



OLDER ADULTS STRATEGY

2017 – 2022

DRAFT 1 REPORT MARCH 22, 2017

These ideas are presented as DRAFT ideas at this stage in our writing. We are seeking your feedback of these ideas. Please let us know of any major strengths, specific weaknesses or omissions. In this draft, there is no costing or priorities identified. A clear description of resources requested of Council, timeline and priorities, and responsibility will be included in the final report. Send your feedback to recreation@saanich.ca or Phone 250-475-5424 by April 7, 2017

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ACKNOWLEDGEMENTS

The consultants of Pacific Leadership Design and the Saanich Parks and Recreation - Older Adults Strategy (OAS) Management Team – Careena Elford, Julie Lommerse, Julie Wallace, and Sandra Pearson - extend our full and sincere appreciation for all the time and brilliant perspectives contributed by all the community members, Saanich staff, and representatives of the agencies who offered their experience of working with older adults.

Our heartfelt appreciation is extended for the generous efforts of our community teams: our Project Team and our Research Team without whose guidance, hard work, clear vision and commitment we would not have moved forward in the way we did.

OAS Project Team (Community): [Pic](#)

OAS Research Team (Community) [Pic](#)

Last, our appreciation is extended to our staff Core team; Brenda Weatherston, Dan Atagi, Ruth Smith and Sadeep Keram, without whose insight, hard work and artful guidance we would most certainly have developed a lesser strategy.

OAS Core Team (Staff) ; [Pic](#)

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EXECUTIVE SUMMARY

INTRODUCTION:

Saanich Parks and Recreation enjoys a well-earned reputation for providing quality recreation programming services, a huge array of parks and trails, and events which bring community together. This was reflected in our public engagements where participants spoke highly of the four recreation centres, each containing unique features including an arts centre, pools, fitness centres, double ice rink, field house, indoor tennis bubble and squash courts, and an 18 hole municipal golf course. We also offer 169 parks covering over 825 hectares of parkland and facilitate field user agreements, sports field bookings and special events.

Also commended were Saanich's wide range of quality adult programming and services, from waterfit to pickleball to dance to painting and racquets to Music in the Park to name a few. We have continued to improve practices that are inclusive of new immigrants, cultural groups, those with accessibility challenges and disabilities, as well as marginalized groups of older adults.

Our primary goal in this strategy has been to understand the programs, facilities and services required of the Saanich Parks and Recreation department for the older adult population. With its high percentage of older adults, Saanich needs to respond to the diversity of this changing demographic and strive to design services and environments that will enable older adults to experience our community in meaningful ways. Our project included rich dialogue with our adult and older adult residents who told us they wish to be treated with respect, valued for their past, present and future contributions, and maintain their health and wellbeing for as long as possible. Older adults want to stay connected, continue to learn, contribute to and participate actively in community life. Saanich Parks and Recreation has a multitude of opportunities to support older adults to achieve these goals. With our vibrant recreation centres, parks, trails and outdoor facilities the opportunities are endless.

When asked at what age they considered themselves “older adults” or “seniors” there was a wide range of responses. One participant summed it up: “I don't care what you call us, just call us!” suggesting that older adults do not want to be categorized by their age but do want to be included as integral members of the community.

Build a new older adult strategy as part of strengthening the physical, social and cultural participation of citizens.

(2015-2018 Saanich Strategic Plan initiative)

For the purpose of this strategy, we will use the words ‘older adult’ or ‘adult’ interchangeably to refer to the population 50 years and older. For those aged 75 years+, we may refer to this group specifically as seniors.

Key Outcomes: We learned that those older adults who have successfully maintained active involvement in parks and recreation, are those who are able to afford the cost of fees and transportation, are physically and cognitively healthy, have personal transportation or live close to facilities, and typically have adopted lifelong active lifestyles. If one or more of the above attributes is removed, the likelihood of the older adult successfully accessing these opportunities is significantly reduced. Our new strategic priorities have been carefully designed to ensure the continuation of successful programs and resources, while responding to the many expressed challenges and barriers to participation. Additionally, they have been shaped to accommodate longer term social, economic and physical needs of our growing population of older adults.

SIGNIFICANT DEMOGRAPHIC SHIFTS

- The last comprehensive Canada census of 2011 indicated that the population of Saanich adults 65 years or over totalled 19,045, or 17.8% of the Saanich population. By 2038, the population of adults 65 years or over in Saanich is projected to be 32,260, or 26.4% of the population.¹
- Over the next 20 years, the overall population of Saanich is expected to increase by 7%. In this same time period, older adults will increase from 19,045 to 32,260, which represents an increase of 69% for this age group.
- At the time of our last strategy in 2004, the average age in Saanich was 38.4 years². In 2015, the average age in Saanich was 48.4 years.
- Of 19,045 Saanich adults registered as 65 years +, 1755 reported that “Language spoken most often at home” was not English. This means that 9% of adults over 65 may have difficulty with oral and written communication related to recreation and parks. (2011 Census)
- Of 19,045 Saanich adults 65 years and over, 4760 were registered as living alone. 2011 Census)

¹ Please see APPENDIX II, III, and IV for demographic information

² http://www.health.gov.bc.ca/library/publications/year/2004/profile_of_seniors.pdf

OLDER ADULTS - COMMON MISPERCEPTIONS AND AGEISM

The increasing polarization of wealth in Canada has been accompanied by a common public misperception that all older adults are wealthy. StatsCan 2016 reported that 14% of BC seniors live in poverty, as defined by the Low Income Cut-off measures (LICO) that judge a person's capacity to afford to pay for basic needs. This figure expands to 29% if we include those seniors who are living alone or with non-relatives, far higher than those living with family³. Also, if we consider only older adult women who are living alone, this percentage climbs to 34%. It is predicted that more people will work later in life, either out of necessity or motivated by the need to continue contributing to their profession or work community.

According to Isobel Mackenzie, Seniors Advocate for the Province of British Columbia, stereotyping seniors and their behaviours is deeply entrenched in society, but not always accurate: "Contrary to some public perception, seniors are not all rich and enjoying the golf course; in fact, half of BC seniors have an income of less than \$24,000. We are not all headed for the nursing home; 85% of seniors over the age of 85 live independently. We are not all going to develop dementia; 80% of seniors over the age of 85 do not have a diagnosis of dementia"⁴. We need to challenge our beliefs about aging; there will be many fully functioning active adults in later life, looking for opportunities.

³ Source: Statistics Canada CANSIM 206-0041

⁴ Statement published by the Office of the Seniors Advocate of BC Sept. 2016: <https://www.seniorsadvocatebc.ca/app/uploads/sites/4/2016/09/Seniors-Advocate-opinion-piece-Int.-Day-of-the-Older-Person-2016.pdf>

“Seniors are not a problem to be solved, a cost curve to be “bent,” or victims simply by virtue of age”

- Isobel MacKenzie /
BC Seniors Advocate

Ageism — defined as stereotyping or discriminating against people based on their age — is widespread and the most tolerated form of social prejudice in Canada, according to the Revera Report on Ageism⁵. Also the report states six-in-ten seniors, 66 years of age and older, report they have been treated unfairly or differently because of their age; more than one-third of Canadians admit to ageist behaviour; and 71 per cent agree older people are less valued in our society than younger generations. The report also pointed to a recent BC study of over 850 older adults that revealed that they experienced discrimination by not being treated with respect and dignity in a number of areas; in relationships with healthcare professionals, with human resources and hiring, and with social interaction.

WHAT WE LEARNED ABOUT THE CHANGING NEEDS OF OLDER ADULTS IN SAANICH

Importance of Social Connection:

Throughout our public engagement, the conscious and subconscious need for older adults to have meaningful social connections surfaced repeatedly in conversations. Meaningful social connection was described as “feeling part of community”, either engaging in active recreational activities or more passive social venues or experiences. Participants who are involved in Saanich recreation centres suggested that the ‘activity itself’ may have attracted them to the first class or activity, but it was the connection made with the instructor, the staff at the reception desk, or other participants in the activity, that kept people returning to participate. Social connection was reported to be of vital importance to those of all ages, particularly those in the more senior segment age 75+. This forces a rethinking of the kinds of spaces needed for recreation participants, and particularly for the aging population.

⁵ Revera Report on Ageism; Jeffrey Lozom and Jane Barrat, for International Federation on Ageing

“We need to bring them into the fold; help get them over the fear factor.”

- Lisa Banks, Saanich Recreation Programmer / 2017

Health benefits of participation not fully appreciated

The positive effect on individual health and national health care costs, from older adults’ involvement in recreational activities, social engagements, and community parks cannot be underestimated. Many participants in our public engagements offered the perspective that our provincial health structure has not adequately supported prevention and wellness. Some active participants recognized the important role that recreation can play to support prevention, rehabilitation and wellness services in recreational settings.

Our research provided us with a clear picture of how seniors’ participation is negatively impacted by barriers related to transportation, finances, language, culture, fear and low confidence. When faced with barriers to participation, a state of isolation and loneliness can be the unfortunate result. A National Seniors Council Report on the Social Isolation of Seniors (2014)⁶ determined that older Canadians are at increased risk of social isolation when living alone, have limited family contact, difficulties accessing transportation, have low income, and are older than 80 or compromised health status. Isolation has a severe impact on older adults’ health, contributing to increased depression, cognitive decline including Alzheimer’s⁷ disease, coronary heart disease and high blood pressure, obesity and risk of death. Isolation is often termed the “silent killer”⁸. While the link between social isolation and chronic diseases and earlier mortality is well researched, the next step of acting on this knowledge provides an opportunity for Saanich to be a leader.

Additionally, non-engaged older adults may simply not be fully aware how much being active and having meaningful social connections can contribute to their long-term health, reducing levels of physical pain, loneliness, and cost of medication.

