors' Centres to Meet Projected Needs

Based on demographic projections, within the next 10 years the need for a larger scale seniors' centre in Mill Woods has been identified.

As the city grows, seniors' centres will need to ensure programs reach a larger catchment area. This may involve offering satellite or outreach programs to reach more seniors in their geographic area. Accessible public transportation to senior centres will also be an important factor.

Regularly monitoring demographics and trends will be required to ensure seniors' centres are offering the right programs and services, at the right place, at the right time.



## 4. EDMONTON SERVICES FOR SENIORS AND SENIORS' CENTRES

### 4.1 Range of Services for Seniors in Edmonton

Today in Edmonton, there are generally three categories of community-based services that help seniors remain active and connected in the community.

**Integrated services**, such as those offered at City recreation facilities, where seniors participate in programs with other seniors or in intergenerational activities.

**Senior-specific services**, such as seniors drop-ins, seniors recreation groups, and seniors' centres, where seniors can meet with and receive support from other seniors.

**Specialized services**, such as driving services and meal delivery services that provide supports to seniors to help them remain in the community.

The need for a continuum of services, which are flexible, affordable, and accessible, have been and will continue to be necessary into the future.

The Edmonton Seniors Coordinating Council (ESCC) works to enhance programs and services for seniors by working with senior-serving agencies in Edmonton to help coordinate efforts and address broader seniors' issues and opportunities. The ESCC currently has 43 member agencies.

With the exception of the *specialized services*, the following chart outlines key characteristics of community-based services for seniors. Note that the Long-Term Funding Strategy applies to the **District Seniors' Centre** and **City-Wide Seniors' Centres** columns (*columns 3 and 4*). Columns 1 and 2 are presented to portray the complete picture of community-based services.



	<b>1.District Multipurpose Facilities</b>	<b>2. Neighbourhood Seniors Groups/Programs</b>	<b>3. District Seniors' Centres</b>	<b>4. City-Wide Seniors' Centres</b>
<b>Target Population</b>	Seniors living in district in which facility is located	Seniors living in the neighbourhood in which program is offered	Seniors living in district in which the facility is located	Seniors from across the city
<b>Ages Served</b>	All ages	55 years and older	55 years and older	55 years and older
<b>General Characteristics</b>	Operated by the City or a non-profit organization	Operated by a non-profit organization, as a program of another non-profit organization, or as an informal group	Operated by a non-profit organization from a leased or owned facility	Operated by a non-profit organization from a leased or owned facility, or by the City
	Offer organized and informal programs and activities	Offer organized and informal programs, activities, and services	Offer organized and informal programs, activities, and services	Offer organized and informal programs, activities, and services
	Offer primarily recreational programs	Programs/activities and services usually focus on one or two specific areas of interest	Offer diverse programs, activities, and services that may include recreation, social, wellness, referral, and outreach	Offer diverse programs, activities and services that may include recreation, social, wellness, referral, and outreach
	Operate daily with regular hours	Operate on a regular, ongoing basis; may be fewer than 3 days/week	Operate on a regular, ongoing basis, usually for at least 3 days/week	Operate on a regular, ongoing basis for at least 3 days/week
	Employ staff to supervise programs	May employ staff, but primarily use volunteers to supervise programs	Employ staff to supervise some of the programs and services	Employ staff to supervise programs and services
<b>Examples of Programs, Services, and Activities</b>	Fitness programs, Swimming, Skating, Arts, culture, and social programs	Social activities, such as shuffleboard, cards, and day trips	Active living, wellness, and recreation programming	Active living, wellness, and recreation programming
		Educational sessions	Educational programs	Educational programs
		Special services, such as driving to appointments	Health-related services, such as flu clinic and foot care	Health-related services such as flu clinic and foot care
			Outreach Information and referrals	Outreach Information and referrals
<b>Transportation Accessibility</b>	Usually requires public transit or a private vehicle.	May be within walking distance. Public transit or private vehicle may be required.	May be within walking distance. Public transit or private vehicle may be required.	Usually requires public transit or a private vehicle.



## 4.2 Quotes from Edmonton Seniors' Centres Patrons

*"As long as the Centre is there, I'll be there. It's part of my life."*

*"I feel better about myself — stronger and happier. Keeps my life on track. I look forward to this every week."*

*"I used to think that being a senior was all about getting old; now I know it's about staying young"*

*"Being part of this Centre has become a third career for me. I get immense fulfillment by being part of this organization. I literally have helped build it — I helped raise money for it — and I do feel possessive about it. I am part of this foundation, and I like the feeling that there are so many people here who are just like me."*

*"I can pull up the stool and play the piano anytime I like. There's always someone around to sing along."*

### More sentiments

*"When my father died, I was very worried about my mother. So I got her to take ceramics at the local seniors' centre. She soon made some good friends, but needed more fulfillment in her life. Now she is the Volunteer Receptionist at the centre, and loves meeting all the seniors. Whereas before she never left the house, now I have to make an appointment to see her!"*

*Family Member*

*"I love my work here, and go home most days feeling very fulfilled. I have a great sense of satisfaction that I've helped someone."*

*Staff Member at Seniors' Centre*



### 4.3 Overview of Edmonton Seniors' Centres

In Edmonton there are currently 13 established non-profit seniors' centres, one in the development stage in Mill Woods, and two City of Edmonton operated centres (Northgate and Central Lions Seniors' Centres). Refer to the *Appendix 1* 2006 map for city overview.

Seniors' Centre	Address
Calder Seniors Drop-In Centre	12963-120 Street
Central Lions Senior Citizens Recreational Centre	11113-113 Street
Edmonton Seniors Centre	11111 Jasper Avenue
Golden Horizon Seniors Centre	#1 10014-109 Street
Ital-Canadian Seniors Centre	9111-110 Ave.
Jewish Drop-in Centre	10052-117 Street
Mill Woods Seniors Centre	TBD
Native Seniors' Centre	E 10107-134 Avenue
Northgate Lions Senior Citizens Recreation Centre	7524-139 Avenue
Operation Friendship Seniors Society	9526-106 Avenue
Seniors Association of Greater Edmonton (SAGE)	15 Sir Winston Churchill Square
Senior Citizens Opportunity Neighbourhood Association (SCONA)	10440-84 Avenue
Southeast Edmonton Seniors Association (SEESA)	9350-82 Street
Southwest Seniors Outreach Society	10832-62 Avenue
Strathcona Place Senior Centre	10831 University Avenue
Westend Seniors Activity Centre	9629-176 Street

Central Lions Seniors Citizens Recreation Centre and the Northgate Lions Senior Citizens Recreation Centre are owned and operated by the City of Edmonton. The Host and Northgate Lions Clubs constructed these centres on City land, and turned the facilities over to the City to maintain and operate. Central Lions Senior Centre opened in 1966, and Northgate Lions Senior Centre opened in 1978.

Both centres operate in partnership with registered non-profit seniors associations, and have mandates to provide recreational programming, rather than social services. Through these partnerships, the Central Lions Seniors Associations and the North Edmonton Seniors Association provide and fund all programs and services at the Centres. The Associations also provide some staffing and volunteer support, and assist with fundraising for operational and capital improvements.

As a result of a legal agreement between the Lions Club and the City of Edmonton, City Council approves an annual tax levy for the operating costs of both centres for further administrative support. Because of this longstanding agreement, these two centres are not considered in the terms of this funding strategy. The intent of the strategy, however, is to provide more equitable support to all seniors' centres in Edmonton.



#### 4.4 How Edmonton Seniors' Centre Operate

- In 2006, information was gathered from Edmonton's seniors' centres to get a better sense of how they operate. The following chart summarizes this information.

