

## **COMMITTEE OF THE WHOLE - MAY 31, 2011**

### **AMENDMENT TO POLICY AND OPERATING PROCEDURES FOR OLDER ADULT CLUBS IN THE CITY OF VAUGHAN**

#### **Recommendation**

The Commissioner of Community Services, in consultation with the Director of Recreation and Culture, recommends:

1. That the amendments, as outlined in this report, to the "Policy and Operating Procedures for Older Adult Clubs in the City of Vaughan" dated May 2006, be approved.

#### **Contribution to Sustainability**

This report is consistent with the priorities previously set by Council in the Green Directions, Vaughan, Community Sustainability Environmental Master Plan, Goal 4, Objective 4.1:

- To foster a city with strong social cohesion, an engaging arts scene, and a clear sense of its culture and heritage.

#### **Economic Impact**

No economic impact to budget.

#### **Communications Plan**

Over the last year, staff gathered information in order to formulate the amendments to the operating procedures. An extensive consultation process was undertaken. All older adult clubs throughout the City of Vaughan were invited to provide input in meetings with staff and to attend a general meeting, also attended by S.A.V.I. (Seniors Association of Vaughan Initiative), on March 30, 2011.

Additionally, comments have been received from the general public regarding the rules outlined in the current policy as well as the formation of new clubs.

Communication is extremely important in the successful implementation of the updated "Policy and Operating Procedures for Older Adult Clubs in the City of Vaughan" document. Copies of the document will be distributed to the President and Vice-Presidents of all clubs to share with their executive and members.

The City Liaison assigned to each club will provide the necessary orientation and support to the executives as it relates to each club's needs. Older adult groups that have requested Older Adult Club status will be contacted to present Council's decision. The policy will also be posted on the Vaughan website.

#### **Purpose**

The purpose of this report is to provide information and seek Council approval of the amendments to the "Policy and Operating Procedures for Older Adult Clubs in the City of Vaughan".

## **Background - Analysis and Options**

### "Active Together" Master Plan for Parks, Recreation, Culture and Libraries November 28, 2008

The Active Together Master Plan identifies older adults as a growing demographic. Presently adults over the age of 55 years constitute 20% of the City's population; by the years 2021 and 2031 this proportion will increase to 26% and 31% respectively, reflecting the aging trend that is occurring Vaughan. As such services to this age group can be expected to increase in demand.

It is important to understand the difference in needs and expectations of the current (and future) senior in relation to previous generations. Whereas the traditional senior was generally more interested in passive-types of activities (i.e., card playing, bingo etc) the new generation of senior has been observed to demand active types of pursuits, similar to the ones that participated in as younger adults, albeit at a gentler pace. For this reason it can be expected that the new senior will maintain demand pressures on municipal services such as ice, aquatics and fitness. While the new senior may be more active the City will also have to continue to plan for the traditional seniors' activities but rather than consider stand alone facilities seniors should become an integral part of the community centre.

The "Active Together" Master Plan states that "given the considerable growth in the older adult population, additional seniors space would undoubtedly be required if the City is to adequately service the needs of this market. A best practice is to provide older adult lounge facilities which provide for multiple uses rather than single purpose and/ or stand alone dedicated seniors facilities".

### Policy and Operating Procedures – Older Adult Clubs in the City of Vaughan

City of Vaughan Council, at it's meeting on May 30, 2001, approved a report that provided senior's clubs with a policy entitled "Policy and Operating Procedures – Older Adult Clubs in the City of Vaughan". The policy outlines rules, roles and procedures governing City of Vaughan Older Adult Clubs. (Note: Copies of the current policy (45 page document) are available from the Clerk's department or on the City website). Older Adult Clubs are an important component of healthy communities. They provide an opportunity for older adults to integrate socially with others and studies have shown that social engagement contributes to reduced mortality risks, and to a better state of mental and physical health.

In 2006, the policy was rewritten with more comprehensive operating procedures that would assist in the communication, volunteer training, and consistent delivery of club services.

The policy addressed the following:

- General role of older adult clubs affiliated with the City of Vaughan;
- Role and responsibility of the City liaison;
- Club requirements from the City of Vaughan;
- Requests & establishment of new older adult clubs & grants;
- Club space, equipment and inventory.

Since 2006, the complexity, diversity and requirements of older adult clubs has changed. There are currently eighteen (18) recognized older adult clubs representing over 3,800 members in the City of Vaughan. Currently there are seven (7) clubs in Woodbridge, one (1) in Kleinburg, five (5) in Concord, four (4) in Thornhill and one (1) in Maple. Older adult clubs are volunteer based organizations operating in partnership with the Recreation and Culture Department to promote active living and deliver a variety of community recreation programs and services benefiting the health and wellness of older adults. Depending on the size of the club, most have an elected Board of Directors representing the general membership. Club activities include, but are not

limited to: cards, bingo, socials, arts and crafts, fitness classes, Tai Chi, guest speakers, and out trip activities.