As the number of seniors in BC is projected to increase from 17% to 26% of BC’s total population in the next 20 years, it is anticipated that health care will become one of our

6 <http://news.gc.ca/web/article-en.do?nid=907609>

7 Leisure Activities and Health; A Commentary on and by Isolated Seniors: Douglas R. Nichols. 2010

8 Loneliness: The Silent Killer Jean Galiana | March 1, 2016 | <http://accessh.org/loneliness-silent-killer/>

society's biggest challenges. According to the Health Council of Canada, unpaid caregivers provide between 70%-75% of care for people receiving home care in Canada, estimated to be worth \$26 billion per year in Canada. Almost half of this caregiving is provided by family or spouses. Of these, most are women".⁹ Over the next 20 years, it is anticipated that these caregivers will become care receivers without a proportional increase in the number of caregivers.¹⁰

The Changing Face of Older Adults

Our research has also revealed that most older adults defy efforts to be categorized under any single term, such as "senior", or be stereotyped by age. Thus, to address the wide range of ages in our mandate we have identified three relevant stages of aging:

1. Older adults who identify themselves as gradually transitioning between work and retirement, being very active and engaged in all aspects of their communities. They do not see themselves as older adults or seniors
2. Older adults whose physical capacities are diminishing, but whose level of social engagement remains strong
3. Older adults whose level of physical and social involvement has been impacted by physical, cognitive, social and economic capacities. These adults are most often in the senior group of 75 yrs +, but they may experience impairments at a much younger age (i.e., early onset Alzheimers)

Older adults are predicted to live longer, more active lives. With extended lifespans, we need to view aging differently, living the 'second 50 years' (i.e., 50-100) in a spirit of play and leisure, rather than decline. However, extended longevity may also be accompanied by more chronic health issues and decreased mobility. With the significant increase in the numbers of older adults living in Saanich, it is imperative that we plan ahead, strengthen community partnerships, and support the self-organization by older adults in order to reduce anticipated pressure on resources. This becomes especially important as we anticipate larger numbers of adults

⁹ From Marika Morris (2004) StatsCanada;

¹⁰ Health Council of Canada report: Seniors in Need, Caregivers in Distress (2012)

moving into the age category eligible for seniors subsidized rates, causing a substantial decrease in revenue. This current direction means it will be important to review the Saanich Fees and Charges Policy in order to ensure a balance between financial accessibility and revenue generation.

Collaborative efforts to eliminate barriers to participation

We learned about restrictive factors experienced by older adults who are keen and able to participate, but are frustrated by multiple barriers that include: fees for participation for those living on shrinking or low incomes, mobility, physical and cognitive challenges, transportation and access challenges, and language and cultural practices. It became clear that if we intend to reduce barriers and improve access to parks and recreation for the benefit of older adults, Saanich and community partners must work together in new and effective collaboration.

Volunteering as meaningful engagement

In our public engagements many older adults expressed interest in meaningful volunteering, that is, experiences that engage them in roles that effectively tap into the depth and scope of their capacity and skillsets. We learned that the modest number of older adult Saanich Recreation volunteers would increase if they were attracted to tasks that had more significant outcomes. For example, Saanich Parks “Pulling Together Program” engages many volunteers in a substantial and rewarding practice of removing invasive species in our parks. It is successful because of the full cohort of older adults who feel well supported by staff, receive an immediate sense of achievement and enjoy the outdoors through this experience. Alternately, many older adults choose to belong to a group or club that offers social connection and friendship. Older adults’ centres offer a variety of meaningful opportunities for volunteering including self-governance, instructing, serving, organization, and outreach.

The need for a continuum of choices as we age

Older adults would find it easier to continue in both recreation programs and opportunities in parks and trails if presented with a clear “continuum” of choices. With the gradual decline of physical and cognitive capacities typically experienced by older adults, older adults need a progression of options that correspond with these declines. This progression would clearly signal low to high physical or cognitive requirements. In the Saanich parks and trails system, we need to present a similar progression by offering “fully accessible” trails that serve all levels of mobility through to designated wilderness trails.

Importance of clear communication

In our information-rich society, many older adults are currently suspended between traditional print and digital media. We learned that many older adults in Saanich find it difficult to locate information on our services. We also discovered that older adults found the information about options offered by different community organizations to be confusing, hard to find, and sometimes reflecting a duplication of services. Many participants in our strategy explained that they were simply unaware of the many favourable options available to them, even within their immediate communities.

Recreation and Parks facilities require structural upgrades for older adults

Respondents in our public engagements acknowledged Saanich’s ongoing commitment to quality facilities, but also recommended that we determine how to upgrade and adapt facilities in response to changing needs of a more physically challenged population. Many expressed the difficulty with participation because there is no bus service that leads to the front doors of recreation facilities, or to parks and trailheads. Entrances to centres would have to be reconfigured to ensure easy access for a standard-sized BC Transit bus. We need to review program scheduling to address the high use times that congest centres and cause safety concerns for adults with balance problems and those needing space for walking aids; also to enable access to

convenient parking close to the facilities. Examples of future accessibility improvements include: scooter accessibility with covered parking and charging stations. The fear of falling, being accidentally bumped by other recreation users, being vulnerable in small change rooms, were all examples of concern for physical safety.

The most popular activity among all older adults was walking and many expressed a desire for more paved walking paths close to the recreation facilities, so they could have access to washrooms and supportive structures such as high benches.

New technologies will help people identify the right spaces and programs. Again, collaboration with community partners will be vital to reach this goal. For example, Recreation Integration Victoria (RIV), a regional service to assist individuals with disabilities, is currently working on a new mobile application that will help people assess accessibility features in community offerings.

Finally, Saanich recreation centres need to expand to accommodate the aging population's socialization needs. More social drop-in program space for older adults is required in all four centres, yet there is inadequate time, space and equipment currently available. More spaces are required, designed to meet the physical, cognitive and social needs of older adults.

3

VISION – GUIDING PRINCIPLES

OUR VISION

for Older Adults Strategy

For this draft, we have narrowed our ideas to two choices; please let us know your preference.

SAANICH ... WHERE ALL
OLDER ADULTS ARE SOCIALLY
CONNECTED AND ENJOY
QUALITY LIVES

or

SAANICH ... A COMMUNITY
WHERE ALL OLDER ADULTS
EXPERIENCE LIFELONG LEARNING,
SOCIAL CONNECTIONS AND
HEALTHY LIFESTYLES

GUIDING PRINCIPLES

that will guide our implementation of Older Adults Strategy

- Expand opportunities for meaningful social connection, play and lifelong learning in our parks and recreational programming
- Offer or support quality programs, services and facilities in parks and recreation that promote the health and wellbeing of older adults
- Create welcoming, innovative and Age-Friendly parks and recreation facilities that are responsive to the needs of a changing population
- Continue to build enduring community partnerships that enhance recreation and parks opportunities
- Identify and reduce barriers that prevent involvement of older adults
- Enhance communication to improve awareness of programs, service and facilities
- Avoid ageism by projecting positive images and messaging of older adults
- Encourage and facilitate opportunities for groups to self-organize their own activities
- Encourage volunteering opportunities that captures the wisdom and experience of older adults
- Ensure that our public engagement continues to be inclusive of all older adults, including isolated adults and those from all cultures

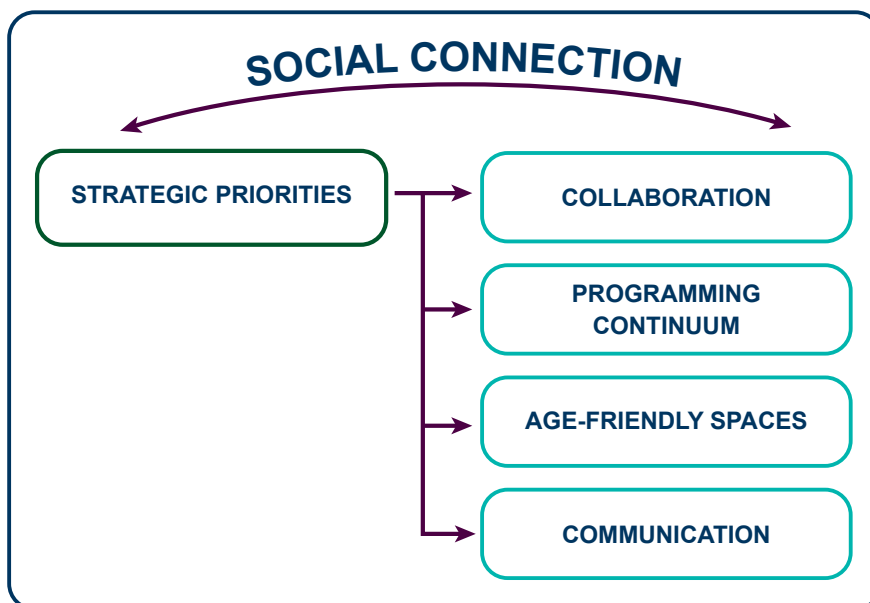
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INTRODUCTION

From our discussions and analysis of the results of the surveys and public engagement sessions, we have identified four strategic priorities. In this first section, each strategic priority is described, along with evidence explaining our analysis and the reason for its importance. In the next section, we present a grid that prescribes specific goals, actions, and outcomes. Timeframe and budget estimates for each strategic priority will be added in Draft 2..

STRATEGIC PRIORITIES:

- #1 COLLABORATION
- #2 PROGRAMMING CONTINUUM
- #3 AGE-FRIENDLY SPACES
- #4 ENHANCE COMMUNICATION



#1

STRATEGIC PRIORITY

COLLABORATION

Participants in the public engagements shared the conviction that if the goals of this strategy are to be reached “*Saanich cannot do it alone*”; collaboration is the key to providing new programs and opportunities for older adults and helping break down the barriers to participation.

Advancements in older adults’ access to recreation and parks are dependent upon systems larger than the District of Saanich. Transportation, health programs, and financial assistance are just some examples of how collaboration is the *only* way to make change in large systems.

