



# OLDER ADULTS STRATEGY & IMPLEMENTATION PLAN 2017 – 2022 PARKS AND RECREATION

## FINAL REPORT

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# 1.1

“On your own it’s difficult to get the courage to join a sport.”

OAS survey participant

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# EXECUTIVE SUMMARY

# 1.2

## INTRODUCTION:

Since our last *Active Aging Strategy* in 2004, the proportion of our older adult population has steadily increased. According to the 2016 Census,<sup>1</sup> the percentage of the population aged 65 and older in Saanich increased to 20.8%. When we add in the cohort aged 60-64 (7.2%), the percentage increases to 28%. For the first time, the 2016 Census recorded more adults aged 65 years and older, than children 14 years of age and younger (*Appendix 3.1*).

In 2016, Saanich Parks and Recreation connected with the community through a variety of public engagement methods to find out what is working well for older adults and what changes are recommended for the next 5-10 years of programs and services. Our new strategy is designed to respond to and anticipate the diverse needs of this changing demographic. With specific improvements planned for programs, parks and facilities we envision Saanich as a community where all adults can engage in meaningful social, cultural and recreational experiences.

## Public Engagement for Older Adults Strategy (OAS)

Our public participation took place over a period of 10 months with the support and guidance of our community Project and Research Teams. We heard from 2,284 persons, including 980 respondents in two public surveys and 62 engagements involving 1,304 participants in focus groups, world cafés, interviews, booths and sounding boards at special events, libraries and malls. To reach a diverse range of community members, we went to places where older adults congregate – in seniors housing, in recreation centres, at events and libraries. We sought the perspectives of regular recreation centre patrons, non-participants and “isolated” older adults, as well as representatives from community agencies. Our OAS website ([www.olderadultstrategy.weebly.com](http://www.olderadultstrategy.weebly.com)) presented an online summary of each engagement. We invited all participants to review and respond to the information we posted. We concluded with a Community Forum in November 2016 which brought together a diverse cross-section of community members, community agencies, and staff to review and contribute to emerging themes.

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

2015-2018 Saanich Strategic Plan



<sup>1</sup> <http://www12.statcan.gc.ca/census-recensement/index-eng.cfm>

## What we learned about the needs of older adults in Saanich

“90 is the new 40!”

OAS participant

Older adults wish to be treated with respect, valued for their past, present and future contributions, and maintain their health and well-being for as long as possible. They want to stay connected, continue to learn, contribute to and participate actively in community life. In general terms, we learned:

**They defy efforts to be categorized:** As we age, we naturally self-identify with different labels. We orient toward names that fit our self-image. Most OAS participants did not identify themselves as a ‘senior.’ However we discovered at approximately 75 years of age there was a shift where many were then comfortable being identified as an older adult or senior (i.e., some recognize themselves as seniors at 60, many at 75+, some never). Thus, we have used the term ‘older adults’ respectfully in this report.

We have loosely identified three stages for adults within the continuum of aging, which individuals may experience at varying ages. With this understanding, the report’s strategies are developed to best accommodate people as they progress through life stages.

**Stage 1:** Adults who are gradually transitioning between work and retirement and are very active and engaged in their communities. They do not consider themselves as older adults or seniors.

**Stage 2:** Adults whose physical capacities are diminishing, but whose level of social engagement remains strong.

**Stage 3:** 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 years+; however it is noted they may experience impairments at a much younger age (e.g., early onset Alzheimer’s).

**Longer life expectancies:** Adults are predicted to live longer,<sup>2</sup> more active lives. With extended lifespans, we need to view aging differently, living the ‘second 50’ years in a spirit of play, lifelong learning and growth, rather than in ‘shadows of decline’. 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 community.



2 Source: Statistics Canada CANSIM 206-0041

**Importance of meaningful social connections:** In public engagement sessions, participants expressed the need for increased space and opportunities for informal social, arts and recreational opportunities to meet the growing call for social connection. Being part of a welcoming community is of high importance to older adults. Participants who are already involved in Saanich recreation centres suggested that the ‘activity itself’ may have prompted their first visit, but it was the connection made with the instructor, the staff at the reception desk or other participants in the activity that kept them returning to participate. Social connection was reported to be of vital importance to those of all ages, particularly those in the later years.

**Need for a clear continuum of opportunities:** Older adults need a clear progression of program options which correspond with physical and cognitive changes experienced in aging. In order to ensure adults continued participation a variety of levels and program choices need to be offered.

**Ageism:** 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 Ageism.<sup>3</sup> The report states six-in-ten adults, 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.

**Myth of wealth and disparity of income:** All seniors are not wealthy: The increasing polarization of wealth in Canada has been accompanied by a common public misunderstanding that all older adults are wealthy. The latest data available in the 2011 Census reported that 14% of BC adults aged 65+ live in poverty, as defined by the Low Income Cut-off measures (LICO) that represents a person’s capacity to afford to pay for basic needs. This figure expands to 29% if we include those who are living alone or with non-relatives, far higher than those living with family.<sup>4</sup> Also, if we consider only older adult women who are living alone, this percentage climbs to 34%.

“I have gone grey and I notice that people now act towards me as if I am old, however, I only see the grey in the mirror and still think of myself as young and beautiful!”

OAS survey participant



<sup>3</sup> Revera Report on Ageism; Jeffrey Lozom and Jane Barrat, for International Federation on Ageing

<sup>4</sup> Source: Statistics Canada CANSIM 206-0041



“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

*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.<sup>5</sup>*

- “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.
- As a society, we need to challenge our beliefs about aging; there will be many fully functioning active adults in later life, looking for opportunities.”

**Barriers to participation are many:** Participation depends upon an older adult’s ability to afford the activity fees and transportation, their physical and cognitive health, personal transportation to, or proximity to facilities, a history of previous active lifestyle and easy access to Parks and Recreation information. If the older adult is missing one or more of these attributes, the likelihood of participation is significantly reduced. Other less obvious barriers include language differences, cultural differences, low confidence and fear to join or try a new activity. Many older adults viewed recreation centres as places just for sport and young people.

**Language barrier:** Approximately 9% of Saanich adults over 65 years report that English is not the main language spoken in their homes. These older adults may be more isolated, be harder to reach, and have difficulty with oral and written communication related to recreation and parks; they need more support to participate.

**Walking is the most popular activity:** Access to flat and safe walking paths with easy access to benches and washrooms was a top priority, now and in the future.

**About 25% of Saanich adults over 65 years live alone:** This leads to a higher risk of social isolation accompanied by increased likelihood of compromised long-term health.



<sup>5</sup> 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>

**Facilities require structural upgrades and additional age-friendly equipment:** To ensure social and physical accessibility, structural upgrades and equipment are needed in centres, parks and trails. The requirement for more social gathering spaces in the recreation centres and parks will continue to grow as the population ages.

**Importance of clear, easily accessible communication:**

Participants asked for promotional material that is easily found and understood, and available in print and digital form geared to older adults.

**Health benefits are not fully recognized:** The benefits of participating in social, cultural or recreation programs are not fully appreciated by all older adults, nor are they adequately recognized and supported by the provincial health system.

**Active participants expressed deep appreciation:** Regular patrons acknowledged the impressive range of rich assets offered by Saanich Parks and Recreation.

Through the engagement process, four themes evolved which formed the basis of our report and strategic priorities:

## 1. Programming Continuum

Our priority for programming is to offer a continuum of choice to older adults as they experience physical and cognitive changes, a need for affordable programs and an increased need for social connections. We intend to clearly communicate the levels of intensity or type of opportunity each program offers. We will explore new ways to offer introductory programs in the arts, fitness and health, opportunities for self-organization, more programs affordable to those of low income and programs designed to serve multicultural, multi-generational and LGBTQ participants. We will highlight programs for working adults and create volunteer opportunities that older adults will find meaningful. Best practices in program delivery for older adults will guide program development.

With the projected increase in the numbers of older adults living in Saanich, we need to support the self-organization by older adults in order to expand opportunities and manage anticipated pressure on resources. A review of the department's Fees and Charges Policy is necessary as we anticipate a larger number of adults moving into the age category eligible for reduced admission rates. Pricing for programs and services will need to take into account lower incomes and low rentals fees which support the desire for groups to self-organize.

“Recreation is a fundamental human need and includes a range of activities. It is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community well-being.”

National Recreation Framework, 2015





“When one gets older one’s world gets smaller. Older relatives (and sometimes young ones) die. One’s body can do less and less. Participating in the arts is a way to open up one’s world, to feel creative and worthwhile, and part of a creative group. It also keeps the brain active!”

OAS survey participant



## 2. Age-Friendly Spaces

For older adults to participate in and continue with any activity, we need to ensure that appropriate Saanich indoor and outdoor spaces are welcoming, universally accessible and recognized as places of community and social connection. Universal accessibility in turn benefits all ages and abilities. We hope to change the common perception of recreation centres as exclusively for the young and offering only sport and fitness, to being recognized as community centres for social interaction, inclusive and inviting to older adults.

To further meet community needs, the department will undertake a Market Overview and Future Demand Analysis to determine plans for age-friendly facilities and programs. This planning is integral to meeting residents’ future needs and to position Saanich for future opportunities. In Parks we will strive to offer a diversity of outdoor experiences for all abilities, with a range of accessibility features.

## 3. Collaboration

Of critical importance to the success of our strategy is the need to strengthen collaborative relationships with partners in the areas of social connections, transportation, communications, health programming and services to address and reduce the barriers to participation. Strengthening relationships and partnerships means both internal and external action, from cross-departmental collaboration to strengthening community links with existing stand-alone senior centres in Saanich, other service providers and community members at large. As a culturally diverse municipality, cross-cultural collaboration will help improve translation services and open up recreation to all ethnicities.

## 4. Enhance Communication

Our main priority is to increase awareness of Saanich programs, facilities and outdoor spaces. While an increasing number of older adults are accessing information through digital communication, many appreciate the continuation and refinement of our print media forms. In response to what we have learned, for example, Saanich's Active Living Guide has been adapted to a new three column format that increases white space with a slightly larger font size. In future communication for older adults we will include a more detailed program description, icons and charts. A new Program Guide for adults is recommended to tailor communication to adults and older adults. We will ensure that information related to older adults is communicated in a manner that is positive and respectful of this demographic.

“Creative aging is about possibilities, freeing ourselves of limiting beliefs about aging and embracing the reality that individuals continue to grow, learn and contribute to their communities throughout the life journey.”

Pat Spadafora, Sheridan Centre for Elder Research, Arts Health Network of Canada

### Summary of Resource Requests

Please refer to page 46 for details of each year's requests

RESOURCE REQUEST BY YEAR	
2018	\$124,000
2019	\$132,000
2020	\$156,500
2021	\$108,500
2022	\$83,500
Total	\$604,500



# 1.3

Working in partnership with the community, we create opportunities for enrichment, sustain quality environments and support healthy lifestyles.

Saanich Parks and Recreation  
Mission Statement

## VISION AND GUIDING PRINCIPLES

From our discussion and analysis of our public engagement we have created a new vision and set of principles to guide our interactions with older adults.

### VISION FOR OUR STRATEGY

**SAANICH: WHERE ALL OLDER ADULTS  
THRIVE ON SOCIAL CONNECTIONS,  
HEALTHY LIFESTYLES AND  
CONTINUOUS LEARNING.**

### GUIDING PRINCIPLES

- Expand opportunities for meaningful social connection, play and lifelong learning in our parks and recreational programs
- Offer or support quality programs, services and facilities in parks and recreation that promote the health and well-being of older adults
- Create welcoming, innovative, safe 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
- Whenever possible, offer a progression or continuum of experiences that encourage older adults to continue participation
- Project positive and respectful representations of older adults in all creative and written material as well as face-to-face communication
- Encourage and facilitate opportunities for groups to organize their own activities
- Encourage meaningful volunteering opportunities that utilize the wisdom and experience of older adults



# STRATEGIC DIRECTIONS

# 2

This section of the report will describe each strategic priority along with an explanation of the analysis. Following the explanation, you will find implementation grids describing specific goals, actions, outcomes, resources, timelines and internal owners of the actions.

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



# #1

## STRATEGIC PRIORITY

“The recreation centres are great but the exercise facilities are busy with younger people and they make me uncomfortable because I don’t exercise the way they do.”

OAS survey participant

## PROGRAMMING CONTINUUM

Please refer to Page 17 for implementation plan for this priority

The older adult age range is not specific. Public engagement sessions indicated some adults in their 40s felt they were “older adults” while others in their 80s or 90s did not want to be considered a senior or an older adult and defied categorization. An older adult’s age can therefore span over 60 years. The challenge and opportunity for parks and recreation professionals is to ensure a continuum of programs is available for adults that will serve them well as they progress through various stages of aging.

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

- More low-cost opportunities
- Broad range of activity choices from arts to physical
- Attractive social opportunities through both formal and informal channels
- Increased range of health programs (e.g. Osteofit) and services (e.g. physiotherapy) in centres
- Parking close to entrance, including expanded accessible parking (more spaces than what is required in B.C. Building Code standards)
- Easy transit access at centres

This demographic features a dramatic range of functional abilities. Some older adults actively seek opportunities related to physical fitness and health. Others are looking for more adapted programming for age-related or chronic health issues, or a wider range of options to meet different interests and abilities including arts programming. 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 and variety 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 become socially isolated.





While women often spoke openly about the importance of staying connected, our anecdotal evidence suggests that men have greater difficulty keeping socially connected. We need to be more attentive to the risks of males moving into isolation and ensure that we offer programs equally attractive to all genders.

## The need for a continuum of choices as we age

Older adults requested more clearly defined program descriptors with an easy-to-understand continuum of choices that provide value and enjoyment as well as physical fitness, health and wellness, social and emotional benefits. Program information must clearly identify the physical and cognitive capacities needed to participate in each activity. Similarly, in the Saanich parks and trail system, we need to present a progression of choices by offering “fully accessible” trails that serve all levels of mobility through to designated wilderness trails.

Our first intention is to review programs to ensure we are offering a full range of experiences at various times of the day that include those that are active, social, creative and health-focused. Programs will be clearly defined with low to high physical or cognitive requirements.

We will develop systems that communicate information through commonly recognized labelling and symbols and enable more effective self-assessment for participants. Under consideration is an expansion of the current “heart” icon intensity indicator to include icons for balance, cognitive function, chair-friendly and companion-welcome programs. Further, exercise and fitness programs can be categorized as gentle, medium and intense, rather than beginner and intermediate. The goal is to support all of these changes with an easy-to-recognize selection of symbols and clear descriptions.

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

- Opportunities to try out a program before signing up for a long session
- More opportunities for self-organized casual get-togethers or drop-in
- Opportunities that do not require significant upfront financial commitment
- More programs 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

## Adult Health & Fitness

♥ 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.

From Saanich Active Living Guide



## PROGRAMMING CONTINUUM

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

Joyce, OAS Community Forum participant

With all requests for future activities, whether gardening, clubs, oil painting, playing cards, more pickleball 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 with simply participating in their chosen activity. Older participants explained that the social opportunities associated with their program were what they valued most. 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 50s-60s, particularly those who were male, talked about the continued significance of involvement in physical activities and competition. They described how they valued opportunities to improve a skill or compete in a favourite sport such as tennis, squash or hockey. They commended our efforts to adapt sports for older adults to enable continued participation. Some participants, formerly ardent competitors in their respective sports, recognized a decline in their physical abilities, and expressed interest in having Saanich further develop a continuum of levels available in their chosen activity, or finding creative or social alternatives.

Some older adults described their desire to return to an arts-based interest that they stopped during their work-life and family-raising years, or to begin a new interest at this life stage (e.g., music, visual, dance/movement, theatre). At this stage in life, they feel they have an opportunity to develop their creative side and feel that these pursuits help them remain active, engaged and connected. Such input coincides with growing national and international research that supports the significant health benefits of participating in the arts.

Older adults who are working described a lack of programs that fit their regular work schedules and match 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 need to ensure the availability of late afternoon, evening and weekend programs, and improve the clarity in the ways we communicate the related information.

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 skill sets. For example, the Saanich Parks Pulling Together Program engages dozens of volunteers in a substantial and rewarding practice of removing invasive species in our parks. It seems to be successful because the full cohort of older adults feels well supported by staff and receives an immediate sense of achievement all the while enjoying the outdoors.



Findings from the 2017 Volunteer Victoria Research Project *Stage Based Volunteering*<sup>8</sup> suggests that supporting volunteers in their work and their learning requires resources and attention. The report cites five reasons why people volunteer:

- To give back to the community
- They feel it is an important value
- It serves as a social outlet
- It contributes to personal development
- It helps manage their health and wellness

Volunteers stated that they often felt that they have “a lot of untapped skills, and that organizations often don’t ask.” Volunteers also expressed strong feelings about being labelled as a senior. Some revealed a belief that the skills and beliefs of older volunteers are not appreciated: Many organizations ask younger volunteers what they want to do but they tell older volunteers what needs to be done.

Many older adults choose to belong to a group or club that offers social connection and friendship. Older adult centres offer a variety of meaningful opportunities for volunteering including self-governance, instruction, service, organization and outreach.

It was suggested we create an attractive program of opportunities in which older adults can 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 coaching or supporting others, as well as meeting the need for more low- or no-cost programs.

As the largest segment of baby boomers move into the 75 years+ age group in the next 10-15 years, it will be important for programs, services and facilities to have developed the capacity 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 disabilities, while others carry these from childhood. The former typically 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 modest membership fee combined with volunteer instructors and administration assists in keeping activities successful and affordable. To open up space in Saanich facilities for

“Personally I dislike being lumped as a ‘senior’ in need of special consideration. All my life I have been an individual with preferences, strengths, and weaknesses. I still am.”

Volunteer Victoria,  
Stage Based Volunteering,  
Volunteer respondent



<sup>8</sup> Stage Based Volunteering; Volunteer Victoria Research Project 2017; Volunteer Victoria.



## PROGRAMMING CONTINUUM

“I am on a very limited income, so it would be great if programs were more affordable for single income earners that live in a rental situation, maybe fees could be tiered?”

OAS survey participant

more self-directed activities, we will need to develop new ways 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 beyond walking distance to centres. Many older adults who must give up driving or live in independent living situations simply abandon 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 this kind of service.

We also focused on the question of how to expand the positive impact of the Leisure Involvement for Everyone (LIFE) program for older adults<sup>9</sup>, 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.

### Increasing the capacity of Saanich staff

To be successful with older adult programming we need to dedicate more resources to older adults programming staff. The Older Adults Programmer II, currently part-time hours, will be responsible for implementing and overseeing the Older Adults Strategy and providing leadership on many actions such as outreach and communication, building health partnership programs and creating an Older Adult Ambassador Club (i.e., Volunteer Greeter, Elder College program). We recommend the current part-time Older Adults Programmer II position be increased to full-time hours and that part-time Programmer I positions be added to each recreation centre to provide on-site leadership and support for new initiatives including volunteers and health programs.

To develop new collaborative, health partnership programming, we recommend Saanich explores the viability of hiring a full-time recreation therapist (see Glossary) to work as a liaison between Saanich and Island Health, health practitioners, clients and other health service agencies.












As we review the number of significant actions integral to meeting the expectations of the community and effectively implementing the Older Adults Strategy, it is essential that we have in place sufficient resources to ensure success.



# #1

## STRATEGIC PRIORITY

## PROGRAMMING CONTINUUM

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
1 Saanich Parks and Recreation programming reflects Older Adults Strategy public engagement recommendations	<b>a</b> Research and develop a collection of best practices in older adult program development (i.e., acoustics, temperature, trip hazards, types of chairs, caregiver options, distance to washroom)	Checklist of best practices created  <b>2019</b>  <b>Centre Programmers</b>
	<b>b</b> Provide additional options to allow adults to try out new/introductory classes where possible (i.e., expanded Winter sampler week, introductory class)  <i>Submit budget request for 2019</i>	Introductory classes added to fall and winter seasons. Sampler Week opportunities are expanded   <b>2019</b>  <b>\$4,000/yr</b>  <b>Centre Programmers</b>
	<b>c</b> Evaluate possibility of offering programs year-round with consideration given to space and instructor availability.	Increased number of classes offered year round  Increased participation numbers   <b>2018</b>  <b>Centre Programmers</b>
	<b>d</b> Complete an inventory showing evening, weekend, drop-in information and drop-in programs. Identify any gaps in scheduling and expand programming at these times to meet needs	Inventory completed and reviewed every second year with Adult Programmers to ensure balance of opportunities  Variety and balance of program times offered throughout weekly schedules   <b>2018</b>  <b>Adult &amp; Fitness Programmers</b>
	<b>e</b> Designate quiet times without music in weight rooms	Each centre's weight room schedule offers three times per week without music   <b>2018</b>  <b>Fitness Programmers</b>















# PROGRAMMING CONTINUUM

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
<b>1</b> CONTINUED  Saanich Parks and Recreation programming reflects Older Adults Strategy public engagement recommendations	<b>f</b> When possible, schedule pool times geared to quiet use, with less congested change rooms, so seniors can avoid accidental contact and loud noise. Promote as “public quiet swim times”	Gordon Head and Saanich Commonwealth Place offers scheduling where there are minimal conflicts between older adults and young children 2 x/wk  <b>2018</b> <b>Aquatic Programmers</b>
	<b>g</b> Supplement or adjust existing weight room staffing to provide Supervisor on Duty for a two-hour time during less busy times to support new older adults with skill development  <i>Submit budget request for 2019</i>	Each centre has a two-hour time period each week with support available during a quiet time  <b>2019</b> <b>\$10,000/yr (2015 rates include benefits)</b> <b>Adult/Fitness Programmers</b>
	<b>h</b> Continue to develop new opportunities for multi-generational participation (i.e., Intergenerational physical activity leadership program, grandparents and grandchildren programs, events for all ages)	Baseline inventory developed. More offerings available  <b>2018</b> <b>\$4,000/yr</b> <b>Community Services, Adult Programmers</b>
<b>2</b> Older adults have access to a wide range of social opportunities	<b>a</b> Inventory current social programs offered within our centres by Saanich as well as community groups.	Inventory complete  <b>2018</b> <b>Centre Programmers, Community Services</b>
	<b>b</b> Complete an availability scan of buildings owned by Saanich or community for possible use for social programming	Building and space inventory complete  <b>2019</b> <b>Parks, Community Services</b>
	<b>c</b> Develop framework and guidelines to be used in all recreation centres to support self-organized groups wanting to access Saanich facilities	New framework complete  <b>2020</b> <b>Centre Managers, Parks</b>
	<b>d</b> Share information with older adults and Parks and Recreation staff to encourage use by self-organized groups	Increased number of self-organized community groups in buildings  <b>2020-2022</b> <b>Parks, Community Services</b>













# PROGRAMMING CONTINUUM

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
3 Saanich offers a diverse range of outdoor programs	<p><b>a</b> Develop baseline inventory of current outdoor programs</p> <p>Explore new opportunities for outdoor programming (i.e., nature education, more guided walks and formalized walking groups for safety and socialization)</p>	<p>Outdoor programming has increased for older adults</p> <p> 2018-2022</p> <p> <b>Community Services, Programmers, Parks</b></p>
4 Fees and Charges Policy reflects the changing demographics in Saanich and the impact on financial sustainability	<p><b>a</b> Develop low-cost rental fees in Saanich buildings to encourage use by self-organized groups and community partners (i.e. hobby groups or arts groups to practice or perform)</p>	<p>Recommendations completed for Finance Committee policy review</p> <p> 2019-2020</p> <p> <b>Senior Management</b></p>
	<p><b>b</b> Staff committee researches changes required to senior admission/passes rate</p>	<p>Recommendations presented to Finance Committee; Parks, Trails and Recreation Committee; and Council for approval</p> <p> 2019-2020</p> <p> <b>Senior Management</b></p>
5 A wide range of indoor and outdoor opportunities are offered at modest, low or no cost to older adults	<p><b>a</b> Explore program scheduling and payment options that decrease up-front registration costs: increased number of drop-in programs, offer shorter lesson sets, monthly payment options for ongoing/longer or more costly programs</p>	<p>Flexible program scheduling and payment options offered</p> <p> 2019-2020</p> <p> <b>Centre Managers</b></p>
	<p><b>b</b> Saanich to work with local clubs to see if they can offer low-cost or no-cost introductory opportunities for older adults</p>	<p>Meet with two clubs or organizations annually to review opportunities</p> <p> 2019-2022</p> <p> <b>Community Services, Parks</b></p>
	<p><b>c</b> Start dialogue with Greater Victoria Active Communities (GVAC) to conduct a comprehensive review of Leisure Involvement for Everyone (LIFE) program across the region</p>	<p>Report of recommendations for LIFE is presented to GVAC managers, directors and governing boards as required</p> <p>Revised LIFE program adopted</p> <p> 2018-2020</p> <p> <b>Community Services</b></p>
6 The benefit of parks and recreation on older adults' social, mental and physical health is measurable	<p><b>a</b> Work with a post-secondary organization and health professionals to research and develop an evaluation tool that measures the benefits of participation, both short and long-term</p>	<p>Assessment tool completed and implemented</p> <p> 2018-2019</p> <p> <b>Community Services</b></p>
















# PROGRAMMING CONTINUUM

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
7 Information necessary to select an appropriate program is easy to find and understand	a Determine functional levels and specific abilities necessary to fully and safely participate in programs (i.e., intensity level, caregiver required, cognitive abilities required, physical/non-physical, chair participation options, balance required, ability to get up and down from floor)	Functional levels identified  <b>2018-2020</b>  <b>Centre Programmers</b>
	b Research and identify an icon system to aid in program descriptions and identification	Icon system adopted and usage in communication determined  <b>2018-2020</b>  <b>Centre Programmers</b>
8 Health specialists, caregivers and companions can support older adults in accessing recreation	a Develop and pilot a respite program where caregivers and the cared-for can participate in recreation with a grant and funding	Program evaluated  <b>2018</b>  <b>Commonwealth Place Programmers, Community Services</b>
	b Collaborate with community organizations for input on how caregivers can access support, in order to maintain their health through recreation programs	Meeting held with community agencies who support caregivers  <b>2018</b>  <b>Community Services</b>
	c Explore and make criteria for:  (1) a new Older Adult Assistant Pass to provide free access for a caregiver/companion when accompanying an older adult who requires ongoing assistance	Older Adult Assistant Pass approved, implemented and promoted  <b>2018</b>  <b>Community Services</b>
	d (2) Create process and identification system for health specialists to attend with, and support an older adult's participation in recreation for a designated period of time	Process and identification system approved, implemented and promoted  <b>2018</b>  <b>Centre Programmers</b>

# PROGRAMMING CONTINUUM

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
<p><b>9</b> The needs and participation of 75+ (Stage 3) population are met through a range of opportunities</p> <p><i>Background: Due to internal processes, the department does not have reliable age-related data for programs/ passes</i></p>	<p><b>a</b> Review program inventory and ensure programs allow for varying levels of participation as people age, including gentle activities, social, creative, lifelong learning and health-related programming</p>	<p>A range of activities and educational programs are offered suitable for all abilities in the 75 year age group</p> <p> <b>2018-2022</b>   <b>Centre Programmers</b></p>
	<p><b>b</b> Improve tracking of older adults' participation: change registration prompts and educate staff and public the reason for collecting birth dates during registration and pass sales</p>	<p>Program registration stats and pass sales are evaluated annually to learn about participation interests and patterns of 75+ patrons</p> <p> <b>2018-2020</b>   <b>Marketing</b></p>
	<p><b>c</b> Design programs for this population to include social gatherings, including food when appropriate, at easy to access sites</p>	<p>Program registration statistics show an increased number of older adult patrons. Evaluations are positive</p> <p> <b>2019-2022</b>   <b>Centre Programmers</b></p>
<p><b>10</b> Health services and programs are offered to support older adults</p>	<p><b>a</b> Fitness Programmers to complete an inventory of local health services and practitioners in Saanich</p> <p>Review and identify gaps in service where Saanich Parks and Recreation may have opportunities to expand services</p>	<p>Inventory complete. New dialogue held with potential contractors or partners for increased program development as per Saanich procurement policies and procedures</p> <p> <b>2018-2020</b>   <b>Fitness Programmers</b></p>
	<p><b>b</b> Increase scope of health services between all recreation centres (e.g. kinesiology, massage therapy, physiotherapy, exercise therapy, counselling services). Explore possibility of offering group opportunities to lower the cost to the patron</p>	<p>Expanded health services offered where appropriate throughout four centres</p> <p> <b>2020-2022</b>   <b>Fitness Programmers</b></p>
	<p><b>c</b> Identify potential funding sources that could support community health services in centres for convenience to patrons, as well as attracting new patrons (e.g. hearing screening, blood pressure testing, foot care, diabetes prevention, arthritis self-care, etc). Work collaboratively with community partners, health providers and the new Health and Recreation Partnership (HARP)</p>	<p>Community health services are regularly offered at four centres</p> <p> <b>2020-2022</b>   <b>Fitness Programmers</b></p>

## PROGRAMMING CONTINUUM

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
11 Older adults can choose from a range of meaningful volunteer opportunities	<b>a</b> Establish baseline of volunteer opportunities currently available in Saanich Parks and Recreation specific to older adults	Baseline completed  <b>2018</b>
	<b>b</b> Research what benefits are most appreciated by older adult volunteers	Engagement held with older adult volunteers for feedback and recommendations  <b>2018</b>  <b>Community Services</b>
	<b>c</b> Develop a “Saanich Older Adult Ambassador Club” within recreation centres to include: 1. Volunteer Greeter Program and 2. Elder College-style program  1. Create a Volunteer Greeter program where adults are trained to assist those new to centres, available at designated hours to provide individualized attention for older adults  <i>Submit budget request for 2019</i>	Recommendations submitted to managers for approval  <b>2019</b>  <b>\$2,000/yr</b>  <b>Community Services</b>  Volunteer greeter orientation piloted and evaluated in one centre  <b>2019</b>  <b>Community Services</b> Program implemented in other centres where possible
	<b>d</b> 2. Explore creation of Elder College-style programming using voluntary expertise of older adults to instruct “club” classes which are then offered at no to low cost for club members  <i>Submit budget request for 2020</i>	 <b>2020-2022</b>  <b>Community Services, Centre Programmers</b> Recommendations submitted to Managers for approval  <b>2020</b>  <b>\$2,000/yr</b>  <b>Community Services</b>
	<b>e</b> Increase range of meaningful opportunities for volunteering for older adults	The number of older adults who volunteer with Saanich Parks and Recreation increases annually  <b>2020-2022</b>  <b>Community Services</b>



# PROGRAMMING CONTINUUM

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
12 Staff resources are sufficient to implement Older Adults Strategy recommendations	a Increase Older Adults Programmer II staff hours from part-time to full-time hours  <i>Submit budget request for 2018</i>	Part-time hours increased to full-time hours and increased staff capacity to address strategy goals and actions  🕒 2018 💰 \$43,000/yr (2015 rates incl. benefits) 👤 Community Services
	b Add four new centre-based part-time (17.5 hr/week) Programmer I positions to support implementation of new older adults initiatives (e.g. volunteer programs) and health programs. Includes workstations (desk and computer)  <i>Submit budget requests for 2019-2022</i>	New staff positions requested in and approved in budget process. Increased staff capacity to address strategy goals and actions  🕒 2019-2022 One new Programmer is hired per year  💰 \$35,500/yr (2015 rate incl. benefits)  🕒 2019-2022 💰 \$5,000 each yr for workstations 👤 Centre Managers
13 Health expertise position is built into the Recreation Division to coordinate health-related and partnership programs with Island Health and health agencies	a Create a new Recreation Therapist position (see Glossary) to liaise with Island Health, community health and seniors serving agencies, and medical practitioners. Liaise with and support Saanich staff who are working with older adults with range of medical and health enquiries  Create job description  <i>Submit budget request for 2020</i>	Job description approved  Recreation Therapist hired and new programs and partnerships developed  🕒 2020 position hired 💰 \$86,000/yr (2015 rate incl. benefits) 👤 Community Services, Senior Management

# #2

## STRATEGIC PRIORITY

## AGE-FRIENDLY SPACES

Please refer to Page 27 for the implementation plan for this priority

The definition of ‘age-friendly spaces’ is the creation of indoor spaces, outdoor spaces and all amenities in our recreation centres and parks which make them welcoming to all ages.

Public engagements and surveys revealed three major findings:

1. Saanich’s ongoing commitment to maintaining quality facilities and parks was acknowledged. Participants recommended upgrades and adaptations to make facilities more age-friendly and accessible in response to changing needs of older adults.
2. Many people view recreation centres as exclusive places for the young and those “who pay, work out, and leave,” whereas a community centre was perceived to be more friendly, social and inviting.
3. More social drop-in program space for older adults is required in all four centres, yet there is inadequate space, equipment and support currently available. Saanich recreation centres need to expand to accommodate the socialization needs of our aging population. To be successful in the future, the department will need to undertake a Recreation Facility Market Overview and Future Demand Analysis to determine future recreation facility plans.

Throughout all our public engagements we learned that people want our centres to be welcoming places for community as well as a place to make social connections. This sparked interest in exploring the repositioning of our facilities from “recreation centres” to “community centres.” The benefits of this change will require clear communication with the community. It will reflect our commitment to strengthen opportunities for social connections. Our goal is to have people come to know community centres as inclusive places that offer social connections, community resources and health programs as well as opportunities for arts, cultural, continued learning and physical activities.

To this end, participants described characteristics of spaces that they considered welcoming and the features that make them want to return. In our analysis of the information, we began to paint a picture of the ideal experience for an older adult as they first experience our centres and parks.



### Imagine an age-friendly community centre:

- Using clear directional signage patrons find flat, easy-to-access parking lots with spaces close to the entrance. If travelling by transit, users travel by bus to the reconfigured entrance to the centres. If on foot, walking is easy on safe, accessible sidewalks. Those with scooters find covered parking and charging stations beside the entrance. The smooth entryway at the centre offers the visitor the option of an automated door opening, with clear directional, consistent signage.
- Once inside, a friendly staff member, or volunteer at the “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, community activities, and an orientation to the online registration system and search tool. 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 café with tables and age-friendly chairs invites informal socializing. Reception staff understands the needs of older adults and work at a front desk that is height-adjusted for patrons using wheelchairs and scooters or those who require seating when registering. Hallways, washrooms and change rooms are adjusted for universal access and are clear of obstacles.
- To help alleviate safety concerns related to falling, program times are available for older adults who wish to avoid spaces congested with busy families and strollers. Gender neutral signage and awareness of the LGBTQ population assists in providing a safe and welcoming environment. Signage is easy to find and understand and is consistent throughout centres.

“The activities are less important, it’s more about getting out. Socializing is more important than activity.”

OAS participant



## AGE-FRIENDLY SPACES

“Walking is the easiest and most common type of physical activity for seniors. Planners and designers can encourage walking by creating ability-appropriate and attractive walking paths that reach interesting destinations (e.g. a fountain, a gazebo, a vista, an outdoor coffee shop).”

UCSLA Luskin School of Public Affairs Placemaking for an Aging Population: Guidelines for Senior Friendly Parks 2014

### Imagine age-friendly parks:

Older adults find themselves in a universally accessible environment, where choices of trails and facilities are presented through clear descriptions and systems common to all Saanich parks. Trail difficulty is identified through a rating system and amenities indicated on selected routes (i.e., types of trail surfaces, locations of benches, washrooms). A user trail guide shows routes and accessibility within Saanich Parks. Staff in parks are aware of the 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, paved, looping pathway surrounding a centre that is safe and close to washrooms. An annual assessment is performed by a team of Saanich Parks and Recreation staff and older adult volunteers in order to maintain the quality of experience for older adults.

Of all the current recreation offerings in Saanich one stood out. Throughout our research, walking was reported as the most popular and valued activity for the older adult. We heard repeated requests for more walking paths, trails or opportunities that are safe, easily navigated and accessible. There is a need to build connecting trails to and around recreation centres.

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 phone application (Leisure Accessibility Victoria Application) that will help people assess accessibility features in community offerings.





# #2

## STRATEGIC PRIORITY










## AGE-FRIENDLY SPACES

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
1 Saanich spaces are welcoming and inclusive environments for older adults	<p><b>a</b> Explore Welcome kiosks in the lobbies of each centre for recreation and community information, designed with low counter with seating and computer (e.g. touchscreen). Kiosks will be unique to each reception centre, yet with shared purpose and message and support the 'Volunteer Greeter' program (see <i>Programming Continuum</i>). Look for funding sources or business sponsors for the kiosks</p> <p>Pilot and evaluate. Research computer feasibility</p> <p><i>Submit budget requests for 2019-2022</i></p>	<p>Kiosks piloted in one centre, then expanded one per year. Older adults are welcomed by volunteer greeter when entering and easily access information and support</p> <p> <b>2019: First pilot complete</b></p> <p> <b>\$8,000/kiosk</b></p> <p> <b>Community Services, Centre Managers</b></p> <p> <b>2020-2022:</b></p> <p> <b>\$8,000/kiosk each year</b></p> <p> <b>2022: \$10,000 to add computers to kiosks</b></p> <p>Note: should reception area renovations occur within five year range, kiosks will be incorporated into design and construction.</p>
	<p><b>b</b> Explore the possibility of self-managed space for patrons to serve their own food/snacks (i.e., counter with tea kettle, microwave, fridge) at Gordon Head and G.R. Pearkes Recreation Centres</p>	<p>Options explored</p> <p> <b>2019</b></p> <p> <b>Centre Managers</b></p>
	<p><b>c</b> Identify best practices of standard accessibility signage guidelines, multiple languages and/or labels/icons (i.e., professionally designed, easily understood, age-friendly). Inventory of signs required for centres and parks created with 5-10 year plan</p> <p>Create signage strategy for department</p> <p><i>Submit budget request for 2019</i></p>	<p>Best practices and inventory completed</p> <p>Signage strategy completed</p> <p> <b>2019-2022</b></p> <p> <b>Signage Strategy \$40,000</b></p> <p> <b>Centre Managers, Parks</b></p> <p>New signage implemented as part of annual replacement of signage</p> <p> <b>2019-2022</b></p>








## AGE-FRIENDLY SPACES

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
.1 CONT. Saanich spaces are welcoming and inclusive environments for older adults	a Explore a legacy donation program for all improvements in centres and parks	Proposal for program submitted to senior management 2020 Centre Managers
	b Create public washroom strategy for Saanich Parks with additional staff resources for maintenance  Submit budget request for 2019 for additional resources to create and deliver strategy	Washroom strategy complete 2019 \$ \$25,000 Parks
	c Conduct a Recreation Market Overview and Future Demand Analysis to determine and prioritize future facility requirements to be age-friendly and encourage social interaction  (See Appendix 3.9)	Analysis completed with implementation plan. Existing asset renewal plan considered in capital budget process. Grant opportunities are pursued 2018 \$ Existing Funding Senior Management
2 Saanich staff are responsive to the cognitive, physical and social needs of older adults	a Research and/or coordinate an awareness training program to educate staff on challenges adults face as they age. Develop awareness training, and offer to staff and facility partners (i.e. SCP Café, rehabilitation contractors)  Submit budget request for 2018	Staff are oriented and trained 2018 \$ \$10,000 Community Services, Administrative Supervisors
	b Develop procedures for front-line recreation staff to follow that ensure patrons with specialized cognitive needs are safely supported when required	Procedures implemented 2018 Centre Programmers, Managers
3 Older adults enjoy designated spaces within recreation centres to foster social connection	a Review current building use and identify ways to increase the number of available spaces for older adult socialization in the short-term	List of improvements is compiled 2018 Centre Programmers, Managers
	b Share recommendations from Older Adults Strategy with the Saanich Strategic Facilities Master Plan Steering Committee. (See Appendix 3.9)	Recommendations shared 2017 Community Services

# AGE-FRIENDLY SPACES

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
4 Saanich uses universal design principles to improve accessibility, which benefits all ages and abilities	a Form staff committee to:  Research and adopt Saanich standards for use when building physically accessible universally designed spaces  Review all previous accessibility reports and assess implementation status. (See Appendix 3.8). Determine remaining priorities and project costs	Recommendations for:  (1) Saanich standards are submitted to senior management and Parks, Trails and Recreation Committee for adoption   <b>2018</b>  <b>Parks, Community Services</b>  (2) Outstanding items related to accessibility and access are prioritized for implementation, funding requests and grant opportunities   <b>2019</b>  <b>Community Services, Parks</b> Future parks and recreation expansions, or new builds for facilities, reflect Saanich standards
	b Develop a plan to establish an existing or new park to be converted into an age-friendly facility (i.e., wheelchair access) as a pilot project. (See Appendix 3.10)  <i>Submit budget request for 2022 for additional resources to create and deliver plan</i>	A plan, proposed timeline and funding are submitted to Council   <b>2022</b>  <b>\$25,000</b>  <b>Parks</b>
	c Involve older adults and Recreation Integration Victoria with assessments at recreation and parks facilities to determine accessibility progress	'Walk/wheel-through assessment' and dialogue held every three years with older adults and patrons with varying mobility levels and Recreation Integration Victoria   <b>2019, 2022</b>  <b>Community Services</b>

## AGE-FRIENDLY SPACES

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
5 Older adults have access to safe outdoor and indoor walking opportunities	a Look for appropriate space in a recreation centre for indoor walking programs or loops.  Explore possibility of an indoor walking/ jogging track which is accessible for those with mobility challenges, available for evening use, in a Saanich centre. Consider within new Recreation Market Overview and Future Demand Analysis	Identify a possible existing location for an indoor walking program   <b>2018</b>  <b>Centre Programmers</b> Identify a possible location for a new walking track. Timeline of when such a facility could be implemented is created with possible funding sources   <b>2022</b>  <b>Community Services, Centre Managers</b>
	b Explore the viability of accessible outdoor walkway loops to be completed in the vicinity of recreation centres  <i>Submit budget request for 2018 for additional resources to create and deliver report</i>	Report completed identifying which centres would be most easily adapted, proposed timeline and proposed costs   <b>2018</b>  <b>\$15,000</b>  <b>Parks</b>



## COLLABORATION

# 3

STRATEGIC  
PRIORITY

Please refer to Page 36 for implementation plan for this priority

Participants in the engagements shared the conviction that if we hope to attain the goals of this strategy and reduce the barriers to participation, “Saanich cannot do it alone.” Collaboration is the key to providing new programs, expanding opportunities for older adults and helping break down barriers to participation.

Advancements in older adults’ access to recreation programs and parks are dependent upon strengthening relationships and partnerships both internally (cross-departmental) and externally (with new and existing community partners). Transportation, health programs and financial assistance are just some examples of areas where collaboration will be the only way to create change in large systems.

### Opportunities for Collaboration:

Our priority is to continue to build effective partnerships that provide benefits for both the partner and Saanich. This was a recurrent theme identified by staff, public and community agencies. Here are the specific points of collaboration we see as critical to the full realization of our OAS:

#### 1. Strengthen the partnership between Saanich Recreation and Island Health to better understand how to expand health services

The positive effect of an older adult’s involvement in recreation activities, social engagements and community parks should not be underestimated. Many participants offered the perspective that our provincial health structure has not adequately supported prevention and wellness. Several active recreation participants talked about the critical role that recreation plays in supporting prevention, rehabilitation and wellness services in recreational settings.

When faced with barriers to participation, a state of isolation and loneliness can be the unfortunate result for many older adults. Isolation has a severe impact on older adults’ health, contributing to increased depression, cognitive decline including Alzheimer’s disease, coronary heart disease and high blood pressure, obesity and risk of death. Isolation is often termed the “silent killer.”<sup>10</sup> While



<sup>10</sup> Loneliness: The Silent Killer Jean Galiana | March 1, 2016 | <http://accessh.org/loneliness-silent-killer/>

“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 have compromised health status.”

National Seniors Council  
Report on the Social Isolation of  
Seniors (2014)<sup>13</sup>



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

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 community leader.

As the number of seniors 65+ in BC is projected to increase from 17% to 26% of BC's total population in the next 20 years<sup>11</sup>, it is anticipated that health care will become one of our society's biggest challenges. One of the significant aspects of health care is the service of caregivers. According to the Health Council of Canada, “unpaid caregivers provide between 70%-75% of care for people receiving home care in Canada, which is estimated to be worth \$26 billion per year in Canada. Almost half of this caregiving is provided by family or spouses, most of whom are women.” Over the next 20 years, it is anticipated that these caregivers will become care receivers without a proportional increase in the number of caregivers.<sup>12</sup>

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., Fall Prevention, Boost Your Brain Power). This approach introduces the public to community settings with the hope that they become comfortable and continue their involvement beyond the prescribed program. The challenge facing Saanich Recreation is how to pay for increased operating costs such as administration and facility equipment maintenance without additional funding. Without additional funding from the municipality, as an interim measure, nominal user fees have been implemented to help cover increasing operating costs related to administration, and special equipment however this will become unsustainable as we face larger numbers.

Saanich is part of a new Health and Recreation Partnership (HARP) between the Intermunicipal Parks and Recreation Departments and Island Health. The purpose of HARP is to provide a collaborative and innovative approach to health promotion and patient care and to create guiding principles within which the partnered organizations will function. It will scale up the current partnership from an informal, single-program based level to a coordinated, innovative and priority-driven model.

Of particular interest was our discovery of how West Vancouver Recreation cooperated with Simon Fraser University in researching the social and health dividends of active participation in a Keeping Connected program. Working within an evidence-based framework,

11 For detailed information on population shift, please refer to Appendix 3.1 – Demographic Summary

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

the researchers developed a model that enabled them to place a dollar figure on the social and health dividends experienced by the study participants. This study convinced Coastal Health to give financial support to selected West Vancouver Parks and Recreation seniors' programs in community recreation settings. A similar university research partnership may be an important step toward meeting the challenge of funding in Saanich as we increase our health partnership programming.

## 2. Build partnerships that support caregiving and health education

As the need for effective caregiving grows, it will be essential to increase support for caregivers as they accompany clients and family to recreational venues.

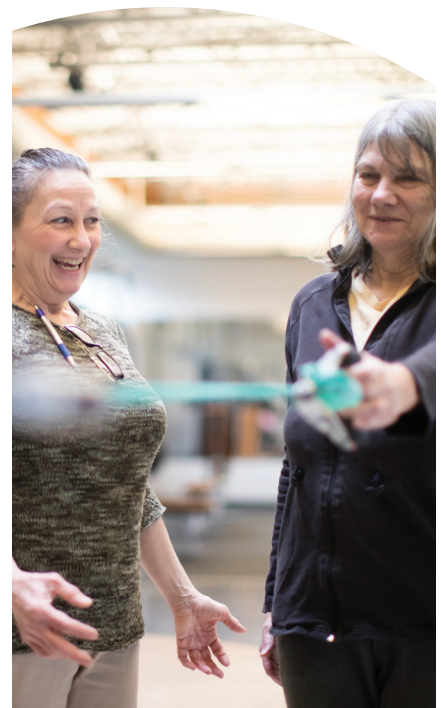
Building trusting relationships with health professionals, specifically Island Health, will be an essential next step for the transition of more programs from clinical settings to the Saanich community. Health professionals are reluctant to refer patients to centre programs without adequate knowledge of:

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

Three Saanich recreation centres currently have rehabilitation service contractors offering physiotherapy, kinesiology and/or massage therapy, registering over 15,000 visits annually with high levels of service and customer satisfaction. A high percentage of these visits are from older adults. This model is highly valued by its patrons and available to all ages. Many older adult participants we met did not realize these services were provided within centres. Health services like these are a gateway for patrons to join waterfit, fitness classes, weight rooms and other programs. To meet the growing demand, we need more physical space to house therapists and provide services in weight rooms and pools.

“During my past years in this program, my physical strength and stamina have much improved. Having a debilitating physical condition, I have found this program has immensely improved my enjoyment of life.”

Sheila, Saanich Cedar Hill  
Recreation Rehabilitation patron



## COLLABORATION

“Transportation is an issue. It takes half your day to transport back and forth to the centres.”

OAS survey participant

### 3. Strengthen Saanich cross-departmental communication and build shared support for OAS implementation

Collaboration between all departments such as Parks and Recreation, Planning and Engineering will be critical to ensure goals of the strategy and future parks, facilities and buildings in Saanich meet the needs for all ages and abilities.

### 4. Aim collaboration at improving transportation to parks and recreation centres for older adults

Saanich cannot directly influence decision-making related to regional transit systems, however, people are relying on Saanich Parks and Recreation to forward what we have learned to those designing future infrastructure and transportation systems. Specifically, participants requested that bus service be improved to provide drop-offs 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 multiple bus transfers, while others may be frail, in pain, suffering from degenerative conditions or impaired by cognitive challenges.

To this end, we need to work long-term with BC Transit and look for possible re-routing solutions as well as work internally with Saanich Parks and other involved municipal departments 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 need to align with Saanich’s new Active Transportation Plan that aims at refining systems of public transportation, walking, biking and any human-powered mode of transportation. The transportation issues we have heard from older adults will be clearly communicated and shared with Saanich Engineering as they plan for the future. *(See Appendix 3.11)*





## 5. Strengthen our support and promotion of other seniors-serving organizations in Saanich

Some members of the public were surprised to learn that three stand-alone seniors centres currently function within Saanich boundaries: Saanich Silver Threads at Les Passmore Activity Centre, Cordova Bay 55+ Association and Goward House Society. These centres have significant memberships, governance structures and robust programming with significant volunteer opportunities. Also, 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 adult centres and groups to varying degrees, but does not coordinate the programs offered by each group. Members 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 centres well-used by older adults.

It was suggested that Parks and Recreation explore collaborative marketing opportunities with seniors-serving agencies to ensure that Saanich residents are fully aware of what is available in their own communities.

In summary, the OAS is working from a clear recommendation that Saanich explore new ways to work with partners and community members to address gaps in social, parks, arts and health programming and services in the community.

## 6. Build community capacity with residents and informal older adult groups to enable self-organized programming

An important aspect of the strategy will be providing support to older adult groups who wish to organize their own activities (e.g. stamp collecting club). This may involve providing access to facility spaces, connecting groups to community resources or initial programming support. Building capacity of community groups through collaboration will expand opportunities for all older adults in Saanich.

## COLLABORATION

“I get the feeling of being judged because I have a language barrier.”

OAS participant













# #3

## COLLABORATION

### STRATEGIC PRIORITY

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
<b>1</b> Collaboration is increased between Saanich Seniors Partners: <ul style="list-style-type: none"> <li>• Cordova Bay 55+</li> <li>• Goward House</li> <li>• Saanich Silver Threads</li> <li>• Saanich Volunteer Services</li> <li>• Cedar Hill New Horizons</li> <li>• and seniors-serving agencies, health agencies and Saanich Parks and Recreation</li> </ul>	<b>a</b> Expand networking group to create a vibrant coordinated group of senior-serving agencies with Saanich Parks & Recreation to share ideas and partnership and programming opportunities	Hold two Seniors Community Agencies meetings per year to share ideas and opportunities  <b>2017</b> <b>Community Services</b>
	<b>b</b> Initiate dialogue with the Cedar Hill New Horizons, located at Cedar Hill Recreation Centre, to explore their needs for sustainability	Meetings held. Ideas incorporated into new agreement  <b>2017-2018</b> <b>Centre Manager, Community Services</b>
	<b>c</b> 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  <b>2018</b> <b>Community Services</b>
	<b>d</b> Work with community partners to expand community-based opportunities for social connection	New opportunities available in community for social gatherings  <b>2018-2022</b> <b>Community Services</b>
<b>2</b> New opportunities are fostered through newly established partnership guidelines	<b>a</b> Create recreation partnership guidelines for new programs. Create template for partnership agreement	Guidelines and template approved  <b>2019</b> <b>Community Services, Centre Programmers</b>
	<b>b</b> Work within the Health And Recreation Partnership (HARP) agreement to identify new opportunities (See Appendix 3.12)	New initiatives resulting from new agreement  <b>2018-2022</b> <b>Centre Managers</b>
	<b>c</b> Work with post-secondary institutions to explore the development of a centre of excellence for lifelong activity	New research and programs exist in partnership with post-secondary institutions  <b>2019</b> <b>Senior Management</b>

## COLLABORATION

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
<b>3</b> Stronger relationship with BC Transit increases awareness around transportation options to recreation centres and major parks	<b>a</b> Increase the number of public sessions of BC Transit's free <i>Travel Training</i> information sessions at recreation centres	<i>Travel Training</i> sessions offered at each centre, at least once per year  <b>2017-2022</b>  <b>Community Services</b>
	<b>b</b> Begin dialogue with BC Transit to improve service so HandyDART dispatch and drivers as well as recreation staff are aware of specific older adults' needs upon delivery and pick up from recreation centres (See Appendix 3.11)	Meet once per year with BC Transit to provide updates and share mutually beneficial information   <b>2018-2022</b>  <b>Centre Managers</b>
	<b>c</b> Identify bus stops near centres and parks needing covered bench seating. (See Appendix 3.11)	Recommendations submitted to Saanich's <i>Active Transportation Plan</i> and BC Transit   <b>2018</b>  <b>Centre Managers, Saanich Engineering</b>
	<b>d</b> Explore opportunities with BC Transit to overcome barriers of cost for both recreation and transit users	Meetings held with BC Transit in 2018. If there is interest, research and recommend possible options to CRD and Saanich   <b>2018-2019</b>  <b>Community Services</b>
<b>4</b> Possibilities for regular-sized bus route access to front entrances of all four community recreation centres are explored with BC Transit	<b>a</b> Work with BC Transit, Saanich Engineering and Saanich Parks to explore where bus stops/bus loops could be established closer to community recreation centre entrances	Recommendations submitted to Saanich's <i>Active Transportation Plan</i> and BC Transit   <b>2018</b>  <b>Community Services</b>

# COLLABORATION

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
5 Isolated seniors and cultural groups are more aware of parks and recreation opportunities	<b>a</b> Organize presentations at housing complexes to introduce facilities, programs and support for participation to: <ul style="list-style-type: none"> <li>• BC and CRD housing and low-income seniors in non-market housing (i.e., Co-operative Housing Federation of BC)</li> <li>• Seniors-serving agencies</li> <li>• Family caregivers</li> <li>• HandyDART users</li> <li>• Offer free passes to encourage new participation at recreation centres.</li> <li>• Offer group tours</li> </ul>	Three presentations completed per year and tours organized. <b>2018-2022</b> <b>Community Services</b>
	<b>b</b> In partnership with housing agencies, explore offering introductory programs at subsidized and non-market housing agencies  <i>Submit budget request for 2019</i>	Introductory workshops offered at BC Housing and CRD Housing units when possible <b>2019</b> <b>\$2,500/yr</b> <b>Community Services</b>
	<b>c</b> 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 <b>2018 - ongoing</b> <b>Community Services</b>
	<b>d</b> 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 Parks and Recreation services	Meet with ICA and VIRCS and CPN at least twice each year  New immigrants are participating actively in Saanich programs <b>2018 - ongoing</b> <b>Community Services</b>
	<b>e</b> Meet with cultural groups to define needs 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 <b>2018 - ongoing</b> <b>Community Services</b>
	<b>f</b> Facilitate introductory programs for older adult immigrants  <i>Submit budget request for 2018</i>	New cultural programs are created where need exists <b>2018</b> <b>\$2,000/yr</b> <b>Community Services</b>



## COLLABORATION

### DISTRICT CROSS-DEPARTMENTAL COLLABORATION

GOAL	ACTION	OUTCOME
Older Adults Strategy recommendations are incorporated into other departments' plans when relevant	Meet with all departments to share OAS strategy and incorporate suitable goals in municipal planning documents (e.g. Strategic Facilities Master Plan, Active Transportation Plan, Uptown Douglas Corridor Plan)	<p>Annual meetings held with key municipal staff to review data and build on learning and application from this project</p> <p>OAS goals, actions and data are incorporated in Saanich planning documents</p> <p><b>2017</b> <b>Community Services</b></p>
Saanich Parks works with Saanich Global Information Systems (GIS) Technicians to improve GIS mapping information on parks and trails	<p>Further develop GIS data for all parks, to include the difficulty rating of all trails.</p> <p>Submit budget request for 2018 for additional resources to create and deliver system</p>	<p>Trail rating identification system is incorporated into public GIS map.</p> <p>New identification system (to be determined) is consistently used on all public maps.</p> <p><b>2018</b> <b>\$20,000</b> <b>Parks</b></p>

# 2.4

## STRATEGIC PRIORITY

“Some days I feel older,  
some days not. I’m  
young at heart.”

OAS survey participant

## ENHANCE COMMUNICATION

Please refer to Page 42 for implementation plan for this 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 learned that many older adults often find it difficult to locate information about Saanich Parks and Recreation services. We also discovered that older adults found the information about options offered by various community organizations to be confusing and hard to find.

In our information-rich society, we found many older adults use digital media, while the older segment of this demographic generally preferred print and in-person forms of communication. 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 that which is used by Recreation Oak Bay.

Older adults are becoming more comfortable with digital means of communication and use the online guide, Saanich website, email and other forms of social media to stay informed. Consequently, we need to keep one foot in the shrinking world of paper and one in the growing world of digital representation. Moving forward, our communication techniques will need to keep pace with the technological savvy of older adults.

Our primary goal in communications will be to increase the awareness of programs, facilities and outdoor spaces available in Saanich. As we explored the best means of communication with engagement participants, it became apparent that because the current ALG is large and comprehensive for all ages, it can be difficult to easily locate programs and services within the many pages. To fit in all the information, the typeface is small and description of courses limited. The introduction of a separate adults guide, as mentioned above, could offer detail on programs an easier-to-read format with program-specific icons, as well as 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. 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, public library help screens, Google Translate mobile application).

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 common markers that indicate various levels of difficulty or experience needed. For example, if applied to park trails, a trail guide booklet would be created to 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 labeling will promote safe choices and successful experiences. It became clear that we need to build a new, comprehensive signage strategy for both indoor and outdoor spaces.

A third challenge is how to change the perception of recreation centres as “places of spandex, sweat, and swimming” to spaces that are more welcoming and invite social connections. How can we best shift perception of being more than recreation centres for sports only to places of coming together around 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 connections?

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 opportunities will help us refine our communication with older adults in Saanich and increase their awareness of and attraction to Parks and Recreation opportunities.

## ENHANCE COMMUNICATION

“I see more and more street signs that include ‘connector signs.’ Perhaps we could see a continuation of that, as old street signs are replaced. This would make walks in our neighbourhood even more enjoyable.”









OAS survey participant



# 2.4

## ENHANCE COMMUNICATION

### STRATEGIC PRIORITY

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
1 Marketing of Saanich recreation programs, services, parks and trails reaches target audiences and is available to older adults through an expanded range of print and digital with translation methods	a Create internal committee to research and create age-friendly marketing guidelines for department print material, webpages and promotional materials  Share guidelines with Saanich municipal departments	Guidelines are approved and shared with municipal departments   <b>2019</b>  <b>Community Services</b>
	b Assess Google Translation service and identify any additional translation services needed. Work with InterCultural Association to obtain translation services as needed	Easily accessed means of translation services are adopted and available   <b>2018</b>  <b>Community Services</b>
2 Active Living Guide (ALG) (print and online) and promotions are readable and easy to navigate	a Engage to assist in reviewing ALG and promotions older adults with recommendation	Review and recommendations complete   <b>2019, 2022</b>  <b>Marketing, Centre Programmers</b>
3 A new guide, specifically for adults 50+ years, is created which includes Saanich Parks and Recreation information and community resource information, distributed to targeted locations (i.e. through Saanich News)	a Create an Adult program guide targeted to the adult and older adult demographic  Develop format and distribution plan for new Adult guide  <i>Submit budget request for 2018</i>	Final format and distribution plan for new Adult guide is developed and submitted to Programmers and Managers for approval.  First publication distributed online and by paper media form in Fall 2018   <b>2018</b>  <b>\$50,000/yr</b>  <b>Marketing, Community Services</b>
4 Promote Saanich recreation centres as places for community gathering and social connection	a Working with centre staff, determine branding guidelines required to promote recreation centres as community hubs	Guidelines approved   <b>2019</b>  <b>Marketing, Community Services</b>



# ENHANCE COMMUNICATION

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
5 Older adults are aware of the Saanich LIFE program	a Enhance cross-marketing of LIFE program in Saanich facilities using Saanich seniors partners organizations	Increased number of older adult LIFE patrons, and requests for LIFE memberships with seniors partners  🕒 2019 👤 Community Services
	b Distribute Saanich information regularly to seniors organizations for their outreach and information-sharing with their members and/or clients. Establish a process for this sharing	A system of distribution to share Saanich information is accepted and adopted by two new community organizations  🕒 2019 👤 Community Services, Marketing
	c Establish methods for health care professionals in hospitals, public health or community agencies to apply for LIFE on behalf of their clients (similar to school counsellors applying for students in schools)	New connections established with health care professionals in community and health settings. Simple application process in use with more older adults applying for LIFE  🕒 2019 👤 Community Services
6 Older adults are aware of accessibility features of Saanich parks, trails and recreation services	a Review and expand centre and parks accessibility information on website and in print material. Identify and expand marketing of accessible features in our facilities and outdoor spaces (e.g. pool lifts, accessible weight equipment, wheelchair accessible features, elevator, parking close by distance from bus stop)	Information is easy to find in print, digitally and by phone  🕒 2019 👤 Marketing, Centre Managers, Parks
	b 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)  <i>Submit budget request for 2021 for additional resources to create, design and produce guide</i>	User Friendly Trail Guide produced and distributed  🕒 2021 💰 \$50,000 👤 Parks

# ENHANCE COMMUNICATION

GOAL OUR INTENTION	ACTION HOW WE WILL GET THERE	OUTCOME WHAT IT LOOKS LIKE
7 Marketing messages in all promotional material is positive and includes respectful images of older adults	a Review and improve existing program descriptions and marketing messages to ensure they are positive and focus on benefits of social connection offered in a recreation and parks (e.g. 'come and meet new friends' rather than 'come and learn bridge')	<p>Adult program descriptions reviewed and modified</p> <p>Marketing campaigns, tools and messages are inclusive, focused on ability and socialization and benefits of participation</p> <p>Reviewed by older adult focus groups every three years</p> <p> 2019, 2022</p> <p> Marketing, Centre Programmers</p>
	<p>b Research best communication practices and innovations used to reach 75 yrs+ older adults in other municipalities</p> <p><i>Submit budget request for 2021 for additional resources to create and deliver plan</i></p>	<p>Marketing plan for 75 yr+ complete</p> <p> 2018, 2021</p> <p> \$10,000</p> <p> Marketing, Community Services</p>
8 Health practitioners and medical professionals are aware of programs and services available to patients through Saanich Parks & Recreation	a Meet with health practitioners and health agency representatives to build regular system of communication which meets the needs of health practitioners	<p>Meet with one new health practitioner or service provider per year</p> <p> 2018-2022</p> <p> Community Services, Marketing, (Recreation Therapist if implemented)</p>
	b Create campaign plan and tools to increase awareness for health practitioners and medical professionals of Saanich services	<p>List of medical practitioners who accept regular program information is completed</p> <p> 2020-2022</p> <p> Community Services, (Recreation Therapist if implemented)</p>
9 Report annually on outcomes of the OAS	a Create a report format and develop an annual report identifying the outcomes of OAS	<p>OAS Report submitted by end of February annually and published online</p> <p> 2018-2022</p>



# SUMMARY OF RESOURCE REQUESTS



## SUMMARY OF KNOWN RESOURCE REQUESTS FOR OAS 2018-2022

Resource Requests	page #	2018	2019	2020	2021	2022
<b>Strategic Priority: Age-Friendly Spaces</b>						
Welcome Kiosk structures in centre lobbies – \$8,000 for one pilot project, then one per year. 2022 – \$10,000 for four computers. Should reception area renovations occur within five-year range, kiosks will be incorporated into design/construction	15		\$8,000	\$8,000	\$8,000	\$18,000
Signage strategy created for department	15		\$40,000			
Public washroom strategy for Saanich Parks	16		\$25,000			
Create Staff Awareness Training on challenges adults face as they age; implement across division	17	\$10,000				
Develop plan for an age-friendly park	18					\$25,000
Plan completed for accessible outdoor walkway loops at recreation centres	19	\$15,000				
<b>Strategic Priority: Programming Continuum</b>						
New options for Try Out / introductory classes in centres	25		\$4,000	ongoing	ongoing	ongoing
Additional staffing to provide weightroom Supervisor on Duty hours	26		\$10,000	ongoing	ongoing	ongoing
New Multi-generational programming		\$4,000	ongoing	ongoing	ongoing	ongoing
New Volunteer Greeter program to assist those new to centres (program supplies)	30		\$2,000	ongoing	ongoing	ongoing
New Elder College-style programming with older adults (program supplies)	30			\$2,000	ongoing	ongoing
Increase Older Adults Programmer II from part-time to full-time hours	31	\$43,000	ongoing	ongoing	ongoing	ongoing
Add four new centre-based part-time (17.5 hr/week) Programmer I positions (\$35,500 - 2017 rates wages/ben) one each year from 2019-2022 plus workstations (\$5,000 desk and computer) per position	31		\$40,500 ongoing	\$40,500 ongoing	\$40,500 ongoing	\$40,500 ongoing
New Recreation Therapist position	31			\$86,000	ongoing	ongoing
<b>Strategic Priority: Collaboration</b>						
Offer introductory programs at subsidized and non-market housing agencies	39		\$2,500	ongoing	ongoing	ongoing
New introductory programming for older adult immigrants	39	\$2,000	ongoing	ongoing	ongoing	ongoing
<b>Strategic Priority: Enhance Communication</b>						
Develop GIS data for all parks with trail difficulty rating	40			\$20,000		
New Adult Program Guide	43	\$50,000	ongoing	ongoing	ongoing	ongoing
User-friendly Trail Guide produced and distributed	44				\$50,000	
Communication plan for reaching 75 yrs+	45				\$10,000	
<b>Totals</b>		<b>\$124,000</b>	<b>\$132,000</b>	<b>\$156,500</b>	<b>\$108,500</b>	<b>\$83,500</b>
						<b>\$604,500</b>



# APPENDICES





## APPENDIX

# 3.1

## DEMOGRAPHIC SUMMARY

Nationally, we are just beginning to experience the effects of an unprecedented shift in population. In October 2015, Canada crossed a new threshold. Statistics Canada reported that the number of persons 65 years and older in Canada for the first time exceeded the numbers of young persons under 15. This pattern will continue into the immediate future. The 2016 Census (Statistics Canada) indicates the percentage of the population aged 65 and over in Saanich increased to 20.8%, compared with the CRD percentage of 21.7% the B.C. percentage of 18.3% and a national percentage of 16.9%.

### Projected Population Change in the District of Saanich (Based on Census 2011)

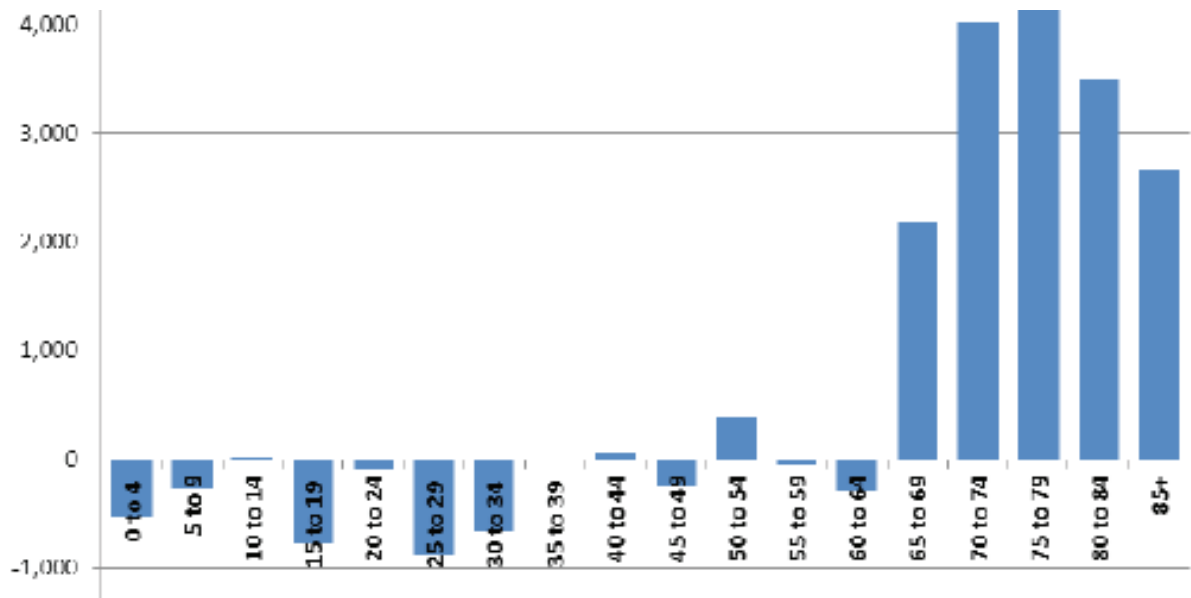


Figure 1 District of Saanich - Projected Annual Population Change by Age Cohort, 2011 to 2036 (Source Statistics Canada, BC Stats)

### Saanich Local Health Authority Patterns

(Saanich LHA includes Saanich, Central Saanich, North Saanich and Sidney)

- In 2004, at the time of our previous Active Aging Strategy, the average age was 38.4 years<sup>14</sup>.
- In 2015, the average age in Saanich Local Health Area was 48.4 years.
- By 2036,
  - the overall population of Saanich is expected to increase by 7%
  - the population aged 45-74 is expected to decrease by 17%, and
  - the population aged 75 and over is expected to increase by 77%

<sup>14</sup> [http://www.health.gov.bc.ca/library/publications/year/2004/profile\\_of\\_seniors.pdf](http://www.health.gov.bc.ca/library/publications/year/2004/profile_of_seniors.pdf)

## Projected Population Change in the CRD (Based on Census 2011)

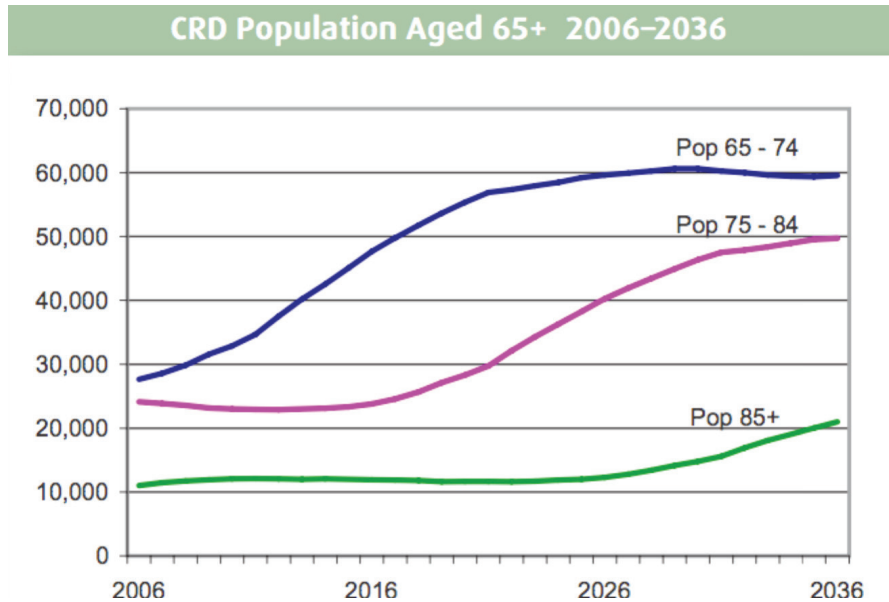


Figure 2 CRD Projected Population Changes 2006-2036

**Long Range Population Projections for the Capital Region indicate continuation of a high median age and growing elderly population.**<sup>15</sup> As the senior and elderly populations increase, so will the demand for services tailored to them, especially the provision of health care and residential care facilities. The Elderly Dependency Ratio (population 65+ relative to population aged 18–64) is higher than the provincial average and is projected to continue growing from the current 2006 ratio of 29% to 53% by 2036.

<sup>15</sup> BC Stats P.E.O.P.L.E. 32 Population Projection; located at [www.crd.bc.ca/info](http://www.crd.bc.ca/info)

## APPENDIX 3.2

### BACKGROUND AND PURPOSE

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

(2015-2018 Saanich Strategic Plan initiative, C1:a)

Develop and implement a Strategic Facilities Master Plan to ensure the long-term sustainability of aging municipal facility infrastructure

(2015-2018 Saanich Strategic Plan initiative, F4:b)

Provide an interconnected and high quality cycling network and develop an Active Transportation Master Plan that will help guide decisions and public investments for the years ahead C7:b, Collaborate with BC Transit on transportation initiatives

(2015-2018 Saanich Strategic Plan initiative, C7:b and e)

Earlier strategies helped shape Saanich Parks and Recreation's response to the changing pattern of community demographics. These initiatives have guided Saanich to make its parks and recreation experiences more attractive and beneficial for older adults.

First, the *Active Aging Strategy*<sup>16</sup> 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". A second strategy was started in 2006, when Saanich joined the World Health Organization (WHO) Age-Friendly Cities Project<sup>17</sup> and produced its findings in the *Global Age-Friendly Cities Project*, District of Saanich (2006). 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<sup>18</sup> within Saanich.

The *Saanich Parks, Recreation and Culture Master Plan* (2013) stated the need to continue to implement and update the recommendations of the *2004 Active Aging Strategy*, and the *2006 Global Age-Friendly Cities Project*. Upon review, it was determined that a new Older Adults Strategy was needed with an implementation plan and resources in order for the Department to be ready for the changing demographic and changing needs. This project was cited as a priority in the Saanich Strategic Plan (2015-2018) to learn current and future needs for supporting the active lifestyles and cultural participation for Saanich's diverse population of older adults.

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

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

18 State of Seniors Health Care in Canada (2016) Canadian Medical Association report

## APPENDIX

# 3.3

## PROCESS AND METHODOLOGY

In January 2016, a Request for Proposals (RFP) was posted to hire a project consultant to work with Saanich Parks and Recreation to develop an Older Adults Strategy. In February, Dr. Neil Smith of Pacific Leadership Design Inc. was retained for this work.

### Phase One (Feb-May 2016)

**Summary:** Start project with staff management and core teams, review scope of work, review current park and recreation services, complete community profile, confirm methodology, engage Project & Research Teams and conduct staff interviews, present project plan to Healthy Saanich and Parks, Trails and Recreation Committees

### Phase Two (May-Nov 2016)

**Summary:** Create public engagement tools, train teams on facilitation and gathering data, develop website for data summaries, organize engagements (focus groups) with older adults and public, gather information, conduct research, start early idea analysis and grouping, hold community forum

### Phase Three (Dec-June 2017)

**Summary:** Continue analysis and start writing draft report, present project update to Healthy Saanich and Parks, Trails and Recreation Committees, distribute Draft 1 to public/teams/staff for review and input, continue analysis and writing (add timing, resources, leadership), develop Draft 2 and present to Healthy Saanich and Parks, Trails and Recreation Committees, present final Older Adults Strategy and Implementation Plan (2017-2022) to Council.



## Starting out

The 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 four additional recreation centre programmers), and
- Two community teams: the Project Team and the Research Team<sup>19</sup>

In February 2016, community members were recruited for the Project Team whose responsibility was to provide advice and feedback on the design and implementation of the public engagement strategy. Then twelve community members joined the OAS Research Team and were trained in group facilitation skills and recording techniques in preparation of an eight month community-wide series of public engagements.

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 engagement 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.

## 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 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 themes<sup>20</sup>.

**Staff Involvement:** Baseline interviews were completed with 32 Saanich Parks and Recreation staff whose responsibilities included working with older adults. Later, in October 2016, 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 cafés, interviews, information booths and sounding boards at special events, libraries and malls.



Source:  
olderadultstrategy.weebly.com

<sup>19</sup> See APPENDIX 3.5 for graphic and description of OAS Teams

<sup>20</sup> See APPENDIX 3.7 for the questions asked in second survey.



The size of groups varied from very small to large community gatherings. Our intention was to meet with a diverse range of participants and so we went “to” the citizens in their setting, rather than expecting them to come to us. Our meetings and engagements involved frequent users of Saanich Parks and Recreation services as well as those who were not regular users. We sought out residents 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 prevented involvement in traditional recreational activities. We also involved representatives from a wide variety of other community organizations, including those from Island Health, Recreation Integration Victoria, seniors centres, and health-focussed agencies.

**Community Forum:** The final phase of public engagement was held in November 2016 which brought together a diverse mix of seniors organizations representatives and community members to collect feedback on the emerging themes and learn from their contributions.

Our process emphasized the importance of dialogue, supported by clear interaction protocols and sparked by open-ended questions<sup>21</sup> 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](http://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. Participants were provided with a card that highlighted the OAS website with an invitation to review summaries.

All data from public engagements held February-November 2016 were collected, summarized and analyzed. In summer of 2016, Pacific Leadership Design performed the first formal analysis of combined data sources, including the two surveys, a summary of staff interviews, plus all public engagements to date<sup>22</sup>. We tracked

<sup>21</sup> See Engagement Questions APPENDIX 3.7

<sup>22</sup> See APPENDIX 3.6 Public Engagement List



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 time opportunity”, after which they are left wondering if their ideas were respected 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 participants are invited to provide feedback on the latest iteration of the data. Participants were invited to provide immediate feedback regarding the validity of the website summaries. As our data sets expanded, we relied on the process of actively looping back to seek feedback from the Core Team, Research and Project Team to assess the emerging ideas. The members 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 the public consultation. The results of this process helped shape the last major event in the public engagement phase; a public community forum in November 2016. The forum results were then streamlined into four strategic priorities.

From January to March 2017, the Older Adults Strategy Draft 1 Report was written by the Management Team and Core Team members. This draft was sent to the public, stakeholders, Saanich Parks and Recreation staff and all team members with the request to review and provide feedback by mid-April.

All feedback on Draft 1 Report was analyzed and implemented where suitable. Timelines, resource requests and the ‘lead’ section/ staff for actions were added. The Draft 2 Report was shared with management staff and the Project Team in May for their feedback and approval. Presentations were made to Healthy Saanich Committee and the Parks, Trails and Recreation Committee in May 2017. The final report presented to Council for its consideration and approval, in June 2017.



## Public Engagement – OAS



# APPENDIX 3.4

## 2015 UPDATE ON 2004 ACTIVE AGING STRATEGY AND SAANICH PARKS, RECREATION & CULTURE MASTER PLAN

### 1. Review of Active Aging Strategy (2004)

2004 GOAL/OBJECTIVE	HIGHLIGHTS/OUTCOMES COMPLETED
<b>Transportation</b>  Facilitate affordable and accessible transportation for older people in order to assist access to recreation and leisure opportunities	<ul style="list-style-type: none"> <li>• “Community Bus” was tried in 2005 with low interest so discontinued</li> <li>• Mature Driving Workshops were offered in partnership with the Saanich Police and were well attended for many years. Police not currently offering them</li> <li>• Public workshops with BC Transit held with little attendance so discontinued</li> <li>• Crosswalk was installed at the front entrance to Commonwealth Place to ensure safe walking.</li> </ul>
<b>Cost</b>  Provide quality recreational programs for seniors with varying income	<ul style="list-style-type: none"> <li>• Expanded seniors social drop-in opportunities (drop in, table tennis, ballroom dance)</li> <li>• Subsidized Seniors Centre memberships through the LIFE program</li> <li>• Low cost swims and seniors’ days.</li> <li>• Partnership programs offered with Island Health</li> </ul>
<b>Programming</b>  Provide a diversity of activities to meet the varying needs of older adults	<ul style="list-style-type: none"> <li>• Ongoing free walking programs offered</li> <li>• Growth in Pickleball, Table Tennis, Bridge, Tennis, Minds In Motion</li> <li>• Trust Us intergenerational grant/program successfully completed bringing teens &amp; seniors together</li> <li>• Regular information sessions/programs conducted throughout the year to assist seniors becoming familiar with our centres/programs</li> <li>• Implemented the “heart” system to indicate fitness level required for Health &amp; Wellness Programs</li> </ul>
<b>Facilities</b>  Design and maintain facilities that are welcoming to older adults	<ul style="list-style-type: none"> <li>• Most recommendations that were within Recreation’s scope were accomplished. Areas where construction or engineering were required should be referred to Planning or Engineering Department</li> </ul>

## Staff

- No previous recommendations in 2004 Strategy

Ensure that Saanich Recreation employs professional, knowledgeable and well trained staff that can meet the needs of a diverse seniors' population

## Communications and Marketing

Communicate clearly the benefits and opportunities available to seniors through Saanich Recreation and to ensure that all marketing materials are easily accessed and understood.

- Created and produce an annual Social & Recreational Opportunities for Older Adult booklet
- Continue to partner in the Embrace Aging Fair at Pearkes

## Outreach & Partnership

Strengthen connections with community organizations working seniors

- No specific recommendations were included in the original Older Adult Strategy.
- Hold bi-annual meetings with seniors serving agencies in Saanich to network and share information, and look for partnership opportunities
- Continue to attend Elder Friendly meetings and hold bi-annual meetings with seniors serving agencies





## 2. Review of Saanich Parks, Recreation and Culture Masterplan Objectives for OAS

### KEY STRATEGIC OBJECTIVES

#### *Environment Integrity*

##### **Objective 1 - Parks Planning System**

##### **Trail System Master Plan:**

- Complete a comprehensive municipality-wide Trail System Master Plan that will create north-south and east-west multi-use trails, and connect multiple destinations to meet the needs of recreational and active trail users, and enhance healthy lifestyle and active transportation opportunities. When complete, the system will complement the CRD's Pedestrian and Cycling Master Plan

##### **Park Facility Upgrading Strategy**

- Address the needs for existing, and new accessible park facilities, including washrooms, access points, etc

##### **Objective 3 - Priority Parks Infrastructure & Services**

- Urban Parks, Trails and Open Spaces
- Develop urban park criteria and design guidelines using a cross-departmental, collaborative process – explore major park/plaza opportunities linking multipurpose trails through collaboration with planning teams for Uptown, Tillicum, and the Shelbourne and Douglas Corridors.

##### **Additional Facilities**

- Develop a strategy to upgrade and add washrooms to our parks and trails, and ensure easy access to drinking water.

##### **Objective 5 – Marketing & Communications**

##### **Community Engagement:**

- Explore opportunities to engage the public and Saanich staff in innovative specialty park planning, such as community gardens, pocket parks, boulevard plantings, and other opportunities.
- Pickleball continues to increase in popularity, consider more courts specifically for pickleball; potentially offer outdoor activities for seniors. Supporting community on the development of a Pickleball society consideration of Older Adults in terms of accessibility & recreation when programming in parks

##### **Signage**

- Explore opportunities to expand interpretive and directional signage programs to educate the community about our natural and cultural heritage, encourage safe use of parks and trails, and provide easy way-finding.

## Social Well Being

<b>Objective 6 – Programming</b>	<b>Regular Review</b> <ul style="list-style-type: none"> <li>• continue to review what is being offered in community</li> <li>• recognize other seniors serving agencies in the community</li> <li>• review what is already being done, offer support and/or partnership programming opportunities</li> </ul>
<b>Objective 7 - Health, Parks &amp; Recreation</b>	<b>Community Health Initiatives, Lifestyle Programming</b> <ul style="list-style-type: none"> <li>• Recreation is on the cusp of change and is exploring opportunities with Island Health and Health Serving organizations. Meeting with Island Health to create new Health and Recreation Partnership</li> </ul>
<b>Objective 8 - Age Friendly Communities</b>	<b>Implement Active Aging Strategy &amp; Age Friendly Cities Initiative</b> <ul style="list-style-type: none"> <li>• approved to create new Older Adult Strategy for 2015/2016, continue to implement outstanding recommendations from 2004</li> </ul> <b>Expand the LIFE Program</b> <ul style="list-style-type: none"> <li>• currently includes 52 free drop-ins a year, and can be increased on a person-to-person basis, also includes subsidy for membership fees at Seniors Centres in Saanich</li> </ul>
<b>Objective 11 – Cultural Bridging</b>	<b>Events</b> <ul style="list-style-type: none"> <li>• ongoing, offering Moonfest, and incorporating various cultures into events</li> </ul> <b>Staff Awareness</b> <ul style="list-style-type: none"> <li>• work regularly with Intercultural Association (ICA) seniors to introduce them to recreation and parks</li> <li>• ongoing training through Safe Harbour programs and ICA connection</li> </ul>
<b>Objective 12 – Community Development</b>	<b>Organization Liaison</b> <ul style="list-style-type: none"> <li>• Community Services provides an Older Adult Programmer for key Saanich Seniors Partner organizations to help with relationship building and partnership opportunities</li> </ul> <b>Active Living Guide</b> <ul style="list-style-type: none"> <li>• not currently offering space for non-profits or Senior Organization partners in Active Living Guide</li> <li>• Older Adult Social &amp; Recreational Opportunities Guide includes key Seniors partners in Saanich</li> </ul>
<b>Objective 15 - Regional Facility Planning</b>	<b>Accessibility</b> <ul style="list-style-type: none"> <li>• Ensure all new or renovated parks, recreation and cultural facilities (whether regional or District-operated) focus on the need for access by users of all abilities. Continue to follow guidelines and initiatives outlined in the 2009 Measuring Up report</li> </ul>

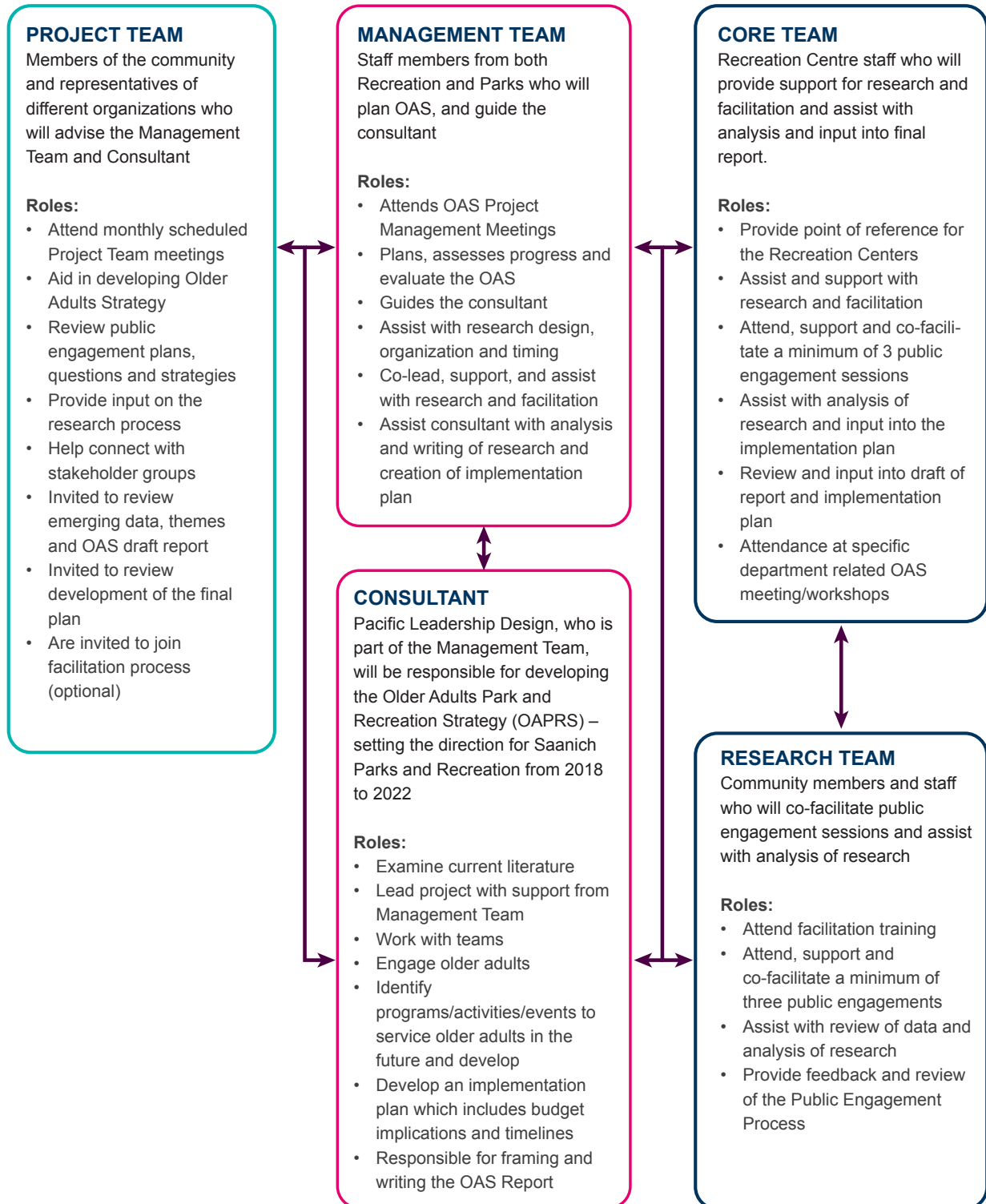
## Economic Vibrancy

<b>Objective 22 - Facility Planning</b>	<b>Park Washrooms</b> <p>Upgrade and add new park washrooms and other park facilities</p>
<b>Objective 25 – Staff Training</b>	<ul style="list-style-type: none"> <li>• offer 'seniors sensitivity training' to any/all staff working with seniors (front desk and instructors)</li> </ul>

# APPENDIX 3.5

## OLDER ADULTS STRATEGY TEAMS

### Team Roles



# APPENDIX 3.6

## RECORD OF PUBLIC ENGAGEMENTS

RECORD OF OLDER ADULTS STRATEGY PUBLIC PARTICIPATION - 2016				
DATE	NAME OF ORGANIZATION	TYPE OF EVENT	WHERE	# ATTEND
14-May	Friends Of Cedar Hill	Booth, sounding board, Walking Event	Cedar Hill Park	50
16-May	Waterfit Group	Focus Group	Gordon Head Rec Centre	8
18-May	Yakimovich Wellness Centre	World Café	Hillside Seniors HealthCentre	16
19-May	Diabetes Assoc	Focus Group with Walk & Talk Group	Cedar Hill Rec Centre	7
Various dates	Music In The Park - 5 concerts	Booth & Sounding Board	Goward House, Majestic, Rutledge, Beckwith, Hyacinth	155
24-May	Public Session	World Café	GR Pearkes	16
25-May	Public Session	Focus Group	Commonwealth Place	6
25-May	Healthy Saanich Committee	Focus Group & Presentation	Saanich Municipal Hall	6
26-May	Srs Drop In	Focus Group	Commonwealth Place	7
26-May	Parks, Trails & Recreation Comm	Focus Group & Presentation	Saanich Municipal Hall	10
31-May	Public Engagement	Focus Group	Gordon Head Rec Centre	5
31-May	Public	Focus Group	Battin Fielding BC Housing Unit	7
7-Jun	Public Engagement	Focus group	Cedar Hill Rec Centre	7
8-Jun	Srs Drop In Multicultural	Focus group	Gordon Head Rec Centre	7
9-Jun	Public Engagement	Focus Group	Commonwealth Place	9
21-Jun	Alzheimers Minds In Motion	World Café	Pearkes	23
Jun 22-30	Saanich Municipal Hall	Sounding board & Surveys	Municipal Hall during tax time 5 days	50
24-Jun	New Horizons Seniors Group	World café/Focus Group	Cedar Hill Rec Centre	30
26-Jun	Quadra CH Neighbourhood Picnic	Booth & Sounding Board	Cedar Hill Rec Centre	40
27-Jun	Ladies Lobby Group	Focus Group	Gordon Head Rec Centre	6
28-Jun	Yakimovich Wellness Centre,	World Café	Hillside Sr Ctre	19
1-Jul	Gorge Canada Day Picnic	Booth & Sounding board	Gorge Waterway	50
9-Jul	Chinese Srs Group	World Café	Commonwealth Place	20
July 10th	Strawberry Festival	Booth & Sounding Board	Beaver Lake Park	31
18-Jul	Alzheimers Minds In Motion	World Café	Gordon Head Rec Centre	17
18-Jul	Saanich Silver Threads	Focus Group	Les Passmore Centre	14
23-Jul	Tillicum Mall	Booth & Sounding Board	Tillicum Mall	29
July –Aug	Libraries	Sounding Boards, display & booth		
	July 11/12		Uptown Emily Carr	10
	July 20/21		Bruce Hutchinson	32
	10-Aug		Nellie McClung	15
	24-Aug		Centennial	5
7-Aug	Cadboro Bay Festival	Booth & Sounding Board	Cadboro Gyro Park	25

RECORD OF OLDER ADULTS STRATEGY PUBLIC PARTICIPATION - 2016				
DATE	NAME OF ORGANIZATION	TYPE OF EVENT	WHERE	# ATTEND
8-Aug	CRD Housing Unit	Focus Group	Amberlea House	6
9-Aug	Public Engagement	Focus Group	Gordon Head Rec Centre	4
9-Aug	CRD Housing Unit	Focus Group	Rosewood House	8
11-Aug	Private Seniors Housing Building	Focus Group	Highgate Lodge	12
19-Aug	Subsidized Housing	World Café	Luthercourt/Dawson Heights	13
23-Aug	CRD Housing Unit	Focus Group	Viewmont Apartments	9
30-Aug	Gorge Waterway	Booth & Sounding board	Gorge Waterway	8
7-Sep	Active Transportation Saanich	Interview	Saanich Municipal Hall	2
7-Sep	Saanich Police	Interview	Saanich Municipal Hall	3
8-Sep	Songhees Nation	Interview	Songhees Wellness Centre	2
2- 9 Sep	Public in Centres	Sounding Board w/ question	Saanich Rec Centres	90
14-Sep	Native Friendship Centre Executive Director	Interview	Native Friendship Centre	1
15-Sep	Recreation Integration Ex Dir & Program Coordinator	Interview	Recreation Integration office	2
19-Sep	Seniors Organization Partners	Focus Group	Saanich municipal Hall	12
20-Sep	St Peters House Engagement – Private Subsidized	Focus Group	Abbeyfield House	12
20-Sep	BC Transit	Interview	BC Transit	2
25-Sep	Indo Canadian Women's group	Dinner and interviews	Pearkes Rec Centre	50
28-Sep	Public Engagement	Focus Group	Commonwealth Place	16
6-Oct	Alzheimers Family & Caregivers	Focus Group	Alzheimers Society of BC	2
3-7 Oct	Public in Centres	Sounding Boards w/question	Saanich Rec Centres	81
13-Oct	AquaFit group	Focus Group	Gordon Head Rec Centre	12
17-Oct	Recreation Centres	Sounding Boards	Saanich Rec Centres	92
13-Oct	CRD Arts Advisory Council member	Interview	Municipal Hall	1
12-Oct	Broadmead Lodge	Focus Group	(Postponed) Broadmead Lodge	0
25-Oct	Saanich Staff Think Tank	World Café	Saanich Municipal Hall	35
24-Oct	Intercultural Assoc	Focus Group	ICA	30
24-28 Oct	Arts Groups	Surveys and interviews	Cedar Hill Rec Centre	18
26-Oct	Victoria Immigrant & Refugee Centre	Focus Group	VIRC	15
29-Oct	Public Session	Focus Group	Pearkes Rec Centre	10
29-Oct	MidLife Show	Booth & Sounding board	Victoria Conference Centre	50
23-Nov	Community Forum	Forum	Church of Nazarene	60
	Individual Submissions			9
				1399
				Staff Interviews 24
				Baseline Survey 695
				Second Survey 285
				2403



# APPENDIX 3.7

## PUBLIC ENGAGEMENT AND SURVEY QUESTIONS

### Survey Questions - Qualitative

1. What is working well for older adults?
2. What is missing for older adults .... ?
3.
  - a. What are some of the challenges that older adults face when accessing parks and participating in recreation?
  - b. How can we address these challenges?
4. At what age would you identify yourself as an 'older adult'?
5. What are clear and respectful words you like used when describing "older adults"?
6.
  - a. Where do you look for information on Parks and Recreation?
  - b. How can we improve older adults awareness of programs and services available to them through Saanich Parks & Recreation?

### Public Engagement Questions

From the list of questions, below facilitators chose the questions that they believed would fit best with the style of public engagement expected. Our goal was to present provocative questions that participants saw as an invitation, or catalyst, to spark open and generative conversation about what participants considered to be most important to keep and to change.

What are the best recreational opportunities that are available to you in your community, including outdoor spaces, trails, rec centres, parks?

In relation to recreation, parks, and community what has changed for you in the last few years? Positively and negatively?

When you think about Saanich recreation centres, facilities, parks, trails, and outdoor spaces what makes them successful for older adults?

Take a bird's eye view of the Saanich Parks & Recreation five years from now. Imagine the best possible future for older adults in our community What do you see?

Imagine the best possible future for older adults in our community with parks and recreation opportunities suited ideally for older adults. What do you see?

What are some of the ways to make parks or recreation centres more friendly and welcoming for older adults?



## Partnership and Agency Focus Groups

As you appraise the partnerships that Saanich Parks & Recreation has with organizations and agencies, what partnerships seem successful? What factors are contributing to this success?

What things could we all improve on in existing partnership?

What key partners are we missing, in current initiatives and future?

## Asking about the challenges...

Saanich Parks & Recreation offers a variety of opportunities for older adults but many of the older population tend not to be involved. What things might be done to expand participation?

How could Saanich Parks and Recreation provide services or support older adults with either chronic/stable health concerns or those seeking rehabilitation from surgery or injury?

What are some of the challenges and barriers seniors face in regards to accessing community recreation opportunities?

What challenges will Saanich Parks and Recreation face related to the needs of older adults in the future? How can we meet these challenges?

What opportunities related to supporting older adults' socialization should Saanich Parks & Recreation consider?

## Questions regarding Age

Was there an age when you identified yourself as an older adult?

What are the words you would prefer to describe "older adults" in a clear and respectful way?

What word makes you feel proud of your age?

## Marketing

Where do you look for information on parks, trails and recreation programs?

What is best way to share information, events and programs about Saanich Parks & Recreation with older adults?

## Political / Decision Making

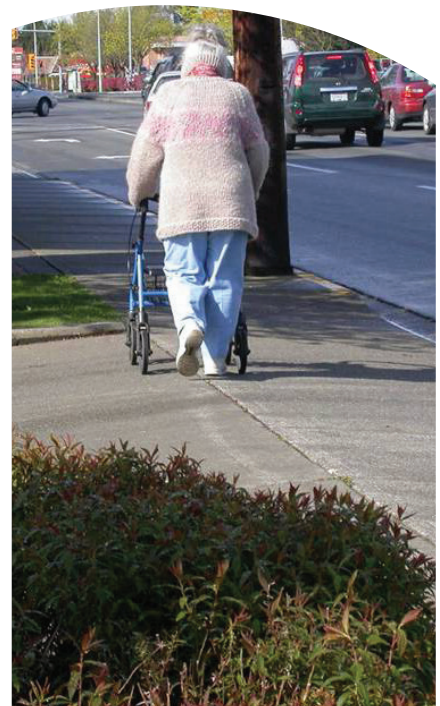
"Thinking back over the last few years, what significant decisions has Saanich District made that you are proud of? What contributed to the success?



## APPENDIX 3.8

### ACCESSIBILITY REPORTS TO REVIEW

1. Saanich Parks, Recreation and Culture Masterplan (2013)  
<http://www.saanich.ca/EN/main/community/community-planning/parks-recreation-culture-master-plan.html>
2. Age Friendly Cities World Health Organization Project Report (2007) - Saanich
3. Saanich Recreation Age-Friendly Cities Update (2014)  
<http://www.saanich.ca/EN/main/parks-recreation-culture/community-recreation-services/older-adults-recreation/global-age-friendly-cities.html>
4. Saanich Parks and Recreation Trail Guidelines (2007)  
<http://www.saanich.ca/EN/main/parks-recreation-culture/parks/guidelines-policies/other-guidelines.html>
5. Accessibility and Inclusiveness Assessment of Saanich's Parks and Recreation Services (2009) (not available online - hard copy in department)
6. Saanich Park Property Inventory (2010)  
<http://www.saanich.ca/EN/main/parks-recreation-culture/parks/guidelines-policies/other-guidelines.html>
7. Saanich Parks Washroom Building Assessment Report (2012) (not available online)
8. Recreation Integration Victoria - Accessibility Assessment report and Leisure Access Victoria App [LAVA] (under development 2017/18)  
<http://rivonline.org>
9. Saanich - Strategic Facilities Masterplan Report (to be completed 2018)  
[www.saanich.ca](http://www.saanich.ca)



## APPENDIX 3.9

### FACILITY IMPROVEMENT SUGGESTIONS ALL CENTRES

#### General:

- Add Welcome/information kiosks to lobbies, with greeters
- Redesign of lobbies to be welcoming and have social gathering spaces
- Audit accessibility of centres (counter height, width of entrances)
- Make back entrances as accessible and inviting as front entrances (see signage)
- More universal private change rooms, and/or additional cubicles in change rooms with space for two (caregiver and client)
- Re-install digital TV's - one for scheduling, one for advertising
- Scooter charging stations at all centres
- More scooter parking areas, and covered parking areas
- Community resource boards
- Higher toilets
- Places to sit outdoors with some type of shade/cover
- Outdoor gathering social spaces at recreation centres
- Access to newspapers, computers, and tables
- Hand railings

#### Seating:

- Comfortable, firm seating in lobbies, with arm rests
- Seats with arms to push up on, appropriate height, wide for those with obesity
- Place seating areas strategically for rests along the way from vehicle/bus to the activity area and in centres

#### Parking:

- Increase the number of disabled parking spaces close to facility entrances (i.e., more spaces than what is required by BC Building Code) Review parking by-laws.
- Designate extra parking spaces for older adults at high usage times of facility by older adults





## Signage:

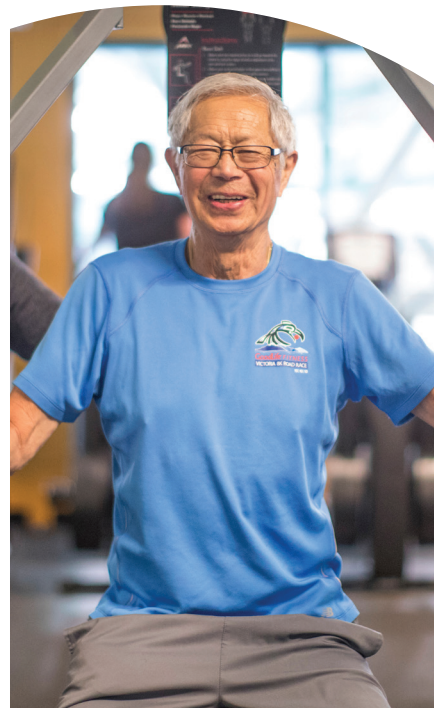
- Welcoming signage in a variety of languages as well as for those visually impaired (i.e., Braille signage); consistent among centres
- Add entrance signs to side or back entrances at many of our centres
- New electronic digital road signage needed to replace Read-A-Graph signs (for staff safety and efficiency of staff time)
- Internal building 'wayfinding' is needed. Clear directional signage/colours (ie hospitals) with colour contrast, easy to decipher required to find rooms, washrooms, reception
- Exterior signage for centres needs improvement

## Weightrooms

- Automatic doors needed for weightrooms
- Clear floors to avoid tripping hazards
- Platforms installed that are high enough to sit on and perform exercises for those that cannot get down onto floor
- Treadmill that can go very slowly and support heavy patrons (i.e., one mile/hour)

## Pools: (Gordon Head Recreation Centre, Saanich Commonwealth Place)

- Expand family change rooms
- 1 degree warmer at GH for arthritis and rehab patients
- More hand held showers
- Designated parking for walkers/strollers
- Higher benches
- Higher toilet seats
- Arm rests to hold onto
- More handrails
- More space between benches and lockers so people can get through
- More space in pool for your own activity or aquafit
- Reduce distance to walk to pool at SCP
- Cubbies on pool deck
- Additional parking at Gordon Head Rec Centre and Saanich Commonwealth Place
- Pool decks need a place to safely sit down and rest
- Sturdy, appropriate height benches to sit on in the showers and while dressing.



### **CEDAR HILL RECREATION CENTRE:**

- Double set of automated front doors (as per Gordon Head) to avoid cold air rushing in to lobby:
- Sound assessment from professional: high lobby ceiling lends to poor acoustics, hard to hear
- Dance studio ramp is very steep, difficult angles and a drop-off at the top which leads to a set of stairs
- Dance studio requires automatic door
- Designate more disabled parking space at the Arts Centre entrance (beyond BC Building Code) review parking bylaws
- Complete accessible walkway around the entire building and field; a nice flat path for walking that's close to the centre.

### **GORDON HEAD RECREATION CENTRE:**

- Improved lighting in change rooms
- Aqua-wheelchairs near changerooms, added storage space for these
- Designated scooter parking area
- Automated doors for lobby washrooms. Add a paved, lit accessible pathway from Feltham Rd (bus stop) to front doors, including from the gravel parking lot to rec center
- Expand the lobby for increased social space
- Improved access to Recreation Integration Victoria (RIV) building from GHRC. Needs a well-marked accessible trail with signage
- Complete redesign of driveway and transit access to accommodate large buses to front entrance
- Facility expansion for more social space, incorporate RIV into centre space, plus other community services (i.e., Saanich Baseball Association). Long term: full redesign of entire park, driveway and facility



## G.R. PEARKES RECREATION CENTRE

- Add Fieldhouse change rooms.
- Mixed use arena change rooms for female players (as existing women hockey players age)
- Accessible fitness change rooms (lower level) with new accessible showers and private change area
- Fitness room and Weightroom (upper Floor) need automatic door feature for glass entrance/exit doors
- A more welcoming entrance area (difficult to see reception)
- Safe, accessible, easy to use elevator
- Add accessible ramp for ice surface Gold Rink
- Covered and accessible outdoor entrance and ramp of Fieldhouse building
- Install automated doors for Arena entrances from lobbies
- Redesign front loading zone and disabled parking to accommodate all abilities, include motorcycle parking and a proper drop off zone in this redesign
- Indoor walking track (incorporated into new arena) or existing Fieldhouse

## SAANICH COMMONWEALTH PLACE

- Lower counters at reception and cashier desks
- More handrails on pool deck and change rooms
- Automatic door opener to pool deck
- Railings into the dive tank
- More tile etchings on pool deck to reduce slippage
- Update the accessibility change room in the universal area
- Lower more curbs around the building to accommodate wheelchairs and walkers and scooters
- Increase number of disabled parking spaces
- Complete redesign of driveway and transit access to accommodate large buses to front entrance



## APPENDIX

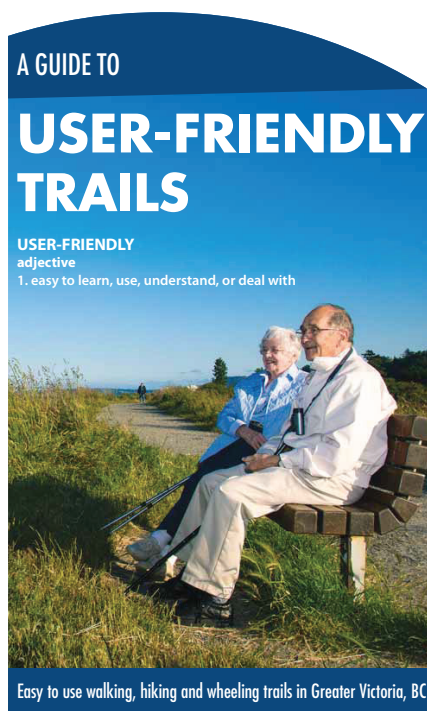
# 3.10:

“Trail improvements allow easier walking for seniors and easy for baby strollers too.”

OAS participant

## PARK IMPROVEMENT SUGGESTIONS Saanich Parks

- Add accessible looped walking paths (i.e., wide, paved, low grade pathways) around the four recreation centres
- Pathways/connectors which link transit stops and parking to trails/centres
- Benches with backs and armrests
- More seating options for social gathering opportunities
- Advocate for increased BC Transit access to parks, trails
- Accessible and user-friendly seating spaced more frequently for older adults (in suitable parks only)
- Outdoor exercise equipment appropriately located near recreation facilities so they can be used for programming and education
- Outdoor areas for tai chi
- Increase the number of designated parking stalls for people with disabilities
- Provision of separated bike/pedestrian lanes in busy locations (e.g. Lambrick Park)
- Increase Share the Trail Signage on multi-use trails
- Enforcement of dogs on leash in designated parks (see Animals By-law)
- Railings on trail stairs where appropriate
- More accessible washrooms in parks and along trails
- Shaded social spaces with group seating (i.e., picnic tables, bbq)
- Trail map to show parking, accessibility amenities, terrain, distance
- Well designed outdoors areas to host free activities such as Music In The Park (i.e., outdoor amphitheatre), close to washrooms, Lighting, Seating
- Post signage to indicate terrain and difficulty of trail for Cedar Hill Golf Course trail. Post signage at rear and side entrance to Cedar Hill Recreation Centre (visible from the trail) indicating washrooms and entrances
- Post signage to indicate the trail around Gordon Head Recreation Centre. Improve the grading for this trail to be accessible.
- Improve the connector/trail (i.e., wheelchair accessible) and signage from Gordon Head Recreation Centre to the Recreation Integration Victoria building (near parking lot). Needs a well-marked accessible trail with signage.





## SUGGESTIONS FOR IMPROVED TRANSPORTATION

- Easily accessible information before arriving as to where parking is available, distance from entrance, bus stop locations and connector routes (e.g. distance from parking spaces to front door, bus stop distances)
- Neighbourhood connector pathways are paved, easily accessible and clearly marked
- Future redesign of the Gordon Head Recreation Centre driveway entrance:
  - include feasibility of onsite transit routes to entrance door
  - explore redesign of driveways to allow large standard size bus drop off at door
  - explore where bus stops could be established closer to existing entrance doors
- Consider opportunities for shuttle from bus stop to centre doors i.e. Golf carts
- Work with Saanich Volunteer Services to support/expand their driving program
- Add rest areas/benches along neighbourhood sidewalks, trails, connectors and bus stops where possible. Increase number of covered bus shelters where necessary
- Increased number of Travel Training sessions available to public
- Dialogue with BC Transit HandyDART drivers and recreation to improve customer service for those using HandyDART
- Addition of covered charging stations and parking for scooters at all centres
- In future: new facilities to be built close to street (close to public transit)

## APPENDIX

# 3.11

“Without driving getting to activities is difficult”

OAS participant



## APPENDIX 3.12

### HEALTH AND RECREATION PARTNERSHIP (HARP) BETWEEN ISLAND HEALTH AND THE INTERMUNICIPAL RECREATION CENTRES OF THE CAPITAL HEALTH REGION

Modern lifestyles, changes in social and physical environment, economic inequities, and changing demographics are all factors contributing to the current state of our community's health. Victoria is changing, and to meet the growing needs of our population, the health and recreation practices of the past few decades will need to adapt to deliver effective care to the Capital Region.

Currently, there are several programs in the Capital Region that are functioning as partnerships between Recreation and Island Health. Examples include: Group Medical Visits, Take Heart, TIME, Stay Active Prevent Falls, and the Group Exercise Program for Mental Health and Addictions Services. While these programs are valued and serve as excellent templates for partner programs, there are also significant challenges to their ongoing success, and the success of future programs, that can only be addressed by Recreation and Health services working together. The partners to this document propose to scale up our current partnership from an informal, single-program based level to a coordinated, innovative and priority-driven model that includes collaboration and communication at higher levels of both organizations.

#### PURPOSE

This Document demonstrates that the above-named partners support the development of the Health and Recreation Partnership (HARP) Committee. The purpose of HARP is to provide a collaborative and innovative approach to health promotion and patient care through this partnership, and to create guiding principles within which the partnered organizations will function. It is expected that this collaboration will result in:

- A thorough documentation of existing community health care programs to create an up to date working document that can be accessed for the purpose of patient referral by both parties to this document.
- Patients in the Victoria area receiving measurably increased access to and enhanced quality of care in the community as a result of both improved awareness of both parties of available resources, reduced barriers to participation, and the creation of new opportunities to meet patient needs.
- A contribution to the sustainability of the health care system through shared resources.
- A committee whose role is to support the sharing of information between both parties to this document and collaborate on new initiatives that support the health of the community.



The HARP will evaluate existing community recreation and Island Health programs and make recommendations to Island Health and the Intermunicipal Recreation Committee how to best manage and improve patient access to Health Promotion and Primary prevention services in the community. A needs identification process will be used to determine areas of the community that have the potential to be supported, expanded, and integrated for the most efficient use of community resources. The HARP will provide leadership and act as a liaison between health care practitioners and recreation staff and also provide a platform for both municipal departments and Island Health to communicate around desired outcomes for target populations. This Document demonstrates the parties' commitment to work collaboratively and does not create any legal obligation between the parties. Collaborative working involves a commitment to the co-design of potential programs in a way that acknowledges the unique perspective of each partner and supports the common goal of improved access and health outcomes for patients.

## VALUES

The Ministry of Health strategic policy framework (2015-17) for primary and community care in BC has identified several key principles of operation -

1. **Patient-Centred:** Recognizing the need for health care to consider the whole person and not simply the presenting health issue, primary and community health services will be centered on the health needs of individuals, their families and communities; the objective will be to provide high-quality care, improve the overall patient experience, and improve patient outcomes.
2. **Integrated and Comprehensive:** Ensuring integrated and comprehensive patient-centred health care including health promotion and disease prevention drives all policy and system redesign.
3. **Quality and Value for Money:** Primary and community care will be built on the domains of quality (i.e., effectiveness, acceptability, appropriateness, accessibility, and safety), a desire to provide care outside of facility-based settings, achieving value for money and budget sustainability.
4. **Responsible Operational and Capital Investment:** Existing expenditures will be protected, appropriate reallocations from the acute to the community services sector must become part of health authority planning and going forward a majority of net new funding must be assigned to developing primary and community services. Available primary and community care operational and capital funding will be used to improve community-based services in a manner that is reflective of the changing population health care needs and the principles of community based services, integration, quality and value for money.



The National Framework for Recreation (2015) identified several goals in alignment with those of the MOH, including:

Foster active, healthy living through recreation. A solid base of evidence shows that physical recreation is critical for healthy aging, mental health, prevention and management of chronic disease and disability, and overall wellbeing at all ages.

Increase inclusion and access to recreation for populations that face constraints to participation. Recreation has the ability to reach an enormous diversity of people in a non-threatening environment and prioritizes the participation of at risk populations.

Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities. Supportive physical and social environments help reduce barriers to participating in active, healthy lifestyles, and foster reciprocal caring – taking care of each other and our communities.

Both organizations listed above have common goals, values, priorities, and challenges; and both organizations have resources that can be shared to achieve these common goals. The guiding principle of HARP will be to address shared priorities by integrating resources to achieve better results by working collaboratively than either organization would be able to achieve independently. By building knowledge and trust between the two groups, acknowledging the many contributions that both sides make towards the health of the Capital Region, and establishing a common platform upon which to move forward, HARP will set the stage for optimal development of future opportunities for the clients in our communities.

### **PRINCIPLES OF OPERATION**

The HARP committee will be comprised of representatives from Island Health and from the Intermunicipal Recreation centres. A liaison from each organization will be appointed to co-chair the committee and will be responsible for collecting and distributing information originating from the committee. Initial tasks of the committee will include the collection and evaluation of information regarding current programs of interest; needs identification of service gaps and program development; establishment of a method of integrated communication and marketing; and creation of a database of resources that can be shared between parties. This committee will meet and report, through appointed liaisons, its recommendations to the Directors of recreation and Island Health. The Directors will use these recommendations to develop an annual strategic plan for action.





## PRIORITIES

- Some of the priority areas identified by partners in this agreement include:
- Chronic Disease Management
- Fall prevention for frail elderly population
- Community engagement for isolated seniors
- Caregiver respite programs partnered with adult day programs for adults with Alzheimer's/dementia/cognitive decline
- Mental health awareness/engagement
- Integration of resources (staff, equipment, training)
- Marketing/distribution of information to target population
- Training/skill requirements of staff
- Maintaining affordability/accessibility of programs
- Integrated communication system addressing the need to share patient information; referral system with follow up mechanism; and statistical tracking
- Establishing a cost grid for programs to ensure patient accessibility
- Defining scope of practice for staff conducting programs in the recreation setting
- Identifying partnerships with Health-related non-government organizations (e.g. Canadian Diabetes Association, Parkinson and Epilepsy Association, Heart and Stroke Foundation) and establishing a database of programs/services being operated by these organizations
- Establishing both formal and informal networking opportunities between Island Health and the Intermunicipal Recreation centers to share information, make connections between service providers, and improve opportunities for continuous improvement of patient care



## APPENDIX

# 3.13

## GLOSSARY OF TERMS

### As defined in the Older Adults Strategy

#### ATP

Active Transportation Plan by Saanich Engineering

#### ALG

Active Living Guide

#### Ageism

Defined as stereotyping or discriminating against people based on their age.

#### Aging/Age-in-place

Growing older without having to move. Not having to move from one's present residence in order to secure necessary support services in response to changing needs.

#### Accessible

Able to physically, financially and attitudinally access and participate in a wide choice of quality programs and services.

#### 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.

#### Baby-boomer

Someone who was born between 1946 and 1964.

#### CHRC

Cedar Hill Recreation Centre

#### Centre Manager

A Recreation Centre Manager is responsible for the management and operation of a multi-purpose community recreation centre.

#### Centre Programmer

A Recreation Centre Programmer provides direction to the development, planning, coordination, scheduling and evaluation of recreation programs.

#### Collaborate

Work jointly on an activity, especially to produce or create something.

#### Community Association

Is a non-governmental association of participating members of a community, such as a neighborhood, village, condominium, cooperative, or group of homeowners or property owners in a delineated geographic area.

#### Community Partners

Organizations within the community that agree to partner with Saanich to offer an effective and practical approach to solving problems by applying creative solutions, seizing opportunities and sharing resources.

#### Community Services

Community Recreation Services facilitates access to recreation programs, parks and facilities, while supporting local initiatives which assist our community to participate in healthy active lifestyles.

#### GHRC

Gordon Head Recreation Centre

#### GRPRC

G.R. Pearkes Recreation Centre

#### Program Continuum

A series of programs offered as a progression, or simplification, of functional movement requirements.

## **Culture**

The customary beliefs, social forms, and material traits of a racial, religious, or social group

## **Cultural Diversity**

The existence of a variety of cultural or ethnic communities within a society.

## **Diversity**

The unique characteristics that all people possess that distinguish them as individuals.

## **Elder College**

The primary objective of these elder learning programs is to offer opportunities for elders to pursue studies and participate in activities that foster their general well-being, both physically and mentally, often instructed and coordinated by older adults.

## **Fall Prevention**

Fall prevention is a variety of actions to help reduce the number of accidental falls suffered by older people.

## **GVAC**

Greater Victoria Active Communities: committee representing municipal and regional recreation departments plus YMCA.

## **HARP**

Health and Recreation Partnership (Appendix 3.3)

## **Health Services**

Health services include all services dealing with the diagnosis and treatment of disease, or the promotion, maintenance and restoration of health. They include personal and non-personal health services.

**Island Health (IH):** formerly VIHA (Vancouver Island Health Authority)

Island Health provides health care and support services to more than 765,000 people on Vancouver Island, the islands in the Salish Sea and the Johnstone Strait, and the mainland communities north of Powell River. We provide services through a network of hospitals, clinics, centres, health units, and residential facilities.

## **LAVA**

Leisure Access Victoria Application: A mobile app in development by Recreation Integration Victoria. The app will address the need for access to information about what experience a person with a disability would have when they arrive at a particular facility.

## **LGBTQ**

is an acronym that stands for Lesbian, Gay, Bisexual, Trans and Queer, and is used to designate a community of people whose sexual or gender identities can create shared political and social concerns.

## **LIFE**

Leisure Involvement For Everyone - financial assistance program through Saanich Parks and Recreation.

## **Low Income Cut-offs**

Low income Cut-offs (LICO) represent an income threshold where a family is likely to spend 20% more of its income on food, shelter and clothing than the average family, leaving less income available for other expenses such as health, education, transportation and recreation.

**Marginalized** to treat a person or group as unimportant, insignificant or of lower status.

## **Older Adult**

Older adult or adult are used interchangeably as people self-identify with different labels. For those aged 75 years+, we may refer to this group specifically as seniors.

## **OAS**

Older Adults Strategy

## **Recreation**

“Recreation is a fundamental human need and includes a range of activities. It is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community well-being.” (National Recreation Framework, 2015)

## **Recreation Therapist**

Recreational therapists work with clients to restore motor, social and cognitive functioning, build confidence, develop coping skills, and integrate skills learned in treatment settings into community settings. Intervention areas vary widely and are based upon client interests. Examples of intervention modalities include creative arts (e.g., crafts, music, dance, drama, among others), sports, adventure programming, dance/movement, and leisure education.

## **RIV**

Recreation Integration Victoria

## **Quality of Life**

The standard of health, comfort, and happiness experience by an individual or group

## **SCP**

Saanich Commonwealth Place

## **Self-organized**

Informal groups of people interested in one activity or purpose

## **Senior**

For those aged 75 years+, we may refer to this group specifically as seniors

## **Senior Management**

A team of individuals at the highest level of management of an organization who have the day-to-day tasks of managing that organization. For this report referring to Saanich Parks and Recreation Managers and Director.

## **Strategic Facilities Master Plan**

The Strategic Facilities Master Plan will be a template for managing Saanich facilities for the next twenty years. Included are the following three objectives:

1. Ensure delivery of services
2. Undertake facility work for maintenance, renovations and new construction affordably and sustainably.
3. Quantify and rank priorities with a view to reducing risk and maximizing benefits.

## **Universal Accessibility**

Accessibility is the nature of a product, process, service, environment or means of access to information which, in an inclusive view, allows all users, including those that may have (or experience) limitations, to obtain by themselves equivalent results in activities.

## **Universal Design**

Refers to broad-spectrum ideas meant to produce buildings, products and environments that are inherently accessible to older people and people with disabilities.

## **Vulnerable Person**

An individual aged 18 years and above who is or may be unable to take care of themselves, or is unable to protect themselves against harm or exploitation by reason of age, illness, trauma or disability, or any other reason.







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