<b>Facility</b>	Facility size and annual attendance vary significantly among the centres.
	Eight of the facility-based organizations operate in City of Edmonton owned facilities that are leased for \$1 per year.
	Though contracts vary, the City of Edmonton is generally responsible for ensuring long-term facility maintenance for many of these buildings.
	The average age of buildings occupied by senior centres is 35 years. Four seniors' centres are over 50 years old.
<b>Funding and Revenues</b>	Most seniors' centres rely on municipal government funding for some operational support.
	Seniors' centres are trying to diversify their funding by exploring other options such as grants, fundraising, and casinos. The majority of centres receive some gaming revenue.
	Most seniors' centres rent to external providers to increase revenue, and find that it also enhances programming.
	Most centres charge a nominal program fee to cover expenses. Fees are kept affordable as many centres serve lower income seniors.
<b>Membership</b>	Approximately 1/3 of the centres have a City-wide focus. The rest focus on a specific district or local community.
	Not all centres require participants to be members.
	Membership ranges from 30 members to 2300 members.
<b>Operating Expenses</b>	Seniors' centres operate on limited budgets.
	Increasing building operating costs, especially utilities, continue to be an area of concern for many seniors' centres.
	Centres indicate that a lack of ongoing operating funding is an area of concern and creates uncertainty for seniors' centres.
<b>Partnerships</b>	Seniors' centres are partnering with a wide variety of organizations in order to work more closely with the community.
	Many partnerships enhance service delivery to seniors.
	Many partnerships reduce expenses and/or create added revenue.
<b>Who Attends</b>	Most seniors' centres serve more females than males.
	The majority of participants are between the ages of 65 – 79. A significant number of seniors who are younger and older than this also come to most centres. The numbers of seniors over 79 begin to decrease, and other limiting factors, such as mobility, are bigger factors.
	Some seniors appear to attend more than one centre.
	Some overlap exists in the areas served by the centres.
	Some seniors come to the centres on a regular basis.
	Attendance numbers reflect the size of the facility.
<b>Programming</b>	Seniors' centres offer a wide diversity of programming in wellness services, recreation, social services, education, and outreach. Focus, length, content, and purpose of the programs vary, depending on the centre's mandate and membership.
	Some seniors' centres offer leadership and advice to other seniors programs in their area.
	Seniors are involved in the planning and delivery of programs.



<b>Paid Staff</b>	Most seniors' centres have a paid executive director, or an equivalent position.
	Most seniors' centres have paid program staff. There is a trend toward having a balance between paid and volunteer program staff. Staff who instruct formal programs are usually paid. Informal programs, such as bridge, are often run by volunteers.
	The number of paid staff range from no staff to 13 staff. The average number of staff is five.
	Seniors' centres that receive FCSS funding employ an Outreach or Social Worker.
<b>Volunteers</b>	Volunteers provide essential services at all facilities.
	Seniors' centres rely extensively on volunteers for all areas of operation.
	The number of volunteers range from 5 to 715, with the annual volunteer hours ranging from 200 to 55,000 hours.

## 4.5 Seniors' Centres Challenges

### Expenses and Revenues

There is increased demand at many centres to expand the number and types of programs offered. At the same time, there is a need to keep program fees affordable to ensure they are accessible to seniors. Seniors' centres also sometimes provide space to service providers for which they are not compensated. Many centres subsidize the costs of cafeteria and food services, which are important services for seniors.

Revenues, which primarily come from program fees, grants, fundraising, and minimal membership fees, can fluctuate dramatically from year to year. As competition for limited fundraising dollars increases, seniors' centres are likely to divert time and expertise from programs and services to focus attention on raising funds to continue operating.

### Attracting and Retaining Staff and Volunteers

All but one of the seniors' centres have paid staff whose salaries are well below comparable positions in the private sector or government. As a result, seniors' centres have difficulty attracting and retaining staff and this places additional burden on volunteers who are asked to carry out programming and facility maintenance responsibilities. This also raises issue relative to safety (*i.e. seniors who may be injured while doing janitorial work*).

At the same time, seniors' centres are also experiencing difficulty in recruiting volunteers, including qualified board members.

### Increasing Need for Staff with Special Qualifications

The number of older adults with special needs who are remaining in their homes has increased resulting in a greater need for outreach. Seniors' centres will need staff with qualifications appropriate to helping persons with special needs. Seniors' Centres currently serve between 24 and 714 outreach clients.

### Transportation Issues

The success of seniors' centres is in part dependent on accessibility. Seniors need to have access to affordable and reliable transportation in order to be fully connected to seniors' centres and the services they provide and coordinate, either at the centres or as part of their outreach services.



### Lease Costs

Leasing costs can be a significant expenditure. Lease arrangements for centres vary depending on building ownership. Some seniors' centres are located in City-owned buildings, and pay \$1 per year as per the City of Edmonton Non-Profit Leasing Guidelines. For organizations with long-term leases, these Guidelines state that non-profit organizations must be responsible for all costs associated with the use of the property, including, but not limited to, operating costs, capital replacement costs, subdivision, servicing, and redistricting. Those with short-term leases of less than five years are responsible only for the operating costs. For centres that are not located in City-owned buildings, lease arrangements vary in terms of the amount of rent and the level of services covered.

### Insurance, Utilities and Telephone

Insurance premiums, utility costs and telephone charges have all increased significantly over the past few years.

### Maintenance, Repair, and Renovations

Some of the older centres are in need of upgrading beyond normal maintenance and repairs. In addition, in some cases, program funding is redirected to cover the costs of unanticipated one-time expenses, such as a new boiler.



## 5. FUNDING OPPORTUNITIES FOR SENIORS' CENTRES

### 5.1 Current Government Funding Programs

Seniors' centres obtain funding from a variety of sources including government grant programs and the United Way. With the exception of the Community Investment Grant to Organizations (CIG), the majority of these grants do not fund ongoing operating costs. In addition, the grants restrict the use of funds to specific projects, are time-limited and/or require matching dollars. There are six existing municipal, provincial and federal government grant programs for which seniors' centres are eligible to apply.

#### New Horizons for Seniors

This Federal Government grant provides funding of up to \$25,000 for projects that meet provincially established priorities. The objectives of this program are to encourage seniors to contribute their skills, experience and wisdom in support of seniors in their communities, and to promote the ongoing involvement of seniors in their communities to reduce their risk of isolation. This is a project-specific grant. General building maintenance and repair costs are not eligible.

#### Alberta Lottery Fund — Community Facility Enhancement Program (CFEP)

CFEP grants assist non-profit organizations with construction, renovation, or redevelopment of community-use facilities that help enhance community life and citizen well-being. This funding assistance is for building repairs, renovations, upgrades, or otherwise improving sports, recreational, cultural, or other family and community wellness facilities.

Organizations can also apply for assistance to conduct various studies of existing facilities, develop design documents, or conduct a needs assessment for a new facility or for the expansion of an existing facility. CFEP grants are approved on a matching basis, with a maximum grant of \$125,000 per project per fiscal year. Grant requests of more than \$125,000 are considered if the organization can demonstrate need and strong community support.

#### Alberta Major Community Facilities Program (MCFP)

MCFP, announced in 2007, will assist community non-profit organizations plan, upgrade or build large community-use facilities that enhance community life and citizen well-being. The grants support projects that are identified as a priority by the community. Projects that meet the criteria for this program include cultural, recreational, sports, or other related family and community wellness facilities. This is a two-year program in which the Edmonton Capital Region is eligible for \$35 million each year. The maximum grant amount is \$10 million. Detailed application and program guidelines are being finalized.

#### Alberta Lottery Fund — Community Initiatives Program (CIP)

CIP supports project-based initiatives in areas such as community services, seniors services, social services, libraries, arts and culture, education, the environment, health, and recreation. The grant is based on local needs and priorities, in accordance with provincial guidelines. This grant is a matching grant program, with a maximum grant request of up to \$75,000 per project each fiscal year. One-time operating grants are considered if the applicant can demonstrate a special need.

#### City of Edmonton — Community Investment Grant to Organizations (CIG)



CIG is available to provide limited operating assistance to non-profit organizations in Edmonton whose programs and services result in benefits to the city and its residents. Grants are categorized as social services, multicultural, or sport and recreation. The amount of the grants awarded are determined by a mathematical formula that accounts for a weighted scoring system, the total amount of grant funding available, the number of organizations eligible, and a maximum of 25 percent of operating expenses.

#### City of Edmonton — Family and Community Support Services (FCSS) Grants

FCSS provides funding to support preventive social service program delivery in Edmonton. Funds are provided through a joint municipal/provincial cost-sharing program that is administered by the City of Edmonton. Programs must be preventive in nature and enhance the social well-being of individuals and families. There is no maximum amount pre-determined for this grant program.

## **5.2 Status of City of Edmonton Funding/Support to Seniors' Centers**

The City of Edmonton has a long history of involvement with and support to seniors' centres. In 2006, recognizing the urgent needs of the seniors' centres, City Council approved \$80,000 to provide immediate assistance to eight identified seniors' centres to offset building operating costs. The funding covered approximately 17 percent of their building operating expenses, such as utilities, insurance, and janitorial services.

In January 2007, City Council approved \$135,000 for one additional year of funding to offset building operating expenses. The funding covered 20 percent of building operating expenses 13 seniors' centres. City Council also approved \$553,000 for capital grants to seniors' centres. The Department is requesting to establish a one-time grant program to allocate this funding in 2007.

Seven seniors' centres received a total of \$115,265 from the CIG program in 2007. This represents an average of 5.9 percent of their total operating budgets. Seven seniors' centres also received a total funding of \$918,361 for 11 programs from the FCSS grant program.

In addition to funding, Community Services provides support to community seniors' centres through the Seniors Coordinator, Community Recreation Coordinators, Social Workers, the FCSS Liaison Team, and Lions Seniors Recreation Centres. These services include, but are not limited to board development, staff and volunteer management, strategic planning, fundraising, outreach and program development.

This long-term funding strategy builds on the City's record of support to seniors' centres.



## 6. THE FUTURE OF SENIORS' CENTRES IN EDMONTON

Seniors' centres are at an exciting, yet challenging, point in their development. Faced with a growing population of seniors, seniors' centres will continually need to look at ensuring that their services reflect changing needs and interests.

Through the development of strategy, several recommendations emerged, which the Edmonton's Seniors' Centres, Edmonton Seniors Coordinating Council and Community Services Department could explore further in the future.

### Senior Services in Mill Woods

***A new multipurpose Seniors' Centre needs to be developed in Mill Woods.***

As noted in the demographic information more services for seniors are required in Mill Woods. Current work is underway to identify the needs of seniors in Mill Woods and some programs are being offered in a housing complex. More permanent community space is being explored to open a seniors' centre. City of Edmonton will continue to work in partnership with the Mill Woods Seniors group, to assist with its development.

### Consistent Services from City Field Staff

***Increased and consistent services from field staff would support and strengthen seniors' centres, which require assistance.***

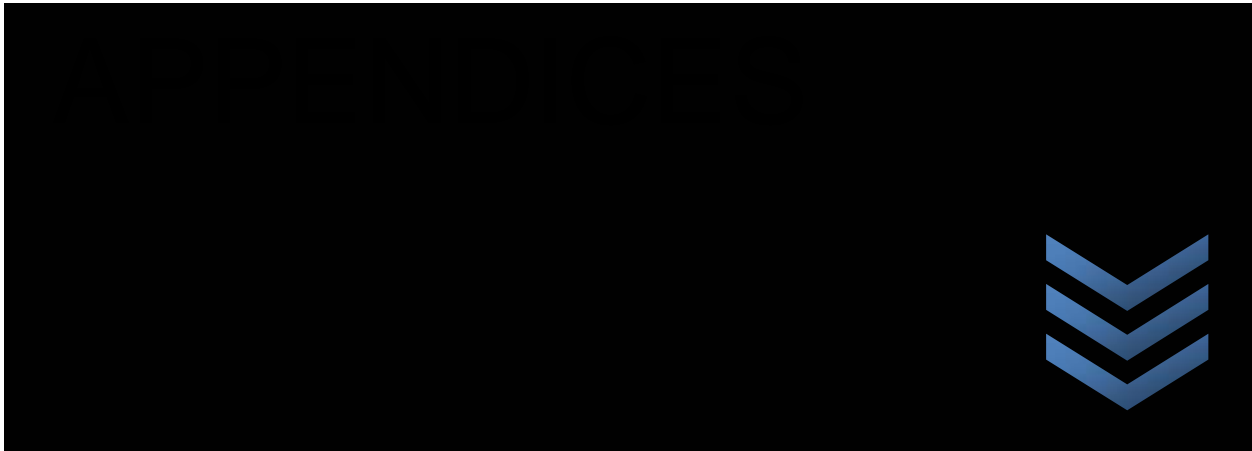
Community Recreation Coordinators, the FCSS Liaison Team and Social Workers provide support to seniors' centres however, the level of support being provided varies between centres. These services include, but are not limited to board development, staff and volunteer management, strategic planning, fundraising, outreach and program development. This direction supports the role field staff currently provides to non-profit groups.

### Community Focal Point

***Seniors' centres need to be promoted as multifaceted "community hubs" serving seniors in a variety of ways.***

As the number of seniors increases, there is a need for centres to provide a prominent role in the community. The seniors' centres demonstrate the community's concern for its older residents, and provide a welcoming place for programs and services to address needs that seniors face. Services for older more isolated seniors, support to family and caregivers, and resource information to assist other agencies to be more "senior friendly" will continue to be important roles.





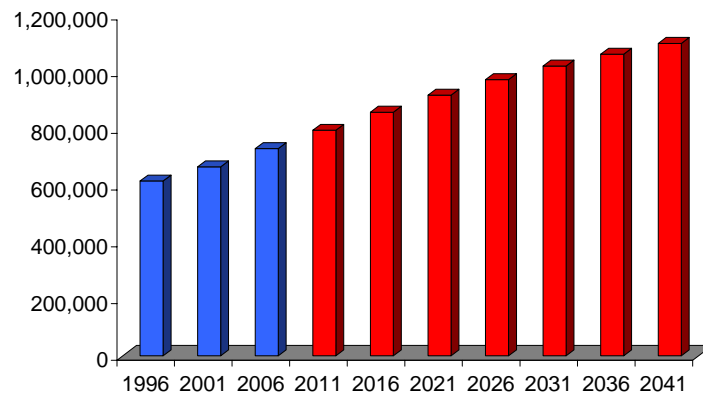
## APPENDIX A — Detailed Demographics and Social Trends

*The demographic and social trends in Edmonton have important consequences for the types of programs, services and policies needed. The rapidly growing number of seniors signals a need for effective strategies to be made in advance to avoid system overload when the projections become a reality.*

Edmonton remains one of Canada's fastest growing cities

The City of Edmonton is experiencing rapid growth. According to the Federal Census, from 1996 to 2006, the population has grown by 15%. Based on recent population projections prepared by the City of Edmonton, Transportation and Streets Department the population of the city is expected to increase by 51% by 2041.

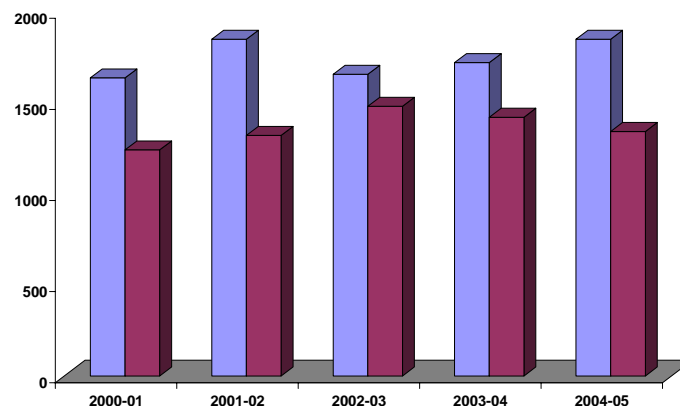
**Edmonton Population 1996-2041**



More seniors coming to Edmonton than leaving<sup>1</sup>

The likelihood of changing residences is strongly associated with where people are in the life course. Residential mobility is highest among individuals in their twenties and thirties, many of whom are leaving the parental home and establishing their own households, and declines as people reach their forties and fifties. Seniors have long been less likely than people in younger age groups to change residences.<sup>2</sup>

**Migration of Seniors in and Out of Edmonton 2000-05**



From 2000 to 2005, Edmonton gained 1,905 more seniors (65 years and older) from migration. About 8,708 seniors moved into Edmonton while 6,803 moved out of the City.

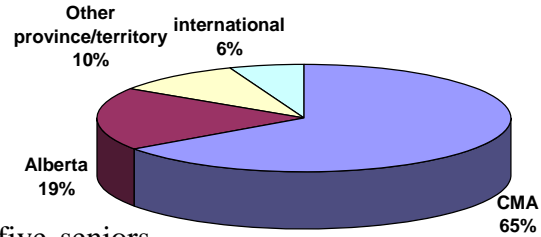
<sup>1</sup> excludes institutional residents and Canadians (military and government personnel) in households outside Canada.

<sup>2</sup> Statistics Canada (2003). 2001 Census Analytical Series. Profile of the Canadian population by mobility status: Canada: a nation on the Move.



## Seniors when they change residences do not go very far.

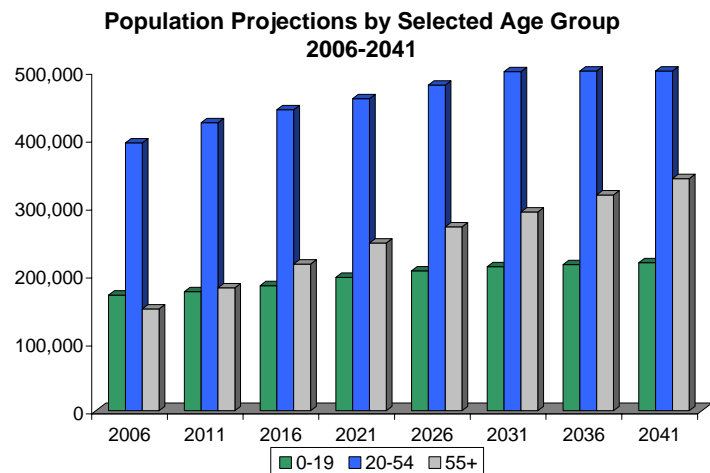
Based on the 2001 federal census, seniors (65+) like non-seniors, do not go very far when they change residences. Of those that changed residences, about two out of three seniors moved within the Greater Edmonton area. One out of five seniors relocated to another municipality in Alberta while 10% moved to a different province or territory in Canada. Only 6% of seniors moved to Canada from another country.



In a recent study conducted by Statistics Canada<sup>3</sup>, it was found that when senior Canadians moved, three out of four remained within 50 kilometers of their formal residence. The main reason given for the move was to live in a smaller house, followed by purchasing or building a home, wanting to be close to family, relocating to a better neighborhood, a decline in health, and access to more recreation and leisure activities.

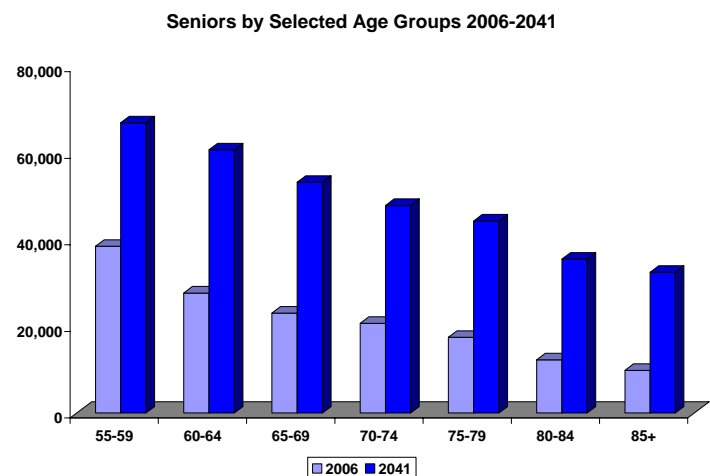
## Edmonton's population is growing older

Similar to other major cities in Canada, the population of Edmonton residents aged 55 or older is growing rapidly. In Edmonton today, two out of ten residents are seniors. By 2041, about three out of ten Edmontonians will be a senior.<sup>4</sup>



## Older seniors

The fastest growth in the number of seniors is occurring among those in older age ranges. In 2006, there were an estimated 9,856 people aged 85 and over in Edmonton. The number of seniors aged 85 and over is expected to increase by 229% by 2041 whereas the number of seniors aged 55 to 59 is estimated to grow by 74% in 2041.



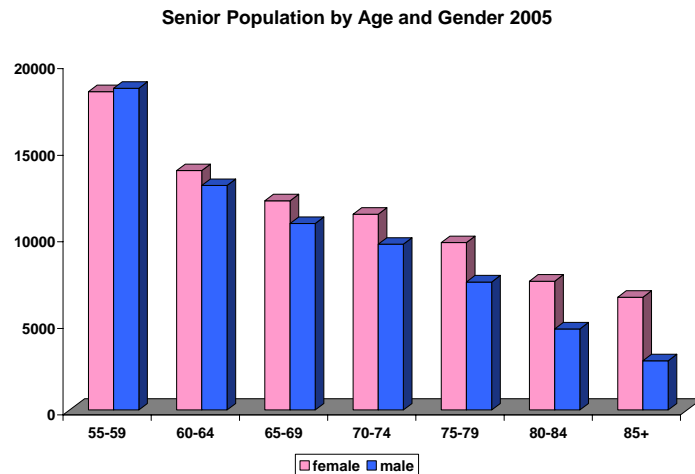
<sup>3</sup> Jane Lin (Winter 2005). *The Housing Transition of Seniors*. Canadian Social Trends. P. 22-27.

<sup>4</sup> City of Edmonton (2007). Preliminary Population Projections 2006-2041.



## Senior women in the majority

The senior population in Edmonton is predominantly female. Based on the 2005 municipal census, women represent 54% of Edmontonians 54 years and older. Women account for particularly larger shares of the older segments of the senior population. In 2005, women made up 70% of all persons aged 85 or older compared with 49.7% of persons aged 55 to 59.



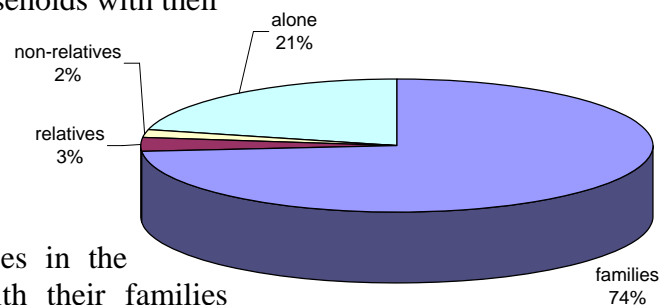
However, differences in life expectancy between men and women have begun to narrow and consequently the gender composition of older age groups is expected to become more even in the coming years. There is already some evidence of this shift. For example, between 1981 and 2005, the share of persons aged 80 to 84 where were men in Canada increased from 37% to 39%. By 2021, Canadian men are projected to account for 43% of those 80 to 84 years old, with this share projected to increase to 46% by 2056.

## Living arrangements, households and families

Living arrangements and family contribute directly to seniors' quality of life. Seniors living with a spouse or other family members are more likely to have greater economic security, social supports and choice in housing. As people age, they tend to move from family to non-family situations. This transition can result in loss of income, increased sense of social isolation, and the need for variety of supports to help maintain independence.

## Most seniors aged 55 and older live with family

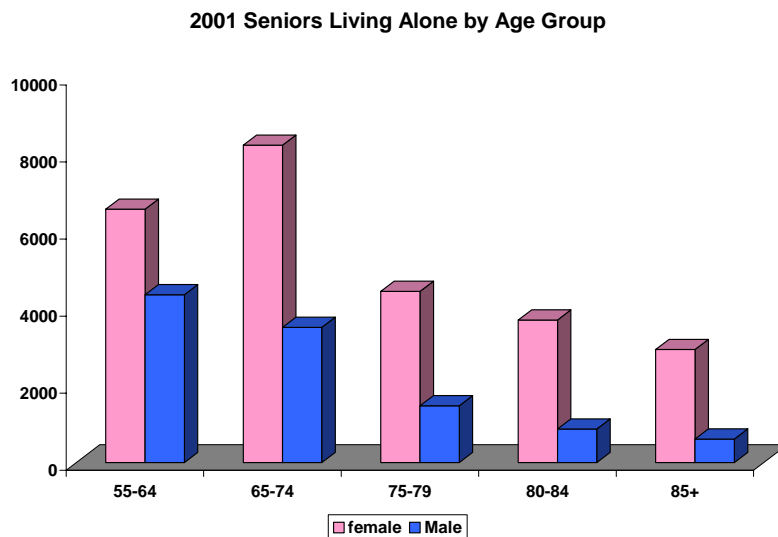
Most seniors in Edmonton live in private households with their families, either as a family head or spouse, or with their extended family, such as the family of a daughter or son. In 2001, 74% of all persons aged 55 years and older lived with family members.



There are, however, considerable differences in the proportion of Edmonton seniors living with their families depending on their age and sex. Senior women, especially those in older age ranges, are far less likely than their male counterparts to be living with family members. In 2001, only 33% of women aged 85 years and older lived with members of their family compared to 69% for their male counterparts.

## Seniors aged 55 and older living alone

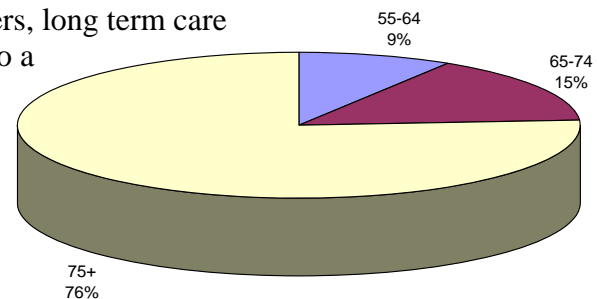
While most Edmonton seniors live with their family, a substantial number live alone. In 2001, over 36,000 people aged 55 and older, 22% of all seniors, were living in their own. Senior women were far more likely than senior men to live alone. As well, the proportion of seniors living alone rises with age. In 2001, 60% of all seniors living alone were women. This rose to 83% for those 85 years and older.



## Seniors in collective dwellings

While 95% of Edmonton seniors live in private dwellings in 2001, an estimated 5% of seniors or 8,105 persons live in collective dwellings, including retirement homes, rooming houses, shelters, long term care facilities and hospitals. The likelihood of moving to a collective residence increases significantly as people age and begin to face health issues. Advanced age, lack of a spouse, and few sources of income are strongly associated with institutionalization.<sup>5</sup>

Percentage of Seniors Living in Collective Dwellings 2001

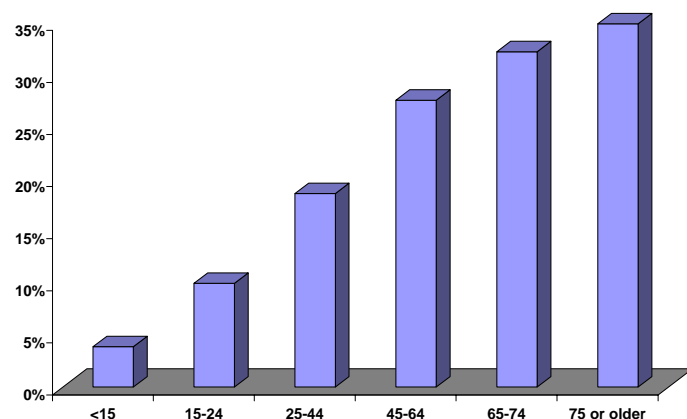


## Seniors are diverse,

### multicultural and multiracial

Findings from the 2001 Census indicate that Edmonton seniors were more likely to have been born outside of Canada than the population in general. This was particularly true among those aged 75 and over. In 2001, 35% of seniors aged 75 years and over were born outside of the country. In younger age category, 15 or younger, only 4% were born outside of Canada.

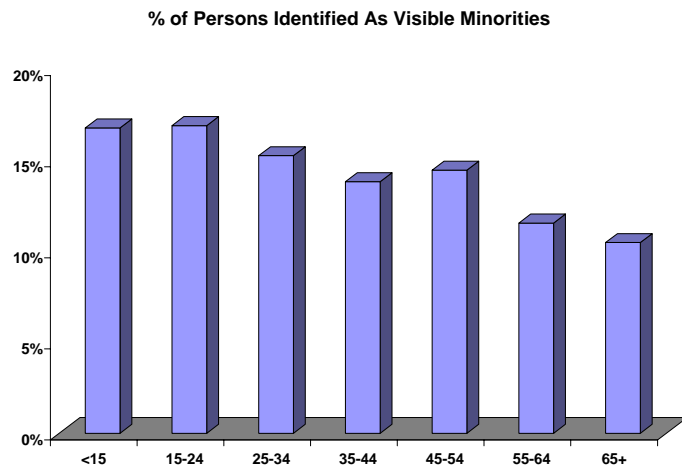
% of Immigrants by Age Group 2001



<sup>5</sup> Statistics Canada (Winter 2005). *Seniors on the Move*. /Canadian Social Trends.

Edmonton seniors born outside of Canada came from many parts of the world. The majority of these seniors were from continental Europe (50%), Asia (25%), and the United Kingdom (15%).

Under the Employment Equity Act, members of visible minorities are persons, other than Aboriginal persons, who are not white in race or color. Persons in visible minority groups account for an increasing share of Edmonton's senior and non-senior population. In 2001, 12% of those 55-64 and 10% of those 65 and older were visible minorities.



Based on the 2001 federal census, Chinese in Edmonton comprised the largest visible minority group representing 38% of all seniors 55 years and older. South Asians ranked second (25%) followed by Filipinos (9%) and Blacks (7%). These minority groups are very diverse consisting of a range of ethnic, religious, and linguistic groups whose ancestries, immigration histories, and personal histories are quite different, and will pose special challenges to the City in meeting the needs of these growing, diverse populations.

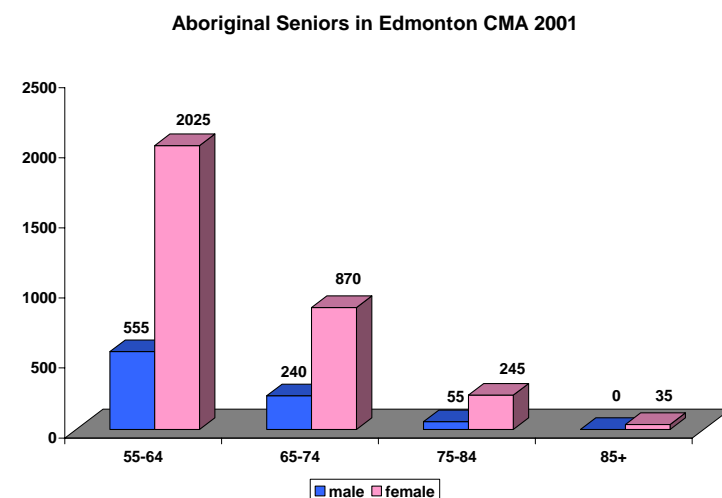
**Seniors in Edmonton by Ethnicity 2001**

Visible Minority	55-64	65+	Total
Chinese	2,555	4,610	7,165
South Asian	2,655	1,990	4,645
Filipino	865	750	1,615
Black	750	585	1,335
Southeast Asian	415	460	875
Arab	480	305	785
Latin American	530	265	795
Japanese	125	175	300
Korean	280	135	415
West Asian	95	65	160
Multiple visible minorities	85	145	230
Other	160	165	325

## More Aboriginal seniors are women

According to the 2001 federal census, 3,175 senior Edmontonians (aged 55 years and older) reported that they were Aboriginal. As in the non-Aboriginal population, women outnumber men among Aboriginal seniors. In 2001, among Aboriginal people aged 55 and older, 73% were women and 27% were men. This difference becomes more pronounced throughout the older age categories.

Aboriginal women make up 73% of those 55 to 64 and 65 to 74. They comprise 78% of aboriginal seniors age 75 to 84 and 100% of those 85 years and older.



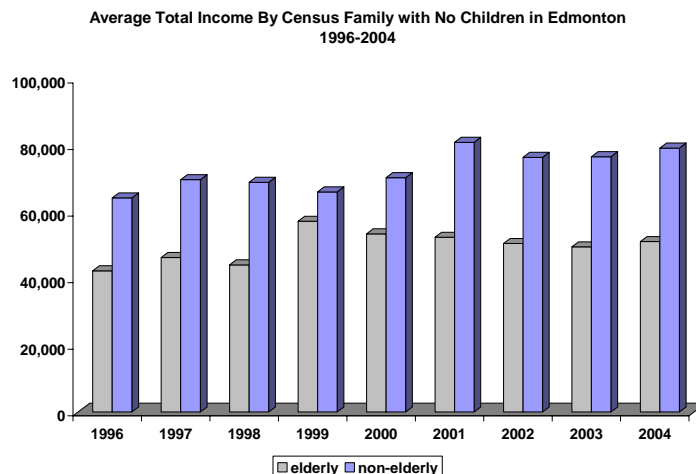
## Income of seniors<sup>6</sup>

Moving into the senior years is usually associated with fixed or declining income. Income security affects the ability of seniors to enjoy independent lifestyles. Increased cost of living impacts a senior's ability to support a decent standard of living. If costs rise faster than household income, the health, well-being and financial security will deteriorate. This pattern reflects the dependence of seniors on fixed income sources, as well as the onset of health and family changes that affect their economic situation.

The financial situation of seniors has improved in the past few years. Between 1996 and 2004, the average total before tax income received by senior couples (65 years and older) increased from \$42,400 to \$50,900, an increase of 20%. The maturation of the Canada Pension Plan as well as the increase in Old Age Security (OAS), Guaranteed Income Supplement (GIA) as well as increases in occupational pensions contributed to the increase in total income among seniors in the Edmonton region.



Although senior income has been rising, their income levels still fall behind that of the general population. In 2004, average total income for senior couples with no children was 50% below that of non-senior couples with no children.



Although statistics are currently not available for Edmonton, Canadian data does indicate that low income rates are higher for older seniors aged 75 years and older, people not living in families, visible minorities, and recent immigrants. Living in low income is a challenge for people of all ages. It is especially difficult for older seniors living on their own who have to balance shelter costs against their own personal needs.

<sup>6</sup> The statistics are derived primarily from the annual tax file provided by the Canada Revenue Agency.

## Impact of Rising Housing Costs in Seniors

In Edmonton, housing is considered affordable if the cost does not exceed 30% of household income. In 2001, 12% of senior home owner households and 47% of senior tenant households paid more than 30% of their income for shelter. This represents 10,105 owner and 11,875 tenant households in total. At the same time, nearly 14% of senior tenant households and 5% of owner households spent more than half of their income on housing, and are likely to experience financial stress because of housing costs.

Based on Edmonton's high economic growth, the cost of housing has been increasing steadily. Tenants have faced incremental increases in rent while owners have experienced growth in property taxes, home maintenance costs, and the price of energy and fuel. Housing affordability pressures are of particular problem for fixed income and low income households. People who cannot find adequate financial supports, rent subsidies or affordable housing alternatives may risk losing independent housing completely.

## Health of Seniors<sup>7</sup>

Understanding the factors associated with healthy aging among seniors is important for improving quality of life, reducing health care costs, and decreasing the caregiving burden to seniors' families. This is particularly relevant when the proportion of seniors is increasing more rapidly than ever before.

According to the Canadian Community Health Survey for the Capital Health Region, most seniors 55 years had a family physician (95%) and have consulted with a family doctor at least once a year. The biggest factor in the frequency with which seniors consulted physicians and used medication was the number of chronic conditions they had. While today's seniors are generally healthier than those of previous generations, they are much more likely than younger people to have poor health or chronic conditions.

According to the 2003 Canadian Community Health Survey (CCHS), 88% of seniors in the Capital Health Region consulted a general practitioner or a family doctor during the year before the survey, compared with 76% of people aged 12 to 64. As well, 92% reported having taken at least one type of medication in the previous month, 14% had been hospitalized in the past year, and 15% had received home care.

As part of a measure of dependency, seniors were asked if they required assistance in performing tasks associated with daily living. Older seniors were much more likely to indicate that they required assistance in preparing meals, getting to appointments, doing housework, performing personal care, moving about inside the house, and looking after finances. In fact, compared to those 65 to 74, seniors 85 years or older were 4 times more likely to require assistance preparing

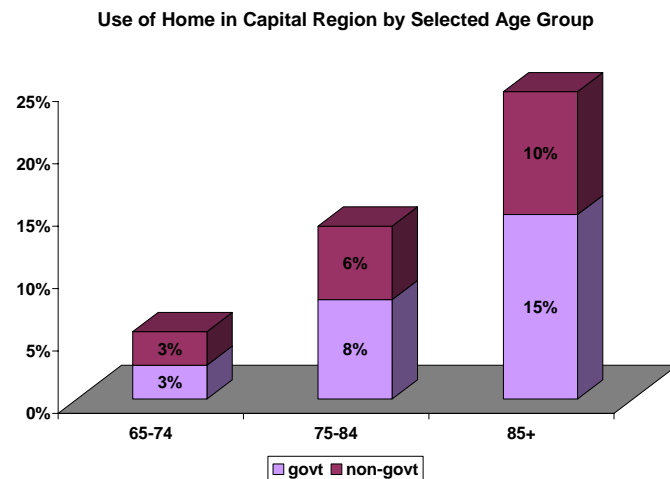
Tasks Requiring Assistance	65-74	75-84	85+
preparing meals	3%	4%	14%
getting to appointments	5%	9%	24%
doing housework	8%	10%	22%
heavy household chores	18%	26%	46%
personal care	3%	4%	10%
moving in house	1%	5%	6%
finances	2%	5%	11%

<sup>7</sup> The analysis is based on Statistics Canada's Canadian Community Survey, Cycle 2.1, Public Use Micro data files, which contain anonymized data collected in the year 2003. All computations on these micro data were prepared by Research and Innovation, Community Services Department. The responsibility for the use and interpretation of these data is entirely that of the author.



meals, 5 times more likely to need help getting to appointments, and 6 times more likely to require assistance moving around in the house.

One out of every seven non-institutionalized seniors, reported receiving home care in 2003. These services included nursing care, personal care, everyday housework, meal preparation, and shopping. This care was provided by formal sources such as nurses and/or informal sources such as family and friends. However, more than one-half of seniors who reported home care received it exclusively from formal sources. The proportion of seniors receiving home care rose with age from 6% among those aged 65 to 74 to 25% among those aged 85 or older.



At every age, women were more likely than men to receive home care. For both sexes, a higher proportion of people living alone received home care, compared with those living with others. However, elderly women were more likely than their male counterparts to live alone.

As might be expected, poor health was an important determinant for receiving home care. About one-quarter of senior men and one-third of senior women with five or more chronic conditions had received home care. This compares with only 5% of those who reported no chronic conditions.

### Leisure Activities<sup>8</sup>

Physically active individuals are generally in better health and also have a better chance of remaining so in the future. People who are physically active are less prone to a number of chronic conditions and emotional problems. Not surprisingly, older individuals are less likely than people from younger age groups to be physically active<sup>9</sup>. Generally, more men than women are more physically active. This difference cuts across all age groups and is most pronounced in the oldest age group. (75+).

<sup>8</sup> Data for this section is from the Statistics Canada micro data file of the Canadian Health Survey (2003) Cycle 2.1.

<sup>9</sup> Respondents are classified as active, moderately active or inactive based on an index of average daily physical activity over the past 3 months. For each leisure time physical activity engaged in by the respondent, an average daily energy expenditure is calculated by multiplying the number of times the activity was performed by the average duration of the activity by the energy cost (kilocalories per kilogram of body weight per hour) of the activity. The index is calculated as the sum of the average daily energy expenditures of all activities. Respondents are classified as follows with regards to physical activity: 3.0 kcal/kg/day or more = active; 1.5 to 2.9 kcal/kg/day = moderately active; less than 1.5 kcal/kg/day = inactive.

**Percentage of Seniors Classified As Physically Active by Age Group and Sex, 2003**  
**Capital Health Region**

Age Group	Total			Male			Female		
	Active	Moderate	Inactive	Active	Moderate	Inactive	Active	Moderate	Inactive
25-54	27%	24%	49%	29%	25%	46%	25%	22%	52%
55-64	19%	26%	55%	21%	25%	54%	17%	27%	55%
65-74	14%	24%	61%	17%	23%	60%	13%	25%	62%
75+	15%	23%	62%	21%	24%	56%	11%	11%	11%

Male and female seniors prefer to participate in many similar activities. The most popular leisure activities for seniors were walking, gardening, and home exercise. The most common sports among seniors in the Capital Region were golfing, bicycling and swimming. Generally, participation levels were higher among males and younger seniors.

**Percentage of Seniors Engaging in Selected Physical Activities by Age and Gender, 2003**  
**Capital Health Region**

	55-64		65-74		75+	
	male	female	male	female	male	female
walking	64.2%	82.2%	64.6%	70.3%	65.1%	64.2%
gardening	61.6%	47.6%	44.2%	43.0%	41.3%	30.9%
home exercise	29.1%	36.1%	24.8%	33.3%	30.2%	26.8%
Golfing	17.9%	7.2%	12.4%	3.6%	14.1%	3.3%
bicycling	17.2%	10.1%	8.0%	4.8%	6.3%	0.1%
swimming	14.6%	10.1%	8.8%	9.7%	1.6%	3.3%
dance	13.2%	11.6%	14.2%	13.5%	3.2%	4.1%
Fishing	9.3%	1.4%	5.3%	2.4%	1.6%	0.0%
Bowling	7.9%	5.8%	3.5%	4.8%	3.2%	4.1%
jogging/running	6.6%	4.8%	2.7%	0.6%	0.0%	0.6%

### Conclusion

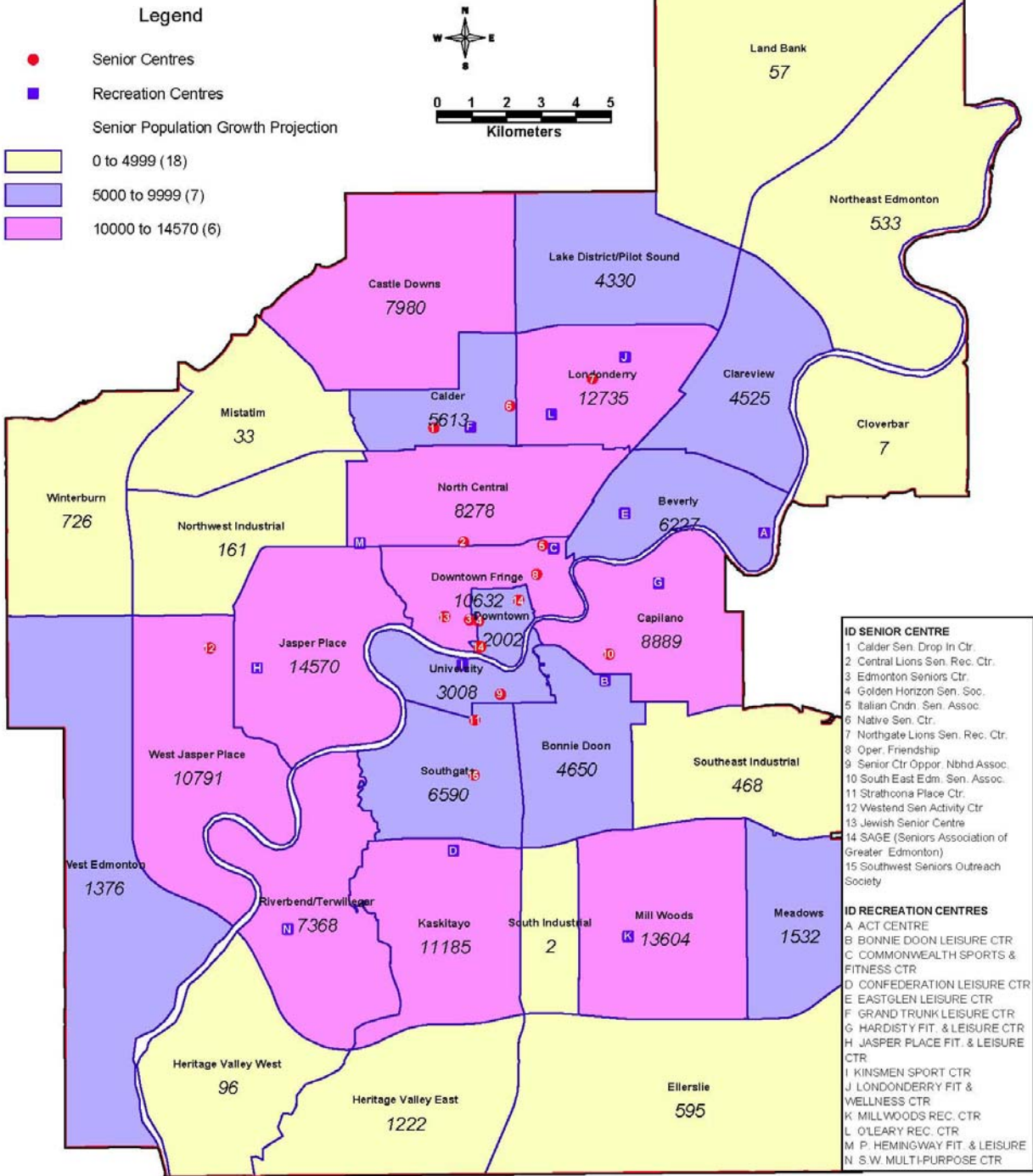
From their inception, Senior Centers were designed to help provide a buffer for some of the social, economic and physical losses suffered by the elderly. However, given the rapidly growing elderly population, these centers will be challenged in the future to provide services to a diverse elderly population. There is a growing role for seniors centre today as the emphasis of health care shifts from long term care to home based care. Senior centres provide a means for people to remain independent and provides a means to monitor their well being. The role of senior centres will need to expand in the future and evolve to play an even larger role in keeping seniors out of institutions by giving them meaningful activities during the day.



APPENDIX B — Maps

**Preliminary Projections**  
Seniors Population 55 Years and Up

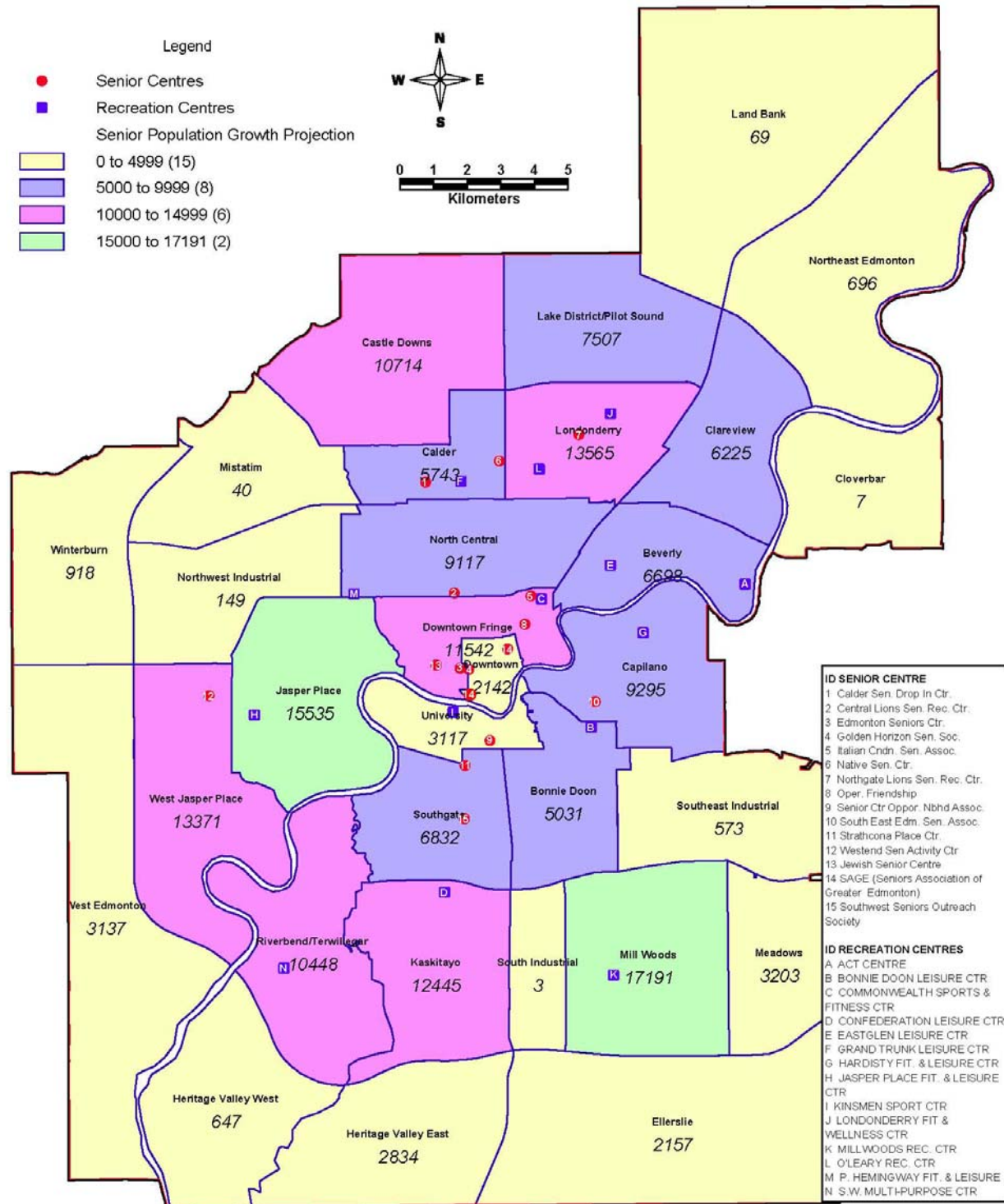
**2006**



## Preliminary Projections

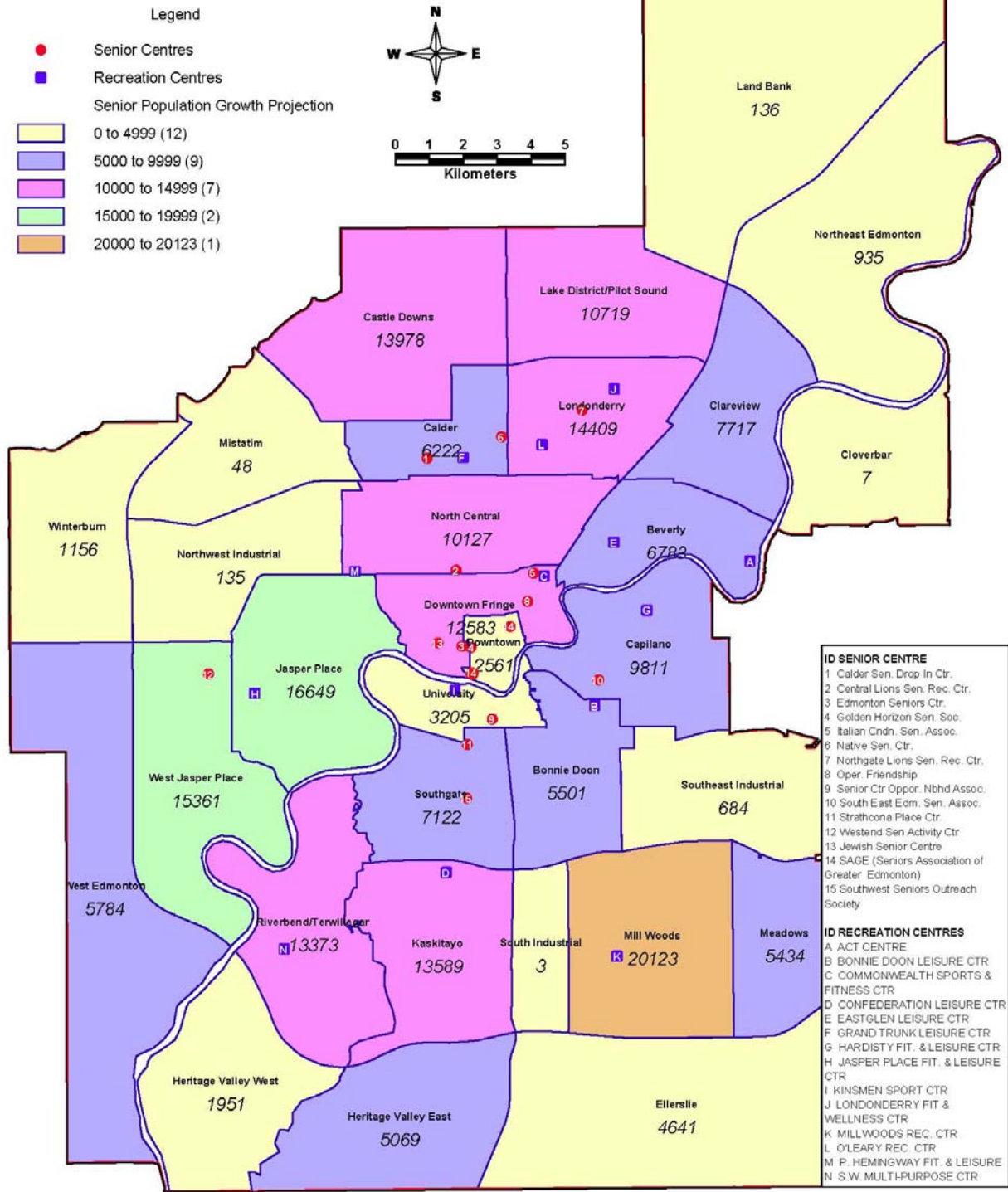
### Seniors Population 55 Years and Up

# 2011



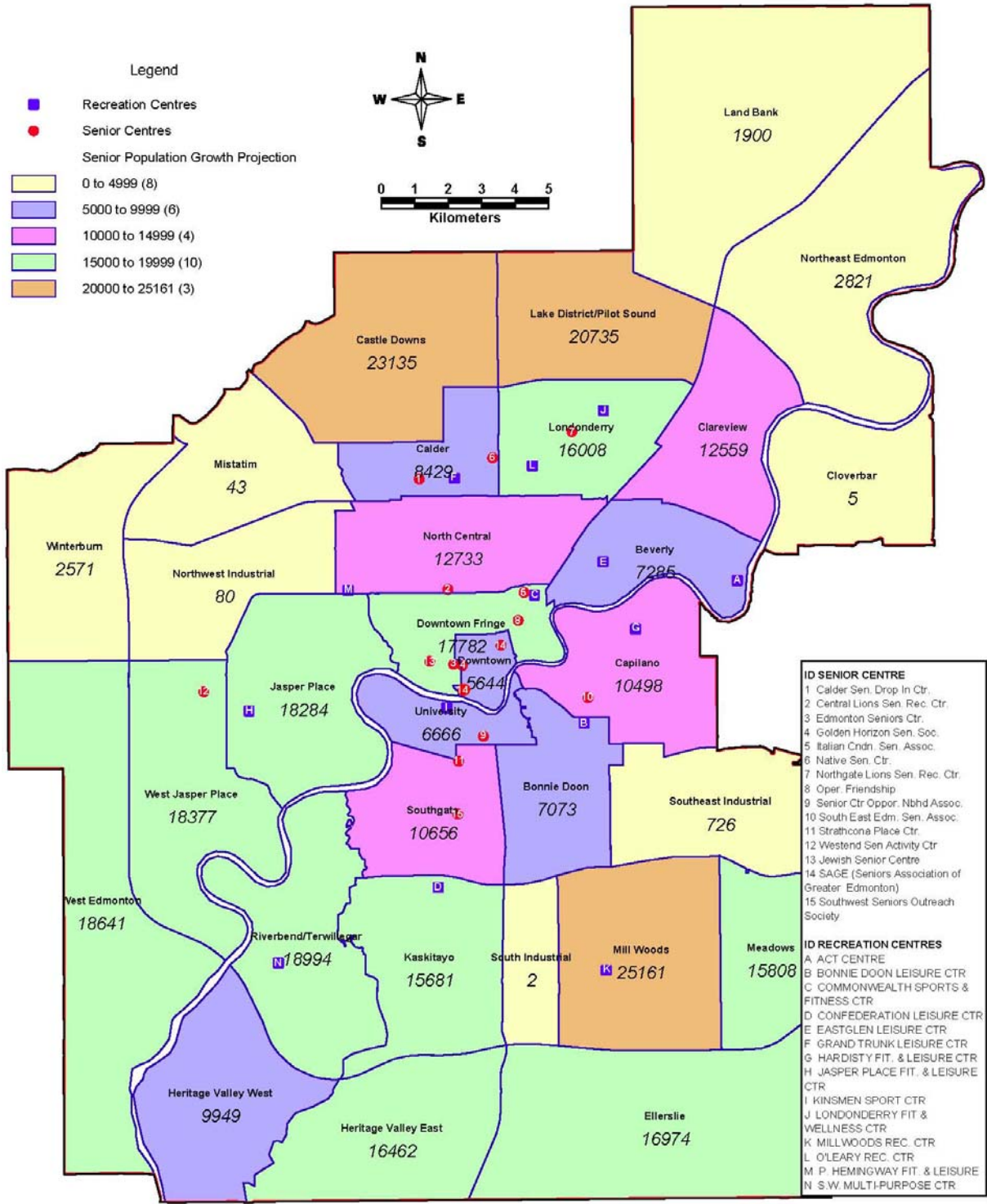
**Preliminary Projections**  
Seniors Population 55 Years and Up

**2016**



**Preliminary Projections**  
Seniors Population 55 Years and Up

**2041**



## APPENDIX C — Resources

Alberta Government Seniors and Community Supports, *Fact Sheet: A Portrait of Alberta's Seniors*, January 2006

City of Edmonton — Community Services, *Seniors Building Operating Costs Funding Strategy —Draft Report*, November 2006

City of Edmonton — Community Services, *Recreation Facility Master Plan 2005 – 2015*, August 2004

City of Edmonton — Community Services, *Community Services Department's Seniors At Risk Strategy*, December 2005

City of Edmonton — Community Services, *Seniors Environmental Scan — Focusing on Social and Recreation Areas*, January 2001

Edmonton Chamber of Voluntary Organizations (ECVO), *Insurance Liability Study*, April 2004

Edmonton Task Force on Community Services for Seniors, *"Let's Make It Happen!" Final Report of the Edmonton Task Force on Community Services for Seniors*, December 2003

Edmonton Task Force on Community Services for Seniors, *Community Services for Seniors Dialogue and Decisions March to May, 2003*, 2003

Hargreaves and Associates, *Edmonton Community Services Seniors Centres Funding Strategy Proposal Options*, June 2006

Vendome Group, *Environments for Aging Conference*, Baltimore, April 2007