The first opportunity for Saanich is to build effective partnerships that provide benefits for both the partner and Saanich. This was a recurrent theme identified by both staff, public and community agencies. It suggests it is time for all agencies to synchronize their strategies and decide on how to work together to support the shared strategies both internally and externally.

Strengthening Saanich cross-departmental communication and building shared responsibility for OAS strategic priorities within the District of Saanich were also cited as critical to successful implementation. Departments need to collaborate to accomplish goals prioritized in the Saanich Strategic Plan.

In recent years, Island Health has begun a community approach to move some of their public health services, traditionally associated with hospitals and clinics, to community locations including Saanich recreation centres (e.g. Falls Prevention, Boost Your Brain Power and Take Heart programs). This move introduces the public to community settings with the hope that they become comfortable and continue their involvement beyond the program. These services, traditionally offered to patrons in hospital settings and covered by BC Medical Plan, are now offered in recreation centres. The question facing Saanich Recreation is how to cover increased operating costs such as administration and facility equipment maintenance without any additional funding. To make up for this deficit, nominal user fees have been implemented by Saanich Recreation to help subsidize these costs.



Saanich has initiated a new Health And Recreation Partnership (HARP), between the Greater Victoria Active Communities (GVAC), a regional recreation group, and Island Health. The agreement is to identify needs and health programs that can be done in partnership with recreation within the community. This partnership, which is in the beginning stages, will explore the best ways to provide joint training, a central website that will hold details of all health partnership programs in the region, and a decision making body that will help shape future health partnerships for the region.

Caregiving and health education programming were also part of the same discussion on health. Building trusting relationships with health professionals, specifically Island Health, will be an essential next step for the transition of more programs from clinical settings to community. Health professionals are reluctant to refer patients to centre programs without adequate knowledge of:

1. the level of staff education or expertise
2. where specific health services are located
3. what type of rehabilitation equipment is available

Three Saanich centres currently have rehabilitation service contractors offering physiotherapy, kinesiology and/or massage therapy registering over 15,000 visits with high levels of service and customer satisfaction. A high percentage of these visits are from older adults. This is another model within Saanich that is working very well, highly valued by its patrons, and available to all ages. Many older adult participants we met during our research were unaware of these services provided within centres. Health services like these are a gateway for patrons to join waterfit, fitness classes, weight rooms and other programs. In order to meet the growing demand, we need more physical space to house therapists and provide services in weight rooms and pools. We will also need to consider expanding health services to house dieticians, nutritional counselling, and clinic space for things like blood pressure clinics and diabetes counselling.

To keep pace with the new services in our centres, we also need to ensure that Saanich recreation staff are well prepared to meet the health needs of patients who arrive on



our doorstep. To develop new collaborative, health-related programming, we recommend Saanich explores the viability of hiring a full time recreation therapist on staff to work as a liaison between Saanich and Island Health, clients and other health service agencies.

Our second opportunity for collaboration is to improve transportation access to parks and recreation centres for older adults. This was met with various ideas. As Saanich cannot directly impact decision making related to regional transit systems, people are relying on Saanich Parks and Recreation to ensure that those designing future infrastructure and systems take into consideration the specific suggestions offered in our public engagements. Specifically, participants requested that bus service be improved to provide drop off at front entrances of recreation centres. Some older adults who are waiting for or recovering from operations have limited mobility. Others have difficulty walking or have travelled long distances including transferring busses, while others may be frail, in pain, suffering from degenerative conditions, or impaired by cognitive challenges.

To this end, we need to work with BC Transit and look for possible re-routing solutions, as well as work internally with Saanich Engineering and Parks to look at the layout of driveways and parkland surrounding centres. Of particular interest is the need to address door-to-door bus service at Saanich Commonwealth Place and Gordon Head Recreation Centre. We also need to align with Saanich's current Active Transportation initiative Moving Saanich Forward that aims at refining systems of public transportation, walking and biking and any human powered mode of transportation. We need to communicate clearly what we have learned about the transportation issues older adults face and ensure that this knowledge is shared with Saanich Engineering when planning for the future. (*See Appendix XXX - Transportation*)

Many participants initially stated that more 'seniors centres' were needed in Saanich. They were surprised to learn that three stand-alone seniors centres currently operate within Saanich boundaries - Cordova Bay 55+ Association, Les Passmore Seniors Activity Centre, and Goward House

Society. These three centres have significant memberships, governance structures, robust programming and volunteer opportunities. A smaller seniors program, the Cedar Hill New Horizons, meets at Cedar Hill Recreation Centre. The District of Saanich contributes to the operations of these older adults centres and group to varying degrees, but does not coordinate the programs offered by each group. Participants were very complimentary of these facilities and mentioned two others in the region, Monterey Centre in Oak Bay and Juan de Fuca Seniors Centre, that have been well used and provide good working models of seniors centres.

There was a clear recommendation that Saanich explore new ways to support and promote each other's services, collaboratively build on gaps in programming in Saanich, and do more to nurture these partnerships. It was strongly suggested that Parks and Recreation explore collaborative marketing opportunities with these agencies to ensure that Saanich residents are aware of what is available in their own communities.

#2

STRATEGIC PRIORITY

AGE-FRIENDLY SPACES

“Age-Friendly Spaces” refers to the creation of indoor spaces, outdoor spaces and all amenities in our recreation centres and parks that are welcoming to all ages. Public engagements and surveys revealed two major findings:

1. Saanich Parks and Recreation spaces were greatly appreciated by all those older adults who have actively participated or are currently participating.
2. There are several elements in our physical spaces that Saanich could initiate to increase attractiveness and accessibility.

Throughout all our public engagements we learned that people want our centres to be welcoming places for community and social connection. We learned that many view recreation centres as exclusively places for those “who pay, work out, and leave”, while a community centre was perceived to be more friendly, social and inviting. This sparked momentum to look at the opportunity to reposition our facilities from “recreation centres” to “community centres”. With community centres, people identify a place that offers a broad range of experiences: social connection, community resources, health services and inclusion. Clearly communicating to the community the benefits of this change would reflect our commitment to strengthen social opportunities.

To this end, participants offered characteristics of spaces that they considered welcoming, things that would make them want to return. In our analysis of the information, we began piecing these images into what an older adult might experience as they first enter our spaces, engage in activity, and build a sustained pattern of physical activity or social connection into their lifestyles.

Image of Welcoming Centres: If we combine the many constructive images of welcoming spaces, the picture looks like this: Using clear directional signage, patrons find flat, free, easy access parking lots with spaces close to the entrance. By transit they would take a brief walk from a nearby bus stop on safe, accessible sidewalks, or be dropped off at the front door of the centre. The smooth entryway at the centre offers the visitor the option of an automated opening, with clear directional, consistent signage. Once inside, a friendly volunteer at the new “Welcome” kiosk offers to answer questions, assist with registration information, point out useful community resource information or offer a tour through the centre. A touchscreen computer at the kiosk provides interactive site information, links to resources such as the Active Living Guide and community activities, and an orientation to the online registration system. All digital information is available in selected language translations; in some centres volunteers welcome newcomers speaking a variety of languages.

A gathering space consisting of a cafe with tables and Age-Friendly chairs invites informal socializing. Reception staff is oriented to the needs of older adults, and the front desk would be height-adjusted for patrons in wheelchairs and scooters or patrons who require seating when registering. Signage adheres to standard accessibility guidelines for readability. Hallways, washrooms and change rooms are adjusted for universal access, and are clear of obstacles. Scheduling clearly informs older adults of times when they could choose to be in a quieter space apart from busy families and strollers. Selected recreation facilities and programs offer adaptations to meet the changing needs of older adult participants.

Image of our welcoming parks

Older adults would find themselves in a universal access environment, where choices of trails and facilities are presented through clear descriptions and symbols common to all Saanich parks. The difficulty of trails is communicated through a rating system that also includes what amenities are available on selected routes; quality of trail surface, benches, washrooms, etc. Saanich Parks' staff are attuned to the identified needs of older adults. After dropping off a grandchild at a recreation program, the older adult moves outside to meet a walking group using the accessible pathways around the centre.

The public engagements revealed the most popular and valued activity by older adults is walking. The request to build more walking trails that are safe, easily navigated and accessible also creates a natural intersection of Saanich Parks and Recreation staff from both divisions as they plan new trails that connect to or are adjacent to our recreation centres. With older adults, safety is a priority. Many are looking for flat, paved, looping pathways surrounding a centre that are lit at night, close to washrooms and easy to access.

It was also suggested that to maintain an authentic assessment of the quality of an older adult's experience we implement annual "walk-about" to be performed by a team of Saanich Parks and Recreation staff along with older adult volunteers representing various capacities and levels of mobility.

3

PROGRAMMING CONTINUUM

STRATEGIC PRIORITY

As mentioned earlier, the other, the older adult age range is difficult to define. Public engagement sessions indicated some adults in their 40's felt they were "older adults" while others in their 80's or 90's did not want to be considered a senior or older adult and defied categorization. An older adult's age can therefore span over sixty years. The challenge and opportunity for parks and recreation professionals is to ensure there is a continuum of programs available for adults throughout their adult life.

Saanich Parks and Recreation currently offers a wide range of programs and services that appeal to adults. Results from our public engagement indicate that current older adult users of Saanich recreational facilities are generally very satisfied with the programming. However they suggested that the following elements would promote more participation in programs:

- Low cost opportunities
- Broad range of activity choices
- Excellent social opportunities through both formal and informal channels
- Increased range of health services in centres (e.g. physiotherapy)
- Free parking close to entrance, including identified accessible parking
- Easy transit access at centres

The public engagements reminded us of the dramatic range of functional abilities in this demographic. Some of this population actively seek opportunities related to physical fitness and new learning, and have reported full satisfaction with Saanich's offerings. Others are looking for increased assistance with age-related or chronic health issues. Although the recreational needs of the healthy, active older adult appear to be well met, it is our responsibility to ensure there is a continuum of programs everyone can enjoy as mobility, finances and health change as residents age. Too often when regular active participants find they can no longer participate equally with their peers, they simply stop attending and fall prey to the perils of isolation.

Adult - Health & Fitness

All classes welcome participants 13 years and older. For your convenience, we've listed the intensity beside the class; but modifications can be shown in all classes.

♥ Suitable for everyone from beginners to the more advanced. Emphasizes fun and effective workouts; challenging options given for experienced participants.

♥♥ Suitable for participants ready to improve technique and increase intensity while still emphasizing proper form. Best suited for individuals who are already active.

♥♥♥ Suitable for consistently active individuals, emphasizing advanced techniques and intensity that will challenge even experienced participants.

The Older Adults Strategy can meet this challenge by recommending that programs and recreational services are presented in clearly defined progressions, and offer a continuum of choices. Program information needs to be easily understood so individuals can determine if the program fits their needs. Prospective participants are easily turned away by inadequate descriptions of programs or the inability to decipher the level of function required for a program. Our first intention is to review programs to ensure we are offering a full range of experiences that are active, social, health-focused or offer lifelong learning.

To address these challenges we have begun discussing the benefits of a system that shows a clear choice of levels and functional requirements. For example, expanding the current “heart” icon level indicator to include icons for balance, cognitive and chair-friendly programs. Further, exercise and fitness programs would be categorized by levels: gentle, medium and intense, all supported with an easy to recognize selection of symbols and clear descriptions.

Participants of surveys and public engagements explained how specific changes would increase their chances of committing to active involvement in programs. These included:

- opportunities to try out a program before signing up
- more opportunities for self-organized casual get-togethers or drop-in opportunities, not requiring a significant upfront financial commitment
- more programs and classes that are affordable to those of low income
- more programs for multigenerational experience (children with grandparents, caregivers, etc.)
- more cross-cultural and non-English-based programs.

With all requests for future activities, whether gardening, clubs, cards, or walking, participants communicated their need for social connection. There was a marked difference between the younger and more senior older adults. The younger participants expressed satisfaction in participating in their chosen activity. Older participants explained that the social opportunities associated with their program were what

they valued; visiting with friends and taking advantage of informal opportunities before or after their program were just as important as the primary activity.

Several participants in their 50's-60's, particularly those who were male, emphasized the continued significance of physical activities and competition. They described, for example, how they valued opportunities to improve a skill or compete in a favourite sport such as tennis, squash or hockey. The adaptations of certain sports for older adults were cited as very important features for continued recreation engagement. Some participants, formerly ardent competitors in their sports, recognized a decline in their functional abilities, and expressed interest in shifting to lifelong learning opportunities.

Older adults who are working, described a lack of programs that fit their regular work schedules and were appropriate for their fitness level. As more people are predicted to be working into their 60's and 70's this will be a growing demographic with similar need. We learned we need to ensure evening and weekend programs are available for this segment of the older adult population, and to be much better at communicating this information clearly.

Many older adults talked about how much they value involvement in volunteer activities. They advised us how volunteering opportunities need to offer meaningful activity to ones in which they could apply their expertise and knowledge. It was suggested we create attractive program opportunities wherein older adults come to share their skills and knowledge with other older adults. These volunteer opportunities could also help meet our strategic goals that call for an increased social connection by reducing barriers to participation. For example, more volunteer instructors can play a meaningful role in helping others, as well as offering low or no cost programs.

As the largest segment of baby boomers move into the 75+ age group, it will be necessary for programs, services and facilities to cater to less mobile and less physically able participants in order to keep them engaged. Public demand for programs for those with physical or cognitive challenges will increase. As people age, some are challenged with new

“Social connection is like vitamin B12, it is essential.”

– Joyce (Participant / Community Forum)

disabilities, while others have had these from childhood. The former have more difficulty adjusting to the new challenges.

As many participants indicated, older adults thrive in affordable, self-organized activities. This holds true in some of our local seniors’ centres where a reasonable membership fee combined with volunteer instructors and administration, assists in keeping activities successful and affordable. In order to open up space in Saanich facilities for more self-directed activities, we will need to provide physical spaces where revenue-generation is not required.

The time required for travel, combined with cost and challenges of transportation were particularly discouraging for those older adults who lived outside of walking distance to centres. Many older adults who must give up driving or live in independent living situations simply give up on recreational activity because of the burden of travel, safety risks, and associated costs. This led us to consider the viability of offering introductory classes at their places of residence. A collaborative approach with partners may be the best way to offer these type of services.

We also focused on the question of how to expand the positive impact of the Leisure Involvement For Everyone (LIFE) program for older adults, many of whom are currently unable to qualify for financial support. The current criteria for qualifying for LIFE is based on the federal government’s Low Income Cutoff levels which eliminates the eligibility of many older adults living just above the poverty line. We are recommending that a regional review of the LIFE program be initiated with the goal of assessing its capacity to meet changing social needs.

Lastly, we need to dedicate more resources to the older adults programming portfolio. The Older Adult programmer will be responsible for implementing and overseeing the new five year Older Adult Strategy and providing leadership on many actions including the Elder Academy, developing new volunteer opportunities as well as networking, outreach and marketing. To make this viable, we recommend changing the current part-time older adults position to a full time position.

#4

ENHANCE COMMUNICATION

STRATEGIC PRIORITY

One of the first questions we asked at the beginning of the public engagement process was *how* and *where* Saanich older adults access information about parks and recreation. We discovered that older participants generally preferred traditional forms of marketing. The program guide (Active Living Guide or “ALG”), articles and print advertising in the newspapers, brochures, posters and word of mouth all were cited as primary sources of information. Many participants recommended that we create a separate program guide for adults similar to the product used Recreation Oak Bay.

Year by year older adults become more comfortable with digital means of marketing and use the Saanich website, email and other forms of social media to stay informed. We will need to keep one foot in the shrinking world of paper, and one in the growing world of digital representation. Moving forward, we will need to ensure that our communication techniques keep pace with the technological savvy of older adults.

Our first challenge will be to increase the awareness of programs, facilities and outdoor spaces available in Saanich. As we explored this topic with engagement participants, it became apparent that our current and largest print media tool, the ALG, can be difficult for older adults to use, read and comprehend. The amount of information is overwhelming for some. Due to the volume of information that has to be included, the typeface is small and description of courses limited. The introduction of a separate adults’ guide, as mentioned above, could offer detail on programs, and offer larger fonts with program specific icons, as well as highlight other recreational and social activities offered in the Saanich community .

Those older adults living with low incomes were often unaware of the Saanich Leisure Involvement For Everyone (LIFE) program and also said the information was difficult to find. More creative and proactive methods will be necessary to connect with this segment of the Saanich population.

How can we best reach and engage participants from many cultures in recreation and parks opportunities? With our diverse population, inclusive of many languages and ethnicities, Saanich must find a way to provide accessible language

translation services that can guide those who are not fluent in English. We can learn from other community agencies that have reframed their digital and print communication to enable translation into other languages (e.g., touchscreen directories in shopping malls, library help screens).

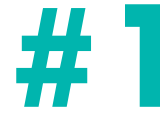
A second challenge in communication identified at public engagements was the labeling of programs and park facilities. When choosing programs or trails, people look for a clearly defined labeling system with icons and common markers that indicate various levels of difficulty or experience needed. For example, if applied to park trails, a labelling system would clearly present the progression of difficulty for trail choices, including the amenities and various types of surfaces one can expect. Clear descriptions along with easy-to-identify icons and catch words will promote safe choices and successful experiences. Saanich Parks is currently working on a new mapping system and clearer signage to move toward better communication of their services.

A third challenge is how to change the perception of recreation centres as “places of spandex and sweat, and swimming” to spaces that are more welcoming and invite social connection. How do we best communicate our shift from “recreation centre” to a place of coming together with a wide range of rich and appealing experiences that build community? How do we become recognized as a hub where people come to experience a variety of physical opportunities interwoven with arts, cultural and social activities which invite social connection?

Our fourth challenge is to collaborate with other senior centres and agencies currently working with older adults in our community to build new marketing strategies. An integrated, coordinated presentation of all the options available to older adults would increase awareness. It was surprising to learn that many community members had limited awareness of the rich array of possibilities in their immediate neighbourhoods.

In summary, these challenges will help us refine our marketing to Older adults in Saanich and increase their awareness and attraction to Parks and Recreation opportunities.

COLLABORATION



STRATEGIC PRIORITY

NOTE: The cost, resources and who will be responsible for the outcome will be in the final draft

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
Increase collaboration between Saanich Seniors Partners (Cordova Bay 55+, Goward House, Les Passmore Silver Threads, Saanich Volunteer Services, Cedar Hill New Horizons, BC Housing), Senior Serving Agencies, Health agencies and Saanich Parks and Recreation	Expand networking group to create a vibrant coordinated group of senior serving agencies with Saanich Parks & Recreation to share ideas and partnership opportunities	Hold two Senior Community Agencies meetings per year to share ideas and opportunities
	Initiate dialogue with the Cedar Hill New Horizons, located at Cedar Hill Recreation Centre, to explore their needs for sustainability. Explore assisting with administration, promotions, membership and programming opportunities, review agreement, and explore community use of the kitchen and library	Meetings held. Ideas incorporated into new agreement
	Establish process to regularly provide information to Seniors serving agencies about Saanich programs and services. Actively engage Saanich Programmers in this process	Regular system identified for sharing information and implemented

COLLABORATION

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
Bring health expertise into the Recreation Division to develop and coordinate health-related programs for Saanich, and develop partnership programs with Island Health and health agencies to better serve older adults	Investigate the possibility of creating a new Recreation Therapist position to liaise with Island Health, community health and senior serving agencies, and medical practitioners. Position would liaise and support Saanich staff who are working with older adults with range of medical and health enquiries	If a report and accompanying budget are approved by Council, the following would be accomplished: Recreation Therapist hired <i>Resources TBD</i>
	Create draft job description	New program partnerships are developed
	Meet with Health practitioners and health agency representatives to build regular system of communication which meets the needs of health practitioners	Stronger coordination of service with partners working with older adults
	Create Parks & Recreation partnership program guidelines for Programmers to follow when building new partnership programs. Create template for partnership agreement	Guidelines and template for agreement is created and adopted by Senior Management for implementation
Work with Planning and Engineering to build stronger relationship with BC Transit and increase awareness around transportation options to centres and major parks	Increase the number of public sessions of BC Transit's free Travel Training information sessions at centres	Travel Training sessions offered at each recreation centre, at least once/year, or as needed
	Start a dialogue with BC Transit to improve service so HandyDART dispatch and drivers as well as recreation staff are aware of older adult needs upon delivery and pick up from recreation centres	Meeting held with BC Transit and new guidelines created

COLLABORATION

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
Explore possibilities with BC Transit for regular-sized bus route access to front entrances of all four centres (long term vision)	Work with BC Transit, Saanich Engineering (Active Transportation Committee) and Saanich Parks to explore where bus stops/bus loops could be established closer to entrance doors to recreation centres	<p>Recommendations submitted to Active Transportation Committee for improved transit accessibility to recreation centres for older adults</p> <p>Recommendations are incorporated into Moving Saanich Forward strategic 30 year plan</p> <p>A long term plan has been developed for improvements to centres and surrounding parkland in order to improve access</p>

COLLABORATION

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
Increase community outreach to raise awareness of parks and recreation opportunities; specifically to cultural groups, isolated or at risk older adults	Organize presentations at subsidized housing units to explain what is offered, financial assistance, transportation options, and choices for programs including volunteering. Offer free passes to visit and use recreation centres	Presentations are given at subsidized housing units each year. Participation is tracked through redeemed passes <i>Resources TBD</i> Tours and open houses organized
	Explore offering introductory programs at subsidized Housing Agencies to reach older adults, in partnership with agencies	Regular introductory workshops offered at BC Housing and CRD Housing units
	Research new opportunities for reaching isolated older adults, and seek examples of where/how they are working	New methods of outreach in progress and evaluated for successful participation by new patrons
	Develop a plan to improve translation within the Department. Research translation services and identify language translation needed. Work with Intercultural Association (ICA) and Victoria Immigrant and Refugee Centre Society (VIRCS) to identify cultural or language barriers and address with solutions	Main written languages are represented in Saanich materials and department budgets for translation services through ICA <i>Resources TBD</i>
	Continue to build strong relationships with ICA, VIRCS and the Community Partner Network (CPN) to offer Steps to Connect and expanded programming to welcome and orient new immigrants to Saanich services	Meet with ICA and VIRCS and CPN at least twice each year New immigrants are participating actively in Saanich programs
	Find suitable space for socialization opportunities to integrate immigrants into community settings	New Cultural programs are created where need exists <i>Resources TBD</i>
	Meet with cultural groups to define need and how Saanich can assist in creating opportunities and programs	List of cultural groups to meet with is created Meetings held with cultural groups and relationships built

COLLABORATION

DISTRICT OF SAANICH - CROSS-DEPARTMENTAL COLLABORATION

GOAL	ACTION	OUTCOME
Ensure Older Adults Strategy recommendations are incorporated into other departments' plans when relevant	Meet with Engineering, Planning and Communications to review recommendations and survey data to forward public engagement results are represented in future planning documents across the municipality (e.g. Strategic Facilities Plan, Active Transportation: Moving Saanich Forward, Uptown Douglas Corridor Plan)	Annual meetings with key municipal staff to review data and build on learning and application from this project OAS goals, actions, and data are incorporated in Saanich planning documents
Saanich Parks to work with Saanich Global Information Systems (GIS) Technicians to improve GIS mapping information on parks and trails	Further develop GIS data for all parks, to include the difficulty rating of all trails.	Trail rating identification system is incorporated into public GIS map. New identification system (to be determined) is consistently used on all public maps.
Explore Age-Friendly employment practices in Saanich Parks and Recreation	Work with Human Resources to explore Age-Friendly employment practices where possible in recreation (i.e., scheduling, flexibility)	Adoption of Age-Friendly employment practices by Directors

#2 STRATEGIC PRIORITY

AGE-FRIENDLY SPACES

NOTE: The cost, resources and who will be responsible for the outcome will be in the final draft

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
Create welcoming and inclusive environments for older adults	Establish Welcome Kiosks in the lobbies of each Centre for recreation and community information. Kiosks have a computer with translation services or touchscreen services similar to a shopping mall map	Kiosks designed to have a low counter with seating and computer. Kiosks piloted in one centre, then expanded. Collaborate with 'volunteer greeter' (see Programming Continuum)
	Look for funding sources or business sponsors for the kiosks	Older adults are welcomed when entering and easily access information and support
	Long term: When facility renovations are being considered, redesign lobbies and outdoor gathering spaces to be age-friendly. Where appropriate consider adding age-friendly seating, tables for socializing, community resource boards, and outdoor shade structures, shelters or umbrellas.	Reception areas are professionally re-designed to accommodate older adults with mobility, hearing and visual limitations (visible, place to sit, privacy, etc.) Park designs include welcoming age friendly features such as raised seating and shaded areas (possibly shade structure, shelter, trees etc.) for socialization and eating
	Explore the feasibility of cafe/food services at Gordon Head and GR Pearkes Recreation Centres to support social gatherings. This may include a self-managed space for patrons to prepare their own food/snacks (i.e., counter with tea kettle, microwave, fridge, etc)	Options explored; business plan proposed if viable at one or both centres

AGE-FRIENDLY SPACES

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
Continued: Create welcoming and inclusive environments for older adults	Identify best practices of standard accessibility signage guidelines	Signage at all Recreation Centres and outdoor spaces is professionally designed, easily understood and follows standards
	Develop clear and informative signage which is consistent throughout all centres and parks, or replace existing signs as needed	
Train Saanich staff to provide excellent customer service for older adults	Use the identified languages (in Collaboration grid) for Saanich Parks and Recreation signage	Consistent new signage to include messages in multiple languages
	Research an awareness and sensitivity training program to educate staff on challenges adults face as they age, and techniques on how to ensure patrons feel respected, independent and welcomed	An annual training session is organized and open to all Parks and Recreation staff <i>Resources TBD</i> Staff are oriented and trained. Evaluations indicate a high level of customer satisfaction regarding service and assistance
	Review and enhance Child Protection Policy and training manual to ensure vulnerable populations are included	Policy and manual are reviewed and revised as necessary
	Senior staff designate time to connect with older adult patrons	Senior staff visit various programs to gain feedback once per season

AGE-FRIENDLY SPACES

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
Designate and increase physical spaces in Recreation Centres available for social connection opportunities	Recreation Centre teams review their spaces and identify possible improvements to increase older adults' socialization	Reports submitted to senior management with recommendations for short and long term improvements in physical spaces
	Review existing spaces for seniors drop-in and determine new spaces for expanded programming	Funding sources for this project are identified and secured in annual budget process. New funding required.
		<i>Resources TBD</i>
	Share recommendations from this report with the Saanich Strategic Facilities Master Plan Steering Committee to expand space for socialization for older adults (See Appendix - Structural Requirements)	Recommendations submitted to Strategic Facilities Plan for future development plans of centres Report and recommendations for each centre are submitted to Senior Manager. Budget estimates included
		<i>Resources TBD</i>
	Assess viability and conduct needs assessment for a new 50+ centre in a centralized Saanich location, close to community resources and where high numbers of older adults reside	Hire consultant to assess viability and needs

AGE-FRIENDLY SPACES

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
Provide physically accessible, universally designed spaces to address challenges older adults face with aging.	Develop Saanich guidelines for universal access where appropriate	Hire a consultant to assist on establishing guidelines
	Long term: Ensure new/future Parks and Recreation expansions, or new builds for facilities, reflect the interests and mobility limitations of older adults where appropriate (ie. wide, paved, low grade pathways for access to parks and around centres)	Standard universal accessibility guidelines are approved by Parks, Trails and Recreation Committee
	Initiate staff committee of Parks, Centres, and Community Services to review all previous internal and external reports completed on accessibility for Saanich Parks and Recreation Facilities (See Appendix XX- Accessibility Reports). Assess status, priorities and project costs	Make recommendations for outstanding items relating to accessibility and access are prioritized for implementation and funding requests and grant opportunities <i>Resources TBD</i>
	Review and update the inventory of accessibility of all Saanich Parks	Hire a consultant to complete the accessibility inventory <i>Resources TBD</i>
	Create and prioritize a list of structural changes for age-friendly spaces as identified through OAS for improved accessibility to parks and recreation centres (e.g. washrooms, transit access, benches with backs and armrests, picnic tables, shaded social areas, accessible paths, etc.). (See Appendix - Structural Requirements)	Recommendations for structural changes are prioritized for implementation with budget estimates and timelines. Grant opportunities are pursued <i>Resources TBD</i>
	Develop priorities and an implementation plan and timeline	A 5 year prioritized plan identifying priorities for specific parks, implementation plan and timeline is submitted for capital budget process <i>Resources TBD</i>

AGE-FRIENDLY SPACES

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
Continued: Provide physically accessible, universally designed spaces to address challenges older adults face with aging.	Develop a plan to establish one (existing or new) pilot park to be converted into fully age-friendly facility (ie wheelchair access)	A plan, specified park, and proposed timeline is submitted
	Parks for consideration: Gorge Waterway, Lambrick, Horner	
	Identify components for this fully accessible park with budget estimates.	Possible funding sources for this project are identified
		<i>Resources TBD</i>
	Create plan to assess and upgrade the pathways leading to each Recreation Centre from the closest bus stops.	Funding sources for this project are identified and adopted in capital budget process. All paths between bus stops and Recreation Centres are paved, have lighting, and have adequate rest stops if necessary
	Administer regular checks at Recreation and Parks facilities to determine accessibility progress	'Walk-through assessment' and dialogue held every other year with older adults and patrons with varying mobility levels and Recreation Integration
	Involve older adults in the continual assessment of programs and services, along with Recreation Integration Victoria	

AGE-FRIENDLY SPACES

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
Create safe outdoor and indoor walking opportunities for older adults	Develop a plan for an indoor walking/ jogging track which is accessible for those with mobility challenges, available for evening use, in a centre	Identify a possible location for a walking/jogging track
		Create a timeline of how such a facility could be implemented
		Identify possible funding sources for such a facility
	Explore the viability for outdoor, paved, flat walkway loops to be completed around recreation centres	Identify which centres would be most easily adapted, Create a timeline of how such a walkway could be implemented Identify resources required.

#3 STRATEGIC PRIORITY

PROGRAMMING CONTINUUM

NOTE: The cost, resources and who will be responsible for the outcome will be in the final draft

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
Improve programming to reflect Saanich public engagement recommendations	Expand opportunities for adults to 'try out' a new class before registering (e.g. sampler week, add a one day program prior to program set start date) where possible	Sample classes added to each season (Fall, Winter)
	Where possible, consider continuity of programs to run year round; consider space and instructor availability	Popular drop-in and registered programs are offered in summer months where possible. Classes are well-attended by older adults with positive program evaluations
	Create grids to clearly inventory evening, weekend, drop-in information and drop-in programs. Identify any gaps in scheduling and expand programming at these times to meet needs	Grids are created and reviewed annually with Adult Portfolio group to ensure balance of opportunities Variety and balance of program times offered throughout weekly schedules
	Designate quiet times without music in weight rooms	Each centre's weightroom schedule offers 3 times per week without music
	Schedule, when possible, pool times geared to quiet use, with less congested changerooms so seniors can avoid accidental bumping in and loud noise. Promote as "public quiet use times"	Gordon Head pool offers scheduling where there are minimal conflicts between older adults and young children 2 x/wk Saanich Commonwealth pool offers scheduling where there are minimal conflicts between older adults and young children 2 x/wk

PROGRAMMING CONTINUUM

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
Increase the number and range of opportunities for older adults to socialize in recreation centres	Identify and inventory current use within centres for social programs, run by both Saanich, and by community groups (formal and self-organized)	Inventory complete for each centre
	Explore facility space and time to offer and expand social drop-in times for older adults	Where possible new social gathering areas are offered in centres
	Develop process to support self-organized groups, including a review of costs to use space (i.e., no or low cost if providing recreation opportunity for public)	Each Saanich Recreation Centres offer no or low cost social drop in time(s) for older adults
	Complete inventory of available buildings owned by Saanich or community organizations which might be available for older adults use. Promote this information	Increased number of self-organized community groups are regular users of centres
	Work with community partners to expand social connection opportunities for older adults	New opportunities available in community for social gathering spaces for older adults. Older Adults involved in creating new partnerships and collaborative models
Review Department's Fees and Charges Policy to explore options to increase social connections for older adults and maintain financial viability	Initiate dialogue with Parks, Trails and Recreation Committee and/or Finance Committee regarding a review to consider new fee structure which may support non-revenue generating, self-directed community gathering of department philosophy on revenue generation and budget commitments, versus social engagement	Discussion held with early input by committee members
	Create staff internal committee to review fees and charges and recommend changes to policy, including exploring viability of a graduated seniors' admission subsidy based on age increments	Report presented to Parks, Trails and Recreation Committee for review and recommendations to Council

PROGRAMMING CONTINUUM

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
Review and increase where possible the amount of indoor and outdoor opportunities offered at low and no cost	Explore the viability of local clubs offering low cost or no cost introductory opportunities for older adults to help increase their membership (<i>See Appendix XX - Programming</i>)	Meet with two new clubs or organizations annually to explore offering no or low cost opportunities New opportunities with clubs and organizations are recognized and promoted
	Explore programming and payment options to decrease up front costs (i.e. increased number of drop in programs, offer shorter lesson sets, monthly payment options for ongoing programs)	Flexible program scheduling and payment options offered
	Start dialogue with Greater Victoria Active Communities regional group (GVAC) to conduct a comprehensive review of Leisure Involvement for Everyone (LIFE) program in the region. Review and recommend changes to qualification criteria and ease of application for LIFE clients	Report of recommendations for LIFE is presented to GVAC Directors and governing boards Revised LIFE program adopted
Create clearly defined descriptions and icons for programs and trails to assist with selection	Determine functional levels of and specific conditions required to participate in programs (i.e., intensity level, caregivers required, cognitive abilities required, physical/non physical, chair participation options, balance required, ability to get up and down from floor). Review 40 word minimum for program descriptions and create opportunities for expanded description for specific programs for older adults	Program descriptions are reviewed, edited or expanded by Programming staff
	Research and identify an icon systems to aid in program descriptions and identification as cited above. Explore icon system for trail identification	Internal committee has identified functional levels/ icons, and how these will be used in communications materials

PROGRAMMING CONTINUUM

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
Create opportunities for older adults and caregivers who require support to participate in recreation	Research other models, public or private, and collaborate with community organizations for input on how caregivers can access support and programs, in order to maintain their health through recreation programs	Annual meeting held with invited community agencies who support caregivers
	Develop and pilot a dual-purpose program where caregivers and the cared-for can participate in recreation	Funding opportunities and partnerships explored
	Evaluate pilot program. Learnings applied to future program development.	
	Explore and make recommendations for a new 'Older Adult Assistant Pass' to provide free access for a caregiver to attend and support an older adult's participation in recreation (similar to Recreation Integration Victoria's Leisure Assistant's Pass')	Older Adult Assistant Pass approved, implemented and promoted
Ensure opportunities for continued participation for the 75+ years population	Review program inventory and ensure programs allow for varying levels of participating as people age including gentle activities, social programs, lifelong learning and health-related programming	A range of activities, arts and educational programs are offered for all abilities in the 75 years+
	<i>Due to internal processes, the Department does not have reliable age-related data for programs/passes.</i> To improve our tracking of older adults participation, change registration prompts and train staff to collect birthdates during registration and pass sales	Program registration statistics and pass sales are evaluated annually to learn about participation interests and patterns of 75+ patrons
	Design programs for this population to include social gatherings, food when possible, at easily accessible locations	Program registration statistics show an increased number of older adult patrons. Participant evaluation forms collect relevant feedback about programs

PROGRAMMING CONTINUUM

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
Explore opportunities to expand:	Fitness Programmers to complete an inventory of local private and health practitioners in Saanich. Review and identify gaps in service and where Saanich may have business opportunity to expand services	Inventory scan completed. New dialogue held with potential contractors or partners for increased program development as per Saanich Procurement policies and procedures
1. contracted health services within Saanich facilities and		
2. Saanich-run health management programs	Identify resources needed for expansion of centre space and conduct feasibility study	Feasibility study and market analysis complete and submitted to Senior Management with budget resources identified
to improve participation and knowledge of these to localized health services		
	Increase scope of health services between all four recreation centres (e.g. kinesiology, massage therapy, physiotherapy, exercise therapy)	Expanded health services offered where appropriate throughout four Centres
	Identify potential income sources that could support community health services in centres for convenience to residents, as well as attracting new patrons (e.g. hearing screening, blood pressure testing, foot care, diabetes prevention, arthritis self-care, etc). Work with community partners and health providers to implement	Community health services are regularly offered through four centres

PROGRAMMING CONTINUUM

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
<p>Increase meaningful volunteer opportunities for older adults (currently 9% of Recreation volunteers are older adults)</p> <p><i>Note: these initiatives require additional Programmer time in order to create, implement and support. Thus, the recommendation to Increase to full time hours for Older Adults Programmer position.</i></p>	<p>Research what benefits are most appreciated by older adult volunteers. Increase meaningful benefits of volunteering</p>	<p>Volunteers receive choice of benefits for volunteer hours. (for example, credit toward registration for hours volunteered or equivalent amount in passes)</p>
	<p>Review volunteer opportunities currently available in Saanich specific to older adults. Promote new opportunities for meaningful volunteering as identified below</p>	<p>The number of older adults volunteers in Saanich Parks and Recreation increases annually</p>
	<p>Develop a volunteer Greeter program (i.e., 'Community Concierge'), where volunteers are trained and knowledgeable to assist those new to centres. Available at designated hours to provide individualized attention for older adults</p>	<p>Program is researched and designed, and approved</p> <p>Volunteer greeter orientation piloted in one centre</p> <p>Program reviewed and implemented in other centres</p>
	<p>Explore possibility of same program in selected parks</p>	<p>Volunteer park greeter program is established as a pilot in one, then evaluated and expanded to selected parks where possible.</p>
	<p>Explore creation of an Adult Ambassador Club using voluntary expertise of older adults to instruct "Club" classes, serve as volunteer greeters and contribute to atmosphere of a welcoming centre</p>	<p>Agreement in place to use older adult volunteers to provide instruction for older adult "club" programs at lower cost</p> <p>Report outlining social and financial benefits is presented to Senior Management team with implementation plan for new Adult Ambassador Club</p>
	<p>Research 'Adult Academy, Elder College or Living Libraries or Elder models for ideas in other communities. Initiate a plan for Saanich</p>	<p>New lifelong learning and mentorship program is created with volunteer instructors and mentors</p>

PROGRAMMING CONTINUUM

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
Expand staff time to supervise older adults specific programming, volunteerism, outreach, marketing and communication, and collaboration	Increase Programmer staff hours from part-time to full-time hours for Older Adults Programmer in Community Services section	New staff position requested and approved in budget process Full time Programmer hired <i>Resources TBD</i>

DRAFT 1

#4

STRATEGIC PRIORITY

ENHANCE COMMUNICATION

NOTE: The cost, resources and who will be responsible for the outcome will be in the final draft

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
Improved marketing of Saanich recreation programs, services, parks and trails available to older adults	Internal committee to research and create Age-Friendly guidelines for marketing to older adults including: <ul style="list-style-type: none"> • larger font size • clear contrast • positive language • second language option • longer descriptions • clear visuals and charts and • Fitness Programmers contact information 	Guidelines are applied to department print material, webpages and promotional materials within Parks and Recreation Share guidelines with Saanich municipal departments
	Ensure primary information is printed and available to take home (e.g. rack cards)	Annual review of departmental take-home material to key information is available
	Ensure Saanich website, webpages and Active Living Guide are easy to navigate by consulting older adults for feedback and suggestions for improvements	Hold a focus group every second year with older adult patrons for feedback on promotions to older adults (e.g. Active Living Guide, website, etc)
	Consider hiring a website design consultant specializing in communication to older adults, in collaboration with Saanich Communication staff	Consultant hired and report completed
	Create videos for OAs to view online (e.g. how to access trails, showing accessibility features at each centre, how to use equipment, how to register online, etc.)	Videos are produced, promoted and easy to find online
	Explore new translation systems for centres and parks. Identify best systems for translation. Work with Intercultural Association to obtain translation services	Easily accessed means of translation services are adopted and available <i>Resources TBD</i>

PROGRAMMING CONTINUUM

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
Improve design of Active Living Guide (ALG) for older adults	<p>Complete the following:</p> <ul style="list-style-type: none"> • Place Table of Contents on front page with a detailed Index of programs on second page • Increase font size and ensure adequate contrast in colour for those with vision impairments. • Add smaller font sub-heading to top outside corner of each page • Increase space for no or, low cost programs and Leisure Information for Everyone (LIFE) • List Fitness Programmer contact info with program information, for patrons with questions • Produce content-heavy information in easy to read charts, grids or tables where possible. • Include clear communication of options for daytime, afternoon, evening and weekend classes through grids or chart • Implement Icon System in Adult program section 	<p>Improvements are implemented for Winter/ Spring 2018 ALG</p> <p>Online and paper ALG is reviewed by users after one year, and assessed readability, descriptions and easily found information</p>

PROGRAMMING CONTINUUM

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
Create a new guide specifically for adults 50+ years which lists Saanich program information and relevant community information	<p>Create an Adult program guide as an outreach tool which will:</p> <ul style="list-style-type: none"> • is geared to adult and older adult demographic • include adult/older adult community information within Saanich (e.g. Seniors centres, health agencies, lawn bowling clubs, libraries, etc.) • larger font • highlight opportunities for grandparents w/children • highlight caregiver support • follow Age-Friendly guidelines for promotions to older adults • present easy to read information (e.g. grids, tables) • provide targeted delivery by postal code, GIS to homes/dwellings 	<p>Final format and distribution plan for new Adult guide is developed and submitted to Managers for approval</p> <p>First publication distributed in online and paper media form in Fall 2018</p> <p><i>Resources TBD</i></p>
Market Saanich Recreation Centres as 'centres for social connections' (i.e., Meet your friends down at the centre to do yoga, etc.)	<p>Determine a clear vision for what changes need to be made in our communications. Work with centre staff to develop. (i.e., photos show groups of older adults)</p> <p>Create marketing guidelines for consistent use. Key concepts include: welcoming, community hub, community resources available, all ages welcome, places to socialize, 'no fee required' to come and hang out, meet up with friends at centres</p>	<p>Marketing materials clearly promote social connections</p> <p>Marketing guidelines developed and implemented</p>

PROGRAMMING CONTINUUM

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
Increase awareness of Saanich Parks & Recreation opportunities to seniors at risk, or isolated through community development and outreach	Coordinate presentations to identified isolated seniors locations <ul style="list-style-type: none"> • BC & CRD housing • Seniors serving agencies • Family Caregivers • HandyDART users 	3 presentations complete per year
	Enhance cross-marketing in Saanich facilities using community bulletin boards promoting Seniors Partners organizations, LIFE, low and no cost opportunities, transportation, social opportunities, accessibility, and more	Increased number of LIFE patrons in older adult category, and requests for LIFE memberships with seniors partner
	Offer regular open houses at centres that includes an orientation to the facility and services	Annually 2 orientations at each centre = 8 per year. Positive evaluations from attendees
	Distribute Saanich information regularly to seniors organization for their outreach and information-sharing with their members and/or clients. Establish a process for this sharing (e.g. email distribution list, promotional materials delivered 3x/yr, etc.) Programming team contributes to this information-share	Cross-marketing of programs and services between seniors organizations reaches broader population of isolated older adults

PROGRAMMING CONTINUUM

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
Promote accessibility features of Saanich parks, trails and recreation services.	Review and update centre accessibility information on website. Identify and expand promotion of accessible features in our facilities and outdoor spaces (e.g. pool lifts, accessible weight equipment, wheelchair accessible features, elevator, parking closeby, etc.)	Information is easy to find on website, in print, and digitally <i>Resources TBD</i>
	Promote accessible information regarding Saanich Parks. Link with community resources and apps were possible	Inventory grid is complete and accessible parks promoted
	Explore creation of and funding for user-friendly signage and trails guide for Saanich Parks and trails. Explore potential opportunities to work with regional partners (e.g. Recreation Integration Victoria)	Plan in place for producing User Friendly Trail Guide <i>Resources TBD</i>
Provide support to create older adult marketing messages which are positive and meaningful with the older adult audience	Review and improve existing program descriptions and marketing messages to ensure they are positive, Age-Friendly and focus on functional ability and benefits of social connection offered in a recreation and parks experience (e.g. 'come and meet new friends' rather than 'come and learn bridge')	Adult program descriptions reviewed and modified for and starting Winter/Spring 2019 in Active Living Guide
		Marketing campaigns, tools, and messages are inclusive, focused on ability and socialization Annual review by Older Adults Programmers and Marketing Specialist to monitor
Develop a marketing plan to target older adults 75yrs+	Research best communication practices and innovations used to reach 75 yrs+ older adults in other municipalities	Marketing plan in place for 75 yr+ reflecting distinct programming and parks options
	Engage Marketing Specialist and team in a specific in depth research project to learn about the Older Adult 75 yr+ and communication habits	<i>Resources TBD</i>

PROGRAMMING CONTINUUM

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
Liaise with Saanich network of seniors organizations and other regional networks to review, share, collaborate, communicate, and cross-promote opportunities for older adults.	<p>Work with partners to create regional cross-promotion of opportunities for older adults</p> <p>Support other clubs and organizations by adding links to website - birding organizations, etc. (not inventing more)</p> <p>Have information on the website as well as in printed form indicating where other non-Saanich activities and facilities are located and how to access those activities.</p>	Saanich partners meet twice a year to review and share opportunities.
Promote programs and services to health practitioners and medical professionals and Island Health on an ongoing basis.	<p>Create campaign plan and tools to increase awareness for health practitioners and medical professionals of Saanich services</p> <p>Work within the Health And Recreation Partnership agreement to promote services</p>	<p>Medical practitioners are aware of and support the services offered within Saanich centres.</p> <p><i>Resources TBD</i></p>

APPENDICES

DRAFT 1

APPENDIX



NOTE: Appendices are a work in progress

EARLIER SAANICH STRATEGIES - FOUNDATIONS FOR OLDER ADULT STRATEGY

Two earlier strategies helped shape Saanich Parks and Recreation response to the changing pattern of community demographics. Both initiatives have guided Saanich to make its parks and recreation experiences more attractive and beneficial for older adults. First, the Active Aging Strategy¹ produced in 2004 identified Saanich Recreation's Vision for "...a community where people can live healthy and active lives well into their senior years, where older people are valued for their skills and life experiences and where they participate in the community in ways that they choose".

The second strategy was started in 2006, when Saanich joined the World Health Organization (WHO) Age-Friendly Cities Project² and produced its findings in the Global Age-Friendly Cities Project, District of Saanich (2007). The Age-Friendly Project recognized the benefit of helping seniors maintain their independence, participate and thrive in their communities, and supports the creation of accessible and safe environments within Saanich.

The need for a renewed older adult strategy in Parks and Recreation was cited as a priority in the current Saanich Strategic Plan (2015-2018) in order to meet the needs of a changing demographic and support active lifestyles and cultural participation for Saanich's diverse population of older adults.

INITIATIVES TO WORK TOWARD A HEALTHY COMMUNITY

2015-2018 STRATEGIC PLAN

C1

Strengthen the physical, social and cultural participation of citizens

a. Develop strategies that recognize and support active lifestyles and cultural participation for Saanich's diverse age population. Active living opportunities for all ages are important in ensuring a healthy, vibrant, connected community. Completion of the Youth Development Strategy is scheduled for 2015 along with the initiation of an Older Adult Strategy to be completed in 2016.

Owner:	Parks and Recreation
Measure:	Strategies completed
Target:	Q4 2016
OCP policy:	5.2.2.2
Funded:	Operating budget
Informed by:	Parks, Recreation and Culture Master Plan

¹ Full PDF Strategy: <http://www.saanich.ca/assets/Community/Documents/Active%20Aging%20Strategy%20rev%20Oct%2027.pdf>

² <http://www.saanich.ca/assets/Parks~Recreation~and~Culture/Saanich%20WHO%20Age%20Friendly%20Cities%20Report%20FINAL.pdf>

NOTE: Appendices are a work in progress

APPENDIX



PROCESS AND METHODOLOGY

Our Older Adults Strategy relied on the collaborative efforts of four teams:

Two staff teams: the Management Team (MT) (consisting of 4 Parks and Recreation staff and the consultant) and the Core Team (MT plus additional recreation centre programmers), and

Two community teams: the Project Team and the Research Team¹

In February 2016, the Management Team first recruited community members for a Project Team whose responsibility would be to provide advice and feedback on the entire design and implementation of the public engagement strategy. The Management Team then recruited twelve members for the OAS Research Team and trained them in group facilitation skills and recording techniques in preparation for the launch of an eight month community-wide series of public engagements.

Our focus for community-wide public engagement became an exploration of older adults' experiences and perspectives on parks and recreation in Saanich. We met with Parks and Recreation patrons and non-participants, as well as those affiliated with community agencies working with older adults. We made special efforts to reach isolated and hard to access older adults by "going to them", rather than expecting them to come to our sessions.

All of the processes were designed to align with Saanich's Public Participation Policy. Central to all of our public engagements was the strengths-based change strategy called Appreciative Inquiry. "Appreciative" refers to the process of identifying existing strengths in Saanich services and facilities, and "Inquiry" - the process of exploring future possibilities that might enhance or change services and facilities. The process used open-ended questions to evoke personal values, perspectives and hopes of participants.

¹ See APPENDIX IV for graphic and description of OAS Teams

APPENDIX

VI:

NOTE: Appendices are a work in progress

PROCESS AND METHODOLOGY - PART 2

Key Events in our Community Involvement

Surveys: Between February and October 2016, we administered and analyzed two public surveys: First, we completed a baseline quantitative survey at the start of our process. The 695 respondents provided us with a basic identification of issues. The second survey had 285 respondents who offered rich qualitative data related to emerging themes².

Staff Involvement: Baseline interviews were completed with 32 Saanich Parks and Recreation staff whose responsibilities included working with older adults. In October, staff attended a “Think Tank” session to offer feedback and ideas related to emerging patterns.

Public Engagements: Our 62 public engagements involved 1304 participants in focus groups, world cafes, interviews, booths and sounding boards at special events, libraries and malls. The size of groups varied from very small to large community gatherings. Our intention was to meet with a diverse range of participants. In early spring of 2016, our meetings and engagements were typically with frequent users of Saanich Parks and Recreation services. The last half of public engagements involved those who were not regular users, specifically those for whom participation in our services was a huge challenge due to financial restraints, accessibility barriers, culture and language difference, and diminishing physical capacity that precluded involvement in traditional recreational activities. We also involved representatives from wide variety of other community organizations, including those from Island Health, Recreation Integration Victoria, seniors centres, and health-focussed agencies.

After each public engagement, results were summarized and posted on the OAS website olderadultstrategy.weebly.com. Participants of all engagements were invited to review and respond to the summaries of data. The final phase of public engagement, a Community Forum, was held in November 2016 which brought together a diverse mix of seniors agency representatives and community members to collect feedback on the emerging themes and learn from their contributions.

² See APPENDIX XXX for the questions asked in second survey.

Our process emphasized the importance of dialogue, supported by clear interaction protocols and sparked by open-ended questions³ designed by the Research Team to stimulate the personal values, perspectives and hopes of participants. The results of this process served to balance and support the quantitative responses generated by both surveys.

Management and Analysis of Data:

To give public engagement participants a chance to view a rough summary of what we captured in their face-to-face sessions (e.g. focus groups, cafés or interviews) the Management Team and Research Team members summarized results of each session and posted them on our Weebly website (olderadultstrategy.weebly.com) within 2-3 days of the event. We encouraged participants to review the summaries to ensure that their contributions had been accurately represented. We invited their feedback and asked them to provide additional ideas in the associated blog or by email. This ‘loop-back’ process is consistent with Saanich’s public participation policy. One limitation in this process: emailing participants directly with the session results was not possible, due to Freedom of Information policies that govern the collection and use of email addresses. Instead, we provided participants with a card that highlighted the OAS website with a repeated invitation to review summaries.

The results of public engagements were collected and analyzed from the first sessions in February 2016 through to the last sessions in November 2016. At midway point, in summer of 2017, the consultancy team performed the first formal analysis of combined data sources, including the two surveys, summary of staff interviews, plus all public engagements to date⁴. We tracked the general frequency of recommendations and ideas and began to identify recurrent patterns.

One of the recurrent problems with public engagements is that participants become disconnected from the process when their contribution is limited to a “one-shot” effort, after which they are left wondering if their ideas were respected

³ See Engagement Questions APPENDIX XXX

⁴ See APPENDIX XXX for complete List of public engagements - to be inserted in next draft

or integrated into the next stages of the planning. To mitigate this effect, we applied a modified Delphi technique to the development of themes and key information in Phase Two. The 'Delphi' research methodology formally means that the participants are invited to provide feedback on the latest iteration of the data. As mentioned above, participants were invited to provide immediate feedback regarding the fidelity of the Weebly website summaries. As our data sets expanded, we relied on the process of actively looping back to seek feedback from non-staff team members. To this end, the Management asked the Core Team, Research Team and the Project Team to assess the emerging ideas. They responded with healthy critical feedback that added further clarity and offered some fresh interpretations and perspectives that had not been considered.

A second important step in "looping back" was the staff think tank held in October 2016. Parks and Recreation staff, including administrators and programmers, and others with frontline expertise in older adult services reviewed and discussed implications of the data summaries and the major recommendations emerging from of public consultation. The results of this process helped shape the last major event in the public consultation; our public forum in November. The final phase of public engagement was held in November 2016, the results of which were then streamlined into four strategic priorities.

From January to March, the initial version of the Older Adults Strategy was written by the Management Team and Core Team members, with the first formal draft completed mid-March 2017. The draft has been sent to the public, stakeholders within Saanich Parks and Recreation staff and all members of our teams with the request to review and provide feedback by April 7.

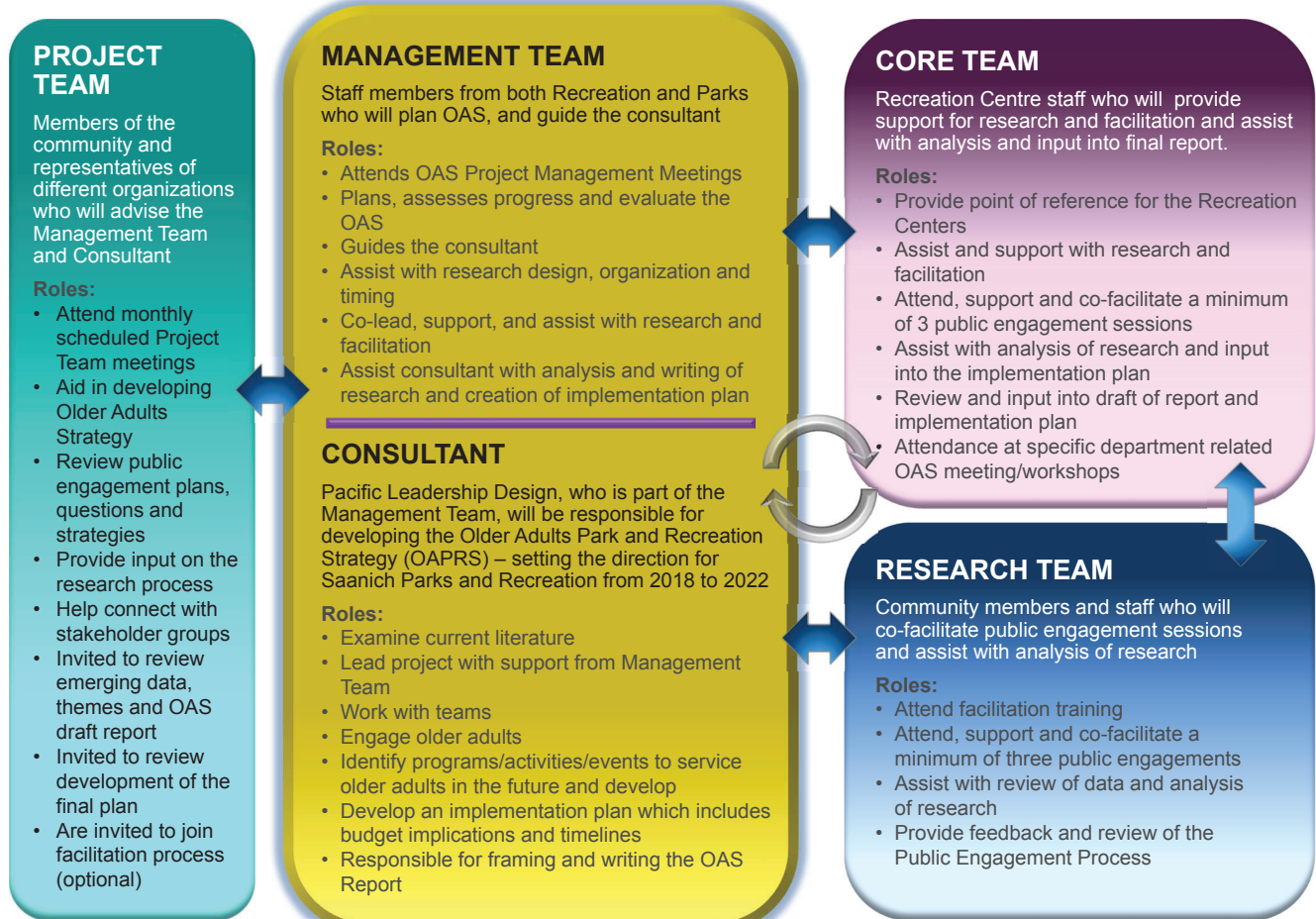
The Management Team will review all Draft 1 Report feedback, analyze and implement suggestions were possible. The final report will be presented to Council in June 2017 for its consideration.

NOTE: Appendices are a work in progress

APPENDIX VII:

OLDER ADULTS STRATEGY TEAMS

Older Adult Strategy (OAS) Team Roles





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