The role of the Recreation and Culture Department is to support the Board of Directors and club members to prepare, plan and deliver activities that promote a healthy lifestyle amongst the older adult population. In doing so, the Department works with the clubs on an ongoing basis and advises them on many aspects of program delivery such as board governance, budgeting, program development, administration, operating procedures, conflict resolution, communication and training. Building and Facilities staff also provide ongoing assistance to clubs related to their allocated building and facility space needs.

Most clubs and groups currently operate utilizing city-operated facilities or leased space at no cost to them and receive additional ongoing support from Recreation and Culture and Building and Facilities staff. There are three leased storefront locations at a combined annual total cost of \$124,000. As outlined in the current policy, older adult clubs are entitled to staff support and an annual grant ranging from \$500 to \$700 depending on club size. In the 2011 operating budget there is total of \$10,400 for the grant program. The report includes an amendment to phase out grants.

Staff met with various clubs over the last year to gather information in order to formulate the updated operating procedures. An extensive input process was undertaken with various clubs through the City of Vaughan. To prepare the operating procedures staff met with club executive members over a 12 month period to obtain input on the changes to the guidelines. On March 30, 2011 a meeting was held with club representatives. Members from S.A.V.I. (Seniors Association of Vaughan Inc.) were also in attendance. Additionally, comments have been received from the general public regarding the formation of new clubs.

During these meetings, participants recommended many positive changes to ensure that the information meets their present needs and future club sustainability. Club representatives are in support of the operating procedures and at the conclusion of the consultative process, club representatives gave staff unanimous support to forward the "Policy & Operating Procedures of Older Adult Clubs in the City of Vaughan" to Council for its review and approval.

The proposed amendments to the "Policy and Operating Procedures for Older Adult Clubs in the City of Vaughan" will be the third version of the policy, with the purpose of streamlining the older adult club constitutions and some day-to-day operational activities.

#### Proposed Amendments to "Policy and Operating Procedures for Older Adult Clubs in the City of Vaughan"

The amended "Policy and Operating Procedures for Older Adult Clubs in the City of Vaughan" (see Attachment #1) makes changes to the previous policy based on input from the clubs and staff in the following areas:

### **1. Requests & Establishment Of New Older Adult Clubs (Section 4.0)**

#### **Proposed Amendment #1:**

*Current Policy Statement:*

4.3 The following guiding principles will be used to assess the establishment of a new club in the City of Vaughan:

4.3.1 The number of other older adult clubs that exist within the boundaries as outlined in Section III Appendix A: Older Adult Clubs & Groups - Boundaries.

- 4.3.2 The mandate of the club must provide social, recreation, health and wellness, arts and culture activities for older adults who live in the area of the proposed club.
- 4.3.3 The individuals requesting the establishment of the new club must reside in the community where the club is being requested.
- 4.3.4 In considering the request, a minimum list of 50 Vaughan residents (names and addresses) must be provided to the City of Vaughan. Individuals must identify if they belong to an existing older adult club in the City. Men must be 60 years of age and older and women 55 years of age and older.
- 4.3.5 The individuals forming the club must be in good standing with the City of Vaughan. Good standing is defined as no outstanding or previous legal or disciplinary issues with the City of Vaughan or other older adult clubs recognized by the City of Vaughan.

*Proposed Amendment:*

The following guiding principles will be used to assess the need to establish a new older adult club in the City of Vaughan, provided there is an availability of existing space:

- Growth from new older adult groups within an existing geographical area has resulted in demands for services from residents that are not currently represented;
- A schedule of activities that does not conflict or compete to the detriment of the existing club's schedule of activities within the geographical area;
- Space **will not** be dedicated and will be shared between other Older Adult Clubs, general community use (i.e., permits) and the City programs.

*Comments:*

The "Active Together" Master Plan states that "given the considerable growth in the older adult population, additional seniors space will undoubtedly be required if the City is to adequately service the needs of this market." The continued growth of Vaughan has resulted in demands for services from residents in newly developed areas, new older adults in existing areas and from cultural groups that are not currently represented.

The current model of space allocation and support for older adult clubs is not considered to be sustainable. In order to allow for increased demand for multiple uses and emerging groups, it is neither cost effective, nor good management to continue with this model. This has resulted in the demand for new clubs. S.A.V.I agreed that new clubs should be allowed to form both to respond to growth and/or cultural interests.

Members of S.A.V.I. did express some concerns that the formation of a new club in too close proximity to an existing club could damage the programs they currently run, i.e. bingo being run on the same night could split attendance. S.A.V.I. was satisfied that this could be managed through the application process by staff and if additional language was added to the policy to address this concern.

The development of a club is not always either desired or necessary, however. Staff will continue to work with residents to provide opportunities for older adults of all cultures to socialize and recreate. Staff will continue to approve or disapprove of new club applications based on the proposed guiding principles outlined above.

Existing clubs will be grandfathered in terms of their space allocation and additional services provided (i.e., cable TV) although this will not be expanded on. There are currently eighteen (18) recognized older adult clubs representing over 3,800 members in the City of Vaughan. Currently there are seven (7) clubs in Woodbridge, one (1) in Kleinburg, five (5) in Concord, four (4) in Thornhill and one (1) in Maple.

Recreation and Culture has received requests to form four new clubs: Maple Italo Bocce, Human Endeavour, a Portuguese group and TACA (Thornhill African-Canadian Association). The status of these groups is pending approval of the proposed amendments.

#### Cost to Establish a New Club

The current costs to the City to maintain an older adult club include provision of free space and therefore lost revenue, staff time, maintenance, equipment, materials, provision of cable or satellite TV, and grant funding. Assuming that space will be shared and time limited as compared to existing clubs, the estimated cost of establishing one new club is primarily the potential lost revenue and staff support. Active Living Coordinators working at the community centres currently provide support to the clubs. The amount of support varies based on the size, type and needs of the club.

#### **Proposed Amendment #2:**

*Current Policy Statement:*

4.3.4 Men must be 60 years of age and older and women 55 years of age and older.

*Proposed Amendment:*

Members must be a minimum of 60 years of age. Memberships may be extended to spouses 55 years of age and older.

*Comments:*

The proposed clarification is to address an inconsistency between what is stated in the Membership section (section 6.1) and the New Clubs section (4.3.4). The age cut-off was always intended to recognize the 60 year old senior age, while allowing a younger spouse to be a member of a club with their partner.

#### **Proposed Amendment #3:**

*Current Policy Statement:*

4.4.1 In new areas of the city, the availability of existing community resources (i.e. schools, churches, community centre etc.) will be investigated first for availability. The availability of leased or rented retail space will be considered only as a last resort and will require City of Vaughan Council approval.

*Proposed Amendment:*

In new areas of the city, the availability of existing community resources (i.e. schools, churches, community centre etc.) will be investigated for availability of space and time. Leased or rented retail space will not be considered as an option. Allocation of space will be reviewed on an annual basis, taking into account program needs and permit requests. The "Active Together" Master Plan, in Priority 2F, states that "no additional stand-alone seniors' facilities are recommended".

## **2. Grants (section 4.5)**

### **Proposed Amendment #4:**

#### *Current Policy Statement:*

Each club receives an annual operating grant to be used to assist the club in the delivery of club recreation programs and services to its members.

Grant funds are allocated based on the number of registered members per club.

Number of Registered Members	Annual Grant
50 - 299 members	\$500
300 - 499 members	\$600
500+ members	\$700

#### *Proposed Amendment:*

Grants for existing clubs will be phased out over a three year period commencing 2011:

2011:	grant amount as per current allocation
2012:	half of current allocation
2013:	no grant

New clubs will receive the following grant amounts for the first two years:

Year 1:	\$500
Year 2:	\$250

#### *Comments:*

Most established clubs have developed fundraising that allows them to be self-sufficient. The phasing out of grants for established clubs will also allow for the funding of new clubs with no net increase to the operating budget. The grant structure for new clubs will allow two years for the development of fund-raising activities that will create financial self-sufficiency. S.A.V.I. and club representatives agreed with the phasing out of grants when discussed at the March 30, 2011 meeting.

## **3. Club Space, Equipment and Inventory (section 5.0)**

### **Proposed Amendment #5:**

#### *Current Policy Statement:*

5.1.1 Space is not designated for the sole use of any one group or individual. Older adult groups that operate in a community centre will have preferred use of an activity room (older adult room).

#### *Proposed Amendment:*

Space is not designated for the sole use of any one group or individual and is considered to be shared space. Older adult groups that operate in a community centre will be provided with time and space subject to availability. "Active Together" Master Plan notes that "it is now considered a "best practice" to provide older adult lounge facilities (which provide for multiple uses and diversified programming opportunities), rather than single purpose, dedicated seniors facilities".

### **Proposed Amendment #6:**

#### *Current Policy Statement:*

- 5.3 The City of Vaughan provides older adult clubs with program space to operate their events and activities. Standard room equipment includes:
- locked storage space
  - basic cable TV service (where feasible to install)
  - access to kitchenette facilities (where available)
  - telephone
  - access to washrooms
  - basic furnishings, such as tables and chairs
  - shared office space, where available
  - information / bulletin board
  - coat racks
  - basic office supplies
  - cleaning and repairs

All additional club enhancements (i.e. furniture, appliances, equipment) are at the expense of the club.

#### *Proposed Amendment:*

The City of Vaughan provides older adult clubs with program non-dedicated space to operate their events and activities. All additional club enhancements (i.e. Cable TV, office supplies, furniture, appliances, equipment) are at the expense of the club.

#### *Comments:*

Existing clubs will be grandfathered with what they are currently entitled to. Going forward it is recommended that new clubs be provided with non-dedicated space and time depending on availability.

### **4. Membership Eligibility (section 6.0)**

#### **Proposed Amendment #7:**

#### *Current Policy Statement:*

- 6.1 Any individual, without discrimination, resident or City of Vaughan business or property taxpayer, supporting the mandate, goals and objectives of the older adult club will be admitted to membership in the club upon application and payment of the appropriate membership fee to the Board of Directors. To be eligible, members must be a minimum of 60 years of age. Memberships may be extended to spouses 55 years of age and older with some restrictions. Spousal memberships do not include holding office and voting privileges.

#### *Proposed Amendment:*

Any individual resident, or City of Vaughan business, or property taxpayer, supporting the mandate, goals and objectives of the older adult club will be admitted to membership in the club upon application and payment of the appropriate membership fee to the Board of Directors. New members will be admitted without discrimination in keeping with the Canadian Human Rights Act.

*Comments:*

S.A.V.I. and club representatives supported this amendment. A number of seniors are members at more than one club and have long protested that they should be able to attend and vote at elections if they are a member. S.A.V.I. felt that maintaining the restriction of holding office at one club only should remain.

**Proposed Amendment #8:**

*Current Policy Statement:*

6.5 A club member can be a member of more than one club in order to participate in various club activities, however members are eligible to vote and hold office at one club only.

*Proposed Amendment:*

Members may vote at all clubs where they hold a membership, provided they are able to prove such membership at the election.

*Comments:*

This amendment is to agree with amendment #7.

**5. Guidelines For Board Of Directors & General Meetings (section 7.0)**

**Proposed Amendment #9:**

*Current Policy Statement:*

7.1.7 Following each Board meeting, the Secretary is responsible for preparing and posting the minutes of the past meeting together with the most recent club financial report, prepared by the Treasurer, at the club location. Additional copies of the minutes must be made available to members at their request. Under no circumstances may minutes or financial reports be withheld from members.

*Proposed Amendment:*

Following each Board meeting, the Secretary is responsible for preparing the minutes of the past meeting. The Treasurer is responsible for preparing the most recent club financial report. Copies of minutes and financial reports will be made available to members at their request. Under no circumstances may minutes or financial reports be withheld from members.

*Comments:*

Members of the executive expressed that monthly posting of financial statements was unnecessary. The practice most common within clubs or organizations is to publish financial statements annually. Staff review club finances monthly to ensure accuracy and accountability and clubs are required to provide a bank statement and financial statement to the City annually, so this practice is considered to be unnecessary.

## **6. Election Procedures (section 8.0)**

### **Proposed Amendment #10:**

#### *Current Policy Statement:*

For each Executive Committee position a club member will nominate a potential candidate. This must be seconded by another club member.

- 8.13.03.02 Nominations will continue until there are no more nominations from the floor for that position at which time nominations will close for that position.
- 8.13.03.03 Each nominated candidate will be asked by the City Liaison if they will stand for election to that position.
- 8.13.03.04 If only one candidate accepts the nomination, that candidate will be acclaimed to said position.
- 8.13.03.05 If two or more candidates accept the nomination:
- Ballots will be distributed to all eligible voters.
  - Ballots will be counted with the aid of the randomly selected scrutineers.
  - The successful candidate will be announced prior to proceeding to the next available position.

#### *Proposed Amendment - Addition:*

The Board may, at its discretion, accept nominations one month prior to the election by posting a "call for nominations". All nominations submitted prior to the election are to be on the appropriate form and must be confirmed with a recommendation by two club members. Approved nominations will be posted by the City liaison at the club location. Nominations will end one week prior to the election.

#### *Comments:*

Elections for large clubs take a significant amount of time (2-3 hours) due to the nomination and voting process. It was proposed that pre-nominations be allowed if a club desires to do so to shorten the election. Staff will continue to assist with both the nominations and election to ensure a fair and transparent process takes place. If a club prefers they may continue with the current practice of doing nominations only at the election.

### **Proposed Amendment #11:**

#### *Current Policy Statement:*

- 8.16 Should an elected member be unable to complete their duties and thus create a vacancy on the Board, a notice will be posted by the City Liaison informing of a two week period where any member in good standing may apply to be considered for the position. Upon the closure of the notification and application period, the Board of Directors will review the applications and vote to appoint one candidate to fill the vacancy for the duration of the term.

#### *Proposed Amendment - