

# COMMITTEE AGENDA



TO **Community & Social Services Committee**

DATE November 13, 2012

LOCATION Council Chambers, Guelph City Hall, 1 Carden Street

TIME 5:00 p.m.

## DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

**CONFIRMATION OF MINUTES** – September 11, 2012 meeting minutes

## PRESENTATIONS (Items with no accompanying report)

- a) Co-Chair of the Local Immigration Committee- Local Immigration Partnership Strategy Update

## CONSENT AGENDA

*The following resolutions have been prepared to facilitate the Committee’s consideration of the various matters and are suggested for consideration. If the Committee wishes to address a specific report in isolation of the Consent Agenda, please identify the item. The item will be extracted and dealt with separately. The balance of the Community & Social Services Committee Consent Agenda will be approved in one resolution.*

ITEM	CITY PRESENTATION	DELEGATIONS	TO BE EXTRACTED
CSS-10 County Staffing Increases as Consolidated Municipal Service Manager for Social Services			
CSS-11 Pilot Evaluation of Alcohol Sales at Hastings Stadium		<ul style="list-style-type: none"> <li>• Jim Rooney, Managing Partner Guelph Royals Senior Baseball Club</li> </ul>	√
CSS-12 Older Adult Strategy	<ul style="list-style-type: none"> <li>• Melodie Zarzeczny, The Osborne Group</li> </ul>		√

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CSS-13 Volunteer Police Checks – Community Benefit Agreement Proposal	<ul style="list-style-type: none"> <li>Liz Dennis, Manager Information Services/ Community Information Guelph, Wellington-Guelph Volunteer Centre</li> </ul>		√
CSS-14 Affordable Bus Pass Quarterly Report		<ul style="list-style-type: none"> <li>Radalin Ellery, of the Poverty Elimination Task Force</li> </ul>	√
CSS-15 Macdonald Stewart Art Centre – Interim Agreement			

Resolution to adopt the balance of the Community & Social Services Committee Consent Agenda.

**ITEMS EXTRACTED FROM THE CONSENT AGENDA**

Once extracted items are identified, they will be dealt with in the following order:

- 1) delegations (may include presentations)
- 2) staff presentations only
- 3) all others.

**CLOSED MEETING**

THAT the Community & Social Services Committee now hold a meeting that is closed to the public with respect to:

**1. Appointment of Citizens to Various Committees**

S. 239 (2) (b) of the *Municipal Act* – personal matters about identifiable individuals

**NEXT MEETING:** December 11, 2012

**The Corporation of the City of Guelph  
Community & Social Services Committee  
September 11, 2012, 5:00 p.m.**

A meeting of the Community & Social Services Committee was held on September 11, 2012 in the Council Chambers at 5:00 p.m.

Present: Councillors Dennis, Burcher (arrived at 5:18 p.m.), Van Hellemond and Mayor Farbridge

Absent: Councillor Laidlaw

Also Present: Councillors Bell, Guthrie, Hofland and Wettstein

Staff Present: Ms. C. Bell, Executive Director, Community & Social Services; Ms. C. Clack, General Manager, Culture & Tourism; Ms. B. Powell, General Manager, Community Engagement & Social Services; Ms. T. Agnello, Deputy Clerk; Ms. J. Sweeney, Council Committee Coordinator

There was no disclosure of pecuniary interest and general nature thereof.

1. Moved by Mayor Farbridge  
Seconded by Councillor Van Hellemond  
THAT the minutes of the Community & Social Services Committee meeting held on May 8, 2012 be confirmed as recorded and without being read.

VOTING IN FAVOUR: Councillors Dennis, Van Hellemond and Mayor Farbridge (3)

VOTING AGAINST: (0)

Carried

**Consent Agenda**

The following item was extracted from the Consent Agenda to be dealt with separately:

CSS-2012-6 Information Update re Bracelet of Hope

CSS-2012-7 Update from Library

CSS-2012-8 Designated Municipal Home for Long-Term Care Project

CSS-2012-9 Community Investment Strategy Phase 2

**Parks and Recreation Departmental Overview**

Mr. Murray Cameron, Manager of Parks Maintenance & Development provided an overview of the parks and recreation division.

*Councillor Burcher arrived at 5:17 p.m.*

**Bracelet of Hope**

Ms. Anne Gardner, Executive Director of Bracelet of Hope, requested the City to waive the costs associated with the rental of the River Run Centre December 1, 2012 for their first Bracelet of Hope's World AIDS Day Celebration.

In response to questions, Ms. Clack, General Manager of Culture & Tourism, provided clarification on the grant application process.

2. Moved by Mayor Farbridge  
Seconded by Councillor Burcher

Ms. C. Bell

THAT Committee receives report #CSS-CT-1222, titled Information Update re Bracelet of Hope, dated September 11, 2012.

VOTING IN FAVOUR: Councillors Burcher, Dennis and Mayor Farbridge (3)

VOTING AGAINST: Councillor Van Hellemond (1)

Carried

**Designated Municipal Home for Long-Term Care Project**

Ms. Karen Kawakami, Social Services Policy & Program Liaison, introduced the report contained in the meeting agenda.

Mr. Michael Klejman, of Klejman & Associates, provided information on the number of long-term care homes and beds in the Province, the regulations they are governed by and the breakdown of the funding they receive.

Ms. Kawakami, outlined the project goals and strategy and the components of phase 1 and 2 of the project.

There was considerable discussion relating to the geographic scoping of the project.

Ms. Laura Murr expressed concern with the scope of the project and suggested that there is a need for more long-term care facilities. She requested that the scope of the project be expanded to include: number of individuals on the waiting list for a long-term care facility, assisted living retirement homes and in private homes; determine the adequacy of only designated an existing facility(s); report on Guelph's Older Adult Strategy come back with Phase 1 of this project; and investigate why Guelph citizens are being sent to 4 bed ward rooms if the Ministry is funding private and semi-private rooms.

Report

3. Moved by Mayor Farbridge  
Seconded by Councillor Van Hellemond

THAT Council directs staff to report back on the range of possible options that meet the criteria for our designated Long Term Care Home.

VOTING IN FAVOUR: Councillors Burcher, Dennis, Van Hellemond and Mayor Farbridge (4)

VOTING AGAINST: (0)

Carried

### **Community Investment Strategy Phase 2**

Ms. Rebecca Sutherns, of James Project Management & Consulting Services, reviewed the project purpose and scope, the vision and who was involved and what was developed in Phase 2. She outlined the community building opportunities.

Ms. Eden Grodzinski, of James Project Management & Consulting Services, outlined the investment program framework which establishes 5 different mechanisms: community wellbeing grants; facility rental discount rates; small \$ value waivers; community benefit agreements; and innovation fund. She highlighted the proposed phase in implementation, the costing and resource allocation, and the roles and responsibilities.

There was discussion relating to the communication strategy, grant allocations and membership of the grant allocation committee.

REPORT

4. Moved by Mayor Farbridge  
Seconded by Councillor Burcher

THAT Committee approve the Community Investment Strategy Strategic Policy Framework and implementation of the five new community investment mechanisms;

AND THAT Committee delegate authority to the Executive Director of Community and Social Services to approve the 2013 grants as part of the Interim Community Wellbeing Grant Program implementation;

AND THAT staff report back on the Terms of Reference for a new Community Wellbeing Grant Allocation Committee of Council for approval in 2012;

AND THAT staff be authorized to develop, and report back annually or case by case, as required on the status of new community benefit agreements with accompanying transition plans for existing service agreements that expire in 2012 and 2013;

AND THAT staff be directed to provide detailed implementation plans for Facility Discounts and the Innovation Fund mechanisms in 2013.

VOTING IN FAVOUR: Councillors Burcher, Dennis, Van Hellemond and Mayor Farbridge (4)

VOTING AGAINST: (0)

Carried

**Guelph Public Library Update**

In response to questions, Ms. Jennifer Mackie, Chair of the Guelph Public Library Board, advised that the Board and the City needs to work together to create the communication messaging to the public regarding the relationships with other projects.

Mr. Ian Panabaker, Corporate Manager of Downtown Renewal, advised that the Baker Street Redevelopment and the Main Branch redevelopment are being considered as one project.

Ms. C. Bell

5. Moved by Mayor Farbridge  
Seconded by Councillor Van Hellemond  
THAT the update on Guelph Public Library's 2012 Main Library Building Program and Functional Plan dated September 11, 2012 be received for information.

VOTING IN FAVOUR: Councillors Burcher, Dennis, Van Hellemond and Mayor Farbridge (4)

VOTING AGAINST: (0)

Carried

6. Moved by Mayor Farbridge  
Seconded by Councillor Burcher  
That the meeting of the Community & Social Services Committee of September 11, 2012 be adjourned.

Carried

The meeting adjourned at 7:43 p.m.

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Chairperson

**COMMUNITY & SOCIAL SERVICES COMMITTEE  
CONSENT AGENDA**

**November 13, 2012**

Members of the Community & Social Services Committee.

**SUMMARY OF REPORTS:**

The following resolutions have been prepared to facilitate the Committee's consideration of the various matters and are suggested for consideration. If the Committee wishes to address a specific report in isolation of the Consent Agenda, please identify the item. The item will be extracted and dealt with immediately. The balance of the Community & Social Services Consent Agenda will be approved in one resolution.

**A Reports from Administrative Staff**

<b>REPORT</b>	<b>DIRECTION</b>
<p><b>CSS-2012 A.10) COUNTY STAFFING INCREASES AS CONSOLIDATED MUNICIPAL SERVICE MANAGER FOR SOCIAL SERVICES</b></p> <p>THAT Report #CSS-CESS-1232, dated November 13, 2012 entitled "County Staffing Increases as Consolidated Municipal Service Manager for Social Services" be received for information.</p>	Receive
<p><b>CSS-2012 A.11) PILOT EVALUATION OF ALCOHOL SALES AT HASTINGS STADIUM</b></p> <p>THAT the Executive Director and Clerk be authorized to execute an Amending Agreement to the License Agreement between the City and The Guelph Royals Senior Baseball Club that approves the sale of alcohol at Hastings Stadium subject to the following conditions,</p> <ol style="list-style-type: none"><li>1. An Alcohol and Gaming Commission of Ontario licence permit is issued in the name of one officer or director of The Guelph Royals Senior Baseball Club;</li><li>2. The Guelph Royals Senior Baseball Club insurance coverage includes the sale of alcohol;</li><li>3. The Guelph Royals Senior Baseball Club pays all licensing fees, capital set up costs and operating costs relating to the sale of alcohol;</li><li>4. The Guelph Royals Senior Baseball Club complies at all times with the alcohol risk management policies of The Corporation of the City</li></ol>	Approve

of Guelph;

5. The sale of alcohol is restricted to a fenced-in beer tent with a maximum seating capacity of 75 persons;
6. The Guelph Royals Senior Baseball Club remains in full compliance with the existing agreement with The Corporation of the City of Guelph dated February 2, 2012, including all financial obligations thereunder;
7. The Corporation of the City of Guelph may, upon at least 24 hours' notice, suspend or cancel the sale of alcohol; and
8. The existing agreement dated February 2, 2012 is amended to include the foregoing provisions.

**CSS-2012 A.12) OLDER ADULT STRATEGY**

Approve

THAT Council approve the Vision, Guiding Values and Principles of the Older Adult Strategy;

AND THAT Council direct staff to create a cross-department staff team responsible for the development of a corporate action plan based on the Older Adult Strategy to ensure Guelph is age-ready and age-friendly;

AND THAT staff be directed to report back on the plan, timelines and resource requirements.

**CSS-2012 A.13) VOLUNTEER POLICE CHECKS – COMMUNITY BENEFIT AGREEMENT PROPOSAL**

Approve

THAT Council directs staff to enter into a Community Benefit Agreement with the Volunteer Centre of Guelph Wellington to administer and operate a *Police Records Check Program* for the City of Guelph under the direction of Community and Social Services.

**CSS-2012 A.14) AFFORDABLE BUS PASS QUARTERLY REPORT**

Receive

THAT Report #CSS-CESS-1230 entitled "Affordable Bus Pass Quarterly Report" dated November 13, 2012 be received for information.

**CSS-2012 A.15) MACDONALD STEWART ART CENTRE – INTERIM AGREEMENT**

Approve

THAT Guelph City Council authorize the Mayor and City Clerk to execute the Interim Agreement between the City of Guelph, the University of Guelph and the Macdonald Stewart Art Centre in a form satisfactory to the City Solicitor and the Executive Director of Community and Social

Services;

AND THAT the operating and capital budget request by the Macdonald Stewart Art Centre for 2013 as set out in the Interim Agreement be referred to the 2013 budget process for approval;

AND THAT staff report back to Council on the results of the ongoing negotiations to resolve the existing five party agreement, prior to the February 2014 deadline set out by the County of Wellington.

attach.

# COMMITTEE REPORT



**TO** Community & Social Services Committee

**SERVICE AREA** Community & Social Services Department  
Community Engagement and Social Services

**DATE** November 13, 2012

**SUBJECT** County Staffing Increases as Consolidated Municipal  
Service Manager for Social Services

**REPORT NUMBER** CSS-CESS-1232

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## SUMMARY

### **Purpose of Report:**

To advise Council of new staffing positions proposed by the County of Wellington's social services programs. The need for these new positions has been triggered by significant changes in legislation, consolidation of administration creating increased workloads and implementation of provincial policy decisions such as the rollout of full day kindergarten. Detailed rationales for each position request are contained within the report.

### **Committee Action:**

To receive the report for information to inform the 2013 Social Services budget process.

## RECOMMENDATION

THAT Report # CSS-CESS-1232, dated November 13, 2012 entitled "County Staffing Increases as Consolidated Municipal Service Manager for Social Services" be received for information.

## BACKGROUND

Wellington County is the Consolidated Municipal Service Manager (CMSM) for social services (i.e. Ontario Works, social housing and children's services). Each program area is governed by separate provincial legislations. In addition to the program legislation, other legislations, codes and by-laws may impact service delivery and administration. The County, as CMSM, has reporting requirements to the respective ministries for each program area (each ministry has their own reporting requirements).

As CMSM, the County makes decisions, within a legislated framework, on what services/benefits are provided, the level of services/benefits, eligibility and

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administration structure and requirements. The County can also enter into purchase of service agreements with service providers and direct costs back to the City.

## **REPORT**

At the County of Wellington's Oct 10, 2012 Social Services Committee meeting, reports were presented to request approval of 9 new staff positions (8+ FTEs). The positions are in the following program areas:

Ontario Works (OW):	2 Community Benefits Caseworkers
Housing:	1 Maintenance Supervisor
	1 Community Support Worker
Children Services:	2 full-time + 1 part-time Teachers (Willowdale)
	1 Planning Coordinator
	1 Data Coordinator

In addition to adding these new positions, the report proposes to end the municipal funding to the Data Analysis Coordinator position in Children's Services. Currently, the province funds 0.6 FTE. The City and County have been funding the remaining 0.4 FTE for this position. The City's current contribution is \$15,100.

The County's report provides the following rationale for each newly proposed position:

### Community Benefits Caseworkers

Currently, there are numerous provincial housing and homelessness programs, each operating independently, with their own set of rules. CMSMs are generally required to use funding only for specific purposes set out by the province. As well, OW and Ontario Disability Support Program (ODSP) currently issue the Community Start-up and Maintenance Benefit (CSUMB)<sup>1</sup> to eligible recipients.

Effective January 1, 2013, five (5) homelessness programs<sup>2</sup> and CSUMB are being consolidated into one program under Ministry of Municipal Affairs and Housing (MMAH) authority. This consolidated program is called Community Homelessness Prevention Initiative (CHPI). Program consolidation will allow CMSMs to use funding in a more flexible manner which is reflective of local need and based on an integrated, client-centred approach.

This new program is anticipated to significantly increase the administrative workload. Previously CSUMB benefits for Ontario Works and ODSP clients were considered and approved by the client's Caseworker and the payments were managed through the existing provincial social assistance technology system. In 2011, the local ODSP office and the OW office each approved approximately 1,500

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<sup>1</sup> CSUMB is a mandatory benefit provided to social assistance recipients to assist in establishing a new principal residence, to prevent eviction or the discontinuance of utilities or heating in an existing residence or where there is a threat to the health or welfare of a recipient

<sup>2</sup> The consolidated homelessness programs are: emergency and domiciliary hostels, Emergency Energy Fund, Rent Bank and Consolidated Homelessness Prevention Program (CHPP)

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requests for CSUMB (3,000 in total). These requests for assistance will now be administered by County staff through the new CHPI programme. Separate systems are required to track and process these payments and separate reporting will be required to MMAH. In particular, the addition of the requests for assistance in these areas from ODSP clients will increase overall workload in these benefit areas.

Concerns about the administrative requirements and associated costs of this programme have been raised with the Province as well as with AMO and OMSSA. The Province has yet to provide Service Managers with information as to whether they will fund administrative costs .

In addition to handling the overall increase in workload, the Community Benefits Caseworker position will also pull together the administration of a number of individual client benefits that fall outside of the core elements of social assistance. This will allow our Special Services staff that work with clients and operators of emergency shelters and domiciliary hostels to focus on these duties and better support the needs of clients that are staying in these facilities.

#### Maintenance Supervisor - Housing

The County-owned social housing is requiring more day to day maintenance and repairs due to age of the buildings (average age is now 45 years). Housing legislative changes have resulted in increased costs to turnover units (e.g. over-housing), and increased regulations (e.g. electrical safety). The number of staffing positions in Maintenance and Capital services for the social housing units managed by the County of Wellington has increased by 8 full-time and one-part-time staff positions for the Housing Operations Manager since 2006. Current supervision by the Housing Operations Manager is 16 full-time staff and 16 part-time staff.

The Maintenance Supervisor position will take on the supervision of 5 full-time positions and 16 part-time positions of the Housing Operations Manager. The Housing Operations Manager's responsibilities will be reduced by this Supervisor's staff complement in order to address management of the day to day maintenance of the County owned units.

#### Housing Community Support Worker

New funding under the Investment in Affordable Housing (IAH) Programme to support tenants and prevent evictions has resulted in an increased workload. IAH will increase the tenant caseload by approximately 130 new tenants beginning in 2012/ 2013. Also, a growing number of high needs tenants, including victims of domestic violence, households with disabilities such as mental health, and others, are requiring significant staff time and support to prevent housing evictions.

In 2006, the County created a Community Development Worker position to work with tenants and connect them with necessary services, to develop supportive communities, and to support an eviction prevention programme. Consideration for a case management model approach to support services for individuals in need was identified, similar to other service manager areas.

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The new Housing Community Support Worker position would be assigned a tenant “case management” workload of high need tenants in order to provide one-to-one services to tenants for rent, lease, maintenance, tenant relations with others, and connection with necessary services within the community. The workload of this new position would reduce the tenant workload of existing staff in order to offset the increased workload of 130 new tenants beginning in 2012/ 2013.

#### Infant Program Teachers at Willowdale

Children Services staff have been monitoring the impact of full-day kindergarten (FDK) implementation on their operations. This provincial policy decision has resulted in declining preschool enrolment at Willowdale since September 2012.

In the City of Guelph, the existing licensed infant spaces (62 – as of September, 2012) in centre-based child care programmes represent 2% of Guelph’s birth to 18 months population of children. Of these 62 spaces, only 36 are offered by operators with a Purchase of Service Agreement for Fee Subsidy. In Guelph, no child care programmes have opened or expanded their licensed capacities to offer more infant spaces in more than 2 years. Since 2008, there has been a 9% reduction in the total number of infant spaces. The significant lack of licensed infant child care spaces has been identified in every County of Wellington Child Care Service Plan since 2000.

Willowdale is the City’s municipal day nursery located at 95 Willow Road. It is operated by the County of Wellington on behalf of the City. The City is responsible for funding the operating costs of Willowdale. Despite being a neighbourhood where there is a documented higher proportion of families who are facing economic and social challenges, Willowdale Child Care and Learning Centre is the only licensed child care programme in the Onward Willow Neighbourhood. The County is working to transition the Willowdale operation to include new infant spaces; hence the need for infant program teachers.

#### Children’s Services Planning Coordinator and Children’s Services Data Coordinator

The County of Wellington is contracted by the Ministry of Child and Youth Services for planning services for children ages birth to six years of age. At the present time, service planning for children birth to 18 years of age is performed by two planning tables. Service delivery is guided by multiple working groups, service agencies and service groups that are not connected, have independent goals, have limited resources, and are not reflective of formal needs assessments and evaluation. Despite the tremendous amount of work that goes into the activities of the planning tables and working groups, progress in improved services is often stalled, due to the lack of integrated planning and integrated delivery of service.

The strategic, integrated planning processes of this new approach will also ensure that municipal funds allocated towards meeting service gaps are more precisely applied to the specific needs in the community, improving the effectiveness of targeted services and therefore reinforcing fiscal efficiencies. Integrated service planning for children ages birth to children 18 years is proven to improve accountability, enhance quality and continuity of services, reduce wait-times, increase access, and save on planning and delivery costs.

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While the Children’s Services Planning Coordinator logically fits in Child Care Services, the Children’s Services Data Coordinator, who needs to access Public Health data and resources, fits better as a contract (managed by the County) with Wellington-Dufferin-Guelph Public Health. In-kind support for management, administration, data analysis software, and Health Analytics support (estimated at \$25,000) for this position will be provided by Wellington-Dufferin-Guelph Public Health.

## **CORPORATE STRATEGIC PLAN**

### Organizational Excellence

- 1.2 Develop collaborative work teams and apply whole systems thinking to deliver creative solutions

### Innovation in Local Government

- 2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability
- 2.2 Deliver Public Service better
- 2.3 Ensure accountability, transparency and engagement

### City Building

- 3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City

## **FINANCIAL IMPLICATIONS**

Based on the County’s 2012 budget, the total forecasted cost of social services for 2013 is \$69,527,000 which is cost-shared with various funding sources. The combined total municipal cost (City and County) for 2013 is forecast at \$29,275,000 of which the City will pay \$23,088,000. This amount represents 78.7% of the total municipal contribution. In 2013, the City’s contribution by program area will be:

Ontario Works	\$4,515,000
Social Housing	\$15,663,000
Child Care Services	\$2,910,000

The newly proposed positions may impact the above noted budget by \$297,400 in 2013 and \$322,799 in 2014. The impact will be considered in the deliberation of the City’s 2013 budget process.

Since at least 2011, a budget surplus has been returned to the City from the social services budget. According to a report submitted to the County’s Social Services Committee on October 10, 2012, a surplus of \$640,000 for the City is forecast.

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**Ontario Works:**

<b>Position</b>	<b># of FTEs</b>	<b>Effective Date</b>	<b>Funding</b>	<b>2013 City Cost</b>	<b>2014 City Cost</b>
Community Benefits Caseworker	2	Jan 1, 2013	100% municipal	\$111,300	\$111,300

**Housing:**

<b>Position</b>	<b># of FTEs</b>	<b>Effective Date</b>	<b>Funding</b>	<b>2013 City Cost</b>	<b>2014 City Cost</b>
Maintenance Supervisor	1	April 2013	100% municipal	\$95,700	\$131,500
Housing Community Support Worker	1	April 2013	100% municipal	(combined for both positions)	(estimate based on annualized cost)

**Child Care:**

<b>Position</b>	<b># of FTEs</b>	<b>Effective Date</b>	<b>Funding</b>	<b>2013 City Cost</b>	<b>2014 City Cost</b>
Teacher – Willowdale	2+ <sup>3</sup>	Aug 2013	80/20 Province/City	\$12,100	\$16,800
Children's Services Planning Coordinator	1	April 2013	100% Province	---	---
Children's Services Data Coordinator	1	2013	100% municipal	\$78,300 (estimate based on current cost-share ratio)	\$78,300 (estimate based on current cost-share ratio)
Data Analysis Coordinator	-1	January 2014	60/40 Province/municipal	\$15,100	---

**DEPARTMENTAL CONSULTATION**

Finance and Enterprise Services were consulted and reviewed the report

**COMMUNICATIONS**

N/A

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<sup>3</sup> Report indicates 2 full-time and 1 part-time positions

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**ATTACHMENTS**

Attachment 1: County of Wellington Committee Report #AD-12-04: Social Services Staffing Positions Requested in 2013 Budget

Attachment 2: County of Wellington Committee Report #CC-12-18: Children's Services Data Coordinator Contract

**Prepared By:**

Karen Kawakami  
Social Services Policy and Program Liaison



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**Reviewed By:**

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**Recommended By:**

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# COUNTY OF WELLINGTON

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## COMMITTEE REPORT

AD-12-04

**To:** Chairman and Members of the Social Services Committee  
**From:** Eddie Alton, Social Services Administrator  
**Date:** October 10, 2012  
**Subject:** **Social Services Staffing Positions Requested in 2013 Budget**

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### Report

The County as the Consolidated Municipal Service Manager has been faced with numerous Provincial changes in the three programmes delivered by Social Services, namely Child Care, Social Housing and Ontario Works. Some of these changes are:

- The implementation of Full Day Early Learning Kindergarten (FDK) and the impact this has on the Child Care System
- The Early Years Programme focusing on integrated children's service planning and delivery
- The introduction of the Housing Services Act, 2011
- The requirement for a Housing and Homelessness Plan
- The Community Homelessness Prevention Initiative with a shift of some programmes from Ministry of Community and Social Services to Ministry of Municipal Affairs and Housing, and
- The discontinuance of funding from Ministry of Training, Colleges and Universities

In addition, other potential changes that may have a significant impact on the way we provide services are the Social Assistance Review due to be released on October 15 as well as the recommendations outlined in the Drummond Report but not yet implemented.

These changes not only shift the way the programmes had been delivered in the past but also impacts the role the County plays as Service Manager in regards to planning and funding. Due to these changes, a need for additional staff resources to implement and effectively carry out the responsibilities entrusted to the County as Service Manager are required. Please note that these positions are required to support the prescribed services provided by the County on behalf of the Province.

The following outlines the positions being requested by each programme, the rationale for the positions and the financial impact.

### Child Care

#### Background

The implementation of (FDK) has resulted in a significant change in the child care service delivery system. The positions being requested are being recommended in order to enable the County to

transition directly operated programmes in keeping with the Ministry of Education's modernization of the child care system, and further, to better meet the child care needs of the local community.

The Ministry of Children and Youth Services is increasingly promoting integrated children's services planning and delivery in accordance with the Early Learning Programme in Ontario. The position requested is a result of a community planning initiative that resulted in a new children's services planning framework for our service delivery area.

Infant Programme at Willowdale will require an additional 2 full time teachers and one part time Teacher assistant position effective August 19, 2013.

### **Rationale:**

- Modernization of child care focuses on licensed child care to transition spaces for children ages birth to 3.8 years of age as four and five year olds move to full day kindergarten.
- Staff have been monitoring the impact of FDK and have realized a decline in the preschool enrolment at Willowdale as of September 2012.
- The critical lack of licensed infant child care spaces has been identified in every County of Wellington Child Care Service Plan since 2000. In the City of Guelph, the existing licensed infant spaces (62 – as of September, 2012) in centre-based child care programmes represent 2% of Guelph's birth to 18 months population of children.<sup>1</sup> Of these 62 spaces, only 36 are offered by operators with a Purchase of Service Agreement for Fee Subsidy.
- In Guelph:
  - No child care programmes have opened or expanded their licensed capacities to offer more infant spaces in more than 2 years.
  - Since 2008, there has been a 9% reduction in the total number of infant spaces.
- Despite being a neighbourhood where there is a documented higher proportion of families who are facing economic and social challenges, Willowdale Child Care and Learning Centre is the only licensed child care programme in the Onward Willow Neighbourhood.

<sup>1</sup> Statistics Canada. 2012. *Guelph, Ontario (Code 3523008) and Wellington, Ontario (Code 3523)* (table). *Census Profile*. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. Released September 19, 2012. <http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/index.cfm?Lang=E> (accessed September 25, 2012).

### **Attachments**

Job Descriptions.

### **Financial Implications**

Hiring 2 full time teachers and 1 part time teacher assistant as of August 2013 would result in a total cost of approximately \$60,700. Provincial subsidy is available to fund 80% of this cost resulting in a net municipal cost to the City of \$12,100. Annualization of these positions would result in an additional cost of \$84,000 (\$16,800 net City cost) in 2014.

Children's Services Planning Coordinator - Effective April 1, 2013

**Rationale:**

- The County of Wellington is contracted by the Ministry of Child and Youth Services for planning services for children ages birth to six years of age.
- At the present time, service planning for children birth to 18 years of age is performed by two planning tables and service delivery is guided by multiple working groups, service agencies and service groups that are not connected, have independent goals, have limited resources, and are not reflective of formal needs assessments and evaluation. Despite the tremendous amount of work that goes into the activities of the planning tables and working groups, progress in improved services is often stalled, due to the lack of integrated planning and integrated delivery of service.
- The new integrated planning framework for children's services in our delivery area will ensure improved processes of:
  - formal needs assessment
  - establishing and prioritizing service deliverables that are equitable and responsive to children across the age spectrum
  - rigorous, efficient and evidence-based evaluation of specified outcomes.
- The strategic, integrated planning processes of this new approach will also ensure that municipal funds allocated towards meeting service gaps are more precisely applied to the specific needs in the community, improving the effectiveness of targeted services and therefore reinforcing fiscal efficiencies. One comprehensive community plan will articulate service and funding accountability, by including details on goals, timeframes, and benchmarks for the new integrated planning system for children birth to 18 years of age.
- Integrated service planning for children ages birth to children 18 years is proven to improve accountability, enhance quality and continuity of services, reduce wait-times, increase access, and save on planning and delivery costs.<sup>i</sup> In our mid-sized service system area, most Wellington and Guelph agencies and organizations serving children birth to 12 years, also serve children 13 to 18 years. By extending the integrated service planning umbrella to include all children birth to 18 years old, we are recognizing that there are many aspects of children's development, well-being and vulnerabilities that are best understood on a continuum, rather than parceling children's issues into discrete "age-group" packages. Effective integrated planning includes the establishment of broad planning goals for all children that can be nuanced for greater responsiveness to individuals in early, middle and late childhood. This process would not only improve equity of service levels for all children across the age continuum; it also positively exploits the well-documented prevention dividend for funding children's programmes. Research consistently shows that prevention; early identification and early intervention programmes delivered to children in early childhood reduce the need for more expensive and intensive individualized services later.<sup>ii</sup> Programmes that are delivered and funded for those who need them in their later childhood years will benefit from the integrated strategic planning framework which views them as equally

essential on the continuum of supports for all children that are so strongly connected to our community's social and economic well-being.

- The Early Years Policy Framework<sup>2</sup> recommends a governance model whereby municipal leaders ensure that provincial goals and outcomes are planned, implemented and managed at the local level.
- The Ministry of Children and Youth Services will be changing the way Best Start Planning funds will be allocated starting in 2013-14. It is expected that funding levels will be determined based on the level of service integration
- <sup>1</sup> Drummond, D. (2012). *Report from the Commission on the Reform of Ontario's Public Services: Public Services for Ontarians, A Path to Sustainability and Excellence*. Toronto: Queen's Printer for Ontario: page 231. Available for download: [www.fin.gov.on.ca/en/reformcommission/](http://www.fin.gov.on.ca/en/reformcommission/). Corter, C. & Pelletier, J. (2010). Schools as integrated service hubs for young children and families: Policy implications of the Toronto First Duty Project. *International Journal of Child Care and Education Policy*, 4 (2): 45-54. Halfon, N. Russ, S., Oberklaid, F., Bertrand, J., Eisenstadt, N. (2009). An international comparison of early childhood initiatives: From services to systems. *The Commonwealth Fund*, 1241. Siraj-Blatchford, I. & Siraj-Blatchford, J. (2009). *Early Years Knowledge Review 3: Improving Development Outcomes for Children through Effective Practice in Integrating Early Years Services*. London, UK: Centre for Excellence and Outcomes in Children and Young People's Services. OECD (2006). *Starting Strong II: Early Childhood Education and Care*. Paris, France: OECD Publishing. Available for download: <http://www.oecd.org/newsroom/37425999.pdf> [Starting Strong II recommendation #3 is for improved governance structures that reinforce system accountability and quality assurance by stabilizing methods of data collection, monitoring, long term research and evaluation. See page 208]
- <sup>1</sup> Martin, R., & Florida, R. (2009). *Ontario in the Creative Age*. Toronto, ON: Martin Prosperity Institute. Nores, M. & Barnett, W.S. (2009). Benefits of early childhood interventions across the world: (Under) Investing in the very young. *Economics of Education Review*, doi:10.1016/j.econedurev.2009.09.001. Heckman, J. (2008). The case for investing in disadvantaged young children. In First Focus (Ed.). *Big Ideas for Children: Investing in Our Nation's Future*. Washington, DC: In Focus. Schweinhart, L., Montie, J., Xiang, Z., Barnett, S., Belfield, C., & Nores, M. (2005). *Lifetime Effects: The High/Scope Perry Preschool Study through Age 40*. Ypsilanti, MI: High/Scope Press
- <sup>1</sup> Pascal, C. (2009). *With Our Best Future in Mind: Implementing Early Learning in Ontario: Report to the Premier by the Special Advisor on Early Learning*. Toronto, ON: Queen's Printer for Ontario. Page 15.

## Attachments

### Job Descriptions

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## Financial Implication

The total cost for this position in 2013 is projected to be \$58,000. Staff plan to use 100% provincial planning funding towards this position. The allocation for 2013 is unknown at this time, but estimated at \$30,000. The remainder of this position is eligible for provincial administration funding and there is no expected municipal cost.

## Social Housing

### Background

The Social Housing Programme continues to experience ongoing changes with the provincial initiatives and requirements under the *Housing Services Act, 2011*. These changes required adjustments to our local rules as well as a requirement to provide community based planning and delivery of housing and homelessness services with general provincial oversight and policy direction. This also requires education and training sessions for those individuals responsible for the administration and management of the social housing programme. These changes, along with the increase in clients with complex issues, necessitate the addition of the following staff:

#### Maintenance Supervisor Housing position effective April 1, 2013

- The County-owned social housing is requiring more day to day maintenance and repairs due to age of the buildings (average age is now 45 years), housing legislative changes resulting in increased costs to turnover units (e.g. over-housing), and increased regulations (e.g. electrical safety).
- The number of staffing positions in Maintenance and Capital services for the social housing units managed by the County of Wellington has increased by 8 full-time and one-part-time staff positions for the Housing Operations Manager since 2006. This was due to a re-assignment of the supervision of a management contract for 545 units including the additional supervision of 7 staff under this contract, and additional supervision of two new County staff positions (1 full-time and 1 part-time) between 2006 and 2011. Current supervision by the Housing Operations Manager is 16 full-time staff and 16 part-time staff.
- The Maintenance Supervisor Housing position will take on the supervision of 5 full-time positions and 16 part-time positions of the Housing Operations Manager. This supervision will include performance management, training, oversight and approvals of work orders and requirements for day to day maintenance of 1,244 units owned by the County of Wellington. The Housing Operations Manager's responsibilities will be reduced by this Supervisor's staff complement in order to address management of the day to day maintenance of the County owned units.

### Housing Community Support Worker position effective April 1, 2013

- Increased workload has occurred to support tenants and prevent evictions as a result of the following:
  - New funding under the Investment in Affordable Housing Programme will increase the tenant workload by approximately 130 new tenants beginning in 2012/ 2013.
  - Growing number of high needs tenants, including victims of domestic violence, households with disabilities such as mental health, and others, are requiring significant staff time and support to prevent housing evictions.
- Under the 2005 Housing Strategy, it was recommended that the County of Wellington investigate funding and support for the provision of Housing Support Services to address life skill needs and tenancy issues of social housing clients. In 2006, the County created a Community Development Worker position to work with tenants and connect them with necessary services, to develop supportive communities, and to support an eviction prevention programme. Consideration for a case management model approach to support services for individuals in need was identified similar to other service manager areas.
- The new Housing Community Support Worker position would be assigned a tenant “case-management” workload of high need tenants in order to provide one-to-one services to tenants for rent, lease, maintenance, tenant relations with others, and connection with necessary services within the community. The workload of this new position would reduce the tenant workload of existing staff in order to offset the increased workload of 130 new tenants beginning in 2012/ 2013.

### **Attachments**

Job descriptions – Maintenance Supervisor Housing, Housing Community Support Worker

### **Financial Implications**

Assuming that both of these positions are to be hired in April 2013, the estimated additional municipal cost for 9 months would be \$121,100 (\$95,700 City and \$25,400 County). Annualization of these positions in 2014 would have an additional municipal cost of \$45,300. These positions would be funded using 100% municipal dollars.

### **Ontario Works**

#### **Background**

The Province of Ontario is introducing the Community Homelessness Prevention Initiative which consolidates several housing and homelessness related programmes. This consolidation changes the way the programmes were delivered in the past as some are no longer done through the Ontario Works but needs to be done separately as well as the County is now responsible to deliver these programmes on behalf of ODSP. This has a direct impact on workloads and therefore additional staff is required to carry out these responsibilities.

## Community Benefits Caseworker (2 positions)

### **Rationale:**

The Community Benefits Caseworker will assist individual clients and families from the County of Wellington and City of Guelph in applying for benefits available through a range of social assistance benefit programmes. The caseworker will determine eligibility and issue payments for the following benefits: rent deposits, rent or mortgage arrears, utility deposits or arrears, energy assistance programmes, funerals, discretionary benefits, or other related benefits.

The consolidation of homelessness programmes in the Community Homelessness Prevention Initiative (CHPI) and the removal of the Community, Start-up and Maintenance Benefit (CSUMB) is anticipated to significantly increase the administrative workload for the County of Wellington. Previously CSUMB benefits for Ontario Works and ODSP clients were considered and approved by the client's Caseworker and the payments were managed through the existing provincial social assistance technology system. As of January 1, 2013 the CSUMB is being eliminated and the Province is providing Service Managers with partial funding to offer these housing related supports through the CHPI programme. In 2011 the local ODSP office and the OW office, each approved approximately 1500 requests for CSUMB (3000 in total).

These requests for assistance will now need to be administered by County staff through the new CHPI programme. Separate systems are required to track and process these payments and separate reporting will be required to the Ministry of Municipal Affairs and Housing (MMAH). In particular, the addition of the requests for assistance in these areas from ODSP clients will increase overall workload in these benefit areas. The administrative requirements of this programme have been raised with the Province as well as with AMO and OMSSA; however, the Province has yet to provide Service Managers with information as to whether administrative costs will be provided.

In addition to handling the overall increase in workload, the Community Benefits Caseworker position will also pull together the administration of a number of individual client benefits that fall outside of the core elements of social assistance. This will allow our Special Services staff that work with clients and operators of emergency shelters and domiciliary hostels to focus on these duties and better support the needs of clients that are staying in these facilities.

### **Attachments**

Job Description.

### **Financial Impact**

The total cost for these 2 additional caseworkers to begin in January 2013 is projected at \$145,300. The timing of these hires is planned to coincide with the implementation of the new CHPI funding. At this time it is anticipated that the full cost would be municipal as no official communications have been received from the province surrounding possible administration funding.

**Recommendation**

“THAT the Social Services Committee approve the following staffing positions to be included in the 2013 budget:

- 2 full time teachers and one part time Teacher assistant position effective August 19, 2013 for the Infant Programme at Willowdale;
- 1 full time Children’s Services Planning Coordinator effective April 1, 2013;
- 1 full time Maintenance Supervisor Housing position effective April 1, 2013;
- 1 full time Housing Community Support Worker position effective April 1, 2013;

THAT the Social Services Committee approve the hiring of two full time Community Benefits Caseworker positions effective January 1, 2013 in order to coincide with the implementation of the CHPI programme.;

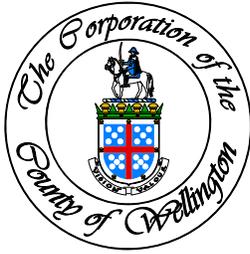
THAT the two full time Community Benefits Caseworker positions be approved to be hired prior to the 2013 budget being approved;

AND THAT this report be forwarded to the AF&P Committee for consideration and approval.”

Respectfully submitted,

Eddie Alton  
Social Services Administrator

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# COUNTY OF WELLINGTON

## POSITION DESCRIPTION

<b>Title:</b> Child Care Centre Teacher	<b>Reports to:</b> Child Care Centre Supervisor
<b>Department:</b> Child Care Services	<b>Positions Supervised:</b>
<b>Effective:</b> September 2002	<b>Revised:</b> November 2008

### **BASIC FUNCTION:**

This position reports to the Child Care Centre Supervisor and is responsible for ensuring all relevant legislative requirements, policies and procedures are maintained at all times. Duties include, but are not limited to: providing direct supervision of young children in a safe, nurturing, developmentally appropriate, inclusive and socially competent environment, identifying and referring children with specific health, learning and/or behavioural challenges to the Supervisor for further consultation, establishing a collaborative professional relationship with parents, co-workers, agency professionals and the child care community.

### **PRINCIPAL RESPONSIBILITIES:**

Under the guidance of the Child Care Supervisor, the Teacher has the following duties and responsibilities:

- Have a working knowledge of relevant legislation and the ability to interpret when required.
- Ensure all corporate and centre policies and procedures are being met.
- Provide direct supervision of children at all times.
- Provide a developmentally appropriate stimulating environment in keeping with the emergent curriculum philosophy.
- Clearly and effectively complete daily written documentation for files and parents.
- Identify and refer children with specific health and/or developmental challenges.
- Communicate effectively and professionally with children, parents, co-workers, support staff and students.
- Plan, organize, schedule and participate in parent interviews and case conference attendance.
- Consult with the child care community to maintain and improve the Child Care Services Plan.

- Mentor, supervise and evaluate student teachers.
- Attend monthly staff meetings (after hours) for programme evaluation, action plans and problem solving as required.
- Maintain a sanitary environment.
- Attend relevant professional development activities such as workshops, conferences and courses.

**PROBLEM SOLVING RESPONSIBILITIES:**

- Implementation of new legislation and regulations to remain in compliance for all areas of child care.
- Interpretation of provincial and federal legislation.
- Appropriately modifying the programme to meet the needs of children with special needs.
- Handling situations in which a parent may become irate/upset.

**CONTACTS:**

- Internal: Staff at all levels
- External: Parents of children, students, volunteers, support staff, community agencies (i.e. Family and Children Services, therapists, Canada Mortgage and Housing Corporation) child care community

**MINIMUM QUALIFICATIONS:**

- Early Childhood Education Diploma, Ontario College of Applied Arts and Technology, a Child Studies Degree from a Canadian University or a letter of equivalency issued by the Association of Early Childhood Educators Ontario.
- Must be a Registered Early Childhood Educator.
- Experience in the child care services field preferred combined with direct child care centre based experience.
- Excellent knowledge of the Day Nurseries Act as well as Public Health and Occupational Health and Safety Standards.
- Knowledge and experience working with community supports for families and children.
- Ability to communicate in an effective and professional manner.
- Ability to effectively provide clear verbal and written communication in English.

**OTHER :**

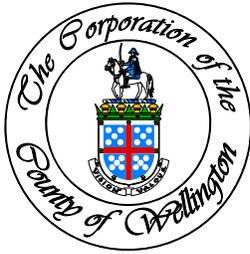
- 35 hours per week.

### **MINIMUM QUALIFICATIONS**

- Excellent communication skills (written and verbal)
- Ability to present and facilitate planning exercises
- Bachelors degree in Communications, Public Education or Social Services
- Ability to maintain accurate records and good organizational skills;
- Excellent computer skills in a MS/Windows environment;
- Knowledge of community services and programs offered to area families would be beneficial;
- Outgoing personality and the ability to work directly with people.

### **OTHER**

- Location: 15 Douglas Street, Guelph
- Regular Work week - 35 hours per week



# COUNTY OF WELLINGTON

## POSITION DESCRIPTION

<b>Title:</b> Teacher's Assistant	<b>Reports to:</b> Child Care Centre Supervisor
<b>Department:</b> Child Care Services	<b>Positions Supervised:</b>
<b>Effective:</b> September 2005	<b>Revised:</b> January 2012

### **BASIC FUNCTION:**

The Teacher's Assistant reports to the Child Care Centre Supervisor and is responsible for ensuring a safe, nurturing, and stimulating environment, in conjunction with the Early Childhood Educators. The main duties include: providing programming and supervision of children, ensuring their health and safety at all times, establishing professional relationships with other staff, and tactfully communicating with parents. The Teacher's Assistant is also responsible for reporting specific health concerns, accidents, or occurrences, to the teacher and/or supervisor for further consultation.

### **PRINCIPAL RESPONSIBILITIES:**

Under the guidance of the Child Care Supervisor, the Teacher's Assistant has the following duties and responsibilities:

- Relieving staff for breaks, programming time and case conferences.
- Communicate effectively and professionally with children, parents/guardians, other staff, professionals and students.
- Assist the classroom in carrying out individual programming for children with special needs in-keeping with the concept of inclusion.
- Attendance at monthly staff meetings (after hours) for programme planning, evaluation and problem solving as required.
- Maintaining sanitary practices.
- Have a working knowledge of relevant legislation and the ability to interpret when required.
- Ensure all regulations, legislation and centre/corporate policies are being met.
- Attend professional development activities such as workshops, conferences and courses as required.

**PROBLEM SOLVING RESPONSIBILITIES:**

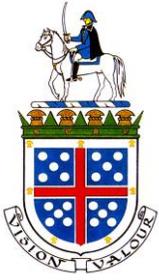
- Implementation of new legislation and regulations to remain in compliance for all areas of child care.
- Interpretation of provincial and federal legislation.
- Maintaining schedules and routines are maintained, providing flexibility when required.

**CONTACTS:**

- Internal: Staff at all levels,
- External: Parents of children, community agencies, students

**MINIMUM QUALIFICATIONS:**

- Secondary School graduation diploma.
- Experience/education specific to the child's needs preferred.
- Excellent listening and communication skills.
- Up to date immunizations and a clear Criminal Reference Check.
- First Aid and Cardiopulmonary Resuscitation (CPR) certified.



# COUNTY OF WELLINGTON

## POSITION DESCRIPTION

<b>Title:</b> Children's Services Coordinator	<b>Reports to:</b> Director of Child Care Services
<b>Department:</b> Social Services – Child Care	<b>Positions Supervised:</b> 0
<b>Effective:</b> March 1, 2013	<b>Revised:</b>

### BASIC FUNCTION:

This position reports directly to the Director of Child Care Services and is responsible for supporting the work of the community planning framework, ensuring links and communication between the children's planning council, children's services working groups and community-wide working groups.

### PRINCIPAL RESPONSIBILITIES:

Under the guidance of the Director, the Children's Services Coordinator has the following duties and responsibilities:

- Provide administrative support to the council (agendas, minutes, terms of reference)
- Ensure completion of/writing of the community plan
- Capacity building within children services working groups
- Support to working groups with project planning and implementation based on priorities in the community plan
- Ensure working groups working on priorities have appropriate representation at the council
- Provide background materials and resources as needed
- Identify and report duplication and gaps (challenges and opportunities) across the children's planning system to council.
- Facilitate Results Based Accountability sessions as needed

### PROBLEM SOLVING RESPONSIBILITIES

- Deals with varied requests from community planning
- Ability to apply procedural information to support individuals and planning groups
- Ability to deal diplomatically with community agencies and working groups
- Ability to work collaboratively and cohesively with other internal positions
- Ability to organize work requirements to meet multiple deadlines and responsibilities;

### CONTACTS

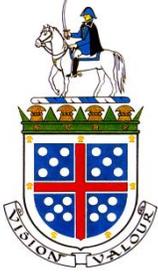
- Internal: staff at all levels (team, divisions, departments)
- External: Public, clients, Child Care programs, other community agencies

### **MINIMUM QUALIFICATIONS**

- Excellent communication skills (written and verbal)
- Ability to present and facilitate planning exercises
- Bachelors degree in Communications, Public Education or Social Services
- Ability to maintain accurate records and good organizational skills;
- Excellent computer skills in a MS/Windows environment;
- Knowledge of community services and programs offered to area families would be beneficial;
- Outgoing personality and the ability to work directly with people.

### **OTHER**

- Location: 15 Douglas Street, Guelph
- Regular Work week - 35 hours per week



# COUNTY OF WELLINGTON

## POSITION DESCRIPTION

<b>Title:</b> Maintenance Supervisor Housing	<b>Reports to:</b> Housing Operations Manager
<b>Department:</b> Social Services – Housing Division	<b>Positions Supervised:</b> 5 full time 16 casual
<b>Effective:</b>	<b>Revised:</b>

### BASIC FUNCTION:

This position reports directly to the Housing Operations Manager. This position is responsible to supervise the direct Maintenance services of County owned Housing stock of a 1244 unit portfolio consisting of family units and senior lifestyle rental units located in Guelph and Wellington County, in the Social Services - Housing Division, Maintenance Team. Duties including: ensure maintenance and preventative maintenance programs, keeping properties in a safe, well-maintained condition according to approved standards, including legislation, regulations and policies and procedures.

### PRINCIPAL RESPONSIBILITIES:

Under the guidance of the Housing Operations Manager, the Maintenance Supervisor Housing has the following duties and responsibilities:

- Supervise 2 Maintenance Coordinators (directly responsible for day to day maintenance requirements for approximately 622 family and senior lifestyle units each), 3 full time Building Custodians (responsible for inside cleaning and maintenance of eight Senior and Adult lifestyle buildings) and 16 Casual Key Tenants (at senior and adult lifestyle buildings);
- Supervision of five full time staff and 16 casual Key Tenants, including annual performance reviews, attendance approval, participating in interview process where needed (and posting for key tenant position where needed).
- Provide a leadership role and maintain a thorough knowledge of maintenance programmes, approved standards and legislative, regulatory, policies and procedures.
- Build positive relations and take a lead role to mediate and address client complaints, complex concerns and active problem solving between staff, management, tenants and contractors and others.

- Develop and maintain business practices that outline current approaches to service delivery.
- Remain current with trends and be knowledgeable about efficient and cost-effective requirements.
- Conduct regular monitoring of activities to ensure timely move out inspections (including assigned and scheduled work, follow up for correction and deficiencies and support for eviction with tenants), conduct of annual inspections of occupied units (including repairs required, tenant charge items and inspection of completed work), and accurate, efficient and cost-effective work order and other repair requirements are met (including requests from staff or tenants for work orders, follow up completion and correction of deficiencies);
- Prepare and monitor the preventative maintenance program for twenty seven County owned properties;
- Conduct inspections on some capital projects under construction, identify deficiencies and recommend payment for tender work; provide back up support to the Capital Works Coordinator;
- Prepare, monitor and implement budget regularly, including monitoring of operating materials and services budget, identify trends in spending and making adjustments to stay within approved budget limitations;
- Authorizing work orders and payables for work issued by Maintenance Coordinators, and query payments that are excessive or incomplete;
- Prepare Short Form Tenders, review specifications and answer queries regarding specifications, monitoring of work and the completion of inspections;
- On-call Rotation for after hours and weekend coverage.
- Other duties as assigned.

**CONTACTS:**

- Internal: staff at all levels.
- External: Contractors, Suppliers, Social Agencies, Potential Contractors/ Bidders, Municipal and building officials, Fire Prevention Officers, tenants, families of tenants, other government agencies.

**MINIMUM QUALIFICATIONS:**

- Post secondary education of three years preferably in Construction/ Technical / Building Science/ Maintenance and Accounting administration;
- Over 2 year, up to and including 3 years experience in Construction/ Technical/ Building Science/ Maintenance and Accounting functions, with 3 years preferred;
- Knowledge of Housing Services Act, 2011, technical guides and manuals, technical policies and procedures related to Ontario Building Code and other required legislation related to maintenance and construction, Health and Safety regulations, Municipal By-laws, Industry best practices;
- Supervision ability preferred.
- Ability to work with a diverse client group with technical expertise;
- Application of knowledge for problem solving required;
- Good knowledge of computers and software applications;
- Excellent communication and organizational skills.

**OTHER:**

- Location: 138 Wyndham Street North, Guelph
- Regular work week – 35 hours per week
- Valid driver's licence
- Salary Range: non-union pay grade 8 position

DRAFT



# COUNTY OF WELLINGTON

## POSITION DESCRIPTION

<b>Title:</b> Housing Community Support Worker	<b>Reports to:</b> Manager of Community Property Services
<b>Department:</b> Social Services Department – Housing Services	<b>Positions Supervised:</b> 0
<b>Effective:</b>	<b>Revised:</b>

### BASIC FUNCTION:

This position reports directly to the Manager of Community Property Services. This position is responsible to provide case management support and counseling to an assigned number of tenant households who require more intensive services to improve their quality of life and ability to maintain their housing in the Social Services Department - Housing Services within all social and affordable housing properties managed by the County of Wellington for the service area of Wellington and Guelph.

### PRINCIPAL RESPONSIBILITIES:

Under the guidance of the Manager of Community Property Services, the Housing Community Support Worker has the following duties and responsibilities:

- Provide case management support and counseling services to tenants with mental health issues, addiction issues, hoarding issues, life skills issues, family violence, etc. to determine the tenant's housing needs and making referrals as necessary to community agencies;
- Provide one to one service to tenants with complex issues (i.e. rent payment problems, behavioral, life skills, other), through sole service contact for rent payment requirements, budgeting and finances, completing eligibility and other forms, eligibility with a view to eviction prevention, mediating tenant issues and complaints, problem solving, coordination of maintenance services and provide home visits to ensure the health and safety of tenants, linking to independent support services with community agencies and partners;
- Provide case management to determine tenant's housing needs, develop plans, establish goals ensuring community supports are in place and participation in case conferences to address the needs of tenants;
- Assist tenants with accessing referrals for volunteer trustee services to help with money management, health care supports and financial supports with resources (i.e. Ontario Works, ODSP, etc.);

- Build positive relations between tenants, Mental Health service providers and other community agencies to ensure opportunities for tenant referrals and supports;
- Act as a resource for Housing Services staff concerning tenants with complex issues;
- Prepare confidential and sensitive reports;
- Maintain and support a case load of housing tenants with complex issues residing within properties managed by the County of Wellington;
- Liaise with other housing staff involved in processing rent calculations, maintenance and capital requests, Landlord Tenant Board Hearings, communications; policies and rules and other requirements:
- Attend community/tenant meetings when required;
- Participate in unit inspection processes in housing communities;
- Update information in databases as required;
- Attend Internal Review Committee meetings when required;
- On-call rotation for after hours and week-end coverage.

### **CONTACTS**

- Internal: staff at all levels.
- External: Housing providers, applicants, tenants, families of tenants, emergency or crisis contacts, Wellington CMSM Social Services, Financial Institutions, Community Agencies, Neighbourhood Associations, trustees.

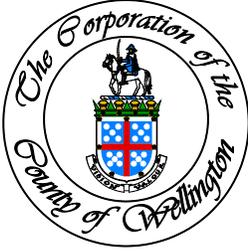
### **MINIMUM QUALIFICATIONS**

- University Degree in human services, community development or a related field with accredited courses in mental health and/or addictions;
- Minimum of two years experience working in the field of community relations, mental health and/or addictions, with experience in housing management an asset;
- Rental property management abilities preferred.
- Knowledge of assessment procedures, treatment strategies and symptom management related to individuals with long standing mental health and/or addictions issues;
- Knowledge of Housing Reform Act, 2011, Regulations, County of Wellington Housing guides and manuals, policies and procedures related to geared-to-income rent eligibility, rent calculations, lease administration and familiarity with the relevant provisions of the Residential Tenancies Act;
- Knowledge of community services, programmes and organizations is essential;
- Excellent project administration and organizational skills;
- Excellent communication and complex problem solving skills;
- Good counseling and listening skills;
- Good Leadership skills;
- Good computer skills and experience;
- Ability to work in a team environment or independently;

**OTHER**

- Location: 138 Wyndham Street North, Guelph
- Regular Work Week – 35 hours per week
- Valid driver's license required.
- Salary Range: union pay grade 12
- Collective Agreement between County of Wellington and CUPE, Local #973

DRAFT



# COUNTY OF WELLINGTON

## POSITION DESCRIPTION

<b>Title</b> Community Benefits Caseworker	<b>Reports to</b> Special Services Manager
<b>Department:</b> Ontario Works	<b>Positions Supervised:</b> 0
<b>Effective:</b>	<b>Revised:</b> October 2012

### **BASIC FUNCTION:**

This position reports to the Special Services Manager and is responsible for assessing eligibility and issuing benefits for Homelessness programmes, Discretionary Benefits and other specialized social assistance programmes. Duties include but are not limited to assisting applicants in completing applications and ensuring that the correct information is received, determining eligibility and explaining all relevant legislation and procedures that may affect their eligibility.

### **PRINCIPAL RESPONSIBILITIES:**

Under the guidance of the Special Services Manager, Community Benefits Caseworker has the following duties and responsibilities:

- Assess financial eligibility for financial benefits by completing necessary documentation on each case and maintaining accurate records.
- Assess eligibility for homelessness related benefits, Discretionary Benefits and other special benefits or services.
- Meet with clients to complete intakes and manage follow-up tasks as required.
- Communicate closely with social assistance caseworkers, vendors, landlords and community agencies in the delivery of services and benefits to the client.
- Maintain accurate electronic records and generate applicable payments and correspondence.
- Actively refer clients to other available financial resources and services at the local, provincial and federal level in an effort to help them meet their financial needs.
- Deal tactfully with difficult clients as well as clients experiencing complex and difficult challenges.
- Other duties as assigned.

### **PROBLEM SOLVING RESPONSIBILITIES:**

- Dealing effectively with difficult clients, family members, advocates as well as those suffering from mental health challenges as well as clients with cultural and language barriers.
- Dealing with irate clients who may have been refused assistance.
- Working creatively and productively with caseworkers and outside agencies to determine the most efficient and effective ways to provide assistance based on the needs of the client.
- Making eligibility decisions on difficult cases and communicating these decisions to clients.
- Interpreting legislation, directives, local policies and purchase of service agreements.

### **CONTACTS:**

Internal:

- Social Services staff, Treasury staff, other County staff as required.

External:

- Clients, community agencies, service providers and vendors, financial institutions, health care professionals, ODSP caseworkers Government agencies both Provincial and Federal, families, land lords, trustees, client advocates.

### **MINIMUM QUALIFICATIONS:**

- Bachelor Degree or Community College Diploma in the Social Services field; or a Degree or Diploma and related work experience acceptable to the employer.
- One year related experience preferred.
- Ability to maintain accurate records and communicate effectively and tactfully with internal staff, community agencies and the public.
- Excellent knowledge of computers, software programmes and databases.
- Excellent verbal and written communication skills.
- Knowledge of the Ontario Works programme, homelessness programmes and other relevant programmes and services.
- Sensitive to the needs of vulnerable citizens and those living in poverty.
- Excellent Customer Service skills.

### **OTHER:**

- Regular workweek – 35 hours per week.
- Some flexibility may be required to accommodate certain situations.



# COUNTY OF WELLINGTON

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## COMMITTEE REPORT

CC-12-18

**To:** Chairman and Members of the Social Services Committee  
**From:** Luisa Artuso, Director of Child Care Services  
**Date:** October 10, 2012  
**Subject:** **Children's Services Data Coordinator Contract**

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### **Background:**

At the present time, service planning for children birth to 18 years of age is performed by two planning tables (Growing Great Kids and the Child and Youth Planning Council). Service delivery is guided by multiple working groups, service agencies and service groups that are not connected, have independent goals, have limited resources, and are not reflective of formal needs assessments and evaluation. Despite the tremendous amount of work that goes into the activities of the planning tables and working groups, progress in improved services is often stalled, due to the lack of integrated planning and integrated delivery of service.

The County of Wellington is contracted by the Ministry of Child and Youth Services for planning services for children birth to six years of age. As such, the County co-chairs and funds the Growing Great Kids Network. Although this network has been recognized by the province as one that is effectively moving towards collaborative and integrated service delivery, it is limited in effective systems planning for all children and families.

In 2011, the chairs of Growing Great Kids, the Child and Youth Planning Council as well the Council of Opportunities for Children began a community process to look at ways to develop a strategic and integrated planning process for children birth to eighteen years of age.

### **Update:**

This process resulted in community consensus to proceed with the attached Guelph Wellington Children's Services Planning Framework.

The new integrated planning framework for children's services in our delivery area will ensure improved processes of:

- formal needs assessment
- establishing and prioritizing service deliverables that are equitable and responsive to children across the age spectrum
- rigorous, efficient and evidence-based evaluation of specified outcomes.

Integrated service planning for children ages birth to children 18 years is proven to improve accountability, enhance quality and continuity of services, reduce wait-times, increase access, and save on future planning and delivery costs.<sup>i</sup> In our mid-sized service system area, most Wellington and Guelph agencies and organizations serving children birth to 12 years, also serve children 13 to 18 years. By extending the integrated service planning umbrella to include all children birth to 18 years old, we are recognizing that there are many aspects of children’s development, well-being and vulnerabilities that are best understood on a continuum, rather than parceling children’s issues into discrete “age-group” packages.

Effective integrated planning includes the establishment of broad planning goals for all children that can be nuanced for greater responsiveness to individuals in early, middle and late childhood. This process would not only improve equity of service levels for all children across the age continuum; it also positively exploits the well-documented prevention dividend for funding children’s programmes.

The strategic, integrated planning processes of this new approach will also ensure that municipal funds allocated towards meeting service gaps are more precisely applied to the specific needs in the community, improving the effectiveness of targeted services and therefore reinforcing fiscal efficiencies. One comprehensive community plan will articulate service and funding accountability, by including details on goals, timeframes, and benchmarks for the new integrated planning system for children ages birth to 18 years.

The success and sustainability of this framework is dependent on leadership, coordination and adequate resources. As the Early Years Policy Framework<sup>ii</sup> recommends a governance model whereby municipal leaders ensure that provincial goals and outcomes are planned, implemented and managed at the local level, County staff has taken the lead to create and manage two new positions (one direct report and one contracted).

The two positions of Children’s Services Planning Coordinator and Children’s Services Data Coordinator are critical components of the new framework. While the Children’s Services Planning Coordinator logically fits in Child Care Services, the Children’s Services Data Coordinator, who needs to access Public Health data and resources, fits better as a contract (managed by the County) with Wellington-Dufferin-Guelph Public Health.

As there are no provincial funds available at this time, staff recommend the contract be funded by 100% municipal annualized grant funding cost shared between the County of Wellington and the City of Guelph. In-kind support for management, administration, data analysis software, and Health Analytics support (estimated at \$25,000.00) for this position will be provided by Wellington-Dufferin-Guelph Public Health.

Staff also recommend that the 100% municipal annualized grant funding currently allocated to the Guelph Community Health Centre to enhance the Provincial Data Analysis Coordinator (DAC) position, be terminated as of December 2013 and re-allocated to the contract with Wellington-Dufferin-Guelph Public Health as of January 2014.

Attachments:           1. Children’s Services Planning Framework  
                              2. Service Contract Description

**Financial Implications:**

This grant would be funded through 100% municipal funding of \$100,000 in 2013. The cost sharing arrangement for this contract will be determined prior to the contract commencing. In 2014, the ending of the DAC funding provided to the Guelph Community Health Centre will result in offsetting municipal savings of \$15,100 for the City and \$5,000 for the County.

**Recommendation:**

“**THAT** that \$100,000 in annualized grant funding cost shared between the County and the City of Guelph for the Children’s Services Data Coordinator commencing in April 2013 be approved” and

“**THAT** staff be directed to forward this report to the City of Guelph for approval.” and

“**THAT** the Warden and Clerk be authorized to execute the necessary service agreement with Wellington-Dufferin-Guelph Public Health to the satisfaction of County staff and the County Solicitor subject to City approval.” and

“**THAT** funding for the Data Analysis Coordinator with the Guelph Community Health Centre be discontinued effective December 31, 2013 subject to City approval.”

Respectfully submitted,



Luisa Artuso  
Director of Child Care Services

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<sup>i</sup> Drummond, D. (2012). *Report from the Commission on the Reform of Ontario's Public Services: Public Services for Ontarians, A Path to Sustainability and Excellence*. Toronto: Queen's Printer for Ontario: page 231. Available for download: [www.fin.gov.on.ca/en/reformcommission/](http://www.fin.gov.on.ca/en/reformcommission/). Corter, C. & Pelletier, J. (2010). Schools as integrated service hubs for young children and families: Policy implications of the Toronto First Duty Project. *International Journal of Child Care and Education Policy*, 4 (2): 45-54. Halfon, N. Russ, S., Oberklaid, F., Bertrand, J., Eisenstadt, N. (2009). An international comparison of early childhood initiatives: From services to systems. *The Commonwealth Fund*, 1241. Siraj-Blatchford, I. & Siraj-Blatchford, J. (2009). *Early Years Knowledge Review 3: Improving Development Outcomes for Children through Effective Practice in Integrating Early Years Services*. London, UK: Centre for Excellence and Outcomes in Children and Young People's Services. OECD (2006). *Starting Strong II: Early Childhood Education and Care*. Paris, France: OECD Publishing. Available for download: <http://www.oecd.org/newsroom/37425999.pdf> [Starting Strong II recommendation #3 is for improved governance structures that reinforce system accountability and quality assurance by stabilizing methods of data collection, monitoring, long term research and evaluation. See page 208]

<sup>ii</sup> Pascal, C. (2009). *With Our Best Future in Mind: Implementing Early Learning in Ontario: Report to the Premier by the Special Advisor on Early Learning*. Toronto, ON: Queen's Printer for Ontario. Page 15.

## SERVICE DESCRIPTION SCHEDULE - 2013

**ORGANIZATION: Wellington-Dufferin-Guelph Public Health**

**SERVICE NAME: Children's Services Data Coordinator Position**

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Primary Functions:

1. Act as liaison between the Guelph Wellington Children's Planning Council and the Surveillance/Data Team
2. Facilitate and support the work of the Surveillance/Data Team
3. Support community working groups in evaluating projects/workplans

Roles and Responsibilities:

1. Chair and provide administrative support to the Data/Surveillance Team
2. Represent the Data/Surveillance Team at the Guelph Wellington Children's Planning Council
3. Participate in the development of the Community Plan
4. Oversee budget for the Surveillance/Data Team (data, publishing, Report on the Wellbeing of Children costs etc) and develop funding proposals if needed.
5. Project lead for the development of Report on the Wellbeing of Children

Surveillance/Data Team:

Primary Function: Population Accountability Results

- Compromised of various local community partners and agencies
- Identify and develop data sources (existing and new)
- Data collection and analysis
- Identify population based indicators and outcomes
- Develop and implement a system for ongoing surveillance
- Production of the Report on the Wellbeing of Children (every three years)
- Provide resources/expertise to assist Data Coordinator in supporting community working groups with evaluation
- House community data so it is accessible to community partners

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Authorized Signatures

On behalf of The Corporation of the County of Wellington:

\_\_\_\_\_ Date: \_\_\_\_\_

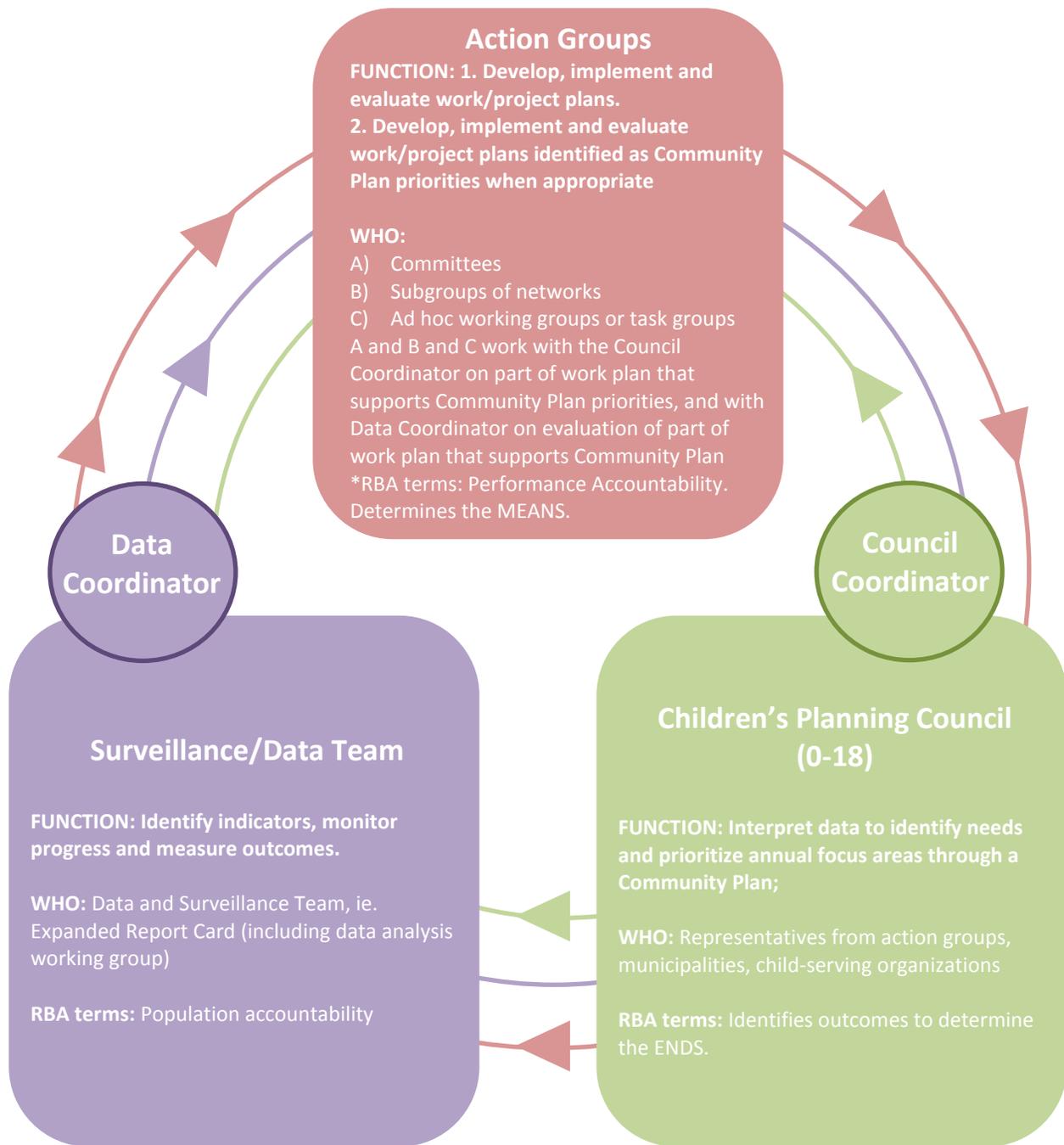
On behalf of Wellington-Dufferin-Guelph Public Health

\_\_\_\_\_ Date: \_\_\_\_\_

Guelph Wellington Children’s Planning Council (0-18 years of age)

Proposed Framework

Prepared August 16, 2012



\*RBA – Results Based Accountability

## Guelph Wellington Children's Planning Framework Proposed Structures, Roles and Responsibilities

### CHILDREN'S PLANNING COUNCIL (0-18)

#### Primary Function:

- **Through a Community Plan, identify community needs and prioritize annual focus areas**
  - Review/interpret community surveillance data and consider input from action groups and the community

#### Roles/Responsibilities:

- **Articulate, prioritize and monitor desired community outcomes**
  - Keep up to date on what's happening locally, regionally, provincially, federally
  - Ensure both community/citizen and service provider voice
  - Share information and resources
  - Identify shared objectives
  - Advocate for identified community outcomes with provincial bodies and funders

#### Who:

- Senior executives from organizations serving children 0-18 and from municipalities
- Chair or one co-chair of working and action groups to represent the group, including its subgroups

### COUNCIL COORDINATOR

#### Primary Function:

- **Ensure links and communication between and across:**
  - Individual community working groups and subgroups
  - Community working groups and the Council
  - The Council and community-wide planning groups (e.g. Poverty Taskforce, Drug Strategy, etc.)

#### Roles and Responsibilities

- Capacity building within and across working groups
- Identify and facilitate resolution of duplication and gaps (challenges and opportunities) across the children's planning system
- Ensuring development and distribution of the community plan

## Guelph Wellington Children's Planning Council

- Provide project planning support to working groups that are leading projects related to the priority focus areas identified in the Community Plan
- Ensure working groups working on priority focus areas have appropriate representation at the Council
- Provide background materials and resources as needed
- Provide administrative support to council (agendas, minutes, terms of reference, budgets, proposals)

### Skills and Requirements:

- Excellent verbal and written communication skills
- Proficient in project planning
- Ability to multitask/manage system level issues
- Critical and analytical thinker
- Strong interpersonal skills

### Who:

- Paid position

## SURVEILLANCE/DATA TEAM

### Primary Function:

- **Population Accountability (Results Based Accountability)**

### Roles and Responsibilities:

- Obtain and develop data sources (existing and new)
- Identify population based indicators and outcomes
- Data collection and analysis
- Develop and implement a system for ongoing surveillance
- Production of children's report card (every three years)
- Provide resources/expertise to assist Data Coordinator in supporting working groups with surveillance and evaluation
- House community data in a way that makes it available to community partners
- Communicate with planning council

### Who:

- Expand the Report Card Coalition as appropriate

## DATA COORDINATOR

### Primary Functions:

- **Facilitate and support the work of the Surveillance/Data Team**
- Act as liaison between Children's Planning Council and Surveillance/Data Team
- Support working groups in collecting data and evaluating projects and workplans

### Roles and Responsibilities:

- Ensures effective communication between the Surveillance/Data Team, Children's Planning Council and community networks
- Collects data guided by the indicators in the Community Plan
- Maintains and prepares data for use in mapping, charts or tables
- Participate in development of Community Plan
- Project lead for development of Report Card including design and printing
- Oversee budget of Surveillance/Data Team (data, publishing, report card costs, etc.) and develop funding proposals as needed
- Provide administration support to Surveillance/Data team (agendas, minutes, terms of reference, budgets, proposals)

### Skills and Requirements:

- Strong communication, organizational, and problem-solving skills
- Demonstrated ability to work with community agencies and volunteers
- Strong project management skills
- Skilled in data analysis
- Demonstrated writing skills
- Strong interpersonal skills

### Who:

- Paid position

## ACTION GROUPS

### Primary Functions:

- **Develop implement and evaluate work/project plans to address priorities articulated in Community Plan**
- Continue to fulfill the mandates/activities of their group that go beyond the Community Plan (i.e. topic specific, age specific, sector specific)

### Roles and Responsibilities:

- Communicate needs, gaps and priorities to Council
- Participate in Council through one representative
- Ensure a evaluation component exists for their workplan including identifying measures
- Work with the council coordinator to identify gaps, duplication, challenges and opportunities across the children's planning system
- Demonstrate flexibility in group composition to accommodate plans to address identified community priorities
- Chair of each Action Group is responsible for ensuring communication with the Council Coordinator

### Who:

- Early Years (Growing Great Kids) – 0-6 yrs.
- Children's Mental Health and Developmental Services 0-18yrs
  - Education, Special Needs, etc.
- Broader Community Groups with a child and family component
  - Poverty Taskforce, Drug Strategy, etc.
- Ad hoc or project specific groups
- Others as required

# COMMITTEE REPORT



TO **Community and Social Services Committee**

SERVICE AREA Community & Social Services Department  
Business Services

DATE November 13, 2012

**SUBJECT Pilot Evaluation of Alcohol Sales at Hastings Stadium**

REPORT NUMBER CSS-BS-1226

## SUMMARY

**Purpose of Report:** To report back on the evaluation of the sale of alcohol at Hastings Stadium during the 2012 season for Guelph Royals Senior Baseball Club and to make a recommendation on future sales of alcohol.

**Committee Action:** Staff recommends that Council approve the conditional sale of alcohol for future Guelph Royals Senior Baseball Club baseball games at Hastings Stadium, subject to the listed criteria.

## RECOMMENDATION

THAT the Executive Director and Clerk be authorized to execute an Amending Agreement to the License Agreement between the City and The Guelph Royals Senior Baseball Club that approves the sale of alcohol at Hastings Stadium subject to the following conditions,

1. An Alcohol and Gaming Commission of Ontario licence permit is issued in the name of one officer or director of The Guelph Royals Senior Baseball Club;
2. The Guelph Royals Senior Baseball Club insurance coverage includes the sale of alcohol,
3. The Guelph Royals Senior Baseball Club pays all licensing fees, capital set up costs and operating costs relating to the sale of alcohol;
4. The Guelph Royals Senior Baseball Club complies at all times with the alcohol risk management policies of The Corporation of the City of Guelph;
5. The sale of alcohol is restricted to a fenced-in beer tent with a maximum seating capacity of 75 persons;
6. The Guelph Royals Senior Baseball Club remains in full compliance with the existing agreement with The Corporation of the City of Guelph dated February 2, 2012, including all financial obligations thereunder;

- 
7. The Corporation of the City of Guelph may, upon at least 24 hours' notice, suspend or cancel the sale of alcohol; and
  8. The existing agreement dated February 2, 2012 is amended to include the foregoing provisions.

## **BACKGROUND**

On May 28, 2012 Council Guelph City Council approved the conditional sale of alcohol at the Guelph Royals Senior Baseball Club home games as a pilot program for the 2012 season, subject to full compliance with Alcohol and Gaming Commission of Ontario (AGCO) regulations and the municipal Alcohol Risk Management Policy (ARMP).

The following report provides an overview of the assessment and the results of the implementation.

## **REPORT**

Alcohol was sold in a contained, 50-seat capacity beer tent located along the third baseline for a total of 17 home games. The licensee was a local pub utilizing their AGCO caterer's endorsement liquor license. The first two games required the club to hire paid duty police officers to assess the public safety issues. Guelph Police Services determined that the paid duty services were unnecessary to ensure public safety for the remainder of the games.

During and post season, City staff conducted an assessment of the pilot by consulting Guelph Police Services, By-law Compliance & Security, and sports field operations staff. No related incidents or complaints were reported. The baseball club was also in full compliance with the ARMP requirements and all AGCO provincial regulations.

In summary there were no issues or public safety concerns regarding the sale of alcohol during the 2012 Guelph Royals baseball games and all conditions set out by the City had been satisfied by the Guelph Royals.

Going forward, the Guelph Royals Senior Baseball Club has expressed an interest to continue to offer the sale of alcohol at all future club home games. As the sale of alcohol is strictly regulated and licensed by the AGCO, city staff contacted the appropriate AGCO regional office and they advised of the following two options available to consider:

Option A: The City applies for the liquor license permit and operates the beer tent during the games with City staff.

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Option B: The Guelph Royals apply for the alcohol license permit and operate the beer tent during the games.

Staff evaluated the pros and cons of the City obtaining the liquor license and operating the beer tent, and determined that the costs of City paid servers, security staff, and set up and tear down for each game – all charged back to the club at cost – were not financially feasible for the club. Additionally, staff did not wish to set a precedent for obtaining a liquor license and operating beer tents on behalf of other non-profit community groups' special events.

The recommended option is to have the Guelph Royals Senior Baseball Club apply and obtain the liquor license and operate the beer tent for their games similarly to how other Inter-county baseball teams operate, who also play in municipal-owned stadiums. Although the proposed liquor license would be between the AGCO and Guelph Royals Senior Baseball Club, the City would also like to ensure the following additional conditions are in place:

1. The AGCO license permit be issued in the name of an owner of Guelph Royals Senior Baseball Club;
2. The Guelph Royals Senior Baseball Club must provide additional liability insurance coverage, with the City of Guelph as an additional named insured;
3. All licensing fees, capital set up costs and operation costs will be the responsibility of the Guelph Royals Senior Baseball Club;
4. Ongoing compliance to the City of Guelph's Alcohol Risk Management Policies;
5. The fenced in beer tent seating capacity be limited to a maximum of 75 persons;
6. The City's license agreement to the Guelph Royals Senior Baseball Club remains valid and all financial accounts are current and in good standing;
7. The City of Guelph as landlord retains exclusive rights to suspend or cancel the sale of alcohol within a 24 hour notice; and
8. The existing agreement is amended to outline the specific details and arrangements as approved by Council.

## **CORPORATE STRATEGIC PLAN**

### Innovation in Local Government

2.3 Ensure accountability, transparency and engagement

### City Building

3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City

## **FINANCIAL IMPLICATIONS**

There are no financial implications.

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## **DEPARTMENTAL CONSULTATION**

Parks and Recreation  
By-Law Compliance and Security  
Guelph Police Service  
Legal Services

## **COMMUNICATIONS**

N/A

## **ATTACHMENTS**

N/A



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### **Recommended By:**

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### **Recommended By:**

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# COMMITTEE REPORT



TO **Community and Social Services Committee**

SERVICE AREA Community and Social Services Department  
Community Engagement and Social Services

DATE November 13, 2012

**SUBJECT Older Adult Strategy**

REPORT NUMBER CSS-CESS-1228

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## SUMMARY

**Purpose of Report:** To provide Council with the final report of the Older Adult Strategy which will assist the City of Guelph proactively prepare for the impact of the increased aging population on the City's services and programs.

**Committee Action:** That Council approve the Vision, Guiding Values and Principles of the Older Adult Strategy in planning and decision making within the city; and that Council direct staff to create a cross-departmental staff team responsible for the development of a corporate action plan based on the Older Adult Strategy to ensure Guelph is age-ready and age-friendly.

## RECOMMENDATION

THAT Council approve the Vision, Guiding Values and Principles of the Older Adult Strategy;

AND THAT Council direct staff to create a cross-departmental staff team responsible for the development of a corporate action plan based on the Older Adult Strategy to ensure Guelph is age-ready and age-friendly;

AND THAT staff be directed to report back on the plan, timelines and resource requirements.

## BACKGROUND

By 2031 the population of the City of Guelph is projected to be 175,000 with the greatest proportional increase in the 55+ age category, or 33% of all Guelph residents (Revised Official Plan, Local Growth Management Strategy, 2009/*The Growth Outlook for the Greater Golden Horseshoe, Hemson Consulting Ltd.*,

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*January 2005*). The impact of this demographic shift on the design and delivery of municipal services will present opportunities and challenges.

In the spring of 2012, Community and Social Services launched an initiative to develop an Older Adult Strategy. The purpose of the plan is to create an age-friendly community that supports older adults to live in security, maintain their health and participate fully in society. In response, the City will adapt its structure and services to be accessible and inclusive of older people with varying needs and capacities.

The Older Adult Strategy has utilized a framework that is consistent with the World Health Organization Dimensions of Age-Friendliness: outdoor spaces and buildings, transportation, housing, social participation, respect and social inclusion, civic participation and employment, communication and information, community support and health supports. Cities around the world are applying this framework, using a set of standard guidelines and tools to become age-ready and age-friendly. This work was also guided and informed by a Steering Committee of ten members, comprised of both community members and City staff.

A comprehensive and innovative Older Adult Strategy is intended to provide a planning framework and implementation plan to ensure that the city is age-ready and age-friendly. To ensure that the City is age-ready, staff have identified the following steps:

- Identify assets and challenges affecting the City with a growing population of older adults;
- Set goals for the corporation to ensure a healthy community for an aging population;
- Provide direction to ensure policies serve individuals with changing needs due to aging;
- Build staff capacity to serve an older adult population;
- Recognize and value the expertise, wisdom, and contribution that older adults provide to a community; and
- Encourage other sectors of the community to collaborate to provide innovative ways to meet challenges of the aging population.

Figure 6. Age-friendly city topic areas



<http://www.seniors.gov.on.ca/en/afc/index.php>

## REPORT

In preparation for the opportunities and challenges that this demographic shift will pose to the City, the Older Adult Strategy is intended to guide the planning and allocation of resources and services to ensure that the City of Guelph becomes an age-friendly city in which residents of all ages choose to live and grow old.

### **Project Methodology as follows:**

A review of documents and materials was conducted to inform this work. Resources came from the City, from three comparator municipalities, as well as from a number of jurisdictions across North America that has developed older adult strategies (Appendix 1, page 79).

The development of the Strategy included a series of engagement opportunities:

- 5 community forums including 1 with caregivers to older adults, engaging a total of 110 community members
- 3 focus groups with community agencies and service providers, engaging a total of 36 individuals
- Interviews with 8 community agencies identified as stakeholders, engaging a total of 10 staff
- Interviews with 35 City staff and presentation to 25 staff of the direct report leadership team, as well as follow up presentation to 20 staff
- PowerPoint presentation distributed to Council and the Executive Team, individual interviews with the Mayor and 2 Councillors
- See Appendix 1, page 82.

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An online survey reached 128 additional community members and allowed them to contribute their thoughts and ideas. In the interests of transparency and accountability, the community was engaged a second time to provide a follow-up on the progress of the project and a summary of findings from the consultation phase. Three feedback sessions were held; one each for the public, service providers, and City staff.

### **Summary of Consultations and Feedback**

Many people talked about the City as being a great place to live, with many opportunities to be actively involved. Some of the positive examples of services that are appreciated by seniors of Guelph are:

- Parks, trails, and recreation opportunities
- Snow Angels program
- Affordable bus pass
- Bike paths
- Volunteer culture
- Evergreen Seniors' Centre and the partnering community support services
- City staff are generally considered to be responsive
- Many good partnerships
- Older Adults Generally feel included and engaged

Some of the challenges and barriers faced by seniors are:

- Changing diversity of the community represents a corresponding need for greater awareness of cultural, language and functional challenges facing seniors
- Service inequities that are geographically driven
- Income inequity and low income challenges
- Transit and mobility – service inequity in neighbourhoods, challenges with distances required to walk to access transit, lack of public benches at bus stops
- Built environment, right of way, and navigation challenges
- Shortage of affordable housing
- Lack of community support services within neighbourhoods
- Caregiver stress
- Social isolation
- Community and personal safety
- Easily accessible communication mechanisms from municipal government
- Lack of sufficient health support services to help people continue to reside in their own home

Not all of the gaps identified represent services provided by the City; some are clearly the purview of the province (e.g., health care), and some are services provided in the community, or in partnership with the County of Wellington.

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## **Vision , Guiding Values and Principles**

As part of community engagement, community members were asked to articulate their vision for the City as it relates to older adults. The result of this engagement feedback was the creation of the following:

- GOAL: Guelph is a great place to live and age well.
- VISION: Guelph is an age-friendly community that:
  - values and supports older adults
  - optimizes opportunity for choice, independence, and quality of life
  - celebrates diversity
  - is inclusive of all, reducing inequities (is fair and just)
- GUIDING PRINCIPLES: The City of Guelph will ensure that all services, policies and programs are designed, delivered and resourced, where feasible, using the following guiding values and principles:
  - participation and inclusion of all citizens
  - respect and dignity
  - active engagement in communication and decision making
  - access to a safe living environment
  - fairness and equity
  - self determination and choice

## **Outcomes**

The Older Adult Strategy report prepared by the consultants recommends undertaking a broad set of actions over a number of years to become an age-friendly jurisdiction. The recommendations range from six (6) broad, overarching recommendations to more detailed, specific plans related to the eight (8) dimensions of an age-friendly city in the World Health Organization (WHO) framework.

The Strategy was developed with some knowledge of the City's upcoming Community Well-being Initiative, and efforts have been made to ensure consistency and alignment between the two initiatives. The Strategy also includes some guidance for implementation including proposed timelines and Lead role for each recommendation. This is a multi-year strategy, which will involve all City departments as well as community and provincial partners.

The report recommends that a standing cross departmental Older Adult Strategy Action Team must be created. This team will be mandated to assess the recommendations of the Older Adult Strategy and prioritize and oversee the implementation of the recommendations. The City will be a leader and a partner in the development of plans to address the emerging needs of its residents. Regardless of which level of government is responsible, it is important to consider the needs of older adults in a whole systems approach. In this way, a more thoughtful strategy can be developed that considers the role of the City, the role of partners, opportunities to improve coordination and integration, and to leverage the mandates and activities of a wide range of stakeholders.

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## **CORPORATE STRATEGIC PLAN**

### Organizational Excellence

- 1.2 Develop collaborative work teams and apply whole systems thinking to deliver creative solutions

### Innovation in Local Government

- 2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability

### City Building

- 3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City

## **FINANCIAL IMPLICATIONS**

Immediate work can begin on implementing the Older Adult Strategy without any impact to the 2012/13 operating budget. It is recognized that a cross departmental Older Adult Strategy Action Team will assess the recommendations, and prioritize and oversee implementation. Some action items will have budget impacts over the longer term. These will be determined by each department, and brought forward to Council for approval.

## **DEPARTMENTAL CONSULTATION**

A Project Steering Committee guided the development of the Older Adult Strategy, with the Manager of Senior Services serving as the Project Manager and Manager of Partnerships and Inclusion chairing the Steering Committee. The committee was comprised of staff from Community and Social Services, Human Resources, as well as representation from the Guelph Wellington Seniors Association, and community members. See Appendix 1, page 79 for listing of Project Steering Committee members.

All Departments, through the Executive Team, received communication regarding the development of the strategy and were provided an opportunity for input.

## **COMMUNICATIONS**

Key community stakeholders were advised of the Older Adult Strategy Development and invited to have input into developing this strategy. An online survey on [www.guelph.ca/seniors](http://www.guelph.ca/seniors) was hosted for the month of June. Community consultations were held during the month of June.

Consultations were held with community organizations: Wellington Senior Services Network 20 leaders from community organizations providing advocacy for the improvement of community support, social care/services, and health and long term care services for older adults in Wellington County. There is representation from long term care, mental health, health care, hospitals, community support, social

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services, housing services, and education, and Guelph Trans-disciplinary team (17 clinicians from across the sectors in health care and mental health who review of high risk case situations with representation from hospital, day programs, specialized geriatric service, Homewood, CCAC, intensive geriatric service program, primary care consultant, seniors at risk program, Alzheimer Society).

Follow up consultations were held in August. See Appendix 1, page 82 for a listing of agencies interviewed.

## **ATTACHMENTS**

Attachment 1 - Older Adult Strategy for The City of Guelph, Report prepared by The Osborne Group

### **Prepared By:**

Lynne Briggs  
Manager of Partnerships and Inclusion

### **Prepared By:**

Wendy Kornelsen  
Manager of Senior Services



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# **OLDER ADULT STRATEGY FOR THE CITY OF GUELPH**

Report prepared for  
Community and Social Services



**The Osborne Group**  
October 10, 2012



## Letter of Transmittal

October 10, 2012

Wendy Kornelsen  
Manager of Senior Services – Evergreen  
Community Engagement and Social Services  
Community and Social Services  
City of Guelph

Dear Ms. Kornelsen;

We are pleased to submit this Older Adult Strategy for the City of Guelph to the Community Engagement & Social Services Division of Community & Social Services. This report follows its final review by the project Steering Committee on October 2, 2012.

Thank you for choosing The Osborne Group to do this important work. We hope this report will contribute to your success in creating an age-ready and age-friendly city for Guelph residents.

Sincerely,

Melodie Zarzeczny  
Project Lead

Cc: Sheila Hamilton, Managing Principal

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## 1. ACKNOWLEDGEMENTS

It has been a pleasure working in the City of Guelph to develop an Older Adult Strategy. We were warmly received by the Mayor, by various members of Council, by City residents and by community service providers. In addition, the many City staff we met gave generously of their time and expertise.

We would like to acknowledge the leadership and assistance provided by the Project Steering Committee, whose members were dedicated and thoughtful in offering information and feedback to us, and who also facilitated the arrangement of meetings and interviews. We are grateful for the cooperation of the agencies and departments that provided permission for their staff to participate as Steering Committee members.

The team of Lynne Briggs, Chair of the Steering Committee, and Wendy Kornelsen, Project Manager, gave us ongoing advice and guidance and provided us with great support. In particular, the depth and breadth of our community consultation reflects their knowledge of the community and untiring efforts to help us hear from as many people as possible.

All the staff at the Evergreen Centre, both volunteer and professional, made us and the Steering Committee feel most welcome throughout the course of our deliberations. Their hospitality was appreciated.

## 2. EXECUTIVE SUMMARY

Ontario's older population is set to double over the next 20 years, while its 85 and older population is set to quadruple (*Sinha, Healthcare Papers, 2011*). Guelph's demographic profile will not be unlike that for the province; by 2031 an estimated 34% of Guelph residents will be over the age of 55. A demographic shift of this magnitude is pervasive; it will touch all parts of the City, from services to infrastructure, and will cross all Departments.

Older adults enrich the cities in which they live. They contribute experience, knowledge and skills to make their neighbourhoods rich and vibrant places to live. Cities around the world, including the City of Guelph, are considering how best to accommodate the needs of their aging populations and mobilize the energy and experience of older residents.

In response to the challenges and the opportunities that this shift will pose to the City, the Service Area of Community and Social Services undertook the development of an Older Adult Strategy. This strategy is intended to guide the planning and allocation of resources and services to ensure that the City of Guelph becomes an age-friendly city in which residents of all ages choose to live and grow old.

The development of Guelph's strategy began with a series of consultations with the public (largely focused on older adults), community agencies and service providers, residents who are caregivers to older adults, and City staff. These groups have been engaged throughout the planning process. An online survey reached additional community members and allowed them to contribute their thoughts and ideas. A Steering Committee made up of community members and City staff guided the project.

The recommended Older Adult Strategy for the City of Guelph utilizes the Framework for an Age-Friendly City that has been developed by the World Health Organization (WHO). Cities around the world are applying this framework, using a set of standard guidelines and tools to become age-ready and age-friendly.

The report recommends undertaking a broad set of actions over a number of years to become an age-friendly jurisdiction. The recommendations range from six (6) broad, overarching recommendations to more detailed, specific plans related to the eight (8) dimensions of an age-friendly city in the WHO framework. The Strategy was developed with some knowledge of the upcoming City well-being initiative, and efforts have been made to ensure consistency and alignment of the two initiatives.

The Strategy also includes some guidance for implementation including proposed timelines and Lead role for each recommendation. A number of recommendations have been identified as "Quick Wins", generally indicating a high impact, lower cost action. This is a multi-year strategy, which will involve all City departments as well as community and provincial partners. Because of the wide range of services, programs and policy that affect the lives of older adults, many of which are not the direct responsibility of the City, the City's role in this Strategy includes that of direct service delivery, partner, advocate, and leader.

Proposed guiding statements for an Older Adult Strategy were developed by the Steering Committee, based on input from all of the interviews and consultations. The statements developed are as follows:

**GOAL: Guelph is a great place to live and age well.**

**VISION:**

**Guelph is an age-friendly community that:**

- values and supports older adults
- optimizes opportunity for choice, independence, and quality of life
- celebrates diversity
- is inclusive of all, reducing inequities (is fair and just)

**GUIDING PRINCIPLES:**

The City of Guelph will ensure that all services, policies and programs are designed, delivered and resourced, using the following guiding values and principles:

- participation and inclusion of all citizens
- respect and dignity
- active engagement in communication and decision making
- access to a safe living environment
- fairness and equity
- self determination and choice

The City of Guelph commits to:

- long term engagement in the older adult strategy
- review recommendations regularly
- report annually on progress of the implementation plan

### 3. SUMMARY OF RECOMMENDATIONS

The report contains more than 60 recommendations that will, when implemented, make the City of Guelph age-ready and age-friendly. Of these recommendations, six (6) are broad in scope and foundational in importance. The balance of the recommendations focus more specifically on required action in each of the eight (8) WHO dimensions.

#### FOUNDATIONAL RECOMMENDATIONS

1. THAT the City of Guelph commit to a comprehensive multi-year Older Adult Strategy to ensure the City is age-ready and can be designated age-friendly.
2. THAT, in order to embed the multi-year commitment to the Strategy, the City adopt the following three measures:
  - Create an Older Adult Committee of Council
  - Establish a small (2-person) Older Adult staff team with overall responsibility for Strategy implementation , nested under the well-being strategy and reporting to the office of the Chief Administrative Officer
  - Create a standing cross-departmental Implementation Project Team.
3. THAT the City ensure that all aspects of the Older Adult Strategy are inclusive; that it address the entire age range of older adults (55+) and the needs of different ethnic, cultural, language and income groups.
4. THAT the City integrate the themes and messages in the Older Adult Strategy in a comprehensive City communications strategy.
5. THAT the City demonstrate leadership in ensuring that older adult residents have access to a wide variety of programs and services to support their ability to successfully age in place.
6. THAT the City apply a Seniors' lens to all existing and proposed new programs and services.

#### RECOMMENDATIONS BASED ON THE EIGHT WHO DIMENSIONS OF AGE-FRIENDLINESS

##### BUILDINGS AND OUTDOOR SPACES

7. Undertake a coordinated review of City streets and spaces to consider ways of addressing identified gaps and barriers to accessibility. Such a review to include prioritization of identified maintenance required for sidewalks and curb cuts, with consideration of options for speeding up required maintenance.
8. Broaden the scope of the Snow Angels program to serve more older adults
9. Identify locations throughout the city to install more public washrooms. Review what other cities around the world are doing to ensure safety, cleanliness, design. Develop multi-year action plan.
10. Increase the number of public washrooms throughout the City.

11. Identify locations throughout the city to add more public benches and seating. Consider creative ways of financing these benches – e.g., offer naming rights, sponsorships, donations. Develop multi-year action plan.
12. Increase the amount of public seating throughout the City.
13. Commit to using the principle of Universal Design in the development and re-development of buildings and infrastructure.
14. Develop an incentive plan for builders and developers tied to achieving the first three goals of the Flexhousing™ Principles: Adaptability, Accessibility, Affordability and Healthy Housing™ as well as walkable neighbourhoods and communities.
15. Assemble a list of accessible locations in the City for public meetings and events and encourage their use.

#### TRANSPORTATION

16. Lengthen walk signals at key intersections where older adult traffic is high (e.g. Evergreen, downtown, libraries)
17. Install audible walk signals at key intersections where older adult traffic is high
18. Publicize and communicate the Community Bus Service – routes, schedules, how to use the service
19. Review (with input from the Older Adult Committee of Council) the Community Bus routes and destinations to ensure they meet the needs of older adults
20. Improve the quality of the Community Bus by using a bus that is smoother in its ride, similar to the buses with the ramp at the front of the bus. These are typically longer routes, being used for frailer adults – they need to be comfortable.
21. Communicate the long-term transit plan to the public (e.g., plans to install shelters and benches; plans to review routes and schedules)
22. Increase the number of accessible taxis over the next 10 years, in 2-year increments, by 10%.
23. Communicate to City residents that anyone who is physically unable to swipe a bus pass is still able to ride the bus
24. Undertake a review of the new transportation routes and schedules from the perspective of seniors.
25. Develop and provide travel information and travel training service specific to older adults

### HOUSING

26. Examine zoning and planning regulations to ensure they do not create unintended barriers to development of housing for older adults
27. Establish a working group with partners (builders, developers, provincial government, County – to develop a long-term strategy to increase the supply of accessible, affordable housing for older adults. (Note: the City’s revised Official Plan calls for 30% of new residential development to be affordable)
28. Advocate with the province and the LHIN for more funding for in-home supports that will enable older adults to remain in their own homes (health, home care, home maintenance, subsidies)
29. Promote available home modification programs, and provide assistance to older adults in completion of application forms.  
Promote Residential Rehabilitation Assistance Programs (RRAP) and the new Health Homes Renovation Tax Credit to allow older adults to adapt their homes to meet their needs as they age (*ref: Sinha presentation, Seniors’ Care Strategy*)
30. Ensure that the City’s tax deferral program is prominently included in its communications strategy
31. Advocate, facilitate and promote opportunities for more housing options in the City (granny flats, group housing, home sharing, life leases, coops, assisted living, group housing, home sharing, accessory apartments)
32. Strengthen partnership with the County to support the implementation of the County’s 10-year housing and homelessness plan.
33. Develop an affordable housing strategy for the City that targets 30% of new residential development as affordable. Note: this recommendation is contained in the City’s revised Official Plan, 2012

### RESPECT AND SOCIAL INCLUSION

34. Work with City departments (e.g., EMS), community partners, neighbourhood groups and other stakeholders to establish a “seniors’ watch” program
35. Develop and deliver targeted public education and awareness campaigns to combat ageism and encourage and instill respect for older adults
36. Develop and deliver an awareness campaign focused on “sharing our roads and sidewalks”. Work toward developing a shared understanding of the rights and responsibilities of pedestrians and drivers using cars, bicycles, walkers, scooters, skateboards, e-bikes and other forms of transportation

37. Develop a Community Benefits Agreement with the Guelph-Wellington Seniors Association (GWSA) to ensure continued provision of services and activities for older adults.

#### **SOCIAL PARTICIPATION**

38. Work in partnership with community service providers to ensure that older adults who are isolated, frail, vulnerable and/or at risk, as well as immigrant and cultural groups, have knowledge of and access to City programs and services.
39. Enhance services and programs for older adults in the south and western parts of the City.
40. Proceed with plans to establish a facility for older adults in the south end of the City. Reconsider the need for and purpose of dedicated older adult centres; consider options and assess feasibility of
  - offering more programs within existing facilities
  - using existing multi-purpose facilities to provide programs that would be of interest to younger older adults (e.g. 55 – 65)
  - building flexible facilities – more space can be dedicated to older adults when needed, but can then be transformed to service other age groups when needed
  - integrating a variety of services in fixed locations – e.g., health care, home support services, recreation programs
41. Assess the feasibility, with community input, of utilizing existing buildings and facilities to house programs and services for older adults (e.g., schools, libraries, community centres, vacant storefront space), distributed throughout the City's hubs

#### **CIVIC PARTICIPATION AND EMPLOYMENT**

42. Continue to support the strong base of volunteerism that exists in Guelph. Support and promote the GWSA "Seniors Offering Support" program. Continue to work in partnership with the Volunteer Centre and Immigrant Services Guelph-Wellington to identify and facilitate opportunities for involvement of older adults.
43. Support the development of a 55+ employment agency. Identify and work with potential partners to operate an employment centre focusing on employees who are 55+.
44. Ensure that the City's existing diversity training addresses the specific needs of older adults (e.g., for accommodation, accessibility)
45. Provide leadership to employers in the City in the development of training and information regarding the needs of older adults
46. Encourage the development of employee benefit programs that recognize and support adult caregivers and increase the awareness around available caregiver tax credits (ref: Sinha)

**COMMUNICATION AND INFORMATION**

47. Develop and publish a quarterly newspaper pull-out listing services and activities for older adults
48. Expand the targeted distribution of Guelph Community Guide to include more locations where older adults will be able to access them (libraries, community centres, grocery stores, churches)
49. Provide more information to the public about the Community Bus service
50. Develop and deliver all information about programs and services for older adults in multiple modalities and multiple channels. Utilize community newspapers, word of mouth, neighbourhood groups, bulletin boards, newsletters, and churches.
51. Work with Immigrant Services Guelph-Wellington to provide translated materials for older adults
52. Work with community partners to provide older adults with easy access to support in the use of technology:
  - Training
  - Help desk – troubleshooting and support
  - More free computer access in libraries, public buildings and space, and potentially private venues (e.g., cafés).
53. Work with community partners to compile and publish a comprehensive list of resources and information specific to older adults (e.g., health care, home services, transportation services, grocery delivery, respite care, etc.). Note: this recommendation is consistent with Dr. Sinha's recommendation to the WWLHIN, August 2012)
54. Ensure that the City's Web site includes easily accessible information and is intuitive for older adults to use.
55. Add an option to allow the City's Web site to be viewed in several font sizes.
56. Partner with community agencies, and neighbourhood and community groups to deliver targeted messages to older adults, especially those who are vulnerable and isolated (e.g., affordable bus passes; Community Bus, tax deferral program, etc.)
57. Work with Guelph 211 and the Volunteer Centre to ensure that seniors can be directed to the appropriate provider/service.
58. Improve the City's responsiveness by reducing the use of automated voice systems and increasing the use of live answering.

**HEALTH AND COMMUNITY SUPPORTS**

59. Continue to pilot and expand innovative EMS projects designed to respond to the needs of older adults in the community (e.g., CREMS project, Vial of Life project).
60. Identify and utilize existing service delivery mechanisms to enhance services to older adults and/or to identify older adults at risk, e.g.:
  - Train postal service staff, pharmacists, neighbours, EMS, Snow Angels, etc. to recognize when older adults may be at risk
  - A “gatekeeper” pilot project using formal and informal neighbourhood groups to provide guidance for neighbours in supporting and checking on their older neighbours (see recommendation #33)
  - Expand the existing Snow Angels program (see recommendation #8)
  - Broaden Snow Angels mandate to provide home maintenance help and support
  - Support a peer support model of seniors assisting seniors
61. Work in partnership with community agencies to support the distribution of a resource guide for **caregivers** to help them navigate and know what services are available in Guelph.
62. Review City policy and revise eligibility as necessary to recognize that their employees who are caregivers can live outside the home of the person needing the care.
63. Identify and define the City’s role in the provision of health services to City residents.
64. Work in partnership with GWSA and other health providers who offer such services as awareness, education, immunization (e.g., flu clinics), foot care – the City role to contribute to promotion and to provide convenient locations that older adults can easily access – e.g. community centres, libraries, City Hall
65. Monitor and assess best practices and research from other jurisdictions and consider their applicability in the City of Guelph.

## 4. INTRODUCTION AND PURPOSE

In the Spring of 2012, Community and Social Services of the City of Guelph launched an initiative to look at the impact of the aging population on the City's services and programs. This was in recognition of the implications of shifting demographics in Guelph and the heightened importance of ensuring that the City can:

- Mitigate challenges that will be presented by growth in the number of seniors
- Increase community cohesiveness and reduce isolation
- Optimize the use of human capital (all ages)
- Reduce the need for health expenditures
- Ensure that housing stock is accessible and appropriate for seniors (reduce the need to build expensive facilities)
- Avoid labour shortages by utilizing skills and expertise of seniors (paid and volunteer)  
(*Qualitative Information Forum, City of Guelph 2010*)

Ontario's older population is set to double over the next 20 years, while its 85 and older population is set to quadruple (*Sinha, Healthcare Papers, 2011*). 14.6% of Ontarians are currently 65 and older, yet account for nearly half of all health and social care spending (Census, 2011). By 2031 an estimated 33% of Guelph residents will be over the age of 55. (*The Growth Outlook for the Greater Golden Horseshoe, Hemson Consulting Ltd., January 2005.*)

Older adults are the fastest growing segment of Guelph's population and the impact of this demographic shift on housing, transportation, recreation, urban planning, social services, and other municipal and public sector services will present both challenges and opportunities to the City. In the area of recreation alone, the "boomer" generation is challenging conventional wisdom about what constitutes "senior" recreation, prompting municipalities to completely re-think their approach to recreational programming for older adults.

The upcoming older adult wave is more fit, more active, and wants services such as personal fitness training, yoga and meditation, spinning classes, and hiking. These older adults want variety and activity. (*"Make Room for the Boom", Hamilton Spectator, Sept 19/12*). This will require a radical shift in how we think about providing recreational programming. Similar shifts in thinking will be required across other City programs and services to ensure that they are relevant, responsive and appropriate for the changing demographic.

A comprehensive Older Adult Strategy can also contribute significantly to the province's looming long-term care challenge. Denmark avoided building any new long-term care beds over two decades by strategically investing in its home and community care services. It is projected, in the absence of a dramatic shift in approach akin to Denmark, that the need for long-term care will grow to 238,000 Ontarians in the next two decades (Conference Board of Canada, 2011). It is estimated that up to 37% of Ontarians residing in LTC homes could be maintained at home with appropriate supports (The

Change Foundation, 2011). Given the significance of this data, the City can and should be a leader and a partner in discussions of strategy to address the coming needs of its residents.

The vast majority of Guelph residents will likely prefer to age successfully in their own homes and in the community. A comprehensive and innovative Older Adult Strategy will provide a planning framework to ensure that the community is 'age ready' and 'age friendly'. The Strategy will ensure that Guelph is a community that is a great place to grow up and grow old.

There is a myriad of programs and services that are either designed for older adults or at least are critical to the quality of life of older adults. From a resident's perspective, it is not always clear who is providing which service and how services are accessed. Appendix E provides a listing of City programs and services that may be relevant for older adults, and a listing of some of the programs and services offered by other levels of government. The key points of this listing are the following:

- 1) The work of most City departments impacts older adults in some respect. The success of an Older Adult Strategy will require engagement and involvement of a broad representation of City departments and staff.
- 2) The City has multiple roles to play in supporting its older adult residents. These roles range from directly delivering service, to working in partnership with other providers and stakeholders, to using its influence to advocate for policy and programs at the provincial or federal level.
- 3) Locating and navigating the range of services, programs and providers can be daunting for older adults who may not be familiar with the levels of government and the various systems responsible for delivery of services. System coordination, support for navigation and clear communication will be important contributors to a successful Older Adult Strategy.

## Definitions

To ensure common understanding of the scope and interpretation of the Older Adult Strategy, we have utilized the following definitions:

### 'Age-friendly'

An **Age-friendly** community is a community that supports older adults to live in security, maintain their health and participate fully in society. An age friendly City has adapted its structure and services to be accessible and inclusive of older people with varying needs and capacities.

### 'Age-ready'

**Age ready** is the process of preparing to be an age-friendly city. In this process, the City of Guelph will:

- Identify assets and challenges affecting a community with a growing population of older adults
- Set goals for the City of Guelph to ensure a healthy community for an aging population
- Provide direction to ensure policies serve individuals with changing needs due to aging

- Build staff capacity to serve an older adult population
- Recognize and value the expertise, wisdom, and contribution that older adults provide to a community
- Encourage other sectors of the community to collaborate to provide innovative ways to meet challenges of the aging population

**‘Older adult’** is anyone who is 55 or more.

### The World Health Organization (WHO) Framework

This report recommends use of the World Health Organization (WHO) framework for age-friendly cities (see Recommendation #1). There are a variety of alternative frameworks available to support a city’s efforts to become more accessible and more inclusive. However, the selection of the WHO framework was made in recognition of its wide applicability to all age groups while still focusing on the older adult population, and importantly, its wide use around the world as a common and recognized indicator of an age-friendly city.

Cities around the world are facing the challenges of ensuring the health and social inclusion of the rapidly growing population of older adults. In 2007, the World Health Organization formalized a framework for analyzing and addressing this challenge, and many cities have since adopted and applied this framework to help guide their efforts. Various cities in most provinces have achieved the WHO designation, and many more are embarking on a plan to do so. The network of age-friendly cities around the world also provides a source of best practices and experience to build more and better structures and processes to support older adults to continue to live and participate in their communities.

The WHO philosophy is an approach to city-building that is rooted in a number of basic principles (*WHO Global Age-Friendly Cities: A Guide*):

- We need to recognize the wide range of capacities and resources among older people
- We need to respond flexibly to aging-related needs and preferences
- We need to respect lifestyle choices
- We need to protect the most vulnerable
- We need to promote inclusion.

The WHO framework uses 8 dimensions against which a city’s age-friendliness is measured:

1. Outdoor spaces and buildings
  - (e.g. streets, design, green spaces, sense of physical safety, signage)
2. Transportation
  - (e.g. accessibility, affordability, routes, waiting areas, security, street signage, lighting, parking)

3. Housing
  - (e.g. cost, safety, proximity to services, in-home supports, accessibility)
4. Respect and Inclusion
  - (e.g. consultation, intergenerational activities, choice, helpfulness)
5. Social Participation
  - (e.g. social & leisure activities, affordability, accessibility, convenience, times, choice)
6. Civic Participation and Employment
  - (e.g. volunteer opportunities, employment, workplace culture, accessibility)
7. Communication and Information
  - (e.g. access to information and services, helpfulness, usefulness, ease of understanding, visibility)
8. Community Support and Health Services
  - (e.g. accessibility, affordability, responsiveness)

Because active aging is a lifelong process, an age-friendly city is much more than just “elderly friendly”. Barrier-free buildings and streets enhance the mobility and independence of people with disabilities, young as well as old. Secure neighbourhoods allow children, younger women and older people to venture outside in confidence to participate in physically active leisure and social activities. Families experience less stress when their older members have the community support and health services they need. The whole community benefits from the participation of older people in volunteer or paid work. Finally, the local economy profits from the patronage of older adult consumers. The operative word in age-friendly social and physical urban settings is enablement.

The age-friendly features checklist is not a system for ranking one city’s age-friendliness against another’s; rather, it is a tool for a city’s self-assessment and a map to chart progress. No city is too far behind to make some significant improvements based on the checklist. Going beyond the checklist is possible, and indeed some cities already have features that exceed the core. These good practices provide ideas that other cities can adapt and adopt. Nevertheless, no city provides a “gold standard” in every area. The checklists of age-friendly urban features are neither technical guidelines nor design specifications. Other technical documentation is available to help implement changes that may be required in individual cities.

## 5. DEMOGRAPHICS

The purpose of this section is to provide a brief overview of the older adult population in Guelph and projected growth over the next twenty years. In addition, a look at the number of older adults in each of the City's six wards is provided.

Overall, the City's population is targeted to reach 169,000 by 2031 (City of Guelph Planning Services Projection, 2010). This represents a 34.3% increase over 2011. Guelph will be one of the province's faster growing cities, officially designated as a "Place to Grow". Within this growth will be an accompanying shift in the age demographics.

The table below shows the population of older adults for the entire province for the years 2011 and 2031, using the Ontario Ministry of Finance projections and a medium growth scenario. Below that is another table, showing the population for the geographic area of the County of Wellington. Since the City of Guelph comprises such a large proportion of the population of the entire geographic area (58.4%), these numbers are likely instructive for City planning purposes.

### ONTARIO

AGE	2011	2031	% GROWTH	% OF POP'N IN 2011	% OF POP'N IN 2031
55+	3,533,610	5,729,850	62.2%	26.4%	34.0%
65+	1,892,440	3,803,180	101.0%	14.2%	22.6%
75+	887,360	1,824,350	105.6%	6.6%	10.8%
80+	532,750	1,088,090	104.2%	4.0%	6.5%
85+	259,210	536,380	106.9%	1.9%	3.2%

One aspect of this table that is perhaps most striking, is the high rate of population growth in ages 65+, 75+, etc. compared to the age group 55+. This is driven by the baby boom cohort reaching the older age category over the next 20 years.

### WELLINGTON COUNTY (GEOGRAPHIC AREA)

AGE	2011	2031	% GROWTH	% OF POP'N IN 2011	% OF POP'N IN 2031
55+	56,130	93,950	67.4%	25.6%	34.8%
65+	30,280	63,130	108.5.5	13.8%	23.4%
75+	14,490	30,460	110.2%	6.6%	11.3%
80+	8,830	18,520	109.7%	4.0%	6.9%
85+	4,210	9,300	120.9%	1.9%	3.4%

This table shows that growth in the proportion of older adults in Wellington County is similar to the provincial picture. Having said that, the growth in all five cohorts locally exceeds the provincial totals, albeit to a modest extent. The number of adults age 65 or more will more than double in 20 years, relative to only 34% growth in total population for the province and 34.8% locally.



Analysis of population by ward shows some concentration patterns of older adults in some parts of the city.

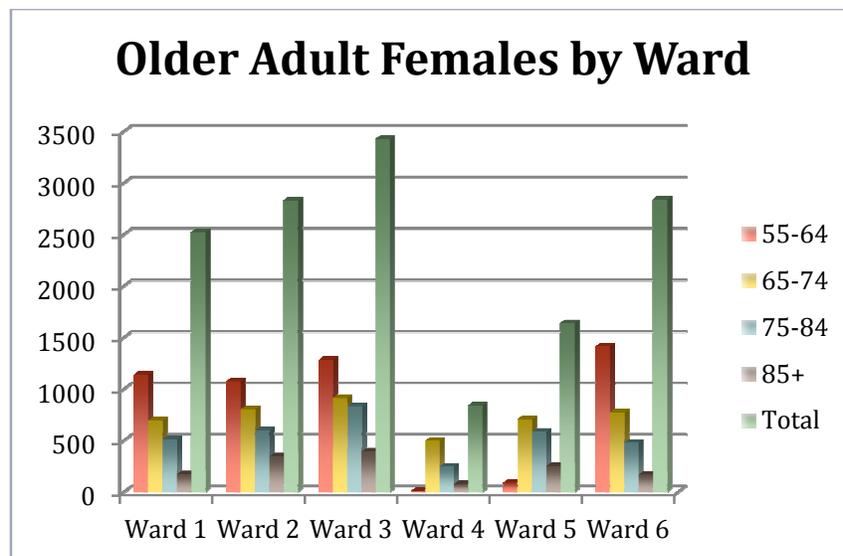
**DISTRIBUTION OF GUELPH ADULTS AGE 55+ BY WARD**

WARD	# AGE 55+ IN WARD	TOTAL WARD POP'N	% AGE 55+
1	4,410	22,975	19.2%
2	5,110	15,814	32.3%
3	5,864	19,944	29.4%
4	4,021	20,069	20.0%
5	4,835	16,161	29.9%
6	5,364	26,699	20.1%
<b>TOTAL</b>	<b>29,604</b>	<b>121,622</b>	<b>24.3%</b>

Source: 2011 census

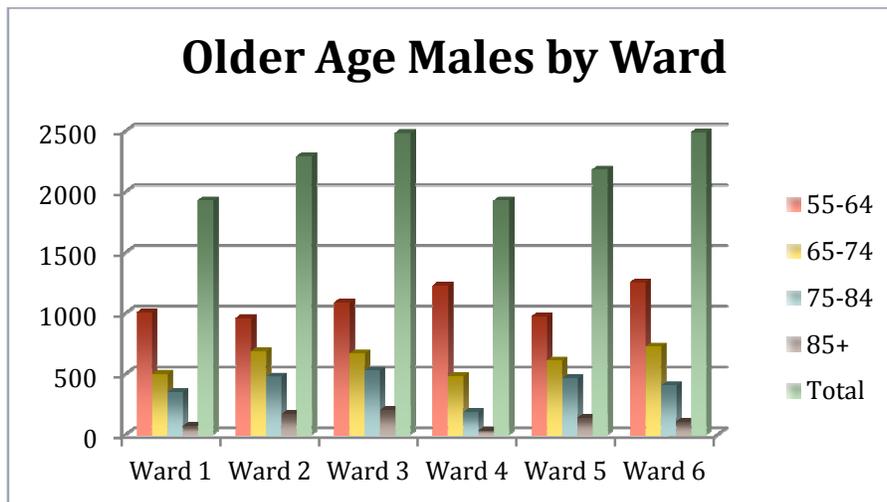
Three Guelph wards have a population that is distinctly older. The combined percentage of people over age 55 in wards 2, 3 and 5 is 30.4%. In stark contrast (in demographic terms) wards 1, 4 and 6 have a combined percentage of older adults of 19.8%.

Further analysis illustrates the distribution of the older adult female population by ward. Wards 1, 2, 3 and 6 have a larger number of older female residents.



Source: 2011 census

Similar analysis for older adult males shows a somewhat more even distribution of residents across the 6 wards.



These tables demonstrate the differences in population characteristics from one neighbourhood in Guelph to the next and indicate the importance of obtaining and using population information at the neighbourhood level wherever possible in service planning.

There are 15,848 adults over the age of 65 living in Guelph. Of these, 15,160 or 96% live in private households. (*Statistics Canada, 2011 Census*).

There are 5,125 individuals over the age of 65 who are not part of census-defined family units – i.e., they are without partners or children. Of these, 76% are women and 24% are men. More significant for the purpose of designing an Older Adult Strategy that is inclusive, 4,125 individuals, or 80% of the non-family units of 65+ are living alone.

According to the United Way Guelph Wellington, approximately 7.4% of residents over the age of 65 are living below the Low Income Cut-off (*Older Adults Living on a Low Income, Guelph and Wellington Task Force for Poverty Elimination, August 2012*). This is slightly above the national average of 6%. Further, the National Advisory Council on Aging (2005) indicated that an additional 19% of adults over 65 live just above the LICO (*Guelph and Wellington Task Force of Poverty Elimination, August 2012*).

We were very pleased to have had the cooperation of the Community Well-Being Initiative as we prepared our report. A scan of the preliminary Well-Being data confirmed some of our findings, and also identified areas where the City could benefit from linking the two initiatives.

## 6. METHODOLOGY

Our approach was intended to not only gather as much information and data as possible from as wide an audience as possible, it was also intended to encourage public discussion, participation and engagement in the development of an Older Adult Strategy.

The work was guided and informed by a Steering Committee of 10 members, comprised of both community members and City staff. A list of the organizations and departments that sent staff and volunteers to be members of the Steering Committee is contained in Appendix A. We would like to acknowledge the instrumental role the Steering Committee played in thoughtfully discussing a vision and plan for the City to consider. The time, expertise and support of all of the Committee members were invaluable and much appreciated.

The five major components of our information gathering work are described below.

### 1. Information Collection and Analysis

We reviewed a large quantity of documents and materials to inform this work. Resources came from the City, as well as from a number of jurisdictions across North America that have developed older adults strategies. The list of resource information is attached as Appendix B.

### 2. Consultation Sessions and Interview

A complete list of consultations and interviews is attached as Appendix C. In summary, there were 5 public sessions, 3 sessions with service providers and 35 interviews conducted.

Our intention was to speak with a wide variety of groups and individuals who would have insight in to and interest in an older adult strategy. We facilitated a number of public forums; we spoke with service providers and front line staff; we spoke with staff from across City Departments; and we spoke with a number of external stakeholders including United Way, the Waterloo Wellington Local Health Integration Network (WWLHIN) and the Guelph Family Health Team.

There are no doubt knowledgeable individuals, community agencies and other stakeholders with whom we did not speak. However, this report can be viewed as the first of a number of steps and stages in the development and implementation of an Older Adult Strategy and we anticipate opportunities for further discussion as this report and its recommendations move forward.

We utilized a standard set of interview questions, to gather opinions and facts in a number of key areas relating to service and policy. These were tailored as required for individual interviews. A sample questionnaire can be found in Appendix D.

At the conclusion of the consultations, we consolidated all of the information gathered and undertook an analysis of common threads and themes, gaps and needs, and proposed solutions. All of the information that was provided to us has contributed to the recommendations. A summary of the information we received from the consultation phase can be found in Section 8 of this report.

The full text of our consultations holds many good ideas which are instructive and provide a broad range of observations and suggestions on ways to make the City more age-friendly. These can be found in a companion document titled: *COMMUNITY CONSULTATIONS: Companion Report to the Older Adult Strategy for the City of Guelph*.

### 3. On-Line Survey

In an effort to reach out to more City residents, we posted an online survey and invited individuals to provide their input electronically. The survey tool was advertised on the City Web site, by word of mouth through the Evergreen Seniors Community Centre staff and volunteers, and through the network of service providers in the City. We received 128 completed surveys.

The online survey asked respondents specific questions relating to the 8 dimensions of an age-friendly city. The survey also asked for suggestions on how to make the City more age-friendly, and what the vision for an age-friendly Guelph might look like. The survey tool is attached as Appendix D.

The survey was not intended to be a scientific survey. As with the face-to-face interviews, it was intended to offer residents an opportunity to have input in to the development of this Strategy, and to engage people in the process.

### 4. Stakeholder Update

In the interests of transparency and accountability, we returned to the community to provide an update on the progress of the project and a summary of our findings from the consultation phase. We offered 3 feedback sessions: one each for the public, service providers, and City staff.

### 5. Municipal Comparisons

Many other jurisdictions around the world have established, or are in the process of establishing, formal plans and strategies to ensure that older adults can age well in their communities. We reviewed a number of these plans, as a way to confirm that the City of Guelph would benefit from work in other parts of North America.

We undertook a more thorough review of the status of Older Adult Plans from 3 Ontario municipalities. The criteria for selecting the municipalities of Chatham-Kent, Kingston and Brantford included:

- Listed on Schedule 2 of the City's Governance Committee List of Comparator Municipalities
- roughly comparable size
- single-tier
- with an existing Older Adult Strategy or in the process of developing one

See Section 10 for a summary of the progress each of these municipalities is making in developing an age-friendly city. See Appendix F for a detailed description of the progress and processes underway in each.

## 7. VISION FOR AN OLDER ADULT STRATEGY IN GUELPH

As part of our consultations we asked people to articulate their vision for the City as it relates to older adults. The project Steering Committee reviewed this input and developed the following goal, vision and principle statements to convey the hopes and intentions for an older adult strategy. It is significant that these statements arise directly from individuals we consulted and interviewed.

**GOAL: Guelph is a great place to live and age well.**

### **VISION:**

**Guelph is an age-friendly community that:**

- values and supports older adults
- optimizes opportunity for choice, independence, and quality of life
- celebrates diversity
- is inclusive of all, reducing inequities (is fair and just)

### **GUIDING PRINCIPLES:**

**The City of Guelph will ensure that all services, policies and programs are designed, delivered and resourced, using the following guiding values and principles:**

- participation and inclusion of all citizens
- respect and dignity
- active engagement in communication and decision making
- access to a safe living environment
- fairness and equity
- self determination and choice

**The City of Guelph commits to:**

- long term engagement in the older adult strategy
- review recommendations regularly
- report annually on progress of the implementation plan

## 8. SUMMARY OF CONSULTATIONS AND FEEDBACK

Extensive community consultations were held during the summer of 2012 in order to develop a comprehensive understanding of what matters for older adults in the City of Guelph. Perspectives of people over 55 years of age, caregivers and service providers for older adults, key informants and City staff from a range of departments that provide services relevant to older adults were sought in a series of opportunities for input. Following is a list of those opportunities and the number of people who participated in each.

- 5 public forums (including a feedback forum)
- 3 forums with service providers (including a feedback forum)
- 10 interviews with key stakeholders
- 25 interviews with City staff
- Presentation to Direct Report Leadership Team
- Online survey

Using a structured process, individuals participating in the process were asked what they liked about life in Guelph, what challenges they face, and suggestions to improve the environment for older adults.

### Summary of feedback

Following is a summary of 'likes and challenges' from face-to-face focus groups and interviews, and interviews conducted by telephone. The eight WHO dimensions have been used to organize the material. A detailed reporting of all the feedback received can be found in the companion document to this report, "*COMMUNITY CONSULTATIONS: Companion Report to the Older Adult Strategy for the City of Guelph*."

It is important to note that our consultations and discussions were not intended to be a scientific random sampling. For the most part, respondents self-identified and/or were identified based on broad target groups (e.g., providers). Accordingly, what is presented here represents information and evidence based on people's personal experience and knowledge. We have not made an effort to validate what we heard; what are presented are opinions and perceptions.

It is also important to note that our consultations did not restrict people's comments to City services and programs only. We were interested in knowing in general what the barriers to participation are.

The summary of the findings from the online surveys can be found on page 30.

## **1. Outdoor Spaces and Buildings (streets, design, green space, sense of physical safety, signage)**

### Likes

People like the parks, trails and recreation opportunities in Guelph. There were many examples given of what makes Guelph a special place to live for older adults: lovely parks, well-maintained park spaces, walking paths and trails. Trails are being used by people with walkers. New trails are being introduced into older parks to increase accessibility for seniors. New parks and trails are designed to be accessible. Grandparents are pleased with the City's prompt response in fixing playground equipment. Access to the river is improving. There is a draft Recreation, Parks and Culture Strategic Plan (2009) identifying the aging population as an area for attention. There is a Guelph Trail Master Plan with the goal of a comprehensive trail system to improve trails for all including seniors and people with disabilities. Examples of excellent spaces included the Enabling Garden, Riverside Park and space where people can grow their own food.

City-wide yearly inspections of sidewalks were mandated to begin in 2012 following amendments to provincial legislation requiring the City to identify and fix hazards on sidewalks. In some areas of the City the quality of the sidewalks is reasonable; in others areas some parts of the sidewalks were felt to be hazardous. Sidewalk hazards have been marked for visibility and safety; however, repairs in many cases are outstanding.

The quality of the built space from a seniors' perspective varies. The north end is reported as very 'seniors' friendly'. Nice progress has been made in some areas, e.g., the main City centre is accessible with good curb cuts.

### Areas for Improvement

Fear of falling is a serious reality for people as they age. A fall can be catastrophic, easily resulting in such things as a broken hip necessitating hospitalization. This can often spell the premature end of independence. Problems with sidewalk maintenance, curb cuts, and snow clearance are major issues that need to be managed to improve people's ability to age in place and maintain their independence.

Sidewalks are a serious concern for most older adults, especially for people using wheelchairs or scooters. The comment was made regularly that it seems as if the engineers who design sidewalks and curb cuts haven't experienced using a wheelchair or scooter. Lack of maintenance was reported by many respondents. One individual said there was a hole in one sidewalk that had been there, marked by orange paint, for four years. There is a reported lack of sufficient funds in the budget to do all the maintenance identified as needed.

Snow clearing practices are not adequate to allow older adults to remain mobile in the winter months. Windrow build-up, snow and ice on sidewalks and roads isolate seniors or can lead to serious falls.

Urban design has contributed to the isolation of some older adults and resulted in their inability to age in place. Urban sprawl has contributed to a dependence on cars. There is a lack of walkable access to many services.

“Food deserts” have been identified in some part of the city where people without cars do not have access to fresh foods. Even when older adults drive there is insufficient parking close enough to essential services such as doctors’ offices.

Traffic lights do not stay green long enough for older adults to cross. In some places, even young people have to run to get across in time. A very visible example of this is the traffic lights on Woolwich Avenue at the entrance to the Evergreen Seniors’ Centre, clearly a busy intersection used by older adults where the length of the signal is too short for safe crossing.

In at least one building in the city, people in wheelchairs have been known to get trapped between doors.

## 2. **Transportation** (accessibility, affordability, routes, waiting areas, security, street signage, lighting, parking)

Accessible affordable public transportation was reported as essential if older adults are going to maintain their independence and have a good quality of life. Key themes that ran throughout the discussions about transportation were walking distances, the need for adequate seating at bus stops, affordability and timely access to bathrooms.

### Likes

People generally liked the mobility services, the new kneeling buses, the affordable bus passes and new community buses. They appreciate it when drivers go out of their way to be patient, polite and sensitive to their needs.

The new swipe bus pass will allow the City to track utilization so that it will have good data for future planning. For those who can’t swipe a card, visual inspection is an option (however, not all riders are aware of this).

Guelph recently received a “Share the Road” award for being a bicycle friendly city. It has over 100km of bicycle lanes.

The Operations Transit and Emergency Services Service Area of the City is meeting with some community groups to hear their concerns. Plans are underway to provide some shuttle service from the bus terminal to the City core. There is interest in having a senior on the Transportation Advisory Committee. There are long-term plans to install either seating or shelter at all bus stops.

## Areas for Improvement

There was general consensus among those older adults who use public transportation that recent transit planning did not take their needs into account. While there was general appreciation for the new community buses, there was substantial criticism about the moving of bus stops, creating routes where longer walks and/or transferring became necessary. The new terminal was cited often as creating a challenging distance from the downtown core and given as an example of inadequate bathroom facilities. Availability of public transit was perceived to be inequitable across the city, resulting in more challenges to some residents.

### *Examples of Innovative Practices:*

- *Some cities offer travel training to assist riders with disabilities and older adults to understand how to use public transit*
- *Research in the Department of Transport, New York City, found that average walking speeds of 3 feet/second were 1foot/second slower than programmed times at most traffic lights*
- *Subsidized taxi program in Waterloo allows seniors to take the bus to the grocery store and subsidizes taxi home*

Fear of falling was a theme in many discussions about transportation and transit. There are examples of priority seating being taken by moms with young children and bus drivers not intervening on behalf of the older adults.

Communication about recent changes to the transit routes and schedules has not been effective in reaching many of those dependent upon public transportation. Improvements are not fully appreciated and such things as bus schedules and options for using the new swipe pass to accommodate those with walking assists are not clear.

The “clash of the wheels” was raised consistently. People are unclear about the various rules of the road and sidewalk when it comes to cars, bicycles, e-bikes, scooters, motorized wheelchairs, skate boards and other such devices. Fear of collisions and injuries were paramount in people’s conversations.

## **3. Housing (cost, safety, proximity to services, in-home supports, accessibility)**

### Likes

People identified specific housing and services that they liked. These included:

- St. Joe’s new affordable housing
- the Elliott
- the Grange building
- the Evergreen & Riverside
- social housing for seniors and adults close to shopping and bus services
- the partnership between Guelph Community Living and Housing to provide support services in three building locations

- Community Care Access Centre – Independent Assisted Living Program (CCAC-IALP)
- programs to foster a sense of community within seniors' buildings
- some good mixed density housing that is being developed.

The City is aware that increased density in key areas is essential if there is to be a critical mass of people to support services. There is an official plan to support this development.

### Areas for Improvement

We heard about a serious shortage of affordable, accessible housing options, including long term care facilities for older adults. Wait lists are so long (6-8 years) that people fear only a crisis will result in access. Retirement and nursing homes wait lists are also long. There are significant worries in the community about living with increasing costs on fixed incomes with the spectre of homelessness a reality for some. There is also a perceived lack of flexible options such as granny flats, co-op housing, etc. The problem of affordable suitable housing is compounded for those with special needs such as mental health challenges, substance abuse issues, acquired brain injury, developmental disabilities and previous homelessness.

There are reported safety issues in some supported housing units that serve some special needs populations. Again, this is a perceived issue that requires additional research and work with community partners including the police and social service agencies.

Many new homes are not suitable for an aging population based on lack of accessibility and distance from services. The new housing being built is seen as: more suitable for young families, neither flexible nor adaptable, located away from the central core and requiring a car for access to essential services. There was a perception that the City's current focus on increased density and intensification would not serve seniors well.

#### *Examples of Innovative Practices:*

- *Older adults in Edmonton are being encouraged and supported to develop co-op housing models*
- *ECHO housing in California. Temporary housing, not considered an addition to the housing stock, on existing housing lots.*

## **4. Respect and Inclusion (consultation, inter-generational activities, choice, helpfulness)**

### Likes

There are excellent volunteer opportunities, outdoor clubs for activities such as cycling, canoeing and bird watching, free City outdoor activities in the summer, subsidized recreation programs and adult learning courses at The University of Guelph. Most programs are cross-generational, focusing on function rather than age as criteria for admission.

Some retailers take special care with seniors, making it easier for them to get service and making them feel welcome. The courts are particularly good at treating seniors respectfully and providing assistance with such things as filling out forms, if necessary.

Some buildings are accessible; some City staff are particularly helpful.

### Areas for Improvement

Programs and services seem to favour the active, engaged older adult with moderate to sufficient financial means. Not all programs and services are equally welcoming of seniors, particularly those seniors who are frail and/ or need more support. People living in poverty, those with mental health challenges, addictions issues, cognitive limitations or who are homeless have a particularly difficult time. There are emerging issues for the Lesbian Gay Bi-Sexual Transgender (LGBT) population. Long term care homes, for example, are not very receptive to LGBT individuals. Some seniors are isolated and access virtually no services. Older adults caring for grandchildren are likely to be excluded from programs because they are not allowed to bring young children.

People frequently reported that they don't feel respected by many retailers, service providers and city staff.

Many immigrants are isolated because of different linguistic and cultural backgrounds.

#### *Examples of Innovative Practice:*

- *High school students and seniors in Guelph-Wellington developed an information package to be used in high schools to address ageism and elder abuse.*  
[www.youtube.com/watch?v=xdhkk1XE-LM](http://www.youtube.com/watch?v=xdhkk1XE-LM)

## 5. **Social Participation** (social and leisure activities, affordability, accessibility, convenience, time, choice)

### Likes

Many respondents praised specific programs and services. Highly valued are the Evergreen Centre and the community support services with whom they partner. The Centre provides social opportunities and 35 different clubs and activity groups for older active adults. People can be picked up. The Centre also provides some community support services. The West End Recreation Centre has a heated pool that many older adults use.

Guelph is good for lifelong learning because the school board and the University of Guelph have many programs for adults, the latter offering courses for free for those over 65 years. There are opportunities for volunteering for older adults, such as a museum volunteer program and the River Run Centre. There are some services for different cultural groups that are well regarded. The library services, particularly the provision of large print and e-books as well as the bookmobile are highly valued. Services that are free, such as the libraries and the festivals, are highly valued.

## Areas for Improvement

There is considerable geographic inequity in Guelph. While the north end is seen as having a wealth of services, the south end is reported to have nothing, the west end as having very little. The West End Community Centre is perceived as offering fewer programs and as being more difficult to access using public transit.

People report a huge diversity gap. There are not enough opportunities for people from different cultures or for people with special needs or for those who have mobility challenges. Services are inadequate for those with marginal incomes or those living in poverty. There are not enough programs for shut-ins. Evergreen is seen by many as catering to the active, well, financially well-off population, and not sufficiently welcoming to immigrants, people with special needs, or those from lower income groups.

Some programs, including the City programs are seen as too costly for many older adults. Some subsidies are only available on a limited basis. People were upset that the Active Living Pass was cancelled. Many people are dependent on Ontario Works or the Ontario Disability Support Program and can't afford recreation programs. There is some concern about the lack of consistency for the age at which seniors rates are available.

*Example of Innovative Practice:*

- *The City of Toronto waives fees for recreation and leisure programs for older adults who are below the low-income cut-off.*

## **6. Communication and Information** (access to information and services, helpfulness, usefulness, ease of understanding, visibility)

Older adults are not a homogeneous group. The responses we received to questions about the effectiveness of communication reflect this. All forms of communication were both well received and criticized. However, some themes did emerge.

### Likes

People particularly liked personal service. They cited phones that were answered by people rather than machines, the 211 telephone service and the library staff as examples of effective communication.

There was more praise for print materials than the website. People indicated print materials were generally easy to read and informative. People particularly liked the City Guide and the later life learning materials available at the library. They liked material in the media, particularly the notices in the Tribune and on the radio (CJOY and Magic stations). Appreciation was voiced for Council meetings being broadcast on Rogers TV.

Some people did find the website accessible and informative.

## Areas for Improvement

Overall there was a feeling of anxiety and frustration about access to information in Guelph. People were not confident that they know how to find what information they need in a timely, efficient way. There was concern that there did not seem to be an integrated communication strategy for all things important to older adults in Guelph so they weren't sure that they knew everything they needed to know at any point in time. For example, not everyone knew about tax relief options and how to access these, about transportation routes and scheduling changes, about what is being planned in the way of sidewalk maintenance and road construction. People with visual impairments, hearing problems and other special needs had even more difficulty accessing information.

While the City website attracted some praise, there was also substantial criticism. A large number of older adults found it challenging, confusing and hard to use. Some couldn't use it at all.

In some areas literature is sparse and hard to come by. Much of it isn't accessible in languages other than English, e.g., 211 telephone information service, etc. For some the required literacy level is too high. The Tribune isn't delivered to all buildings.

There was a general feeling that input, concerns and complaints that were directed to the City weren't heard.

People look for timely action in response to input and, when they don't get it, they feel they haven't been heard. Some older adults still like to send mail.

### *Examples of Innovative Practices:*

- *New York City Web site provides links to caregiver support groups in every borough in the City*
- *City of Brantford Web site has an alphabetical list of a wide range of services for seniors (e.g., home maintenance services)*
- *New York City has produced a document "Good Practices in Inter-Generational Programming"*

## **7. Civic Participation and Employment (volunteer opportunities, employment, workplace culture, accessibility)**

### Likes

The City has a culture that supports volunteerism. There are many opportunities and great participation rates. The City lists agencies that are looking for Board members and volunteers. The Volunteer Centre always welcomes seniors. People report that it is easy to get volunteer positions if you are an older adult.

There are some examples of employment support for older adults. Some seniors work part-time in stores. Some people, regardless of age, address the challenges to make intergenerational work places succeed. In some departments in the City, attention is being paid to the ergonomic needs of seniors.

Some large companies are just beginning to look at expanded benefit programs that could better support caregivers; however, this appears relatively rare. The City as an employer has a caregiver program. The City also has an Alternative Work Arrangements program that may help to support caregivers.

### Areas for Improvement

There are language barriers to volunteering.

Work opportunities are not really there for seniors, particularly in the current labour market. Lack of opportunity is exacerbated if you are an immigrant without Canadian experience or aren't fluent in English.

Employers generally do very little for caregivers, especially those who are caught in the 'sandwich generation' caring for their own children and one or more parents.

#### *Examples of Innovative Practices:*

- *New York City has a Civic Engagement Coordinator to recruit and place retired professionals in volunteer placements at City agencies*
- *City of Guelph has introduced an "Alternative Work Arrangement" policy*

## **8. Community Support and Health Services: Community Support (accessibility, affordability, responsiveness)**

### Likes

Respondents strongly supported all things that helped them stay in their own homes as long as possible as their needs increased. People identified a series of specific non-medical supports that were highly valued; e.g., Seniors for Seniors (helping with such things as handy work around the home), Snow Angels, Meals on Wheels, GWSA Outreach programs, Behaviour supports, Seniors-At-Risk coordination, EMS, Vial of Life program, CREMS, medical chart in home for palliative patients etc. Guelph Fire is internationally accredited (Centre for Public Safety Excellence); one of 4 such departments in Canada.

Financial support, such as the municipal funding for low income residents for eye glasses and assistive devices, were highly valued.

Caregiver support is extremely important if people are to be able to stay at home as they age. Accommodating employers are essential and will be more so in the future (see "Civic Participation and Employment" above).

### Areas for Improvement

Overall, we heard that there aren't enough non-medical supports, plus what does exist is not coordinated in such a way that people can easily find it. There were several complaints about the redundant and cumbersome paperwork that needed completion.

#### *Examples of Innovative Practices:*

- *A partnership between Family Service Regina and high school students provides free grocery shopping and delivery for seniors who are isolated*
- *New York City "Carrier Alert" program enhances letter carriers' ability to respond when an older adult may be in distress*
- *Partnership between the City of Calgary, the distress line and agencies that provide outreach to seniors has trained over 6000 "connectors" to look for signs that a senior is at risk*

There was concern about the reduction in non-medical supports provided by the CCAC without any other organization picking up the slack.

Cost and service limitation based on income was a frequently reported problem. There was universal support for making the Snow Angels program more available.

The need for interpreters was identified.

Many people spoke about the absence of accommodation by employers for those caring for seniors (see “Civic Participation and Employment” above).

## Community Support and Health Services: Health Care

### Likes

People noted that Guelph no longer has a shortage of family doctors. They liked the Family Health Team, the support by the CCAC for those who need palliative care, Hospice Wellington and its new facility, rehabilitation services at St. Joe’s and the West End Centre, HELP (Hospital Elder Life Program) for help with delirium management and prevention, EMS, walk-in clinics. Many people described good experiences with health care generally.

### Areas for Improvement

The most frequently heard complaint was about the lack of sufficient health support services to help people stay at home or return home to full functioning after a hospitalization. People did not feel they were given enough hours of care to support them safely at home. Particularly troublesome was the limited after hours and overnight support. People are calling emergency services for non-emergency issues because they don’t know whom else to call. Another major problem was the lack of worker consistency so the nature and quality of support varied from day to day, the same information had to be provided repetitively and there could be no development of a trusting relationship.

#### *Examples of Innovative Practices:*

- *Guelph “Vial of Life” program encourages older adults to keep vital health information in a safe “vial” on or in the refrigerator for easy access by emergency services*
- *A pilot project in York Region has expanded the scope of practice for paramedics to provide some basic health care services in the home.*

Lack of sufficient funding generally for the CCAC was very troubling. Loss of CCAC funding for previously funded supports was a significant concern.

Hospital overcrowding, long wait times in the ER and high parking fees at the hospital and some Doctors’ offices were of concern. Lack of urgent care options other than the ER was expressed by some.

People with mental health and addiction issues get marginalized; translation for those who don't speak English can be a problem.

## Summary of Online Survey Results

A link to an online survey was posted on the City's Web site and was provided to agencies and individuals to enable the public to offer thoughts and opinions on the age-friendliness of the city and suggestions for improving age-friendliness. Hard copies of the survey were made available to individuals who preferred to complete them by hand, and the results keyed in by volunteers at the Evergreen Seniors' Centre.

The purpose of the online survey was to facilitate participation in the consultation process by members of the public. The survey is not, nor was it intended to be, scientifically valid. Responses to the survey questions added to the information and opinions gathered in face-to-face consultations and interviews.

A total of 128 surveys were received. 104 (81%) of these surveys came from older adults (55+).

According to survey respondents, the City of Guelph is doing a lot of things well. In the areas of social participation, volunteerism, recreation programming, and trails and parks for example, there was widespread agreement that the city has a lot to offer its older residents. There continue to be areas for improvement, but overall survey respondents gave the City good marks for many high quality, accessible services.

The survey responses were generally more positive than the feedback elicited in face-to-face sessions. Two factors may account for this: 1) because of time limitations, the face-to-face sessions tended to focus on challenges and barriers; and 2) the public sessions may have attracted more individuals who want to bring issues and barriers to the City's attention.

Notwithstanding the slightly more positive responses, the online survey results highlighted and were consistent with most of the same issues and concerns that were raised in face-to-face meetings.

The challenge of developing services and systems of support for "older adults", comprising more than a 30-year age span, is evident in the wide range of responses to many questions. For example, at age 55 one might assume that most residents are still driving and not using public transit, and accordingly, their responses to questions about public transit may mask the significant challenges that are faced by those who are no longer driving and who rely on public transit. It will be important for planners of programs and services to segment the older adult population and to consider needs based on functionality and not on age alone. The needs of the active, working 55-year-old will be very different from those of the retired 85-year-old with multiple impairments.

## 9. ANALYSIS OF FEEDBACK – IDENTIFICATION OF GAPS, NEEDS AND THEMES

Our consultations were instructive in identifying areas where some older adults, City staff and/or service providers feel there are gaps in service and/or opportunities to better include and engage older adults in the city. We have categorized these gaps into a number of broad themes, and subsequently used this information to formulate specific recommendations for an Older Adult Strategy.

However, ahead of the discussion of gaps and needs, it is important to note that there are a lot of good things happening in Guelph for older adults. As noted in the previous section, many people we spoke to talked about the city as being a great place to live, with many opportunities to be actively involved. Some of the specific items that rose to the top of the list include:

- Parks, trails and recreation programs
- Snow Angels program
- Bike paths
- Volunteerism
- Evergreen Seniors' Centre
- City staff are generally considered to be responsive
- Many good partnerships

But Guelph is not a good place to live for everyone. Many respondents identified challenges and barriers that they face every day in attempting to live in their neighbourhoods.

Not all of these gaps identified represent services provided by the City; some are clearly the purview of the province (e.g., health care), and some are services provided in the community or in partnership with the County. Regardless of which level of government is responsible, it is important to consider the needs of older adults in a broad sense. In this way, a more thoughtful strategy can be developed that considers the role of the City, the role of partners, opportunities to improve coordination and integration, and opportunities to leverage the mandates and activities of a wide range of stakeholders.

The purpose of this section is to identify and analyze the key considerations in developing a strategy for older adults. This is done under the following ten headings:

- Diversity
- Geographic Inequity
- Income Inequity
- Transit and Mobility
- The Built Environment
- Housing
- Community Support Services
- Caregiver Stress
- Valuing Older Adults
- Communication Challenges

## Diversity

Older adults are not a homogenous group. Increasingly, Guelph is home to growing numbers of immigrants representing different cultural, language and religious backgrounds. Some grandparents are isolated at home, caring for grandchildren and unable to participate in the life of the city due to lack of language skills or lack of access to programs.

There is also great diversity across the broad age spectrum of the “older adult”. The interests and needs of “younger older adults” (55 – 65) are generally very different from those who are 65, 75, or 85+. For example, the “boomer” generation is more active, more fit and is looking for a very different type of leisure and recreational lifestyle than their predecessors.

A commonly used approach to categorizing the needs of older adults focuses on functional ability rather than absolute age:

- Those who are well, active, engaged, requiring little support
- Those requiring some support to participate and maintain independence
- Those requiring significant support to participate.

In this latter category, religious, cultural and language diversity can compound physical or health challenges.

### ***Implications for an Older Adult Strategy:***

- *Programs and services should be segmented and tailored by functional capabilities and cultural needs*
- *Recognize and plan for increasing cultural diversity*

## Geographic Inequity

Our consultations identified that the south and west areas of the city are underserved for older adult programs and services when compared with what exists in the north. While there is a seniors’ centre in the west, it was portrayed as offering fewer programs and being more difficult to access via public transit.

Access to everyday services (groceries, pharmacies, shopping) was also found to be more difficult in some parts of the city, particularly if one doesn’t have access to a car.

***Implications for an Older Adult Strategy:***  
*Detailed analysis of population, services and need by ward and by neighbourhood will contribute to effective planning of services to ensure that programs and services are provided equitably across the city.*

### **Income Inequity**

Programs and services tend to favour the active, engaged, financially stable older adult. These are the residents for whom membership fees, participation fees, and travel costs are not an obstacle. However, there are many older adults who are struggling to make ends meet on fixed incomes, and for whom financial and income barriers are significant obstacles to participation and inclusion. Approximately 7.4% of residents in Guelph and Wellington County over the age of 65 live have incomes below the Low Income Cutoff ("*Older Adults Living on a Low Income*", Research profile, Poverty Elimination Task Force, August 2012). This results in the effective isolation of residents in their homes. Service providers told us that it is difficult to quantify the number of isolated older adults, but this number is believed to be significant.

Some members of the community told us of having to cancel their cable or their telephone service to allow them to continue to live in their homes. Worries about rising costs and fixed incomes means some older adults can't afford to purchase bus passes or pay program fees.

While there are subsidies available for some services (affordable bus pass, Snow Angels program), these subsidies are generally geared to those individuals who meet strict eligibility requirements, usually the Low Income Cutoff (LICO) test. Some older adults who do not meet this test will still find it difficult to find the disposable income to pay for recreation and leisure activities. The cost of transportation even makes it difficult for some older adults to volunteer.

As a result of financial pressure, there is growing concern around older adults who are or who may find themselves homeless.

***Implications for an Older Adult Strategy:***

- *Need for specific strategies to address those who are in lower income brackets*

## Transit and Mobility

Mobility issues are a huge barrier to independence and participation. By far the most feedback we heard from older adults was in respect of public transportation and people's ability to get around the city. Transportation and mobility could well be considered the most significant contributor to independence and inclusion and conversely, the most significant contributor to isolation if it is not available.

We also heard a lot about the challenges older adults face navigating the city as pedestrians or using wheelchairs and motorized scooters. Uneven sidewalks, snow banks, construction zones, inadequate crossing time, and lack of audible crossing signals all contribute to the challenge of getting around safely. Lack of public benches and public washrooms prevents some residents from going downtown, using the trail system or just going out for walks.

Older adults have a large fear of falling, and rightfully so. Falls cause more than 90% of hip fractures in older adults, and 20% die within a year of the fall (Falls Prevention Resources Guide, 2008).

This is the primary reason for the anxiety older adults feel on city sidewalks. The sharing of sidewalks among pedestrians, bicycles, scooters, e-bikes, and skateboards can make sidewalks a dangerous place, especially for anyone who is frail.

### ***Implications for an Older Adult Strategy:***

- *Efforts to create navigable communities will require collaboration across a number of City departments*
- *Public transit is a foundation on which older adult independence and participation are built*

## The Built Environment

Guelph is not unlike most North American cities. Population growth has been accommodated in low density neighbourhoods comprised of two-storey homes and requiring a car to reach most services and amenities. They can be isolating places once the ability to drive or to walk is impaired.

Guelph has committed to a plan of population intensification along specific City corridors. While this doesn't necessarily prohibit accessible living space for older adults, there is concern among many we spoke to that intensification will not address their need for accessible, affordable housing, nor for walkable neighbourhoods.

***Implications for an Older Adult Strategy:***

- *The private sector will need to be involved, voluntarily and/or through the use of incentives and fee structures, in helping to build the kinds of neighbourhoods that better meet the needs of older adults.*
- *Planning efforts will require a focus on the specific needs of the older adult population and application of the Principles of Universal Design.*

## Social Housing

Social housing is not a City responsibility. However, the availability of appropriate, affordable housing in the city is essential to the ability of older adults to live and grow old in Guelph. Our consultations highlighted the need for more and more affordable housing that is suitable for older adults; the existing wait list appears to be 6 – 8 years, which increases the risk that older adults will face a crisis in accommodation as their needs for support increase.

Some of the barriers to living independently are day-to-day concerns about home maintenance – routine repairs and upkeep that older adults can no longer accomplish easily, or knowledge of reliable, affordable, trustworthy maintenance help. Or it may be the need to increase the safety of a home, using grab bars, or removing scatter rugs, etc.

***Implications for an Older Adult Strategy:***

- *Strong partnerships will be fundamental to ensuring residents of the City have adequate, accessible and affordable housing*

## Community Support Services

The availability of an array of community support services can contribute to the ability of older adults to remain in their own homes and their familiar neighbourhoods. These supports can range from home health care, to meal delivery, grocery delivery, and friendly visiting programs. The benefits of providing these services are substantial, both to the older adult and to society.

The challenge lies in the fact that these services are provided by a myriad of agencies, including the City. Older adults have difficulty knowing what is available, knowing what the eligibility requirements are and how to access service. For the most part, services are not well coordinated across different provider groups.

### ***Implications for an Older Adult Strategy:***

- *Support services are not the responsibility of any one entity; strong partnerships are required to develop and deliver coordinated programs and services*

## Caregiver Stress

Not surprisingly, caregivers told us that they are under enormous pressure. While the caregivers range broadly in age – some are younger adults looking after aging parents, others are older adults looking after partners, and still others may be looking after both aging parents and young children – their concerns are common. Lack of respite care, lack of personal time, lack of home support, distance caregiving, lack of workplace accommodation all contribute to safety and health concerns and increase levels of stress.

### ***Implications for an Older Adult Strategy:***

- *Our system relies heavily on unpaid caregivers. The community needs to acknowledge their contribution address their needs if our collective goal is to support older adults to remain in their own homes and neighbourhoods.*

## Valuing Older Adults

Our review found that older adults in Guelph generally feel included and engaged. As noted earlier, however, we did hear about a portion of the population (difficult to quantify) who are isolated and potentially at risk. We also heard from some older adults that they sometimes feel intimidated when they travel throughout the city, by parents with strollers who like the designated seating at the front of the bus, by noisy young people in both the suburbs and in the downtown area.

Older adults clearly want to be included in the life of the city. They have articulated that they have a lot to offer in the way of skills and experience and many are happy to be contributing to the richness and vibrancy of life in Guelph. Older adults expressed a desire that the City's Older Adult Strategy recognize them for the contributions they make to the city.

### ***Implications for an Older Adult Strategy:***

- *We should capitalize on the energy, skills, knowledge and experience of our older adults in supporting their peers and contributing to the life of the City*
- *The Strategy should work with, not for older adults*
- *the OAS should be rooted in a positive, affirming framework, not one that focuses on deficits.*

## Communication Challenges

The City faces a daunting challenge in conveying its many messages to all of its residents in a timely, accessible way.

With respect to their technological capabilities, older adults are again not a homogenous group. Some are very technologically savvy; others are more comfortable with traditional media, primarily print, radio and television.

The challenge of getting sufficient information from across City departments out to people, through the right channels, at the right time, requires a sophisticated, coordinated strategy. This strategy also needs to provide messages that are consistent across the City's various special initiatives and which can leverage one another and demonstrate alignment of City projects towards the City's vision and mission statements.

The City has done an excellent job of ensuring resident input into the Older Adult Strategy and other special initiatives. However we did hear that there may, in fact, be “consultation fatigue”, and that the City has taken action, or intends to take action, but that the message has either not been conveyed or has not been heard. The City’s commitment and action plans are not always visible.

Finally with respect to communication challenges, older adults are confused by the array of service providers, City departments, and programs and services offered by community agencies. Knowing what is available and how to find the service one needs is a difficult challenge.

***Implications for an Older Adult Strategy:***

- *Importance of multi-channel, multi-media delivery of messages*
- *There is so much information, on so many issues; requires a comprehensive, coordinated communications strategy for the City*

## 10. AGE-FRIENDLY INITIATIVES IN THREE OTHER ONTARIO MUNICIPALITIES

### Introduction

Distinct 'Age Friendly' activities have been undertaken in a number of municipalities in recent years; some are quite recent and still ongoing. It can be instructive to examine the overall approaches and specific activities in these other places to see what might be considered appropriate for the City of Guelph.

Three municipalities were chosen based on approximate size compared to Guelph and on the fact that each is known to have devoted public resources to determining how to make their community a better place for its older citizens.

### Basic Demography of the Three Municipalities Compared to Guelph

The three municipalities are: City of Kingston, Municipality of Chatham-Kent and the City of Brantford. The following table shows the percentage of people age 55+ in each of the comparator municipalities, as well as the rest of the upper tier area, where applicable.

NAME OF AREA	% POPULATION AGE 55+
ONTARIO	27.3%
CITY OF GUELPH	24.4%
WELLINGTON COUNTY (EXCLUDING GUELPH)	28.7%
CITY OF KINGSTON	29.0%
FRONTENAC COUNTY (EXCLUDING KINGSTON)	35.2%
CITY OF BRANTFORD	28.3%
COUNTY OF BRANT (EXCLUDING BRANTFORD)	27.4%
CHATHAM-KENT	32.3%

*Source: Statistics Canada, 2011 Census. Note the percentages do not exactly match the Ministry of Finance percentages in the table below due to methodological differences.*

Using the Ontario average of 27.3%, the City of Guelph is relatively 'young'. At the other end of the spectrum, Chatham-Kent is relatively 'old'. Kingston and Brantford are only slightly above the provincial average. In the City of Guelph, the population of adults 55+ is younger than in Wellington County (excluding Guelph).

The next table indicates the projected population of people age 55+ in each of the three municipalities compared to Guelph and the average for the province.

**POPULATION GROWTH PROJECTIONS FOR AGE 55+  
(ENTIRE GEOGRAPHIC AREA OF COUNTY/REGION)**

	% OF POPULATION AGE 55+	
	2011	2031
ONTARIO	26.4%	34.0%
WELLINGTON	25.6%	34.8%
FRONTENAC	29.9%	35.9%
BRANT	27.9%	35.4%
CHATHAM-KENT	30.9%	40.3%

*Source: Ontario Ministry of Finance Population Projections, reference scenario. Note the percentages do not exactly match the Statistics Canada percentages in the table above due to methodological differences.*

Between 2011 and 2031, the proportion of people age 55+ in the province is expected to grow by 7.6%. The County of Wellington will experience an above-average shift in percentage of people age 55+ over the next 20 years – a jump of 9.2%. This is exceeded only by Chatham-Kent, which will experience an increase of 9.4% on top of a population that already has the highest proportion of people age 55+.

The entire population of the geographic area of the County of Wellington, including the City of Guelph, is estimated in the 2011 Census to be 208,360. The City of Guelph itself is estimated to be 121,690, or 58.4% of the entire population. Given this situation, it is reasonable to expect the City will experience an above-average shift in the percentage of people age 55+ over the next 20 years, relative to the rest of the province.

### Highlights of Approaches and Activities in Each Municipality

The purpose of this section is to provide an overview of each of the three municipalities in turn, with particular emphasis on the role of Council in each case. Appendix F provides a fuller description of the situation in each municipality.

#### City of Kingston

Council created a special purpose, time-limited body – the Seniors Advisory Committee reporting to Council. Its mandate is to develop an Age Friendly Plan for the City, primarily based on the WHO framework. The City has stated its intention to submit an application to the Global Network of Age-Friendly Cities. One member of Council sits on the nine-member Committee.

The mandate of the Committee is for the planning stage of the WHO process and its work is expected to be done in one year, specifically by November of 2012. Of particular note was their extensive use of focus groups of citizens over the age of 45.

No dedicated funding was provided for this purpose; research and project support to the Committee was provided by selected staff from across City departments, especially the Community Services Department and the Office of Sustainability and Growth.

### City of Brantford

In 2008, a volunteer Steering Committee, supported by a grant from the Ontario Trillium Foundation (Trillium), developed a Master Aging Plan for the City of Brantford and the County of Brant. The development of the Plan was led by the Alzheimer Society of Brant. The Plan was presented to City Council in 2008 and a second Trillium grant provided for a detailed action plan presented to Council in 2009.

A cornerstone recommendation was to create a dedicated infrastructure to ensure sustainability of the Plan by creating a non-profit charitable organization. The Grand River Council on Aging (GRCOA) was established in 2010 with a 12 member Board of community representatives and service providers. Grants have been received from Enterprise Brant, the City of Brantford and the County of Brant. An application to Trillium has resulted in funding for an Implementation Facilitator for two years.

It is the view of the GRCOA that an organization that undertakes strategic planning for seniors should be an independent organization that is not a department of the local government or part of any one agency's infrastructure. An independent Council can bring together diverse groups to create innovative solutions.

### Municipality of Chatham-Kent

In 2006, municipal Council approved the creation of a standing Seniors Advisory Committee. One older adult from each of the 11 Seniors' Centres within the municipality form the core of the Committee. One member of Council sits on the Committee, which has the stated purpose "to educate and advise Council and community partners regarding ongoing, new, and/or priorities to matters of the quality of life of senior residents of the Municipality".

Council provides \$25,000 per year to St. Andrew's Residence in Chatham, a non-profit retirement residence to provide support to the Committee. Council also provides \$25,000 per year to the Active Lifestyle Centre to administer the Senior Games. The Committee launched the Chatham-Kent Seniors Portal in 2011.

Council also supports a plan under development by the Committee, to pursue recognition as an Age-Friendly City, using the WHO framework. A separate application to Trillium is underway to support this work.

## 11. RECOMMENDATIONS

This report proposes a multi-faceted role for the City in supporting its older adult residents. This reflects the complex nature of programs, services and policy delivered by multiple levels of government and community partners. The four major roles for the City are in:

- Service Delivery,
- Advocacy,
- Partnership and Coordination, and
- Leadership.

Our recommendations are presented as follows:

- Recommendations 1 through 6 are broad recommendations, overarching in nature and more significant in positioning and context;
- Recommendations 7 through 64 relate to very specific actions the City can take within each of the World Health Organization (WHO) eight dimensions of an age-friendly jurisdiction. Accordingly, recommendations 7 through 64 can be viewed as more operational in nature.

**1.0 THAT the City of Guelph commit to a comprehensive multi-year Older Adult Strategy to ensure the City is age-ready and can be designated age-friendly.**

### Rationale:

The older adult population in Guelph is expected to account for 33% of the total population by 2031. Older adults are an important group of citizens whose experience and knowledge can enrich the city and contribute to an accessible, welcoming city for all residents. Many older adults have disposable income – they contribute to the tax base and to the City’s economy. If older adults don’t experience a city that is accessible, affordable and a vibrant place to live, they may look to other jurisdictions, neighbouring and out of province, to live and to spend their money. For those in a lower income bracket, the City should be sharing responsibility for ensuring a satisfying quality of life and an ability to participate and contribute.

The World Health Organization (WHO) has developed international standards that describe and define the elements of an age-friendly city; many cities around the world have achieved or are in the process of seeking an age-friendly designation from the WHO. In an age-friendly City, all members of the community potentially benefit from social inclusion – regardless of race, financial status, gender, ability or age.

Once achieved, the City can identify itself as “Member of the WHO Global Network of Age-friendly Cities”. This may be an advantage in attracting new residents to the city, and to building the city’s reputation as a great place to live. Further, since “age-friendly” denotes a city as livable and inclusive for all age groups, this designation may also contribute to attracting young families, new business and new employers.

This recommendation meets the Strategic Focus “City Building” in the Corporate Strategic Plan (2012-2016)

**Timeline:** Quick win

**Lead Responsibility:**

City Council

**Budget impact:**

Much of the work required to make an application to the WHO has been completed with the completion of this strategy document. There will be some budget impact related to implementation of some of the actions required. Minimal budget impact in Year 1.

**Implementation Considerations:**

1. Utilize the WHO “Checklist of Essential Features of Age-friendly Cities” as a guide for City departments and staff
2. Complete the steps required under the WHO application:
  - Online application
  - Letter from the Mayor and municipal administration indicating commitment to the Network cycle of continual improvement
  - Commence the Network cycle:
    - Establishment of mechanisms to involve older people through the Age-friendly Cities and Communities cycle
    - Development of a baseline assessment of the age-friendliness of the city/community
    - Development of a 3-year city-wide action plan based on the findings of this assessment
3. Identify indicators to monitor progress against this plan

**2.0 THAT, in order to embed the multi-year commitment to the Strategy, the City adopt the following three measures:**

- **Create an Older Adult Committee of Council**
- **Establish a small (2-person) Older Adult staff team with overall responsibility for Strategy implementation, nested under the well-being strategy and reporting to the office of the Chief Administrative Officer**
- **Create a standing cross-departmental Implementation Project Team.**

**Rationale:**

The importance of this Older Adult Strategy to the achievement of the City’s Vision warrants targeted attention to the gaps and needs that have been identified in the process of assembling this report. The work required to address these gaps and needs is a complex mix of policy analysis and development, program and service delivery and coordination, partnership development and cultivation – all of these at both a systems level and delivery level.

This report contains some 60 recommendations to build an age-friendly and age-ready city. It is a large, complex task that requires the involvement of all City departments and many external partners and stakeholders. This recommendation is intended to ensure the older Adult Strategy is positioned within the City with the requisite authority and responsibility to ensure success. We believe that the complexity of the work required, and the need for ongoing consultation and partnership with a variety of stakeholders, will require an effective mechanism designed to oversee and manage implementation, coordination and monitoring. We understand that this recommendation may not reflect the way the City has managed special initiatives in the past. However, we are suggesting a reporting structure that will a) allow the City to coordinate and align a number of special initiatives and b) ensure that staff are provided the authority and structure to achieve success.

This recommendation aligns with 3.1 and 3.3 of the Corporate Strategic Plan Framework.

**Timeline:** 1 – 3 years

**Lead Responsibility:**

Community and Social Services (to start)

**Budget impact:**

Dedicated staffing is needed to assume leadership of implementation for the three year period during which WHO designation is being pursued.

**Implementation Considerations:**

1. An official mandate and role for an Older Adult Committee of Council should include the following components. Official Terms of Reference would be formulated following approval of the concept.
  - Facilitation and engagement
    - Mechanisms to involve and engage the City’s older adults
    - Facilitation of communication between the City and its older adults
  - Promotion of the Older Adult Strategy
    - Fostering a collaborative environment
    - Promoting a healthy environment for Guelph’s older adults
  - Information collection and dissemination
    - Inform and advise Council of best practices, models, ideas, feedback
    - Disseminate City information to older adults networks and groups

- Educate and advise
  - Advise Council on gaps and needs, status of programs and services for older adults, effect of policy decisions on older adults
  - Educate Council and partners on issues affecting older adults
- Form partnerships in the community
  - Identify and establish partnerships with groups that deliver or receive older adult services
  - Promote outreach activities and programs to ensure the voices of isolated seniors are heard.

2. Membership on this Committee should reflect the diversity of the older adult population of the City, and should be inclusive of those groups that are typically under-represented. Accordingly, a proposed membership structure might include:

- Representatives of the GWSA
- Representative(s) of the mental health and addictions community
- Representative(s) of a disability group or focus (e.g., cognitive or physical impairment)
- Representative(s) of a cultural or immigrant background
- Representative who is a caregiver (this could be the only position that would not be required to be 55+)
- Older adults at large, not members of any of the above groups.

Note: All of these individuals should be older adults. There should be representation across the entire older adult age range (i.e., ensure there are older adults in the 55 year-old range, those in the 65 -75 range, and those in the 75+ range). There should also be equal gender representation as well as members chosen from different geographic parts of the city.

The mandate for this Committee would be larger than the current mandate of the GWSA. Broad membership and mandate will be essential to ensuring that the City hears from and is able to respond to those older adults who currently have little opportunity or voice to participate. GWSA representation on the Committee would ensure that the City continues to benefit from the experience and knowledge that has been developed over many years.

3. Proposed recommendations and actions in the Older Adult Strategy will have an impact on many City departments, services and programs. There will also be opportunities in the implementation of the strategy to leverage existing and new initiatives, within and outside of the City, and to collaborate and coordinate efforts for maximum efficiency and effectiveness. This type of broad approach will benefit from a coordinated implementation effort that will require system-wide coordination and communication and an ability to provide timely response to questions of resource allocation and funding.

An Older Adult Project Team would be responsible for:

- Oversight of the implementation of approved recommendations and actions in the OAS
- Coordination of cross-department initiatives
- Compilation and consolidation of key messages related to the OAS
- Key staff support to the Committee of Council

- Establishment of annual goals and objectives, monitoring of progress
- Preparation of an Annual Report on progress toward meeting goals and objectives

4. The cross-departmental Implementation Project Team requires senior-level membership from City staff to ensure its ability to make decisions around key priorities, coordinated action plans across departments and in concert with other city-wide initiatives (e.g., well-being, community investment), and resource requirements, all in a timely manner.

5. The Well-Being initiative will be a touchstone initiative for the City that will encompass other of the City's projects and strategies including its youth, community investment, and Older Adult Strategies. All of these strategies are designed to make Guelph an attractive place to live and grow old, and there are likely to be many opportunities to align and/or combine the various projects to produce a consistent, coordinated approach. Accordingly, there may be merit in assembling leadership under the umbrella of the Well-Being Initiative, and reporting to the office of the CAO, where responsibility for corporate strategic initiatives resides and where authority for action across all departments can be assured.

**3.0 THAT the City ensure that all aspects of the Older Adult Strategy are inclusive; that it address the entire age range of older adults (55+) and the needs of different ethnic, cultural, language and income groups.**

## Rationale

Guelph's demographics are changing. Increasingly, many of the City's older adults will come from different ethnic, cultural, language, income and geographic groups. Many older adults are currently isolated, with little or no access to programs and services. Many are at risk of physical and social isolation, are underhoused or at risk of losing their homes, or are experiencing significant health risks that will force them to leave their homes and their neighbourhoods. It will be important to the success of the Older Adult Strategy to ensure that all of Guelph's older adults are well served by City programs and services.

While the concepts of inclusion and equity seem evident in the development of an Older Adult Strategy, the experience of older adults in Guelph reflects a gap in policy and programming for a number of groups, including (but not limited to) those who are isolated due to financial insecurity, mobility impairments, those from different language, ethnic and/or cultural backgrounds, those with mental health and addictions issues, and those with cognitive impairments (e.g., acquired brain injuries, Alzheimer's, developmental disability). To be truly accessible and "age-friendly" is to be aware of ALL residents, including those who have additional challenges, but for whom an age-friendly city is crucial to their ability to participate. Specific attention to ensuring that policy, programs and services are inclusive and equitable will ensure that the Older Adult Strategy is meaningful for all residents.

The age range used for the purposes of this strategy is wide (55+) and there will be significant differences in need between the low and the high of the range based both on age and functional capacity. Accordingly, it will be important to consider segmenting the needs of older adults using age bands and/or functional capacity, to ensure that programs and services meet the needs of the entire population of older adults in the city.

**Timeline:** Ongoing

**Lead Responsibility:**

Older Adult Committee of Council

**Budget Impact:**

Impacts depend on nature and extent of Committee recommendations and Council actions.

**Implementation Considerations:**

1. The City should ensure the active involvement of its residents and citizens in the implementation of the Older Adult Strategy. It should utilize neighbourhood groups, existing seniors' networks (e.g., GWSA, Probus, retirement groups) and special interest groups. This strategy is also consistent with the City's strategic initiatives in its Corporate Strategic Plan (City Building)

**4.0 THAT the City integrate the themes and messages in the Older Adult Strategy in a comprehensive City communications strategy.**

**Rationale:**

The City is faced with the significant challenge of communicating a large amount of information to a wide variety of residents and stakeholders. What is important to one individual is not important to another. There will always be competing priorities for the dissemination of information. Accordingly, a communications strategy that recognizes the need to coordinate common themes and messages while also targeting specific audiences using a range of appropriate channels will be essential to ensuring that people get the specific information they need, when they need it, as well as understanding the full range of City plans and how they are related.

Themes of inclusion, equity, sharing, respect, and diversity have arisen in the course of developing an Older Adult Strategy. They are universal themes that cut across age groups, income levels, and culture. They are also reflected in other City initiatives and in the City's vision and mission statements. A strong communications strategy will align several initiatives (Community Well-Being, Youth Engagement, Older Adult Strategy, Community Investment). It will serve to provide residents with an overarching view of the City as a welcoming, friendly place for residents of all ages. It will bridge the gap between young and old, and help to combat ageism.

A standardized approach to the provision of updates or progress reports on various initiatives would also provide residents with a better sense of what the City is doing and what action it is taking.

See also recommendations related to “Communications and Information” – page 59

**Timeline:** Ongoing

**Lead Responsibility:**

Corporate and Human Resources

**Budget Impact:**

On a project basis, to be identified

**Implementation Considerations:**

1. The City has many issues to communicate to its residents and faces an ongoing communications challenge to be heard above the constant battle for the front page, the social media feeds, the high profile Web presence. We also heard in our consultations that while city residents are positive about being consulted on City issues, they are not well informed as to what actions the City is taking and in fact are sometimes critical of the perceived lack of action following extensive consultation processes. A highly visible launch of the Older Adult Strategy would send a clear signal to city residents, as well as to City staff, that this initiative is important to the future of the City.

There are a number of options for a high profile Strategy launch, which City staff and older adults could identify and develop. Ideas might include:

- Promotion of the early adoption of one or more recommendations (e.g., creation of an Older Adult Project Team and an Older Adult Committee of Council)
- Participation of City Councillors and senior City staff in a sensitivity exercise with older adults (navigating the City using public transit, or navigating the sidewalks using a wheelchair). This exercise provides a very visible commitment to the Older Adult Strategy but more importantly, it raises the awareness of staff and Councillors to the very real barriers experienced every day by older adults.

**5.0 THAT the City demonstrate leadership in ensuring that older adult residents have access to a wide variety of programs and services to support their ability to successfully age in place.**

**Rationale:**

The City is responsible for the direct delivery of a large number of programs and services. However, it also works in partnership with other levels of government and with community agencies, and is in a position of influence from which it can advocate for system improvement and enhancements.

This recommendation proposes that the City be a leader in the development, delivery and coordination of services to older adults – that it be appropriately active and visible in all of its roles – direct service delivery, advocacy, collaboration and partnership. The City can provide leadership by being a strong partner, by participating in community planning tables, by advocating on behalf of older adults and their providers and caregivers, and by developing and delivering service. Leadership can be provided from many vantage points, regardless of official role.

Regardless whether it has direct responsibility for a particular service or initiative, the City can demonstrate leadership through its participation as an active partner and a willing contributor to the initiatives of other levels of government and/or community agencies.

**Timeline:** Ongoing

**Lead Responsibility:**

Committee of Council; Project Implementation Team

**Budget Impact:**

Minimal

## **6.0 THAT the City apply a Seniors' lens to all existing and proposed new programs and services**

### **Rationale**

This review identified a number of key gaps and needs in the availability and accessibility of City programs and services for older adults. However, the review did not systematically assess each City department. A thorough assessment of policy, programs and services across the City would provide opportunities to identify additional areas for improvement, significant gaps, duplication and overlap, or unintended consequences of existing or new programs

The Older Adult Strategy has a number of components and will take many years to fully implement. However, there are some potential “quick wins” that would improve the city’s age-friendliness in a short time frame and with relatively little effort. Some of these actions appear in recommendations in this report; other potential actions can be identified by the application of a seniors’ lens to all existing programs and services in a systematic fashion.

Routine application of a seniors’ lens can also help to ensure that all new programs and services are designed to be fully inclusive and accessible, and that new programs and services don’t deliver unintended consequences for the older adult population when they are implemented.

**Timeline:** Ongoing

**Lead Responsibility:**

All Departments

**Budget Impact:**

Possible impact following identification of issues

**Implementation Considerations:**

1. There are a number of existing “lenses” by which programs and services can be assessed. A lens that measures the extent to which City departments provide services that are responsive to the needs of an older adult population should be selected and provided to every City department and every Committee of Council.
2. Provide education and training to City staff, using the existing diversity training venues and vehicles, to increase the knowledge and skills of staff in developing programs and services that are age-friendly
3. Provide City staff with opportunities to view the City from the perspective of an older adult. E.g., have staff use public transit with seniors; cross busy roadways; navigate streets and sidewalks using a scooter or wheelchair; navigate the City phone system, etc.

## Recommendations Based on the Eight WHO Dimensions of Age-Friendliness

The following recommendations are categorized based on the 8 WHO dimensions of an age-friendly city.

“Quick win” implies an action that can be accomplished within a 12-month period. Quick wins are also generally high impact, low cost activities.

The Lead responsibility is defined as the relevant Service Area.

Budget impact identifies the expected scale of investment required.

	Recommendation	Timeline	Lead Responsibility	Budget Impact
	<b>Dimension #1 - Buildings and Outdoor Spaces (streets, design, green spaces, physical safety, signage)</b>			
7.0	Undertake a coordinated review of City streets and spaces to consider ways of addressing identified gaps and barriers to accessibility. Such a review to include prioritization of identified maintenance required for sidewalks and curb cuts, with consideration of options for speeding up required maintenance.	Quick win	Planning, Building, Engineering, Environment (PBE&E)	Possible need for increased funding (e.g. for sidewalk repair)
8.0	Broaden the scope of the Snow Angels program to serve more older adults	1 – 3 years	Operations Transit & Emergency Services (OT&ES)	Yes
9.0	Identify locations throughout the city to install more public washrooms. Review what other cities around the world are doing to ensure safety, cleanliness, design. Develop multi-year action plan.	Quick win	PBE&E	No
10.0	Increase the number of public washrooms throughout the City.	1 – 10 years	PBE&E	Yes
11.0	Identify locations throughout the city to add more public benches and seating. Consider creative ways of financing these benches – e.g., offer naming rights, sponsorships, donations. Develop multi-year action plan.	Quick win	PBE&E	No
12.0	Increase the amount of public seating throughout the City.	1 – 10 years	PBE&E	Yes

	Recommendation	Timeline	Lead Responsibility	Budget Impact
13.0	Commit to using the principle of Universal Design in the development and re-development of buildings and infrastructure.	1 – 3 years	PBE&E	Possible
14.0	Develop an incentive plan for builders and developers tied to achieving the first three goals of the Flexhousing™ Principles: Adaptability, Accessibility, Affordability and Healthy Housing™ as well as walkable neighbourhoods and communities.	4 – 6 years	PBE&E	Possible
15.0	Assemble a list of accessible locations in the City for public meetings and events and encourage their use.	Quick win	C&SS	No
<b>Dimension #2 – Transportation (e.g., accessibility, affordability, routes, waiting areas, security, street signage, lighting, parking)</b>				
16.0	Lengthen walk signals at key intersections where older adult traffic is high (e.g. Evergreen, downtown, libraries)	Quick win	Operations, Transit & Emergency Services (OT&ES)	Possible
17.0	Install audible walk signals at key intersections where older adult traffic is high	Quick win	OT&ES	Minimal
18.0	Publicize and communicate the Community Bus Service – routes, schedules, how to use the service	Quick win	OT&ES	Minimal
19.0	Review (with input from the Older Adult Committee of Council) the Community Bus routes and destinations to ensure they meet the needs of older adults	Quick win	OT&ES	No
21.0	Communicate the long-term transit plan to the public (e.g., plans to install shelters and benches; plans to review routes and schedules)	Quick win	OT&ES (with Corporate & Human Resources)	No

	Recommendation	Timeline	Lead Responsibility	Budget Impact
22.0	Increase the number of accessible taxis over the next 10 years.	7 – 10 years	Police Services	No
23.0	Communicate to City residents that anyone who is physically unable to swipe a bus pass is still able to ride the bus	Quick win	OT&ES with Corporate & Human Resources	No
24.0	Undertake a review of the new transportation routes and schedules from the perspective of seniors.	Quick win	OT&ES	No
25.0	Develop and provide travel information and travel training service specific to older adults. Host sessions in multiple accessible locations throughout the city.	Quick win	OT&ES	No
<b>Dimension #3- Housing (e.g., cost, safety, proximity to services, in-home supports, accessibility)</b>				
26.0	Examine zoning and planning regulations to ensure they do not create unintended barriers to development of housing for older adults	1 – 3 years	PBE&E	No
27.0	Establish a working group with partners (builders, developers, provincial government, County – to develop a long-term strategy to increase the supply of accessible, affordable housing for older adults. (Note: the City's revised OP calls for 30% of new residential development to be affordable)	1 – 3 years	PBE&E	Minimal at start
28.0	Advocate with the province and the LHIN for more funding for in-home supports that will enable older adults to remain in their own homes (health, home care, home maintenance, subsidies)	1 – 10 years	C&SS	No

	Recommendation	Timeline	Lead Responsibility	Budget Impact
29.0	Promote available home modification programs, and provide assistance to older adults in completion of application forms. Promote Residential Rehabilitation Assistance Programs (RRAP) and the new Health Homes Renovation Tax Credit to allow older adults to adapt their homes to meet their needs as they age (ref: Sinha presentation, Seniors' Care Strategy)	Quick win	C&SS	No
30.0	Ensure that the City's tax deferral program is prominently included in its communications strategy	Quick win	Corporate & Human Resources (C&HR)	No
31.0	Advocate, facilitate and promote opportunities for more housing options in the City (granny flats, group housing, home sharing, life leases, coops, assisted living, group housing, home sharing, accessory apartments)	4 – 6 years	C&SS	Possible
32.0	Strengthen partnership with the County to support the implementation of the County's 10-year housing and homelessness plan.	1 – 3 years	C&SS	Possible
33.0	Develop an affordable housing strategy for the City that targets 30% of new residential development as affordable. Note: this recommendation is contained in the City's revised OP, 2012	1 – 3 years	PBE&E	Possible
	<b>Dimension #4 - Respect and Social Inclusion (e.g., consultation, intergenerational activities, choice, helpfulness)</b>			
34.0	Work with City departments (e.g., EMS), community partners, neighbourhood groups and other stakeholders to establish a "seniors' watch" program	Quick win	C&SS	No

	Recommendation	Timeline	Lead Responsibility	Budget Impact
35.0	Develop and deliver targeted public education and awareness campaigns to combat ageism and encourage and instill respect for older adults	1 – 3 years	C&HR	Minimal
36.0	Develop a Community Benefits Agreement with the Guelph-Wellington Seniors Association (GWSA) to ensure continued provision of services and activities for older adults.	1 – 3 years	C&SS	None
37.0	Develop and deliver an awareness campaign focused on “sharing our roads and sidewalks”. Work toward developing a shared understanding of the rights and responsibilities of pedestrians and drivers using cars, bicycles, walkers, scooters, skateboards, e-bikes and other forms of transportation	1 – 3 years	C&HR	Yes
	<b>Dimension #5 - Social Participation (e.g., social &amp; leisure activities, affordability, accessibility, convenience, times, choice)</b>			
38.0	Work in partnership with community service providers to ensure that older adults who are isolated, frail, vulnerable and/or at risk, as well as immigrant and cultural groups, have knowledge of and access to City programs and services.	1 – 3 years	C&SS	Possible
39.0	Enhance services and programs for older adults in the south and western parts of the City.	1 – 3 years	C&SS	Possible
40.0	Proceed with plans to establish a facility for older adults in the south end of the City. Reconsider the need for and purpose of dedicated older adult centres; consider options and assess feasibility of <ul style="list-style-type: none"> <li>offering more programs within existing facilities</li> <li>using existing multi-purpose facilities to provide programs that would be of interest to younger older adults (e.g. 55 – 65)</li> </ul>		PBE&E with C&SS	Yes

	Recommendation	Timeline	Lead Responsibility	Budget Impact
	<ul style="list-style-type: none"> <li>building flexible facilities – more space can be dedicated to older adults when needed, but can then be transformed to service other age groups when needed</li> <li>integrating a variety of services in fixed locations – e.g., health care, home support services, recreation programs</li> </ul>			
41.0	Assess the feasibility, with community input, of utilizing existing buildings and facilities to house programs and services for older adults (e.g., schools, libraries, community centres, vacant storefront space), distributed throughout the City's hubs	1- 3 years	C&SS	Minimal
	<b>Dimension #6 - Civic Participation and Employment (e.g., volunteer opportunities, employment, workplace culture, accessibility)</b>			
42.0	Continue to support the strong base of volunteerism that exists in Guelph. Support and promote the GWSA "Seniors Offering Support" program. Continue to work in partnership with the Volunteer Centre and Immigrant Services Guelph-Wellington to identify and facilitate opportunities for involvement of older adults.	Quick win	C&SS	No
43.0	Support the development of a 55+ employment agency. Identify and work with potential partners to operate an employment centre focusing on employees who are 55+.	4 – 6 years	C&SS	No
44.0	Ensure that the City's existing diversity training addresses the specific needs of older adults (e.g., for accommodation, accessibility)	Quick win	C&HR	No

	Recommendation	Timeline	Lead Responsibility	Budget Impact
45.0	Provide leadership to employers in the City in the development of training and information regarding the needs of older adults	Quick win	C&SS	Minimal
46.0	Encourage the development of employee benefit programs that recognize and support adult caregivers and increase the awareness around available caregiver tax credits (ref: Sinha)	1 – 3 years	C&HR	Possible
<b>Dimension #7 - Communication and Information (e.g., access to information and services, helpfulness, usefulness, ease of understanding, visibility)</b>				
47.0	Develop and publish a quarterly newspaper pull-out listing services and activities for older adults	Quick win	C&HR	Minimal
48.0	Expand the targeted distribution of Guelph Community Guide to include more locations where older adults will be able to access them (libraries, community centres, grocery stores, churches)	Quick win	C&HR	Minimal
49.0	Provide more information to the public about the Community Bus service	Quick win	OT&ES	Minimal
50.0	Develop and deliver all information about programs and services for older adults in multiple modalities and multiple channels. Utilize community newspapers, word of mouth, neighbourhood groups, bulletin boards, newsletters, and churches.	1 – 3 years	C&HR	Possible
51.0	Work with Immigrant Services Guelph-Wellington to provide translated materials for older adults	1 – 3 years	C&HR	Cost for translation

	Recommendation	Timeline	Lead Responsibility	Budget Impact
52.0	<p>Work with community partners to provide older adults with easy access to support in the use of technology:</p> <ul style="list-style-type: none"> <li>• Training</li> <li>• Help desk – troubleshooting and support</li> <li>• More free computer access in libraries, public buildings and space, and potentially private venues (e.g., cafés).</li> </ul>	1 – 3 years	C&SS	Possible
53.0	<p>Work with community partners to compile and publish a comprehensive list of resources and information specific to older adults (e.g., health care, home services, transportation services, grocery delivery, respite care, etc.). Note: this recommendation is consistent with Dr. Sinha’s recommendation to the WWLHIN, August 2012)</p>	Quick win	C&SS	Minimal
54.0	<p>Ensure that the City’s Web site includes easily accessible information and is intuitive for older adults to use.</p>	1 – 3 years	C&HR	Minimal
55.0	<p>Add an option to allow the City’s Web site to be viewed in several font sizes.</p>	1 – 3 years	C&HR	No
56.0	<p>Partner with community agencies, and neighbourhood and community groups to deliver targeted messages to older adults, especially those who are vulnerable and isolated (e.g., affordable bus passes; Community Bus, tax deferral program, etc.)</p>	1 – 3 years	Project Team & C&HR	No
57.0	<p>Work with Guelph 211 and the Volunteer Centre to ensure that seniors can be directed to the appropriate provider/service.</p>	Quick win	Project Team	No

	Recommendation	Timeline	Lead Responsibility	Budget Impact
58.0	Improve the City's responsiveness by reducing the use of automated voice systems and increasing the use of live answering.	Quick win	C&SS	Possible
<b>Dimension #8- Health and Community Supports (e.g., accessibility, affordability, responsiveness)</b>				
59.0	Continue to pilot and expand innovative EMS projects designed to respond to the needs of older adults in the community (e.g., CREMS project, Vial of Life project).	1 – 3 years	OT&ES	Possible
60.0	<p>Identify and utilize existing service delivery mechanisms to enhance services to older adults and/or to identify older adults at risk, e.g.:</p> <ul style="list-style-type: none"> <li>• Train postal service staff, pharmacists, neighbours, EMS, Snow Angels, etc. to recognize when older adults may be at risk</li> <li>• A “gatekeeper” pilot project using formal and informal neighbourhood groups to provide guidance for neighbours in supporting and checking on their older neighbours</li> <li>• Expand the existing Snow Angels program (see recommendation #8)</li> <li>• Broaden Snow Angels mandate to provide home maintenance help and support</li> <li>• Support a peer support model of seniors assisting seniors</li> </ul>	1 – 3 years	C&SS	Possible

	Recommendation	Timeline	Lead Responsibility	Budget Impact
61.0	Work in partnership with community agencies to support the distribution of a resource guide for <b>caregivers</b> to help them navigate and know what services are available in Guelph.	Quick win	C&SS	Minimal
62.0	Review City policy and revise eligibility as necessary to recognize that their employees who are caregivers can live outside the home of the person needing the care	Quick win	C&SS	No
63.0	Identify and define the City's role in the provision of health services to City residents.	1 –2 years	C&SS	Possible
64.0	Work in partnership with GWSA and other health providers who offer such services as awareness, education, immunization (e.g., flu clinics), foot care – the City role to contribute to promotion and to provide convenient locations that older adults can easily access – e.g. community centres, libraries, City Hall	1 – 2 years	C&SS	Minimal
65.0	Monitor and assess best practices and research from other jurisdictions and consider their applicability in the City of Guelph.	1 – 10 years	Project Team	Possible

## 12. IMPLEMENTATION

We have prepared an Implementation Plan to guide the roll-out of the Older Adult Strategy. The recommendations themselves are presented in a way that guides implementation. Each recommendation contains a proposed timeline, a proposed Lead role, and a flag indicating whether new financial commitments will be required. The six foundational recommendations also contain proposed actions and considerations. The multi-year plan proposes phasing of the recommendations (see Implementation, Year 1 and Implementation, Years 2 – 10).

There are a number of recommendations that are indicated as “Quick Wins”. These recommendations are generally high impact, low cost actions. These recommendations have been flagged for Year 1 action, as they can begin without the need for additional budget resources and they provide visible evidence to the community that the City is prepared to act quickly on its commitment to the Older Adult Strategy.

Many excellent plans and strategies ultimately fail at the execution stage. We believe there will be four key factors in successful implementation of the Older Adult Strategy in Guelph:

- Commitment to a cross-departmental approach
- Identification and location of a dedicated staff leadership role with authority, responsibility and accountability
- Application of a project management approach to undertaking recommendations:
  - Project plan for each recommendation including goals, objectives and timeline
  - Confirmation of a lead department or staff for each recommendation
  - Confirmation of the internal and/or external team required for each recommendation
  - Establishment of milestones
  - Establishment of key performance indicators
  - Identification of resource requirements and budget impact
  - Plan for measurement and evaluation
- Consideration and application of change management principles to improve the likelihood of successful outcomes, e.g.:
  - Identification of an overall Strategy champion and/or champions for key recommendations
  - Effective communication plan(s)
  - Project plans that include steps, stages and the communication of incremental successes
  - Development and execution of “Quick wins”
  - Ongoing engagement of stakeholders – consultation, communication, feedback.

**City of Guelph Older Adult Strategy  
Proposed Implementation Plan - Year One**

<b>Activities/Actions by Responsibility</b>	<b>Recomm#</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>July</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>
<b>City Clerk/Committee of Council</b>													
Call for members	2												
Appoint Committee	2												
Develop Terms of Reference	2												
Committee meetings (monthly for first year)	2												
<b>OA Secretariat/ Staff Leadership</b>													
Prepare detailed Year 1 work plan	1												
Assemble Implementation Team	2												
Confirm mandate for Implementation Team	2												
Complete online application for WHO designation	1												
Draft letter for Mayor's signature	1												
Using the OA Strategy, prepare 3-year action plan	1												
Develop detailed indicators for 3-year action plan	1												
Assemble list of accessible locations in the City for public meetings	1,4												
Work with Implementation Team & community partners to plan a "seniors' watch" program	35, 61												
Meet with community service providers to identify strategies to identify and provide service to frail, isolated, at-risk older adults	38												
Meet with Volunteer Centre & Immigrant Centre to support strategies for volunteerism	42												
Develop plan to provide enhanced technology training	53												
Work with community partners to establish a viable plan for developing & maintaining a comprehensive data base of programs & services	54												
Work with Volunteer Centre and 211 and Service Guelph to ensure timely and appropriate response to older adult inquiries	58												

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<b>Activities/Actions by Responsibility</b>	<b>Recomm#</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>July</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>
<b>Older Adult Committee of Council</b>													
With Secretariat, confirm Seniors' Lens (tool)	6												
Monitor Sinha recommendations for relevance to City OAS	2												
Monitor best practices in older adult strategies from other jurisdictions	66												
<b>Community &amp; Social Services</b>													
Confirm Secretariat role and reporting	2												
Confirm job description	2												
Recruit/appoint staff	2												
Prepare plan for launch of Strategy													
Assess the cost of expanding Snow Angels program	8												
Assess options for enhancing service in the south and west of the city	39, 40, 41												
Install a dedicated phone resource to respond to older adult inquiries	59												
Begin to meet with LHIN, LHIN agencies, Public Health Unit to promote the OAS and to define roles for the City in contributing to non-City programs and services	64, 65												
<b>Operations &amp; Transit</b>													
Consult with Committee of Council to identify key intersections for audible signals &/or longer lights	16,17												
Lengthen walk signals at key intersections	16												
Install audible signals at key intersections	17												
Review Community Bus routes	19												
Assess cost & feasibility of using a higher quality Community bus	20												
Review bus routes and schedules with Committee of Council	24												
Prepare and provide transit training for older adults	25												

Attachment 1

<b>Activities/Actions by Responsibility</b>	<b>Recomm#</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>July</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>
<b>Communications</b>													
Meet w Strategy staff & Committee to plan priorities for Year 1 Communications plan	1,4, 18, 21, 23, 30, 31, 36, 37,57												
Publicize the Community Bus service	18												
Communicate long-term transit plan to the community	21												
Communicate how to use bus pass (without swiping)	23												
Develop & publish quarterly newspaper listing of OA services & activities	47												
Review distribution of Guelph Community Guide	48												
Distribute Guelph Community Guide to more locations	48												
Determine key messages/materials requiring translation	52												
Determine cost of translating messages/materials	52												
Consult with Committee of Council to determine older adult priorities for Web site improvements	55												
<b>Planning</b>													
Establish City commitment to principles of universal design	13												
<b>Public Works</b>													
Review identified gaps & barriers in City streets & spaces	7												
Identify locations throughout the City to locate more public washrooms	9												
Identify locations throughout the City to locate more public seating	11												
<b>Human Resources</b>													
Assess existing diversity training tools and Incorporate older adult perspective & issues as required	6,44												
Provide training and education to City staff	6												
Sponsor and host employer training and education sessions	45												

**City of Guelph Older Adult Strategy  
Multi-Year Implementation Plan (excluding Quick Wins)**

<b>Activities/Actions by Responsibility</b>	<b>Recomm#</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
<b>OA Senior Staff Leadership</b>											
Prepare detailed Year 1 work plan	1										
Apply for WHO designation	2										
Coordinate development of work plans for recommendations	2										
Coordinate cross-departmental work teams	2										
Support cross-departmental Implementation Team	2										
Community liaison & collaboration	2										
Prepare annual report card	2										
<b>Older Adult Committee of Council</b>											
With Secretariat, confirm Seniors' Lens (tool)	6										
Monitor Sinha recommendations for relevance to City OAS	2										
Monitor best practices in older adult strategies from other jurisdictions	64										
Advocate w LHIN for in-home supports	28										
<b>Community &amp; Social Services</b>											
Confirm senior staff role and reporting	2										
Broaden scope of Snow Angels Program	8										
Advocate w LHIN for more in-home supports	28										
Partner w community providers to focus on frail vulnerable	37										
Review services & programs in south & west	38										
Enhance services & programs in south & west	38										
Review plans for new community centre	39										
Inventory existing buildings & facilities (City & partners)	40										
Develop plans for a "seniors' watch program"	59										
Identify partners for a "seniors' watch program"	59										
Train volunteers and agencies	59										
Launch pilot "seniors' watch program"	59										
Work w City staff and partners to define City role in health	62										
Work w providers to coordinate & contribute to seniors' health	63										

Attachment 1

<b>Activities/Actions by Responsibility</b>	<b>Recomm#</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
<b>Operations, Transit &amp; Emergency Services</b>											
Expand Snow Angels program to reach more older adults	8,59										
Expand EMS pilot projects that serve older adults	58										
<b>Corporate &amp; HR (Communications)</b>											
Revise Web site to be more older adult friendly	53										
Determine targeted messages for isolated older adults	55										
Partner w community agencies to deliver targeted messages	55										
Develop public education campaign to combat ageism	35										
Develop public education campaign re: sharing roadways	36										
Review distribution of all communication aimed at older adults	49										
Add new channels & delivery mechanisms for information	49										
Provide more translated materials	50										
Identify resources in the community/City to support tech training	51										
Develop strategy to enhance technology support for older adults	51										
Increase technology support for older adults	51										
<b>Planning, Building, Engineering, Environment</b>											
Establish City commitment to principles of universal design	13										
Examine zoning and planning regulations	26										
Increase # public washrooms	10										
Increase public seating throughout the City	12										
Develop incentive plan for builders & developers	14										
Establish working group w partners re: affordable housing	27										
Strengthen partnership w County re: housing strategy	32										
Build long-term strategy for affordable housing	27										
Inventory housing options in the City	31										
Facilitate more housing options	31										

Attachment 1

<b>Activities/Actions by Responsibility</b>	<b>Recomm#</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
<b>Operations, Transit, EMS (Public Works)</b>											
Increase public washrooms	10										
Increase public seating throughout the City	12										
Commit to the Principles of Universality for development & re-development	13										
Develop an incentive plan for builders and developers											
<b>Corporate &amp; Human Resources</b>											
Meet w existing employment agencies; review 55+ gaps	42										
Identify strategy for serving 55+ job seekers	42										
Environmental scan of benefit programs that support caregivers	45										
Review City benefit plan & revise to better support caregivers	45										
<b>Police Services</b>											
Policy to licence only accessible taxis	22										

## 13. EVALUATION

As noted earlier, an important component of the Implementation Plan is the identification of Key Performance Indicators (KPIs) that clearly demonstrate whether progress is being achieved toward specified goals and objectives.

As a starting point, we have established a set of KPIs to measure broad progress toward satisfying the 6 overarching recommendations and progress toward achieving the goals of the 8 WHO dimensions. In addition to these broad measures, specific performance targets and measurement indicators should be built in to the action plans required for each recommendation. It will be important to obtain input from individual City departments to discuss and agree on the activities and performance measures that will guide their work on the recommendations.

The quantitative indicators used to measure progress will be directly related and relevant to each recommendation. However, by way of example they may include monitoring the change in such measures as:

- # participants
- # new participants
- # new partnerships
- # services delivered
- # requests for new programs
- # complaints
- service usage data (# riders, # calls, time of day, etc.)
- # telephone calls/requests
- # passes/tickets/subsidies/requests, etc.
- # requests for information

Because the community and social service sector does not always lend itself well to quantitative analysis only, other more qualitative measures can also be used to assess progress. The 7Ps framework (Lusk & Harris, 2011) includes evaluation of:

- People (Have we developed linkages and relationships with the right people?)
- Perceptions (Have we changed perceptions and attitudes?)
- Policy (Have we influenced any policy changes, including organizational policy?)
- Practice/Performance (Have we improved practice or performance?)
- Problems (Have we identified any gaps in system, organization policy or practice and brainstormed potential solutions?)
- Process (Have we created process that can be replicated to facilitate knowledge translation and transfer?)
- Products (have we created any products or tools that support practice?)

Potential tools for gathering data and information may be:

- Satisfaction surveys
- Public forums
- Questionnaires re: specific programs and services
- Feedback forms
- City and partner data (e.g., usage data and client feedback, Public Health data, EMS data)

The City is fortunate to have many resources available to it through such bodies as the University of Guelph, the University of Waterloo and the Research Institute for Aging. All of these resources may be helpful in implementing and evaluating the Older Adult Strategy. Use of an external partner to assist in developing the evaluation framework in early 2013 may make the evaluation more objective, more thorough, and less dependent on staff resources.

There are a number of existing tools that are available to help evaluate progress and success. The WHO Checklist is one such tool. The use of a seniors' lens in assessing City programs and services also provides specific questions and guidelines that serve to evaluate current status and progress.

In summary, we see evaluation as taking place at two distinct levels:

- 1) The action plan for each recommendation contains performance targets, expected outcomes and performance indicators;
- 2) Results of these evaluations contribute to an overall assessment of progress toward the goals of the foundational recommendations and the 8 WHO dimensions.

## Older Adult Strategy – Preliminary Key Performance Indicators

Note: A “Key Performance Indicator” (KPI) is a measure of performance that contributes to evaluating progress toward a goal or to success in achieving a goal or objective. Choosing the right KPI is dependent on shared agreement as to what is important to the success of the Strategy.

As noted earlier, every action plan dedicated to a specific recommendation should have its own KPIs, which can and should be developed by the project lead or preferably, the project team. This approach has two advantages. First, it makes good use of the expertise of team members to develop the most relevant KPI’s. Second, the commitment of the team to work towards achieving each KPI is increased by the heightened sense of ownership. For these reasons, this report respects the mandates of the project teams and does not attempt to develop detailed KPI’s for individual recommendations.

This report does make six foundational recommendations which will require early identification of some KPI’s to assist in getting implementation underway quickly. In addition, by virtue of recommending the pursuit of WHO designation, the City will be under some obligation to use the 8 WHO dimensions in developing specific KPI’s to measure age-friendliness. Accordingly, the balance of this section is devoted to providing some preliminary suggestions of meaningful performance indicators of progress for each of the 6 foundational recommendations and for each of the 8 WHO dimensions of an age-friendly city. In some instances, specific performance targets to accompany the indicators are required; these should be identified in discussion with the relevant partners. The KPIs below are a combination of qualitative and quantitative measures.

In the following chart, ‘timeline’ refers to the target completion date for the purpose of measuring performance. ‘Methodology’ refers to the manner in which data and information are collected for the purpose of establishing whether the indicator has been met.

Recommendation	Proposed KPI	Timeline	Methodology
THAT the City of Guelph commit to a comprehensive multi-year Older Adult Strategy to ensure the City is age-ready and can be designated age-friendly.	<ul style="list-style-type: none"> <li>• Council approval of an Older Adult Strategy</li> <li>• Application process undertaken for WHO designation</li> <li>• Successful designation (3 years)</li> </ul>	<ul style="list-style-type: none"> <li>• Q4 2012</li> <li>• Q1 2013</li> <li>• by 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Motion</li> <li>• Submission</li> <li>• WHO designation</li> </ul>

Attachment 1

Recommendation	Proposed KPI	Timeline	Methodology
<p>THAT, in order to embed the multi-year commitment to the Strategy, the City adopt the following three measures:</p> <ul style="list-style-type: none"> <li>• Create an Older Adult Committee of Council</li> <li>• Establish a small (2-person) Older Adult staff team with overall responsibility for Strategy implementation, nested under the well-being strategy and reporting to the office of the Chief Administrative Officer</li> <li>• Create a standing cross-departmental Implementation Project Team.</li> </ul>	<ul style="list-style-type: none"> <li>• Older Adult Committee of Council created</li> <li>• Appropriate staff resources allocated to the Strategy (e.g. 1 FTE Senior Project Manager + support staff)</li> <li>• Cross-departmental Implementation Team established</li> <li>• Relevant job descriptions and Team Terms of Reference developed</li> </ul>	<ul style="list-style-type: none"> <li>• Q1 2013</li> <li>• Q1 2013</li> <li>• Q2 2013</li> <li>• Q2 2013</li> </ul>	<ul style="list-style-type: none"> <li>• Announcement</li> <li>• Announcement</li> <li>• Announcement</li> <li>• Documentation</li> </ul>
<p>THAT the City ensure that all aspects of the Older Adult Strategy are inclusive; that it address the entire age range of older adults (55+) and the needs of different ethnic, cultural, language and income groups.</p>	<ul style="list-style-type: none"> <li>• # older adults from different ethnic, cultural &amp; linguistic backgrounds registered in City programs reflects the diversity of the general population (3 years)</li> <li>• % change in # older adults from lower income brackets who access City programs &amp; services</li> <li>• % change in # frail, isolated or vulnerable older adults who access City programs &amp; services</li> </ul>	<ul style="list-style-type: none"> <li>• 2016</li> <li>• 2016</li> <li>• 2015</li> </ul>	<ul style="list-style-type: none"> <li>• Gather data on ethnic, cultural &amp; linguistic background on program registration</li> <li>• Usage data/financial</li> <li>• Gather data on program usage by functional ability &amp; housing situation (ie. those who live alone, those receiving service from CCAC)</li> </ul>

Attachment 1

Recommendation	Proposed KPI	Timeline	Methodology
<p>THAT the City integrate the themes and messages in the Older Adult Strategy in a comprehensive City communications strategy.</p>	<ul style="list-style-type: none"> <li>• City communication strategy has specific themes/messages related to the Older Adult Strategy</li> <li>• # older adults who indicate that Guelph is a good place to live and age (ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>• 2014</li> <li>• 2015</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor messages in City communications strategy</li> <li>• Surveys</li> </ul>
<p>THAT the City demonstrate leadership in ensuring that older adult residents have access to a wide variety of programs and services to support their ability to successfully age in place.</p>	<ul style="list-style-type: none"> <li>• # partnerships with community agencies that deliver home support services (3 – 5 years)</li> <li>• Older adult satisfaction with delivery of City programs &amp; services</li> </ul>	<ul style="list-style-type: none"> <li>• 2016</li> <li>• 2013 &amp; ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Inventory of partnerships and initiatives</li> <li>• Surveys</li> </ul>
<p>THAT the City apply a Seniors’ lens to all existing and proposed new programs and services.</p>	<ul style="list-style-type: none"> <li>• Appropriate seniors’ lens selected by the Older Adult Committee of Council</li> <li>• All City departments informed &amp; educated on the application of the seniors lens</li> <li>• # existing programs, services &amp; policies flagged for review or revision following application of the seniors lens</li> <li>• # changes to programs, services or policies (ongoing) that impact older adults</li> </ul>	<ul style="list-style-type: none"> <li>• Q3 2013</li> <li>• Q4 2013</li> <li>• 2014</li> <li>• Q4 2014 &amp; ongoing</li> </ul>	<ul style="list-style-type: none"> <li>• Documentation</li> <li>• Documentation</li> <li>• Survey of City Departments</li> <li>• Survey of City Departments</li> <li>• Policy change</li> </ul>

Attachment 1

Recommendation	Proposed KPI	Timeline	Methodology
<p>Outdoor spaces and buildings (WHO Dimensions #1)</p> <ul style="list-style-type: none"> <li>(eg. streets, design, green spaces, sense of physical safety, signage)</li> </ul>	<ul style="list-style-type: none"> <li># changes to City intersections to accommodate the needs of older adults</li> <li>% increase in public benches</li> <li>% increase in public washrooms</li> <li># improvements to City sidewalks to increase accessibility</li> <li># of designated drop-off areas and transit stops near stores and services</li> <li>% satisfaction of all WHO checklist items</li> </ul>	<ul style="list-style-type: none"> <li>Q4 2013 &amp; ongoing</li> <li>Q4 2013 &amp; ongoing</li> <li>Q4 2013 &amp; ongoing</li> <li>Q4 2013 &amp; ongoing</li> <li>2014</li> <li>2016</li> </ul>	<ul style="list-style-type: none"> <li>City inventory tracking reported annually</li> <li>City inventory</li> <li>WHO designation</li> </ul>
<p>Transportation (WHO dimension #2)</p> <ul style="list-style-type: none"> <li>(eg. accessibility, affordability, routes, waiting areas, security, street signage, lighting, parking)</li> </ul>	<ul style="list-style-type: none"> <li>older adult satisfaction with bus routes &amp; schedules</li> <li>% of transit waiting areas with (1) benches (2) shelters (3) both benches and shelters)</li> <li>increase in # residents using the Community Bus service</li> <li>% satisfaction of all WHO checklist items</li> </ul>	<ul style="list-style-type: none"> <li>Q4 2013</li> <li>Q4 2013 &amp; ongoing</li> <li>Q4 2013</li> <li>2016</li> </ul>	<ul style="list-style-type: none"> <li>Customer satisfaction survey</li> <li>Department data</li> <li>Usage data</li> <li>WHO checklist</li> </ul>

Attachment 1

Recommendation	Proposed KPI	Timeline	Methodology
<p>Housing (WHO dimension #3)</p> <ul style="list-style-type: none"> <li>(e.g. cost, safety, proximity to services, in-home supports, accessibility)</li> </ul>	<ul style="list-style-type: none"> <li># partners and a forum with the County to discuss affordable housing</li> <li>% increase in the # units of alternative housing opportunities available (co-op, life lease, home sharing, etc.)</li> <li>% satisfaction of all WHO checklist items</li> </ul>	<ul style="list-style-type: none"> <li>Q3 2013</li> <li>2015 &amp; ongoing</li> <li>2016</li> </ul>	<ul style="list-style-type: none"> <li>Inventory of partnership</li> <li>City data sources</li> <li>WHO checklist</li> </ul>
<p>Respect &amp; Inclusion (Who dimension #4)</p> <ul style="list-style-type: none"> <li>(eg. consultation, intergenerational activities, choice, helpfulness)</li> </ul>	<ul style="list-style-type: none"> <li>Public education &amp; awareness campaign to combat ageism</li> <li>Public education &amp; awareness campaign focused on sharing roads &amp; sidewalks</li> <li># residents aware of public education messages</li> <li>% satisfaction of all WHO checklist items</li> </ul>	<ul style="list-style-type: none"> <li>2014</li> <li>2013/4</li> <li>2014</li> <li>2016</li> </ul>	<ul style="list-style-type: none"> <li>Campaign documentation</li> <li>Campaign documentation</li> <li>Survey</li> <li>WHO checklist</li> </ul>
<p>Social Participation (WHO dimension #5)</p> <ul style="list-style-type: none"> <li>(eg. social &amp; leisure activities, affordability, accessibility, convenience, times, choice)</li> </ul>	<ul style="list-style-type: none"> <li># older adults from different ethnic, cultural &amp; linguistic backgrounds registered in City programs reflects the diversity of the general population (3 – 5 years)</li> <li># partnerships dedicated to older adult initiatives with community agencies &amp; providers</li> <li>% increase in # services and programs and program capacity in the south &amp; west of the City</li> </ul>	<ul style="list-style-type: none"> <li>2018</li> <li>2014 &amp; ongoing</li> <li>2014</li> </ul>	<ul style="list-style-type: none"> <li>Usage data</li> <li>Inventory of partnerships &amp; initiatives</li> <li>Program data</li> </ul>

Attachment 1

Recommendation	Proposed KPI	Timeline	Methodology
Social Participation (WHO dimension #5) Cont'd	<ul style="list-style-type: none"> <li>• % satisfaction of all WHO checklist items</li> </ul>	<ul style="list-style-type: none"> <li>• 2016</li> </ul>	<ul style="list-style-type: none"> <li>• WHO checklist</li> </ul>
Civic Participation and Employment (WHO dimension #6) <ul style="list-style-type: none"> <li>• (e.g. volunteer opportunities, employment, workplace culture, accessibility)</li> </ul>	<ul style="list-style-type: none"> <li>• % increase in # older adults receiving support from the GWSA SOS program</li> <li>• All City departments educated on the Older Adult Strategy</li> <li>• # private sector partners in the Older Adult Strategy</li> <li>• % satisfaction of all WHO checklist items</li> </ul>	<ul style="list-style-type: none"> <li>• Q4 2013 &amp; ongoing</li> <li>• Q4 2013</li> <li>• 2014 &amp; ongoing</li> <li>• 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Usage data</li> <li>• Documentation</li> <li>• Database of private sector partners &amp; initiatives</li> <li>• WHO checklist</li> </ul>
Communication and Information (WHO dimension #7) <ul style="list-style-type: none"> <li>• (e.g. access to information and services, helpfulness, usefulness, ease of understanding, visibility)</li> </ul>	<ul style="list-style-type: none"> <li>• % increase in # vehicles, sites &amp; locations where information for older adults is available</li> <li>• % increase in # materials for older adults produced and distributed in languages other than English</li> <li>• comprehensive list of resources for older adults developed, distributed &amp; updated</li> <li>• Older adult satisfaction with the City's Web site</li> <li>• % times callers reach a live voice when calling the City</li> </ul>	<ul style="list-style-type: none"> <li>• Q4 2013</li> <li>• 2014</li> <li>• Q4 2013</li> <li>• Q4 2013</li> <li>• Q4 2013</li> </ul>	<ul style="list-style-type: none"> <li>• Department data</li> <li>• Documentation</li> <li>• Materials</li> <li>• Survey</li> <li>• Electronic tracking</li> </ul>

Attachment 1

Recommendation	Proposed KPI	Timeline	Methodology
Communication and Information (WHO dimension #7) Cont'd	<ul style="list-style-type: none"> <li>• Tools &amp; strategy developed to increase cross-departmental knowledge, coordination and collaboration</li> <li>• % satisfaction of all WHO checklist items</li> </ul>	<ul style="list-style-type: none"> <li>• Q4 2013</li> <li>• 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Inventory &amp; feedback</li> <li>• WHO checklist</li> </ul>
Community Support and Health Services (WHO dimension #8) <ul style="list-style-type: none"> <li>• (e.g. accessibility, affordability, responsiveness)</li> </ul>	<ul style="list-style-type: none"> <li>• # partners working with the City to support at-risk older adults to remain safe &amp; secure in their homes</li> <li>• % increase in # older adults using the Snow Angels program</li> <li>• % satisfaction of all WHO checklist items</li> </ul>	<ul style="list-style-type: none"> <li>• Q4 2013</li> <li>• Q4 2013 &amp; ongoing</li> <li>• 2016</li> </ul>	<ul style="list-style-type: none"> <li>• Systematic tracking of partnership initiatives</li> <li>• Usage data</li> <li>• WHO checklist</li> </ul>

## 14. APPENDICES

## Appendix A – Steering Committee Members

Lynne Briggs (Chair)  
Manager, Partnerships and Inclusion  
City of Guelph

Wendy Kornelsen – Project Manager  
Manager, Senior Services  
City of Guelph

Jeff Beaton  
Staffing Specialist  
City of Guelph

Jennifer Blackie  
Board Secretary  
Guelph Wellington Seniors Association

Marg Hedley  
Board of Directors  
Guelph Wellington Seniors Association

Karen Kawakami  
Social Services Program & Policy Liaison  
City of Guelph

Sheli O'Connor  
Seniors at Risk System Coordinator  
Trellis  
County of Wellington

Jocelyn Pedersen  
Seniors Program & Partnership Coordinator  
City of Guelph

Cathy Sturdy-Smith  
Manager of Specialized Geriatric Services  
Trellis

Kimberley Wilson  
Community Member & Executive Director  
Canadian Coalition for Seniors' Mental Health

## Appendix B – List of Resource Materials

1. Advocacy Consortium, *Priorities for the Aging Population of Ontario*, March 2011
2. Article “*New Study Finds America’s Communities are not prepared for an aging population*”, September 2006
3. Brantford and Brant County, *A Master Aging Plan*, undated
4. British Columbia, *Age-Friendly and Disability-friendly Official Community Plans*, 2010
5. C.D. Howe Institute, *Later Retirement: the Win-Win Solution*, March 2012
6. Canfitpro – *What you need to know about older adults*, undated
7. City of Chatham-Kent, *Outcomes of the 2011 Community Consultation to Inform the Development of an Age-Friendly Plan*, undated
8. City of Chatham-Kent, *Seniors Advisory Committee, Terms of Reference*, January 2011
9. City of Edmonton, *Aging in Place: A Neighbourhood Strategy*, December 2007
10. City of Edmonton, various materials, *Municipal Information, Network Service delivery model, Coordinating Council*, 2006 – 2010
11. City of Edmonton, *Vision for an Age-Friendly Edmonton, Action Plan*, Spring 2011
12. City of Guelph, *The Maturing of Guelph*, undated presentation
13. City of Guelph, *Organizational Model*, 2012
14. City of Guelph, *Official Plan Update*, February-March 2012
15. City of Guelph, *Qualitative Information Form, Community Older Adult Plan*, undated
16. City of Guelph, *Recreation, Parks & Culture Strategic Master Plan (draft)*, July 2009
17. City of Guelph, *2011 Community Profile*
18. City of Guelph, *Alternative Work Arrangements, Policy Procedure and Guidelines*, undated
19. City of Guelph, *Community Investment Strategy, Phase 1 Final Report*, April 2012
20. City of Kawartha Lakes, *Age-friendly Project Assessment: Report to the Community*, undated
21. City of Guelph, *Corporate Strategic Plan Framework 2012-2016*
22. City of Kitchener, *Older Adult Strategy*, May 2009
23. City of Kitchener, *Older Adult Strategy – Final Background Report*, May 2009
24. City of London, *Community Action Plan; Working Together to Support London’s Seniors*, Fall 2005
25. City of Mississauga, *Older Adult Plan*, February 2008
26. City of Mississauga, *Older Adult Plan*, February 2008
27. City of Mississauga, *Corporate Report (to Council)*, March 2008
28. The New York Academy of Medicine, *Toward an Age-Friendly New York City: A Findings Report*, Fall 2008
29. City of Portage La Prairie, *Age-Friendly Cities Project*, April 2007
30. Community Living Guelph Wellington, *Proposal to Address the Issue of Aging Adults with Developmental Disabilities in Wellington County*, May 2012
31. Denver Regional Council of Governors, *Creating Senior-healthy Communities*, May 2007
32. Guelph Wellington Seniors Association, *Member Survey*, August 2010
33. Halifax Site – *Age Friendly Cities Project*, March 2007
34. Hamilton, *Age-Friendly Hamilton; Report to Community*, January 2010
35. Heckman, George, et al, *Developing an Integrated System of Care for Frail Seniors in Waterloo-Wellington, Results of a Consultation Process to Identify System Strengths and Gaps*, presented to WWLHIN, October 2011
36. Library of parliament, *Background Paper, “Canada’s Aging Population and Public Policy: 5. The Effects on Employers and Employees*), February 2012

37. McMaster University, *Directory of Research on Aging*, 2002
38. New York City Department for the Aging, *Good Practices in Intergenerational Programming*, 2010
39. Niagara, *Creating Age-Friendly Communities*, Undated Policy brief
40. Nova Scotia, *Department of Seniors Business Plan, 2009-2010*
41. Ontario LHINs, *Senior Friendly Hospital Care Across Ontario*, September 2011
42. *Parliamentary Committee on Palliative and Compassionate Care*, November 2011
43. Province of Alberta, *A look at Leisure*, undated
44. Sinha, Dr. Samir, *With Respect to Old Age: Developing Ontario's Seniors Care Strategy*, WWLHIn Site Visit meeting, August 2012
45. Transport Canada, *Benchmarking Transport Policy in an Aging Society in Ontario*, 2007
46. Turner, Annie and Leanne Findlay, *Informal Caregiving for Seniors*, Statistics Canada, July 2012
47. Sturdy Smith, Cathy, et al, *A Summary of Senior Friendly Care in WWLHIN Hospitals*, undated
48. United Way of Guelph & Wellington, *Seniors' Demographic*, February 2009
49. United Way, Guelph and Wellington, *A Preliminary Investigation of the Age-Friendliness of Guelph & Wellington*, February 2009
50. United Way of Guelph & Wellington, *Barriers to Independent Living – Vision*, November 2008
51. United Way of Guelph & Wellington, *Seniors and Housing Supports in Guelph and Wellington*, February 2009
52. United Way of Guelph & Wellington, *Seniors and Transportation in Guelph and Wellington County*, October 2008
53. United Way of Guelph and Wellington, *Seniors Poverty and Economic Status in Guelph and Wellington County*, October 2008
54. Waterloo Wellington Senior Friendly Hospital Strategy, *Summary of Senior Friendly Care*, undated
55. Wellington-Dufferin-Guelph, *Health Status of Wellington-Dufferin-Guelph*, February 2012
56. Wellington-Dufferin-Guelph Public Health, *Strategic Plan 2011-2016*
57. Wilson, Kimberley, *Creating an Age-Friendly Guelph, A Backgrounder*, May 2012
58. World Economic Forum, *Global Population Ageing*, 2012
59. World Health Organization, *Global Age-Friendly Cities: A Guide*, 2007
60. World Health Organization, *Checklist of Essential Features of Age-Friendly Cities*, 2007

## Appendix C – List of Consultations and Interviews

Interview/Focus Group	# participants
<b>Community Forums</b>	
Care givers group	12
Immigrant Services	23
Public Forum #1	23
Public Forum #2	12
Public Feedback Forum	40
<b>Provider Forums</b>	
Seniors' Services Network*	18
Service Providers, Transdisciplinary Team*	12
Service Providers & Key Stakeholders Feedback Forum	6
<b>Key Community Informants</b>	
Poverty Elimination Task Force	1
Volunteer Centre of Guelph-Wellington	1
Waterloo Wellington LHIN	2
Drop In Centre	1
Guelph Family Health Team	1
Department of Family Relations and Applied Nutrition, University of Guelph	1
Public Health	2
United Way	1
<b>City Staff</b>	
Direct Report Leadership Team	10
Library Services	2
Community Support Services	1
Strategic Planning and Corporate Initiatives	2
Transportation	1
City Clerk	1
Corporate Communications	1
By-law Compliance & security	1
Accessibility Services	1
Human Resources	1
Legal Services	1
Public Works	1
Planning & Building, Engineering & Environment	5
Community & Social Services	3
Social Services Program & Policy Liaison	1
EMS	1
Fire Services	2
City Staff Feedback Forum	20

\* Organizations consulted included: Trellis, Mental Health and Developmental Services, Homewood Health Centre, Guelph General Hospital, Hospice Wellington, St. Joseph's Health Centre, County of Wellington, Guelph Independent Living, Guelph Wellington Seniors Association, VON, Community Living, Community Care Access Centre, Family Counselling Support & Services, Guelph Family Health Team, Alzheimer's Society of Guelph-Wellington

## Appendix D – Sample Questionnaire and Online Survey Tool

### Interview Guide (External)

1. Please describe your position and role.
2. Referring to the WHO's dimensions of an age-friendly community, from your perspective, on which dimensions would you say the city should get good marks for being age friendly?
3. From your perspective, what is not working well? What are the gaps and barriers?
4. What suggestions do you have for the City that would make it more age friendly?
5. Are you aware of any "best practices" in the delivery of services to seniors (transportation, housing, employment, health care, etc.) from other jurisdictions that could be replicated in Guelph?
6. Thinking of municipal governments in general and their role in delivering services to their residents, what do you think should be the City's role in serving seniors?
7. If you could choose one priority for the City to pursue in the next few years, what would it be?
8. What do you see as the primary challenges facing the City in serving an increasingly diverse population?
9. We hear about the challenges that many older adults face in accessing primary health care. In your view, what would assist older adults to live healthier lives, as independently as possible?
10. Can you provide a few key words or phrases that you would like to see reflected in a vision statement for an Older Adult Strategy for the City?
11. Do you have any other comments or recommendations for us?

**Guelph Older Adult Strategy  
Online Survey Questions**

**PART ONE – GENERAL INFORMATION QUESTIONS**

1. I am male \_\_\_ female \_\_\_
2. I am:  
18 – 24  
25 – 34  
35 – 44  
45 – 49  
50 – 54  
55 – 59  
60 – 64  
65 – 69  
70 – 74  
75 – 79  
80 – 84  
85+
3. Which of the following best describes you. Check more than one if relevant:  
Employed full-time \_\_\_  
Employed part-time \_\_\_  
Retired \_\_\_  
Volunteer \_\_\_  
Seeking employment \_\_\_
4. What are your present living arrangements??  
Live alone \_\_\_  
Live with spouse or partner \_\_\_  
Live with other relatives \_\_\_  
Live with non-relatives \_\_\_
5. My postal code is \_\_\_ \_\_\_
6. How would you describe your own health?  
Poor \_\_\_ Fair \_\_\_ Good \_\_\_ Excellent \_\_\_
7. Check all of the following that apply to you. I have:  
Difficulty in moving or walking \_\_\_  
Visual impairment \_\_\_  
Hearing impairment \_\_\_  
Mental Impairment \_\_\_  
No impairments \_\_\_
8. I live :  
In my own home \_\_\_  
With my child(ren) in their home \_\_\_  
In a Retirement home/village \_\_\_

## Attachment 1

- In Public housing rental \_\_\_\_
- In Private housing rental \_\_\_\_
- In a long term care home \_\_\_\_
- Other \_\_\_\_\_

9. Do you: (check all that apply to you)

- Have strong family ties in Guelph \_\_\_\_
- Have strong social connections in Guelph \_\_\_\_
- Lead an active lifestyle \_\_\_\_
- Feel isolated or lonely \_\_\_\_

10. Are you currently providing support or care to an older adult at home? Yes \_\_\_\_ No \_\_\_\_

11. Are you currently providing support or care to an older adult who is not living in your home? Yes \_\_\_\_  
No \_\_\_\_

### **PART TWO – SPECIFIC SURVEY TOPICS**

*For each question, please indicate whether you*

1. *Strongly disagree*
2. *Somewhat disagree*
3. *Neither agree nor disagree*
4. *Somewhat agree*
5. *Strongly agree*
6. *Don't know*

### **OUTDOOR SPACES AND BUILDINGS**

1. For older drivers the road signs in my neighbourhood are easy to read and large enough.
2. When crossing the street, there is enough time for a safe crossing by older adults.
3. Street crossings have good audio and visual cues to help older adults cross safely.
4. Sidewalks in most or all areas of my neighbourhood make it easy for older adults to get around walking or using an assistive device such as a cane, scooter or walker.
5. Sidewalks in most or all areas of my neighbourhood are well maintained (even surfaces, curb cuts, not a lot of cracks).
6. There are enough street crosswalks in the busy residential, business and recreation areas for older adults.
7. There are enough public washrooms in the key areas of my neighbourhood (e.g. in business and recreational areas).
8. Older adults can get in to public buildings easily.
9. Snow clearing in my neighbourhood is done in a timely manner so walking and driving is safe.
10. There is sufficient seating for older adults in public spaces, both indoors and outdoors.
11. There is adequate street lighting for older adults so they can easily see and navigate sidewalks, roadways and curbs.
12. Older adults feel safe in the city walking and travelling alone during the day.
13. Older adults feel safe in the city walking and travelling alone at night.

### TRANSPORTATION

1. City bus service goes to the places that older adults need to go (shopping, doctor's office, seniors' centres, etc.)
2. The waiting areas at bus stops have enough seats for older adults and are protected from rain and snow.
3. The bus stops are conveniently located for older adults.
4. The Community bus is convenient and easy to use for older adults.
5. Transportation for people with disabilities is sufficient and affordable.
6. There are volunteer drivers or an informal network of drivers available for older adults who need transportation.
7. There is sufficient parking for older adults, close to the buildings or businesses where they go.
8. There are sufficient "disabled" parking spaces close to services and stores.
9. There are enough "drop off" areas close to services and stores.
10. Taxis are easily available to older adults.
11. Seniors feel safe while using public transit.
12. Public transit is affordable for older adults.

### HOUSING

1. There is enough choice of housing for older adults in the City of Guelph.
2. Housing in the city is affordable for older adults.
3. Shopping and services (e.g. pharmacy, doctor, groceries) are located conveniently where older adults live
4. It is easy for older adults to stay in their own homes and get the help they need for shopping, indoor cleaning, outdoor maintenance, etc.
5. Wait times for older adults to get in to seniors' housing that provides support services are reasonable.
6. There are good provisions for older adults to reduce or defer their property taxes so they can live longer in their own homes.

### SOCIAL PARTICIPATION AND RECREATION

1. My neighbourhood has enough pleasant places for walking for older adults (e.g. walking trails, parks, well-treed streets).
2. Local parks or walking trails are accessible and easy to use for older adults (e.g. paths with even surfaces).
3. There are enough resting areas for older adults along paths and trails.
4. There are enough recreation programs for older adults (e.g. card games, art).
5. Social and recreational programs are available to older adults at convenient times and locations.
6. There are enough lifelong learning programs specifically for older adults (e.g. computer skills).
7. Recreational programs are generally affordable for older adults.
8. Most older adults who live alone have opportunities to attend and participate in activities, and/or have regular visitors.

#### RESPECT AND SOCIAL INCLUSION

1. People in the city respect and value older adults.
2. Older adults in Guelph are recognized for the contributions they make to the city.
3. Older adults are consulted and listened to.
4. There are enough opportunities for older adults to interact with city residents of all ages including young people and families (e.g. school reading programs, festivals).
5. People working for the City respond helpfully to older adults.
6. Planning processes specifically consider needs of older adults (e.g. planning for housing or transportation).

#### CIVIC PARTICIPATION AND EMPLOYMENT

1. It is easy to be a volunteer in Guelph if you are an older adult.
2. There are enough opportunities for older adults to easily contribute to city issues through consultation.
3. Older adults who work or volunteer are valued and respected for their contributions.
4. If older adults choose to be employed, there are businesses willing to employ them.
5. Employers are willing to make adjustments to the workplace to accommodate older adults (e.g. hours, adjustments to workplace, etc.).
6. It is easy and affordable for older adults to get to most workplaces in the city.
7. There is enough official recognition for older adults who volunteer in Guelph (e.g. volunteers awards).

#### COMMUNICATION AND INFORMATION

1. There is enough information in the local newspapers about services and programs for older adults.
2. Information about neighbourhood events is readily available to older adults.
3. Information about City programs and services is helpful and easy to find for older adults (e.g. transit routes, garbage pickup, recreation programs).
4. Information is provided in age friendly formats for older adults.
5. Older adults have good public access to computers and assistance or training in the city.
6. Information about City programs and services on the internet is helpful and easy to find for older adults.
7. There are enough organizations that speak up for older adults (e.g. ombudsman)
8. City telephone answering services are easy to use and adapted to the needs of older adults (e.g. instructions are given clearly and slowly).

#### COMMUNITY SUPPORT AND HEALTH SERVICES

1. The services that help older adults around the home (e.g. snow removal, lawn care, garbage brought to the street) are sufficient.
2. Meals offered in the Evergreen Seniors Community Centre are necessary and affordable.
3. The meal delivery services that bring meals to older adults are sufficient.
4. Family doctors are accessible and help older adults find the services and supports they need.
5. Paramedics who are called to the homes of older adults help them, when appropriate, to make connections to non-emergency community and health services.

**CAREGIVER SUPPORT**

1. Caregivers to older adults have access to city services that are helpful (e.g. transit passes, recreation programs)
2. Caregivers can get time off from their employers when they need it.
3. It is easy for caregivers to arrange for respite care for an older adult, so the caregiver can take a break for a few days.
4. There are support groups for caregivers to help them cope with both the physical and the emotional strain.

**PART THREE**

If you could make one change to your neighbourhood to make it more age friendly, what would it be?

Please provide any key words and phrases that you feel should be part of an overall vision for an age friendly City of Guelph:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

THANK YOU FOR YOUR TIME AND HELP IN COMPLETING THIS SURVEY IN SUPPORT OF THIS WORTHWHILE CITY INITIATIVE.

YOU HAVE SUCCESSFULLY COMPLETED THE SURVEY. IT WILL BE USED TO PREPARE A REPORT TO CITY COUNCIL ON HOW BEST TO MAKE THE CITY OF GUELPH 'AGE FRIENDLY AND AGE READY'.

## Appendix E – Summary of Who Does What

This list is intended to demonstrate the complexity of delivering programs and services that often require coordination and partnership between different levels of government, as well as coordination and partnership within City departments. This list is not exhaustive; it is intended for illustrative purposes.

City of Guelph – Service Areas and Departments
<b><u>Planning &amp; Building, Engineering &amp; Environment</u></b>
<b>Building Services</b>
<ul style="list-style-type: none"><li>• Permit and zoning services</li><li>• Inspection services</li></ul>
<b>Engineering Services</b>
<ul style="list-style-type: none"><li>• Infrastructure planning design and construction</li><li>• Transportation and development engineering</li></ul>
<b>Planning Services</b>
<ul style="list-style-type: none"><li>• Development planning</li><li>• Policy planning and urban design</li></ul>
<b>Solid Waste Resources</b>
<ul style="list-style-type: none"><li>• Integrated services</li><li>• Material recovery options</li><li>• Organic waste processing</li><li>• Waste collection</li></ul>
<b>Wastewater Services</b>
<ul style="list-style-type: none"><li>• Collection and environmental protection</li><li>• Plant maintenance and laboratory services</li></ul>
<b>Water Services</b>
<ul style="list-style-type: none"><li>• Water conservation, distribution, supply</li></ul>
<b><u>Community &amp; Social Services</u></b>
<b>Business Services</b>
<ul style="list-style-type: none"><li>• Facility bookings and program registrations</li><li>• Service Guelph</li></ul>
<b>Community Engagement</b>
<ul style="list-style-type: none"><li>• Accessibility</li><li>• Community Engagement</li><li>• Local immigration partnership</li><li>• Senior services</li><li>• Youth services</li><li>• Social services policy and liaison</li></ul>
<b>Corporate Building Maintenance</b>
<ul style="list-style-type: none"><li>• Civic precinct</li><li>• Corporate property</li></ul>
<b>Culture and Tourism</b>
<ul style="list-style-type: none"><li>• Cultural development, museums, tourism</li></ul>
<b>Parks and Recreation</b>
<ul style="list-style-type: none"><li>• Tourism</li><li>• Museums</li><li>• Recreation facilities</li><li>• Park planning and development</li><li>• Parks infrastructure and horticulture</li><li>• Turf and sports fields</li></ul>

<p><b><u>Finance &amp; Enterprise</u></b> Community Energy Downtown Renewal Economic Development Finance</p> <ul style="list-style-type: none"><li>• Financial planning</li><li>• Financial reporting and accounting</li><li>• Procurement and risk management</li><li>• Taxation and revenue</li></ul>
<p><b><u>Corporate &amp; Human Resources</u></b> City Clerk's Office Corporate Communications Court Services</p> <ul style="list-style-type: none"><li>• Administration</li><li>• Prosecutions</li></ul> <p>Human Resources</p> <ul style="list-style-type: none"><li>• Staffing and workforce planning</li><li>• Compensation, benefits, HRIS and payroll</li><li>• Labour relations/health and safety</li><li>• Organizational development</li></ul> <p>Information Technology</p> <ul style="list-style-type: none"><li>• Client services</li><li>• Corporate applications</li><li>• Network services</li><li>• Project management and business systems</li></ul> <p>Legal and Realty Services</p> <ul style="list-style-type: none"><li>• Legal services</li><li>• Realty services</li></ul>
<p><b><u>Operations, Transit and Emergency Services</u></b> Bylaw Compliance, Security and Licensing Emergency Services</p> <ul style="list-style-type: none"><li>• Emergency Preparedness</li><li>• Guelph-Wellington Emergency Medical Services</li><li>• Fire Operations</li></ul> <p>Guelph Transit</p> <ul style="list-style-type: none"><li>• Business Services and Operations</li><li>• Quality Assurance and Continuous Improvement</li><li>• Service Planning and Communications</li></ul> <p>Public Works</p> <ul style="list-style-type: none"><li>• Fleet &amp; Equipment Management</li><li>• Forestry</li><li>• Roads and Right of Ways</li></ul> <p>Traffic and Parking</p>

<p><b><u>Boards and Commissions</u></b> Library Services Guelph Police Services Guelph Hydro Public Health</p>
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#### County of Wellington

Affordable housing  
Emergency shelter  
Ontario Works (eligibility up to age 65 typically)

#### Province of Ontario

Public Health  
Health care (primary care, hospitals, home care, palliative care, Community Health Centre, Family Health Team, mental health agencies, home support agencies, CCAC, Local Health Integration Networks)  
Taxation (income)  
Long-term care homes  
Senior Homeowner Property Tax Grant  
Energy & Property Tax Credits  
Ontario Disability Support Program (some people with disabilities age 55-64 receive these benefits)  
Community and Social Services (supports people with developmental disabilities)  
Community Support Services

#### Government of Canada

Disability Tax Credit  
Medical expenses tax credit  
Caregivers tax credit  
CPP  
OAS, GIS, War Veterans' Allowances and health benefits

#### Community Programs & Services

##### Wide variety of agencies and programs

- Guelph Wellington Seniors Association
- United Way
- Care providers and agencies (e.g., Alzheimer's Society, mental health agencies, Meals on Wheels)
- Non-profit housing providers

#### Private Sector

Retirement homes  
Employment opportunities  
Services (e.g. retail, some health care, home maintenance, etc.)

## Appendix F – Full Report of Comparator Municipalities

### COMPARATOR MUNICIPALITY: KINGSTON

#### 1. BRIEF MUNICIPAL PROFILE

The population of Kingston is approximately 123,360 (2011) of which some 35,860 , or 29.1% %, are over the age of 55. This is an increase from 22% of the population in 1996 and 27% of the population in 2006. This is projected to grow to 37.4% by 2036.

#### 2. PROJECT BEGINNINGS – WHAT GOT THINGS STARTED

The driving force for this activity began with the Mayor and this was quickly followed up with the support of Council.

#### 3. PROCESS TO GET THINGS GOING

Council created a special purpose, time-limited body to work in this area. The WHO process is being followed quite closely, especially with regard to the use of the Vancouver protocol for the use of focus groups.

The Seniors Advisory Committee reports to City Council and has a mandate to develop an "Age-Friendly" Plan for the City of Kingston in keeping with the theme and direction of the World Health Organization (WHO) with its eight categories and for other service areas that may be identified during the plan's development.

The Committee's term is expected to be 12 months and will conclude once the mandate has been fulfilled and council has adopted a recommended plan.

#### 4. FRAMEWORK SELECTED FOR ANALYSIS

The primary reference for the development of the plan will be "Global Age-Friendly Cities: A Guide", published by the World Health Organization. The Chair of the committee will provide status reports to Council on a regular basis during the committee term. In addition to the preparation of the plan, the City will submit an application for membership to the WHO Global Network of Age-Friendly Cities. Network membership acknowledges commitment from the City to a cycle of continually assessing and improving their age-friendliness through four stages:

- Stage 1 – Planning (Year 1 -2);
- Stage 2 – Implementation (Year 3-5);
- Stage 3 – Progress evaluation (end of year 5); and
- Stage 4 – Continual Improvement.

The mandate of the Seniors Committee relates to Stage 1 – Planning. This stage includes four steps: a) establishment of mechanisms to involve older people throughout the Age-friendly City cycle. b) a baseline assessment of the age-friendliness of the city; c) development of a 3-year city wide plan of action based on assessment findings; d) identification of indicators to monitor progress.

The Seniors Advisory Committee is expected to complete Stage 1 by the end of November 2012 which will conclude with their mandate being fulfilled and the submission of the plan to Council. In order to accomplish this task by November 2012 a Milestone/Timeline Plan was developed and presented to the Seniors Advisory Committee at their first meeting on October 19, 2011. The Milestone/Timeline Plan will be reviewed regularly and the committee chair will provide status reports to Council on a regular basis during the committee's term.

The public over age 45 was asked to participate in focus groups as per the public notice below.

*If you are 45 or older, the City wants your input to help develop the Age-friendly Kingston Plan.*

*The City of Kingston is developing an Age-Friendly Plan in keeping with the theme and direction of the World Health Organization's (WHO) Global Age-friendly Cities guide (see link at right). According to WHO, the population of senior citizens (over age 65), throughout the world will more than double within the next few decades. With one of the largest populations of seniors per capita in the country, Kingston is preparing with the creation of an Age-friendly Cities Plan. The plan will address:*

- 1. Outdoor Spaces and Places;*
- 2. Transportation*
- 3. Housing*
- 4. Social Participation*
- 5. Respect and Social Inclusion*
- 6. Civic Participation and Inclusion*
- 7. Communication and Information*
- 8. Community Support and Health Service*

*If you would like to participate in a focus group to provide input into these eight areas, please email [AgeFriendly@cityofkingston.ca](mailto:AgeFriendly@cityofkingston.ca) or call 613-546-0000, ext. 3182.*

*Please provide: your name, age, address and contact information. If you are selected to participate in a focus group, you will be contacted and provided with more information. Focus groups will take place early in 2012.*

*The second step was to follow the WHO's "bottom-up" approach and gather information about "the lived experience of older persons regarding what is, and what is not, age-friendly, and what could be done to improve the community's age-friendliness." This was achieved through six focus groups in January and February 2012 with sixty-two citizens between 45 and 83 years of age. Staff utilized the WHO's "Vancouver Protocol" methodology for these focus groups. Information was gathered on the eight key categories of an age-friendly city: outdoor spaces and buildings; transportation; housing; respect & inclusion; social participation; communication & information; civic participation & employment; and community supports and health services.*

A separate report featuring the characteristics of Kingston's older adult population has been published based primarily on Statistics Canada census information; it is available through the following link: [http://www.cityofkingston.ca/pdf/cityhall/committees/seniors/ProfileOfOlderAdults\\_2011.pdf](http://www.cityofkingston.ca/pdf/cityhall/committees/seniors/ProfileOfOlderAdults_2011.pdf)

## **5. THE DECISION MAKERS**

The Chair of the committee will provide status reports to Council on a regular basis during the committee term.

### **MEMBERS:**

- One council member: Councillor Liz Schell
- One representative from the Senior's Centre: David Crane
- One representative from the Senior's Centre Executive Staff: Diane Luck
- One representative from the Council on Aging: Mary Carol Thompson
- Two representatives for local/regional organizations serving seniors (not including the Senior's Centre or Council on Aging): Christine Bell, Louise Richer
- Three members of the public: Anne Graham, Michaela Jones, Paul Switzer

## **6. FUNDING THE INITIATIVE**

There is no special purpose funding for this initiative. The Committee receives research and project support from the Commissioner of Community Services' Office and the Commissioner of Sustainability and Growth's office and from selected staff across City departments.

## **7. CHALLENGES ENCOUNTERED**

The premise of the planning process was to focus on municipally provided services and programs under the eight WHO categories. During the focus groups, it was important to focus on capturing feedback on these while respecting and noting input on related provincial or federal programs and services such as health care. Conducting focus groups of older adults in the winter season did present itself as a challenge, but the winter of 2011/12 was not severe and turnout was good.

## **8. RECOMMENDATIONS**

The report is scheduled to proceed to Council in the Fall of 2012.

## **9. STATUS OF IMPLEMENTATION**

This is dependent on Council decisions in the Fall.

## **10. ONGOING STRUCTURES AND THEIR ROLE**

At present the only structure that exists is the time limited Seniors Advisory Committee, which has a one year mandate. At present there is no plan to have an ongoing oversight committee or staff support, although such recommendations could come forward to Council for a decision.

**APPENDIX**  
**SENIORS ADVISORY COMMITTEE WORK PLAN**

**Age-Friendly City Plan – Milestone Timeline**

<b>Milestone Number</b>	<b>Milestone Description</b>	<b>Milestone Delivery Date</b>	<b>Responsibility</b>
M1	First Meeting of Seniors Advisory Committee <ul style="list-style-type: none"> <li>• Overview of Age-Friendly City Program</li> <li>• Workplan/timelines</li> </ul>	October 19, 2011	Staff
M2	Community Profile	November 1, 2011	Staff
M3	Submission of Application for membership to the WHO Global Network of Age-Friendly Cities	November 4, 2011	Staff
M4	Seniors Advisory Committee Meeting <ul style="list-style-type: none"> <li>• Community Profile</li> <li>• Planning for Focus Groups sessions</li> </ul>	November 16, 2011	Committee/Staff
M5	Planning of Focus Group sessions	November/December	Staff/Committee members
M6	Seniors Advisory Committee Meeting <ul style="list-style-type: none"> <li>• Finalization of planning for Focus Groups sessions</li> </ul>	January 18, 2012	Committee/Staff
M7	Age Friendly Focus Groups	January/February 2012	Staff/Committee
M8	Caregivers and local service providers focus groups	February 2012	Staff/Committee
M9	Seniors Advisory Committee Meeting <ul style="list-style-type: none"> <li>• Debriefing on Focus Groups</li> <li>• Theme identification</li> </ul>	February 15, 2012	Committee/Staff
M10	Phase 1 – Focus Groups Results Report	March 12, 2012	Staff
M11	Seniors Advisory Committee Meeting <ul style="list-style-type: none"> <li>• Review of Focus Groups Results report</li> </ul>	March 21, 2012	Committee/Staff
M12	Phase 2 – Developing Local actions - Theme analysis	April/July	Staff
M13	Seniors Advisory Committee Meeting <ul style="list-style-type: none"> <li>• Phase 2 – Developing local actions - Theme Analysis</li> </ul>	April 18, 2012	Committee/Staff
M14	Seniors Advisory Committee Meeting <ul style="list-style-type: none"> <li>• Theme Analysis</li> </ul>	May 16, 2012	Committee/Staff
M15	Seniors Advisory Committee Meeting <ul style="list-style-type: none"> <li>• Theme Analysis</li> </ul>	June 20, 2012	Committee/Staff
M16	Seniors Advisory Committee Meeting <ul style="list-style-type: none"> <li>• Theme Analysis</li> </ul>	July 18, 2012	Committee/Staff

**Age-Friendly City Plan – Milestone Timeline**

<b>Milestone Number</b>	<b>Milestone Description</b>	<b>Milestone Delivery Date</b>	<b>Responsibility</b>
M17	Seniors Advisory Committee Meeting • Phase 3 – Identify policies and initiatives in place; and identify and prioritize new projects	September 19, 2012	Committee/Staff
M18	Draft Age-Friendly City Plan	October 1, 2012	Staff
M19	Seniors Advisory Committee Meeting • Review draft Age-Friendly City Plan	October 17, 2012	Committee/Staff
M20	Final Age Friendly Plan	November 1, 2012	Staff
M21	Seniors Advisory Committee Meeting • Committee recommends approval of Age-Friendly City plan to Council	November 21, 2012	Committee
M22	Submission of Age-Friendly City Plan to Council	December 2012	Staff
M23	Submission of Age-Friendly City Plan to WHO for endorsement	January 2013	Staff

## **COMPARATOR MUNICIPALITY: CHATHAM-KENT**

### **1. BRIEF MUNICIPAL PROFILE**

The population in Chatham-Kent in 2011 was an estimated 108,580 with 33,520 age 55 or more. This is 30.9% of the population. For 2031, the projections are 106,490, 43,180 and 40.5% respectively.

Chatham-Kent is a very rural, agriculturally-based municipality with many small communities spread over a large area. A drive from one corner of the County to the other can take almost two hours.

### **2. PROJECT BEGINNINGS – WHAT GOT THINGS STARTED**

Given the number of small, dispersed communities (between 23 and 45 depending on the minimum size used to measure a ‘community’) no less than thirteen seniors centres were created over the years throughout the County.

These centres have long collaborated on various initiatives and, although they now number only 11, Municipal Council has recognized the critical role these centres play. To be specific, in 2006 Council approved the creation of a standing Senior Advisory Committee, with one older adult named by each Centre forming the core of the committee.

Chatham-Kent’s population is expected to grow slightly smaller in the future and one initiative that may help to counteract this trend is to promote Chatham-Kent as a desirable retirement destination for older adults from larger urban centres. Having a vibrant set of activities for seniors can be highly supportive of such a strategy; an active committee with a full agenda of events reporting to and partly funded by Council is seen as a winning combination.

### **3. PROCESS TO GET THINGS GOING**

The key body for older adult initiatives is the Chatham-Kent Seniors Advisory Committee, chaired by George Darnley. The Council-approved terms of reference are as follows:

#### **1. Name/Organization**

1. This organization will be known as the Chatham-Kent Seniors Advisory Committee, hereafter referred to as ‘SAC’ or ‘Committee’.
2. The Municipality of Chatham-Kent hereafter referred to as ‘The Municipality’.
3. This document may be cited as the ‘Terms’ of the Committee.

#### **2. Purpose & Mandate**

1. The purpose of the Committee is to educate and advise Council and community partners regarding ongoing, new, and/or priorities to matters of the quality of life of senior residents of the Municipality.
2. In fulfilling its purpose, the mandate of the Committee shall be to:
  - a. Solicit input from Seniors within the Municipality and act as a public forum for issues that affect all Seniors in The Municipality;

- b. Act as a liaison for all Seniors in the Municipality, and advise Council on ways to enrich and enhance the health and quality of life of seniors in the community;
- c. Provide advice based on input received from Seniors within the Municipality, to improve the programs, policies and services provided to seniors; Identifying barriers to access by seniors to the Municipality's services and programs;
- d. Form partnerships in the community to educate, inform and improve quality of life for seniors.
- e. Assist the Municipality with Council's Strategic Directions
- f. Each Committee member will keep their senior citizen organization or senior centre informed of the Committee's actions.

### **3. Reports to Council**

1. The Committee will provide an annual report for the information of Council to summarize the activities of the Committee in the previous year and suggest a work plan for the coming year. The preparation of these reports will allow the Committee to ensure that it is meeting the goals and adhering to its terms of reference.

### **4. Fiscal Year**

1. The fiscal year of the Committee shall terminate on December 31 in each year.

### **5. Appointments**

Excerpts from By-Law number 325-2004 of the Corporation of the Municipality of Chatham-Kent – A procedure bylaw governing the Council of the Municipality of Chatham-Kent and the conduct of its members.

1. Up to a maximum of three (3) officers will be appointed for a two (2) year term (Chairperson, 1st Vice-Chairperson, 2nd Vice-Chairperson).

### **Chatham-Kent Seniors Advisory Committee**

Approved by Council: Jan 31, 2011 **Terms of Reference** Recommended for Approval by Council on Jan 31, 2011

2. Once applications have been received, they will be reviewed internally by administration, and a report without recommendations will be prepared summarizing the qualifications of each candidate and the committee appointments applied for by each candidate. Council will review the report in 'Closed Session' and subsequently in open Council, in order that appointments to all committees can be completed and members notified.

3. To assist Council in filling Committee vacancies, an invitation to potential applicants within each Seniors Organization will be conducted, followed by a review of applicant's experience and an interviewing process, involving the Chair, 1st Vice-Chair, 2nd Vice-Chair and Coordinator. Council will be provided with a list of two (2) recommended candidates for each if possible and will select from that list.

4. Within sixty (60) days of a vacancy, Council will appoint a member to complete the requisite number of members for the remainder of the applicable term. Vacancies that occur within ninety (90) days prior to completion of their term will not be filled unless there is a need to replace members to achieve a quorum.

5. Appointments of Council members to the Committee will be for a four (4) year term; expiring once the new Council has taken office in an election year.

## **6. Committee Management**

### **1) Composition**

a) The Committee members shall be:

- i. Residents of the Municipality who are 50 years of age or older.
- ii. 12 members will be a paid member in good standing of a Municipal Senior Centre.
- iii. Other members must be in good standing with their Senior Organization
- iv. Experience with volunteer organizations
- v. Credible within the community
- vi. Able to commit the time necessary to serve as a member of the Committee

b) The Committee shall include:

- i. A maximum of 17 Volunteer Members comprised of 1 volunteer member from each Senior Club. None of whom shall be an elected member of the Council, an employee or officer of the municipality, or a family member of a Councillor. Membership will aim to represent each Municipal Ward.
- ii. 1 Council Member
- iii. Human Resource Complement will consist of one (1) Coordinator, who will be the Director of Seniors Services and Staff Resources/Advisors as necessary. The Human Resource Complement are non-voting representatives who will act as technical advisors to the Committee.

c) Members of the Committee shall serve without remuneration but the Municipality of Chatham-Kent shall pay reasonable and necessary out-of-pocket expenses that arise directly out of the performance of their duties (e.g. mileage/training expenses).

## **4. FRAMEWORK SELECTED FOR ANALYSIS**

On June 22, 2011 the Seniors Services Division of the Municipality of Chatham-Kent hosted a community consultation to collect input from a wide range of stakeholders to inform the development of a strategic plan for its aging population. The primary purpose of the consultation was to begin identifying actions needed to meet the needs of local seniors to ensure Chatham-Kent becomes and remains a safe, navigable, affordable, accessible and enjoyable community for its older residents.

This community consultation represented a first step in a series of consultations and was specifically designed to collect input on:

- A vision of a desirable future for older adults/seniors living in Chatham-Kent
- Factors that should be considered in the development of a local plan (i.e. environmental scan)
- Local action needed in a variety of strategic directions to improve the ‘age-friendliness’ of Chatham-Kent

Mayor Randy Hope provided opening remarks, followed by Colleen Wilson, Director of Seniors Services with the municipality. The consultation was attended by a wide range of individuals including municipal Councillors, municipal Directors, the Ministry of Health Promotion and Sport, the Local Health Integration Network, Chatham-Kent Health Alliance, local Senior’s Centres, and Seniors Advisory Committee members, to name a few. In total fifty individuals representing approximately thirty-five different agencies and organizations attended the consultation.

Working in groups, participants began the day developing a vision statement to guide the development of a senior’s strategy. The following draft vision statements emerged from these discussions.

	Vision
1.	A socially inclusive community that is respectful, supportive and caring for seniors, enabling healthy aging.
2.	A community that is age friendly ready...or...An age friendly ready community.
3.	A safe, accessible, supportive, inclusive (SASI) place to call home.
4.	Chatham-Kent will be a safe, senior-friendly community, providing cost effective, accessible, senior appropriate support services, resources and infrastructure in order for our older adults to enjoy living comfortably, socially and stress free while contributing to community life.
5.	Putting the WOW in aging. Living up life in Chatham-Kent. Conserving a lifestyle in Chatham-Kent. Aging in place with respect.
6.	Our friendly community provides services and supports to address the needs of seniors focused on health, housing, transportation, communication and respect.
7.	Friendly – neighbours helping neighbours, good neighbour policy Accessible Affordable – fixed incomes with rising costs, assistance with financial planning Activities for seniors, Intergenerational activities Adequate health care – at all levels of need to reduce need for family support

Work on developing a vision of the future was followed by a presentation by Laura Zettler, the Epidemiologist with the Public Health Department of Chatham-Kent. The presentation provided an overview of the local profile of seniors including data on population demographics, health and well-being, income, housing and long term care.

Participants then conducted an audit of the current environment - an environmental scan - discussing strengths, weaknesses, opportunities and threats as they pertain to moving forward with the development of a plan to improve the age-friendliness of Chatham-Kent.

## **5. THE DECISION MAKERS**

The Seniors Advisory Committee is a key advisory body to Council. No other local organization or groups of organizations can represent older adults in similar fashion. At present, it is heavily reliant on an annual grant from Council.

## **6. FUNDING THE INITIATIVE**

In the recent past, Council provided some \$35,000 per year for the co-ordination of the various activities for older adults such as the Senior Games:

- "Man does not cease to play because he grows old... He grows old because he ceases to play." - George Bernard Shaw
- Chatham Kent District 33A successfully hosted 2009 & 2011 South Western Regional Seniors Games. Over 1600 participants from the South Western Region competed in numerous physically and mentally active events!

Council, as part of its overall economic and social strategy, is increasing its funding to \$50,000 per year. \$25,000 of the funding has been provided to St. Andrew's Residence in Chatham, a non-profit retirement residence that also offers condominium units on a life-lease basis as well as community outreach services. St. Andrew's receives the funding on behalf of the Seniors Advisory Committee. The other \$25,000 has been allocated to the Active Lifestyle Centre, for the administration of the Senior Games.

An application to the Ontario Trillium Foundation has recently been submitted to fund a 16 month project designed to bridge the generation gap between older adults and youth. Within each seniors' centre, young adults will help seniors to understand and use social media. This will simultaneously address the isolation experienced by some seniors and provide young people with a valuable opportunity to learn some teaching skills, meet their community service requirement and also broaden their perspective on life in general. During this time period ground level community consultations will be conducted to prioritize the findings from the initial environmental scan.

## **7. CHALLENGES ENCOUNTERED**

Sustainable funding of the initiative is a major challenge given the population and hence the tax base of the municipality is not growing.

## **8. RECOMMENDATIONS**

Council supports a plan, being developed by the Seniors Advisory Committee, to pursue recognition as an Age Friendly City that is in compliance with the dimensions developed by the World Health Organization. An application to the Ontario Trillium Foundation is in development to support this initiative.

## **9. STATUS OF IMPLEMENTATION**

The municipality continues to explore its options for continuing to improve the quality of life for its residents. In April of 2012, a Chatham-Kent Community Development Forum was held, including a presentation by Gil Penalosa, Executive Director of the Canadian Non-Profit Organization '8-80 Cities'

Mr. Penalosa spoke about:

1. How to create a vibrant and healthy community for all: from ages 8 to 80 years old.
2. How to create a vibrant and healthy community, where residents live happier and enjoy great public places.
3. Why promoting walking and bicycling activities and urban parks, trails and public spaces is a way to advance economic development, boost and complement our transportation systems, make better recreation for all, and enhance our personal and public health.
4. Why safe walking and cycling infrastructure, and vibrant public places are critical to giving residents the right to the healthiest life possible.

The Seniors Advisory Committee launched the CK Seniors Portal ([www.ckseniors.ca](http://www.ckseniors.ca)) in April 2011, this website is now being updated to incorporate the partnership between the Senior Advisory Committee and St. Andrews Residence.

## **10. ONGOING STRUCTURES AND THEIR ROLE**

See section 3 above.

## COMPARATOR MUNICIPALITY: BRANT/BRANTFORD

Note: Most of the following information is from the website of the Grand River Council on Aging and other documents provided by the Council. It has been supplemented through discussions with members of the Board of the Council.

### 1. BRIEF MUNICIPAL PROFILE

The population of the City of Brantford and the County of Brant in 2011 was about 140,000 with an estimated 39,000 or 27.9% age 55 or more. By 2031, these figures are expected to be 170,000, 60,000 and 35.4% respectively.

### 2. PROJECT BEGINNINGS – WHAT GOT THINGS STARTED

There have been two 'milestone events' related to the City of Brantford and the County of Brant in recent years, each having a focus on older adults:

- The development of a report titled: A Community for a Lifetime: A Master Aging Plan (2008)
- The recent creation of the Grand River Council on Aging (GRCOA) [www.grcoa.ca](http://www.grcoa.ca)

#### The Development of A Master Aging Plan

The first phase, supported by a grant from the Ontario Trillium Foundation (2008), was to develop a Master Aging Plan (MAP). This is a "roadmap" or strategic plan for the delivery of a comprehensive and coordinated set of community services to older adults who have a wide range of needs. It was created "by the community, for the community." The project was directed by a volunteer Steering Committee with representatives from service organizations, local government officials, and community members. An extensive consultation process engaged 40 service providers through committee involvement, more than 100 seniors through focus groups, and 15 community leaders through meetings and interviews. Additional individuals provided comments through a widely circulated public discussion paper.

Work on the project commenced in April 2008 and was completed in September 2008. Planning steps were the following:

- A review of **relevant reports** and a **demographic analysis** of Brantford and Brant County
- Establishment of three **Planning Committees** of service providers to focus on different segments of the aging population: well and fit seniors; seniors requiring some assistance with activities of daily living; and seniors requiring 24-hour assistance with activities of daily living. Each Planning Committee met in May, June and July.
- Eight **community forums** held in June and July to gather information about the views and experiences of seniors and their family members.
- Broad distribution of a **discussion paper** to inform citizens about the project and solicit responses to emerging goals and objectives.
- **Interviews and meetings** with community leaders and other key informants.

The Steering Committee met on six occasions to monitor the project and assemble the final report.

The final MAP was presented to the City Council in fall 2008.

The second phase, supported by a grant from the Ontario Trillium Foundation (2009), was to develop a comprehensive implementation action plan linking goals and strategies from the MAP to work already underway or planned in the community. After a public launch of the MAP in April, 2009, personal contacts were made by the volunteer Steering Committee with dozens of service providers to inventory work underway related to the MAP and identify commitment to continue and expand initiatives for seniors. A final document and recommendations were presented to the City and County Councils in the fall of 2009. One key recommendation was to create a dedicated infrastructure to ensure sustainability of the Master Aging Plan. The sustainability plan which is currently being undertaken is described below as the second “milestone event”.

### The Creation of the Grand River Council On Aging

To ensure sustainability a non-profit, charitable organization, The Grand River Council on Aging, was established in 2010. A 12 member Board of Directors (6 senior community representatives and 6 representatives from service providers) has been appointed. A website has been established at [www.grcoa.ca](http://www.grcoa.ca)

Three formal committees have been created for each of (1) Transportation (2) Housing (3) Education and Awareness. The Members of the Board of Directors are all volunteers (50% of Board Members are retired, 50% are employed in local community agencies that work with, or for, seniors.) Meetings are held once a month in the Community Room of the Grand River Community Health Centre.

Start-up was enabled with a grant from Enterprise Brant and in-kind support from several sources that provided the Council with furnished office space, administrative support, incorporation as a non-profit organization, and the creation of a logo and website. Funding requests to the City and County Councils resulted in two City Grants. A third application to the Ontario Trillium Foundation resulted in funding for an Implementation Facilitator and associated operating costs for two years. A plan for continued sustainability at the end of two years is currently being developed.

Performance indicators have been developed to evaluate the visibility of the Grand River Council on Aging in the community, the continued financial viability of the organization, and the implementation of priorities identified in the Master Aging Plan

### **3. PROCESS TO GET THINGS GOING**

See section two above.

### **4. FRAMEWORK SELECTED FOR ANALYSIS**

See section two above.

### **5. THE DECISION MAKERS**

See section two above.

## 6. FUNDING THE INITIATIVE

Development of the Master Aging Plan for Brantford and Brant County was funded by a grant from the Ontario Trillium Foundation and led by the Alzheimer Society of Brant.

The GRCOA is working on a number of ideas for sustainable funding:

- Donations (e.g., individuals, businesses)
- Sponsorships
- Memberships
- Fundraising events
- Sponsorships
- Ongoing support (e.g., municipal councils, United Way)
- Grants for specific projects (e.g., local foundations, LHIN Aging at Home Initiatives, New Horizons grants)

## 7. CHALLENGES ENCOUNTERED

- a) There was no established infrastructure to develop the Master Aging Plan and once developed, to implement identified priorities.
- b) Although the project was directed by dedicated volunteers, funding was needed to implement the extensive consultation process with service providers, seniors and their families, local government officials, and community leaders.
- c) There are segments of the senior population, often the ones with the most needs, that are the most difficult to engage in the planning process. Extra efforts need to be made to be sure that their voices are heard (e.g. urban Aboriginal seniors, rural seniors).
- d) Sustainable Funding

## 8. RECOMMENDATIONS

The 2008 Plan identified six priority objectives for each of three categories of seniors (well-fit, needing some assistance, needing 24 hour assistance). A vision and five major goals with objectives and suggested strategies were also part of the report:

The Master Aging Plan vision is **“a senior population that is able to attain optimal independence and health, and is aware, informed, active and connected with a compassionate community that is adaptive as their individual needs change”**.

The five broad goals are:

- Establishing and maintaining a supportive infrastructure
- Optimizing community programs and services
- Fostering health and wellness for seniors
- Continuously improving support systems
- Raising the profile of seniors in the community

## 9. STATUS OF IMPLEMENTATION

The GRCOA is an ongoing entity with a number of initiatives underway. Its stated goals are as follows: **As a PLANNING BODY, the GRCOA will focus on the needs and best interests of the aging population by:**

- Informing the public, professionals, community groups and all levels of government.
- Collecting and disseminating information offering education opportunities, hosting community forums and facilitating planning meetings on relevant issues.
- Fostering a collaborative and supportive environment by promoting accessible/equitable delivery of services to the aging population.
- Promoting the health and welfare of the aging population.

At a recent Strategic Planning Session, the Board of Directors approved their Mission, Vision and Value Statements as follows:

- Mission  
Promoting the voice of seniors
- Vision  
To engage Brantford and Brant County to meet the needs of our aging population through education, awareness and creating linkages
- Value Statements
  - We act with integrity using guiding principles of respect, trust and inclusivity
  - We facilitate access for all regardless of the level of ability or disability
  - We foster community engagement and decision making that supports all citizens

## 10. ONGOING STRUCTURES AND THEIR ROLE

It is the view of the GRCOA that an organization that undertakes strategic planning for seniors should be an independent organization that is not a department of the local government or part of an agency's infrastructure. Many seniors' issues such as providing an integrated, county wide transportation system involve the cooperation of public, private, and government agencies and organizations. An independent organization such as a Council on Aging can bring together diverse groups who normally don't communicate with each other to help create innovative solutions to these complex problems.

This report authored by



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# COMMITTEE REPORT



TO **Community and Social Services Committee**

SERVICE AREA Community and Social Services Department  
Community Engagement and Social Services

DATE November 13, 2012

**SUBJECT Volunteer Police Checks – Community Benefit  
Agreement Proposal**

REPORT NUMBER CSS-CESS-1227

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## SUMMARY

**Purpose of Report:** To recommend that the Volunteer Centre of Guelph Wellington administer and operate a Police Records Check Program on behalf of the City of Guelph and that a service delivery partnership, known as a Community Benefit Agreement, be implemented between the City of Guelph and the Volunteer Centre of Guelph Wellington.

### **Committee Action:**

To direct staff to proceed with the development of a Community Benefit Agreement with the Volunteer Centre of Guelph Wellington to provide a Police Records Check Program for the Guelph Community to begin in March 2013.

## RECOMMENDATION

THAT Council directs staff to enter into a Community Benefit Agreement with the Volunteer Centre of Guelph Wellington to administer and operate a *Police Records Check Program* for the City of Guelph under the direction of Community and Social Services.

## BACKGROUND

Guelph's Community Benefit Sector depends heavily on volunteers to deliver their programs and services. Based on the Ontario statistic of a 48% volunteerism rate, staff estimate that over 60,000 individuals in Guelph are engaged by approximately 800 community benefit organizations, where they contribute an estimated 9 million hours of service to our community per year.

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The issue of the cost of Police Records Checks has been amplified over time due to the increased use of Police Records Checks as a primary screening and risk management tool by a vast array of community benefit organizations in Guelph. As part of comprehensive risk management practices, community benefit organizations often request that volunteers obtain a Police Records Check as a part of their screening process. This request normally applies to volunteers who interact with individuals who are more vulnerable than the general population.

During the 2011 budget process, Council approved a grant of 48,000 to the Guelph Police Services to allow the "no fee" situation to continue for 2012 only. Staff was directed as follows:

*"and that the matter of continuing to provide a subsidy for volunteer police records checks be referred to Community and Social Services to recommend a process to explore best practices in partnership with Guelph Police Services and the Volunteer Centre of Guelph/Wellington".*

The rationale for implementation of the fee was to offset the costs to administer the police checks. Many organizations cannot afford any cost associated with Police Records Checks (survey results by Volunteer Centre of Guelph Wellington). The proposed program will defray costs for obtaining Police Records Checks that community benefit organizations would otherwise be required to absorb.

The proposed program will also help ensure that appropriate screening policies and practices are in place in organizations that serve vulnerable populations in the Guelph community. The proposed program should mitigate the unnecessary use of the Police Records Checks as the only screening tool. It will also provide a unique opportunity for education. It will enable community benefit organizations with the knowledge that Police Records Checks may be only one step in a ten step screening process and may not be required at all depending on the situation. The proposed program will be the first of its kind in Ontario; a collaboration between a police services program and a community organization to manage Police Records Checks appropriately.

## **REPORT**

### Identification of Model

Staff from Community Engagement and Social Services, the Volunteer Centre of Guelph Wellington, and Guelph Police Services have researched best practice, other comparator municipalities, and national municipal approaches to expenses incurred for Police Checks for Not for Profit and community agencies. The partnership has identified a program from Alberta called *Volunteer Police Information Check Program* as the preferred approach for the Guelph community. This innovative program in Alberta has been proven successful through the completion of a three year pilot phase and subsequent approval to continue operation. The results addressed the following issues:

- 
- overuse or inappropriate use of Police Records Checks as part of volunteer screening practices;
  - education and customized consultation to organizations to help them create volunteer screening policies and provide them with appropriate support, ensuring that vulnerable populations are protected; and
  - removing the costs for appropriately needed Police Record Checks.

Alberta has agreed to share all processes and procedures with the Volunteer Centre of Guelph/Wellington with regards to the administration of this program.

#### Implementation Of Model:

The Volunteer Centre of Guelph Wellington is organizationally prepared to undertake the operation of a *Police Records Check Program* for the Community of Guelph. They will assess the eligibility of community benefit organizations through a two-step process to determine the organization's eligibility for the program (ensuring appropriate volunteer screening policies are in place, ensuring status as a registered nonprofit or charity, etc.) and then to review each volunteer position description and provide a Volunteer Organization Authorization Number (VOAN) to each position where applicable.

Community benefit organizations will present their unique VOAN to the Guelph Police Service when requesting a Police Records Check for an eligible volunteer. The Guelph Police Service will not charge a fee for obtaining a Police Record Check for volunteer positions with a valid VOAN. Community benefit organizations who do not wish to obtain a VOAN number for their organization, or who decide to proceed with a Police Records Check for positions not deemed eligible for a VOAN number by the Volunteer Centre, will then pay the full price to obtain a Police Records Check as determined by the Guelph Police Services.

The Volunteer Centre of Guelph/Wellington will provide ongoing consultation, education and resources related to volunteer screening as part of this agreement. They will communicate with community benefit organizations regarding the VOAN program. The details of this agreement with the City of Guelph will be contained in a community benefit agreement that will include monitoring, accountability requirements and a review period.

## **CORPORATE STRATEGIC PLAN**

### Organizational Excellence

- 1.2 Develop collaborative work teams and apply whole systems thinking to deliver creative solutions

### Innovation in Local Government

- 2.2 Deliver Public Service better

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City Building

3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City

**FINANCIAL IMPLICATIONS**

Pending Council approval of the 2013 budget, \$48,000 will be allocated via a Community Benefit Agreement to the Volunteer Centre of Guelph Wellington to administer and operate a Police Records Check Program on behalf of the City of Guelph.

**DEPARTMENTAL CONSULTATION**

Guelph Police Services

Community and Social Services: CESS Volunteer Services

**COMMUNICATIONS**

A comprehensive communications plan will be developed. There will be targeted consultation and communications plans for impacted community benefit organizations.

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Manager of Partnerships and Inclusion



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**Recommended By:**

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General Manager

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# COMMITTEE REPORT



TO **Community and Social Services Committee**

SERVICE AREA Community and Social Services Department:  
Community Engagement and Social Services

DATE November 13, 2012

**SUBJECT Affordable Bus Pass Quarterly Report**

REPORT NUMBER CSS-CESS-1230

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## SUMMARY

### **Purpose of Report:**

To provide City Council with the first quarterly report updating the progress of the Affordable Bus Pass Pilot Program including number of passes sold, trend data and budget variance information.

### **Committee Action:**

To receive the first quarter data and information (July 1 – September 30, 2012) of the Affordable Bus Pass Pilot Program for information.

## RECOMMENDATION

THAT Report # CSS-CESS-1230 entitled "Affordable Bus Pass Quarterly Report" dated November 13, 2012 be received for information.

## BACKGROUND

In October 2011, Council approved the launch of the Affordable Bus Pass Pilot Program for a period of two years. In December 2011, Council approved the funding of the Affordable Bus Pass Program to begin in July 2012 for the 2012 tax supported budget year.

The development of the Affordable Bus Pass Program is considered an investment in supporting people out of poverty by:

1. Enabling more residents living with a limited income, to purchase monthly transit pass;
2. Making a positive impact on the budget of low income residents by enabling them to allocate more of their budget to basic needs such as food, clothing and shelter;

- 
3. Improving perceptions of overall quality of life; and
  4. Helping people to connect and contribute to their communities in ways such as getting to work/keeping a job; accessing educational, recreational, sporting and cultural opportunities; and maintaining connections to family and friends.

The program was anticipated to receive applications from approximately 1,800 citizens and there would be “no cap” on the number of approved applications. The previous Subsidized Bus Pass program (for persons with Disabilities living on a low income) was merged with this new expanded program. Staff were requested to provide quarterly updates to Council on the progress of the pilot and include number of passes sold and other trend data, available program capacity, budget variance reporting, etc.

## **REPORT**

### **Implementation/Launch Details**

A staff/community implementation team comprised of staff from CSS (Community Engagement and Social Services, and Business Services), Transit, Communications and the Poverty Elimination Task Force worked through a detailed implementation plan in January 2012.

The implementation team coordinated the following details:

1. Development of an application form and process that was complete and easy to understand;
2. Development of an internal data management system to ensure qualitative and quantitative data was being captured to evaluate the Pilot program;
3. Development of a communications strategy to ensure that citizens and agencies were fully aware of the Pilot program. This Communication Strategy included: early communication of a price increase to subsidized users and information about the “new” Pilot program; in person and e-communication to agencies serving potential users of the new program; communication to the general public in multiple formats and media that was widely available and effectively communicated with consistent key messages, easily accessible, and that the main program access points were widely promoted;
4. Provided specific training and information to internal staff and our external partners to ensure easy access to information and support. This resulted in a customer service plan that ensured that in person assistance was widely available to Guelph residents who required support to apply for the program, and that most questions from the community could be answered promptly;
5. Conducted a wide range of complex administrative duties to support the processing of over 1,750 applicants to the Pilot program including follow-up on incomplete applications;
6. Developed internal systems to ensure the integrity and ease of financial reporting between Service Areas;

7. Regular involvement and frequent contact with our community partners, specifically Community Living Guelph Wellington, and Wellington County Social Services Department, who are supporting Guelph residents living with a limited income.

## Data Analysis

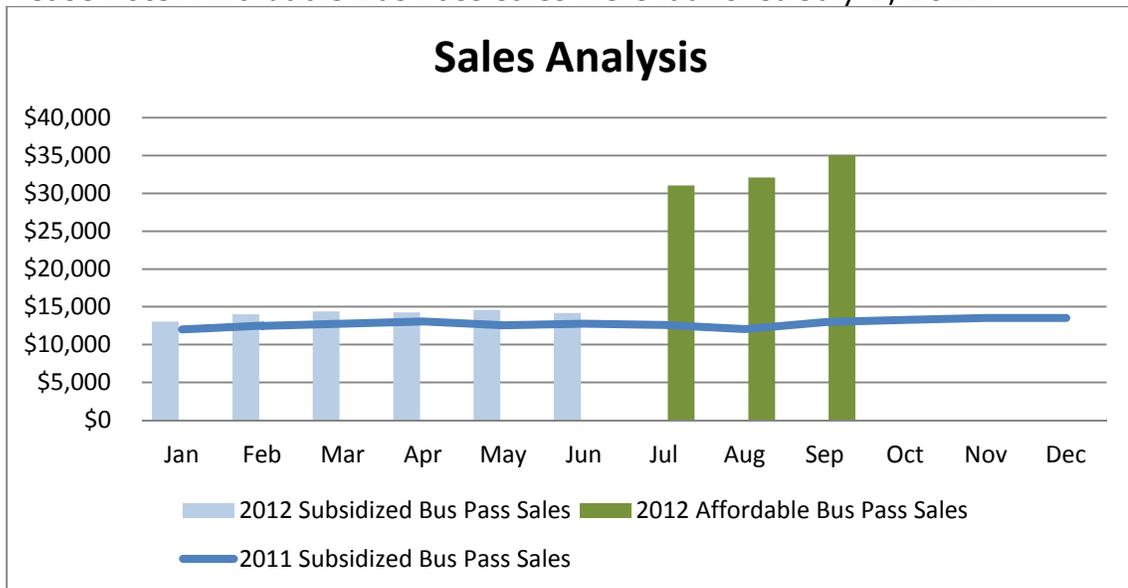
### Application Information

- To date over 1743 applicants have been approved
- 49 were not approved (annual family income exceeded Statistics Canada Low Income Cut-Off "LICO" table)
- 65% (1,134 persons) of the approved applicants are "new" to the affordable program and 35% (609 persons) are previous subsidized customers

### Sales

- The chart below illustrates the monthly value of the Affordable Bus Passes sold in 2012 vs. the value of Subsidized Bus Passes sold over the same period in 2011.

Please note: Affordable Bus Pass sales were launched July 1, 2012.



### Ridership

Summarized below is the incremental increase in ridership for the first 3 months of the pilot program. Please note it has been assumed that there was no increase in monthly ridership for existing subsidized pass users who were merged with the Affordable Bus Pass Program.

<u>Increase in Ridership</u>	
July	3,873
August	4,842
September	5,493

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## **Customer Feedback**

The September 30, 2012 Customer Feedback Report is attached as Appendix 1. There are comments and suggestions from customers of the Affordable Bus Pass Pilot program about the application process and their customer service experience.

## **Challenges**

The following list illustrates some of the frequent challenges that staff have determined currently fall out of scope with the Council Approved Pilot program. As we are in the early stages of the program implementation, we will continue to monitor and assess. We will provide recommendations in the future with the support of data collected:

- Recent immigrants are often not able to provide previous year annualized income as indicated in the application process and thus are not eligible for the program;
- Recently unemployed are often not eligible due to the fact that their previous year annualized income is not within the confines of the LICO table; and
- The sheer volume of applicants and related customer service required is not sustainable without a future review of needed resources.

## **Areas of Focus for the Second Quarter (October 2012-January 2013)**

- The application process for Year Two of the pilot is being determined.
- Current Agency Partnership processes will be reviewed and streamlined.
- Continuing to develop the criteria of the evaluation process.

## **CORPORATE STRATEGIC PLAN**

### Organizational Excellence

1.2 Develop collaborative work teams and apply whole systems thinking to deliver creative solutions

### Innovation in Local Government

2.2 Deliver Public Service better

### City Building

3.1 Ensure a well designed, safe, inclusive, appealing and sustainable City

## **FINANCIAL IMPLICATIONS**

### **CSS Budget**

The Affordable Bus Pass Pilot Project budget is contained within CSS at \$243,350 for the six month period of July to December 2012. The projected variance indicates that the program budget will be exceeded by approximately \$10,000 primarily due to the considerable uptake in the program.

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## **Transit Budget**

The following data is based on historical trip rates and fare media usage in comparison to the revenue generated from the affordable bus pass, an estimate of the financial impact for the first 3 months of the pilot was calculated and is summarized below.

<u>Revenue Variance</u>	
July	(\$18,405)
August	(\$17,502)
September	(\$20,181)

An estimate of the total monthly "cost" of the pilot program was also calculated integrating the cost of the historic subsidized pass program with the incremental financial impact estimated above.

<u>Monthly Program Cost</u>	
July	(\$38,439)
August	(\$36,882)
September	(\$39,837)

When annualized, the three month results for revenue impact and total program costs to the City are in line with the estimates detailed in the October 2011 Committee Report.

## **DEPARTMENTAL CONSULTATION**

Operations, Transit & Emergency Services - Community Connectivity and Transit  
Community and Social Services – Business Services, Accessibility Services,  
Community Engagement and Social Services Liaison  
Corporate Communications

## **COMMUNICATIONS**

## **ATTACHMENTS**

Appendix 1: Affordable Bus Pass Pilot Program - Customer Feedback Report

### **Prepared By:**

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Manager of Partnerships and Inclusion

### **Prepared By:**

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Supervisor of Administration and  
Performance

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*Barbara Powell*

*Michael Anders*

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## Appendix 1 – Customer Feedback Report

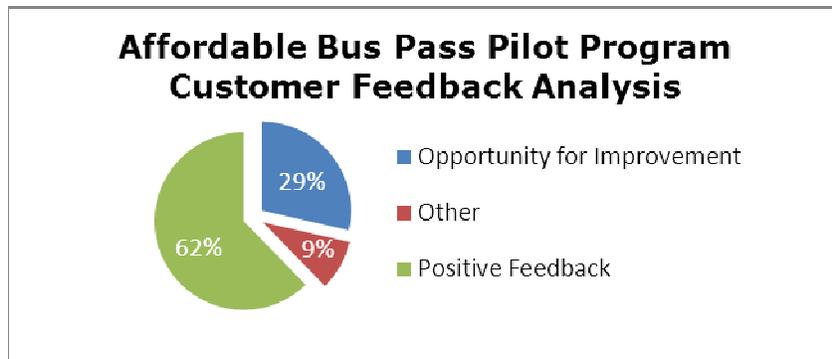
### Affordable Bus Pass Pilot Program

#### Affordable Bus Pass Pilot Program Customer Feedback Report as at September 30, 2012

As a person-centered program, the Affordable Bus Pass Pilot is aimed at being responsive to the needs of Guelph residents. Throughout the pilot period, program users will continue to be encouraged to share their comments and suggestions about accessing the program.

We've put together a summary of the total number of comments and suggestions we've received to date, as well as a breakdown by category.

Number of Customer Comments & Suggestions received as at September 30, 2012	
Opportunities for Improvement	78
Other	25
Positive Feedback	170
Total Number of Comments & Suggestions	273



#### Sampling of Customer Comments & Suggestions

Comments and Suggestions have been provided by customers of the Affordable Bus Pass Pilot program through the application process and through their customer service experience. These comments are intended to illustrate the range and type of comments received during the first three months of the pilot program.

The following is a sample of customer comments & suggestions and has been included to provide insight into the nature of the comments and suggestions included in each of the three categories:

## Appendix 1 – Customer Feedback Report

### Affordable Bus Pass Pilot Program

#### Sampling of Customer Comments & Suggestions

##### *Opportunity for Improvement:*

<i>The program should be advertised more.</i>
<i>I heard the price of the subsidized bus pass is going up to \$36 later this year and I feel this is too expensive. I would prefer the price to stay at \$30.</i>
<i>Any higher than current amount would present challenges.</i>
<i>The Affordable Bus Pass pilot program shouldn't go up every year. People with low income can't afford it.</i>
<i>It is still expensive for me however it would certainly help.</i>

##### *Other:*

<i>Guelph Transit has put forth effort and the change is great! I am very grateful and appreciate the drivers who drive very well and hit the high road when need be.</i>
<i>We take industrial 20 bus that does not have regular hours from 9am - 2pm, 5:30pm-8:30pm gaps causing great inconvenience for us.</i>
<i>Is there any way we can go green and make things more environmentally friendly when riding on buses? Spare the Air Day once a month?</i>
<i>The bus system is too difficult - the old system was better - I do not understand the routes.</i>

##### *Positive Feedback:*

<i>This program makes it possible for me to access the needed physiotherapy I require. It also allows me the opportunity to access the grocery store that provides me with the most of my special diet requirements.</i>
<i>I'm glad that this program has been made to help low income people to be able to afford a monthly pass in their budgets each month. \$72 is a lot to pay each month on an OW income, especially when the bus is the only way to get around.</i>
<i>I am on OW and I have no extra money at all. I have missed appointments because I can't get there. I need help with this and a bus pass would help.</i>
<i>I deeply appreciate this service - my only mode of transportation - no family to help.</i>

#### Sampling of Customer Comments & Suggestions (*continued*)

## Appendix 1 – Customer Feedback Report

### Affordable Bus Pass Pilot Program

#### *Positive Feedback: (continued)*

<i>I really appreciate you having more than one outlet to get information and bus passes.</i>
<i>This is essential and much appreciated. This pass gives adults with special needs the ability to access the community and reduces isolation.</i>
<i>I feel half the price of a regular pass is truly fair to all people involved.</i>
<i>The affordable bus pass helps a lot. I can see my doctor and go to any appointments. I have more money for food and rent.</i>
<i>I think it is a great program.</i>
<i>Thanks!</i>
<i>I'd like to say thank you to the City of Guelph for taking the time to help people that actually need support.</i>
<i>This affordable pilot program is good for jobless, laid off, special people, students and other needy people.</i>
<i>It is a fabulous idea. I am on disability with 3 kids. My daughter requires \$62 pass to get to school and 2 frequently buy tickets as I do not have a vehicle. It gets very expensive if the other children are along.</i>
<i>I'm 44 years old, I do not drive and have no other means of transportation. Everything I do in every day, I require some sort of transportation. I have COPD (a lung disease) and can only get around with some sort of help (the bus). I cannot walk and carry things while walking.</i>
<i>I think Guelph is one of the best cities to live in Ontario due to this transit sponsorship.</i>
<i>It provides safe quick transit for me to get to NA, CA, AA, recovery meetings and to the gym to exercise and get to doctors appointments that I might not make it to.</i>

# COMMITTEE REPORT



TO **Community and Social Services Committee**

SERVICE AREA Community and Social Services Department:  
Culture and Tourism

DATE November 13, 2012

**SUBJECT Macdonald Stewart Art Centre – Interim Agreement**

REPORT NUMBER CSS-CT-1229

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## SUMMARY

**Purpose of Report:** To provide an update on the status of negotiations with the University of Guelph and the Macdonald Stewart Art Centre regarding the updating of the agreement that pertains to the City's role and level of support for the facility.

**Council Action:** Staff recommends that Council authorize the Mayor and City Clerk to execute the Interim MSAC Agreement, refer the operating and capital budget request to the 2013 budget process, and direct staff to report back to Council on the results of the ongoing negotiations to resolve the five party agreement prior to February 2014.

## RECOMMENDATION

THAT Guelph City Council authorize the Mayor and City Clerk to execute the Interim Agreement between the City of Guelph, the University of Guelph and the Macdonald Stewart Art Centre in a form satisfactory to the City Solicitor and the Executive Director of Community and Social Services;

AND THAT the operating and capital budget request by the Macdonald Stewart Art Centre for 2013 as set out in the Interim Agreement be referred to the 2013 budget process for approval;

AND THAT staff report back to Council on the results of the ongoing negotiations to resolve the existing five party agreement, prior to the February 2014 deadline set out by the County of Wellington.

## BACKGROUND

The Macdonald Stewart Art Centre (MSAC) was incorporated in 1978 through a Provincial Act identifying four official 'sponsors' of the corporation: University of

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Guelph, City of Guelph, County of Wellington, and the Upper Grand District School Board.

A separate Five Party Agreement (1981) exists between the sponsors and MSAC which defines responsibilities and obligations of the Sponsors. Under the agreement, the obligations and responsibilities are diverse, unequal and occasionally silent. There is no end date to the agreement and no delineation of responsibilities for capital costs.

The building and surrounding land located at 358 Gordon Street are owned by the Upper Grand District School Board. This property is leased to MSAC for a nominal fee per year. The lease runs until 2019 with an option to renew for another 10 years. In 2010, the Macdonald Stewart Art Centre Board of Trustees proposed that the Sponsors explore options to create a new partnership model that would further position the Art Centre as a valuable cultural asset of Guelph.

In August 2010, Council approved in principle the City's participation in the proposed consultation process which would suggest new governance and partnership models for the Macdonald Stewart Art Centre, and directed staff of the Community and Social Services Department to serve as liaison to the MSAC Task Committee and report back its progress as key milestones are achieved (CSS-AD-1018).

In February 2012, the County of Wellington signed an agreement with the Macdonald Stewart Art Centre that set out the terms for their withdrawal from the original Five Party Agreement. The County has committed to \$250,000 in funding (the equivalent of 10 years at the previous level of \$25,000 per year), provided that the Five Party Agreement and the MSAC Act are revised prior to February 2014 to release the County of Wellington from any obligations as a Sponsor for the facility.

## **REPORT**

Staff from Community & Social Services, Legal Services and Finance & Enterprise Services have engaged in a number of conversations with representatives from the Macdonald Stewart Art Centre and the University of Guelph throughout 2012.

Negotiations have not yet included representatives from either of the other two named Sponsors - the County of Wellington and the Upper Grand District School Board, although conversations with both organizations have occurred with MSAC Board members.

The City and the University have agreed to enter into an interim agreement with MSAC to address the immediate operating and capital requirements of MSAC pending the negotiation of a final agreement among the remaining Sponsors regarding long-term support and governance of MSAC.

The Interim Agreement is included as Attachment 1. Highlights from the proposed Interim Agreement include:

- Proposed break-down of operating and capital funding from the both the University and City as follows:

	<b>University of Guelph</b>	<b>City of Guelph</b>
Operating funding	\$374,000	\$161,000
Operating support (in-kind)	- grounds maintenance - financial services - purchasing - HR services - security - parking	n/a
Capital funding	50%	50%

- Transfer of provision of all grounds maintenance from the City to the University
- Introduction of programming opportunities for the City using MSAC space and collection
- Naming a CSS staff person to an ex-officio role on the MSAC Board of Trustees
- Capital funding is for on-going capital expenditures as forecasted in the attached document (Attachment 2) and does not cover extraordinary and unanticipated capital expenditures. Any extraordinary capital needs would be dealt with on a case by case basis, and subject to the approval of City Council and the University of Guelph.

This Interim Agreement provides a short-term solution, and clarifies the current issues related to operating and capital budgets, and grounds maintenance. Negotiations between the parties will continue, with the intention of revising the overarching Five Party Agreement, including the necessary revisions to Provincial Legislation, prior to the February 2014 deadline. Future negotiations will need to include representatives from the other two named Sponsors - the County of Wellington and the Upper Grand District School Board.

## **CORPORATE STRATEGIC PLAN**

### Organizational Excellence

- 1.2 Develop collaborative work teams and apply whole systems thinking to deliver creative solutions

### Innovation in Local Government

- 2.1 Build an adaptive environment for government innovation to ensure fiscal and service sustainability
- 2.3 Ensure accountability, transparency and engagement

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City Building

3.3 Strengthen citizen and stakeholder engagement and communications

**FINANCIAL IMPLICATIONS**

All funding specified within the agreement is still subject to Council approval as part of the annual budget process.

The agreement proposes operating funding for 2013 of \$161,000, which represents an increase of 2.81% over 2012. Funding for future years is projected to increase at a rate equal to the Consumer Price Index, again subject to Council approval during the annual budget process.

The agreement proposes that capital expenses as spelled out in the 5 year capital forecast for MSAC be shared equally between the University of Guelph and the City of Guelph. For 2013, this amount would be \$32,500. This capital is for on-going capital expenditures as forecasted in the attached document (Attachment 2) and does not cover extraordinary and unanticipated capital expenditures.

**DEPARTMENTAL CONSULTATION**

Legal Services  
Finance

**COMMUNICATIONS**

N/A

**ATTACHMENTS**

Attachment 1: MSAC Interim Agreement  
Attachment 2: MSAC 5 year capital forecast



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**Prepared By:**

Colleen Clack  
General Manager  
Culture & Tourism  
519-822-1260 ext. 2588  
colleen.clack@guelph.ca



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**Recommended By:**

Colleen Bell  
Executive Director  
Community & Social Services  
519-822-1260 ext. 2665  
colleen.bell@guelph.ca

This agreement made this day of October, 2012

B E T W E E N:

**THE CORPORATION OF THE CITY OF GUELPH**

(the "City")

And

**UNIVERSITY OF GUELPH**

(the "University")

And

**MACDONALD STEWART ART CENTRE**

("MSAC")

WHEREAS:

1. MSAC was incorporated by *The Macdonald Stewart Community Art Centre Act, 1978*, S.O. 1978, c. 131 (the "MSAC Act"), in which the City, the University, the Wellington Board of Education, now the Upper Grand District School Board (the "School Board") and the Corporation of the County of Wellington ("Wellington") were identified as Sponsors of MSAC (collectively referred to as the "Sponsors");
2. The Sponsors and MSAC entered into an agreement dated the 17<sup>th</sup> of August 1981 to govern the relationship between the Sponsors and MSAC (the "Sponsor Agreement");
3. The University and MSAC entered into an agreement dated the 13<sup>th</sup> day of April, 1981, which set out the terms upon which the University would undertake the management of MSAC and provide certain services to MSAC (the "University Agreement"). The University Agreement has been extended by the University and MSAC and a new agreement is being negotiated.
4. In February, 2012, Wellington provided notice to MSAC and the other Sponsors that it wished to withdraw as a Sponsor effective February, 2014 and providing a one-time grant conditional upon removal of

Wellington as a Sponsor from the Sponsor Agreement and the MSAC Act on or before February 28, 2014;

5. MSAC has operating and capital requirements which are not adequately addressed in the Sponsor Agreement;
6. The City and the University have agreed to enter into an interim agreement with MSAC to address the operating and capital requirements of MSAC pending the negotiation of a final agreement among the remaining Sponsors regarding long-term support and governance of MSAC;

**NOW THEREFORE THE PARTIES AGREE AS FOLLOWS:**

**Term**

1. This Agreement shall commence on January 1, 2013 and continue in force until the earlier of the following:
  - (a) December 31, 2014, unless renewed pursuant to section 3, in which case at the end of the renewal term;
  - (b) Termination of this Agreement by any of the parties in accordance with section 2;
  - (c) Execution of a final agreement among the remaining Sponsors and MSAC and, if appropriate, amendment of the MSAC Act; and,
  - (d) Dissolution of MSAC.

**Termination**

2. This Agreement may be terminated by any party effective December 31<sup>st</sup> of any year by providing at least six months prior written notice to the other parties.

**Renewal**

3. This Agreement may be renewed for further periods of two years by agreement of the parties at least 90 days prior to the end of the term or renewal term.

## **Financial**

### **Operating Contributions**

4. The parties acknowledge that the University provides contributions to MSAC in accordance with the University Agreement and also contributes to the operating expenses of MSAC. This Agreement relates only to contributions to the operating expenses of MSAC which are not funded by the University pursuant to the University Agreement or other sources, such as provincial and federal grants (the "Operating Expenses").
5. The City's contribution to the Operating Expenses for 2012 was \$161,000 and the University's contribution to the Operating Expenses for 2012 was \$374,000.
6. Commencing January 1, 2013, the City shall contribute \$161,000 to the Operating Expenses annually and the University shall contribute \$374,000 to the Operating Expenses annually, subject to the approval of the Council of the City ("Council") and the University Board of Governors (the "Board"), and subject to any increase pursuant to section 7.
7. Subject to section 8 and to the approval of Council and the Board, the contributions of the City and the University to the Operating Expenses shall be increased annually by the percentage increase year to year of the Consumer Price Index as of October in the year proceeding the next fiscal year of the City and the University.
8. MSAC shall provide a budget annually to Council and the Board during the City's budget process. The MSAC budget shall explain any increases or decreases in their Operating Expenses from the previous year. Council and the Board may approve, amend or deny any increase in the Operating Expenses budget despite the obligations under sections 6 and 7.
9. The City and the University shall be under no obligation to approve any increase to the contribution amount set out in section 6.

10. Commencing January 1, 2013, in addition to the contribution set out in section 5, the University shall assume responsibility for all grounds maintenance and snow plowing at MSAC.
11. The City and the University shall not be required to provide any other in kind or monetary contribution to the Operating Expenses of MSAC except as set out in this agreement.

### **Capital Contributions**

12. The fiscal year of MSAC is May 1 to April 30. The foreseeable capital expense requirements of MSAC (the "Capital Expenses") for its fiscal years 2013 to 2016, inclusive, are set out in Schedule "A" to this Agreement, which schedule forms part of this Agreement.
13. The City and the University shall each contribute fifty percent (50%) of the annual Capital Expenses, subject to Council and Board approval each year.
14. In the event an unforeseeable event causes a need for additional capital expenditures by MSAC ("Extraordinary Capital Expenses"), the parties shall, in consultation with the other Sponsors, reach a consensus regarding contributions to the Extraordinary Capital Expenses, subject to Council and Board approval.

### **Surpluses**

15. Any MSAC operating surplus in excess of \$5,000 in any fiscal year shall be allocated as agreed to by all the parties.
16. Any MSAC capital surplus in any fiscal year shall be either placed in a reserve or allocated to the next fiscal year Capital Expenses, as determined by the MSAC Board of Trustees.

### **Donations**

17. MSAC shall use due diligence to obtain donations and grants to offset the amounts required to be contributed by the City and the University to MSAC's Operating Expenses and Capital Expenses. The resulting surplus any fiscal year shall be dealt with in accordance with sections 15 and 16.

## **Programming**

18. In consideration of the contributions by the City and the University above, MSAC shall provide the following:
- (a) To the City:
    - (i) Use of meeting rooms as required and subject to other bookings, without charge to the City;
    - (ii) Opportunities for the City to offer programming at the Centre consistent with the role of MSAC as a community art gallery;
    - (iii) Ongoing use of up to 25 pieces of artwork from the MSAC collection for hanging in public spaces within City Hall, specific pieces to be mutually agreed upon by the City and MSAC staff;
  - (b) To the University:
    - (i) The services set out in the University Agreement.

## **Governance**

19. In accordance with the provisions of the MSAC Act, the Board of MSAC shall provide for the appointment of at least three Trustees to replace the persons to be appointed by Wellington, which appointments shall be made from the community and agreed upon by both the University and the City.
20. The General Manager of Arts, Culture & Entertainment for the City may attend meetings of the Board of Trustees of MSAC and shall be an ex-officio non-voting member of the Board of Trustees.

## **Long Term Agreement**

21. The parties shall diligently pursue a new long-term agreement between the Sponsors and MSAC, which shall include the following:
- (a) Operating and Capital funding obligations of the Sponsors;
  - (b) Ownership of the MSAC land and buildings;

- (c) Distribution of MSAC assets in the event of dissolution of MSAC;  
and,
- (d) Updated governance provisions.

## Miscellaneous

22. Any notification or written communication required by or contemplated under the terms of this Agreement shall be in writing and shall be deemed to be delivered if transmitted by Email or by Mail to the addresses listed below:

To the City:           City Clerk  
                              City of Guelph  
                              1 Carden Street, Guelph ON N1H 3A1  
                              [Blair.labelle@guelph.ca](mailto:Blair.labelle@guelph.ca)

To the University: Vice-President, Finance & Administration  
                              University of Guelph  
                              Guelph, ON  
                              doleary@uoguelph.ca

To MSAC:                Director/Curator  
                              Macdonald Stewart Art Centre  
                              358 Gordon Street, Guelph ON N1H 6K5  
                              jnasby@msac.ca

- 23. This agreement cannot be assigned by any party.
- 24. Where the provisions of this Agreement are in conflict with the provisions of the Sponsor Agreement, the provisions of this Agreement shall prevail.
- 25. This Agreement shall enure to the benefit of and be binding on the parties and their respective successors and permitted assigns.

IN WITNESS WHEREOF, the parties hereto have executed and delivered this Agreement on, and effective as of, the date first above written.

The Corporation of the City of Guelph

Per: \_\_\_\_\_  
Karen Farbridge – Mayor

Date:

Per: \_\_\_\_\_  
Blair Labelle – City Clerk

Date:

University of Guelph

Per: \_\_\_\_\_

Date:

Per: \_\_\_\_\_

Date:

Macdonald Stewart Art Centre

Per: \_\_\_\_\_

Date:

## 5 Year Plan for Building Capital Expenses 2013 to 2018

MACDONALD STEWART ART CENTRE — SEP 2012

Table quotes dollars (anticipated) in the year of the expense

Estimates and Projections are based on *Building Condition Assessment and Preventative Maintenance Plan (JAN 2009)*

Summary of Capital Expenses	2013-14	2014-15	2015-16	2016-17	2017-18
Air Make-up Systems				\$38,003	
Ceilings - common and service areas				\$6,841	
Domestic Water - Risers and Laterals		\$2,388			
Domestic Water Shut-off Valves and Mains		\$1,194			
Domestic Water Recirculating System			\$1,230		
Domestic Water Treatment System			\$1,845		
Drainage Away From Building, footings, pavers				\$6,334	
Exterior Walls					\$6,524
Emergency Lighting			\$3,444		
Exhaust Systems				\$1,393	
Fire Alarm System - Bell		\$328		\$348	
Fire Alarm System - heat detectors		\$525		\$557	
Fire Alarm System - Pull stations		\$239		\$253	
Fire Alarm System - smoke detectors		\$537		\$570	
Floors - common and service areas					\$16,636
Heating System - common and service areas			\$45,136		
Other (Sump Pump)			\$1,845		
Parking Lot				\$19,002	\$19,572
Passenger Elevator					\$36,534
Porch (based on AUG 2012 estimate of \$108,359)	\$65,000	\$43,361			
Sanitary Waste Removal System			\$17,218		
Storm Water including Roof Drains		\$2,388			
Windows (based on AUG 2012 estimate of \$17,961)		\$17,960			
<b>GRAND TOTAL</b>	<b>\$65,000</b>	<b>\$68,920</b>	<b>\$70,718</b>	<b>\$73,301</b>	<b>\$79,266</b>
<i>Proposed sponsor contribution to capital fund</i>	\$61,000	\$62,220	\$63,464	\$64,464	\$66,058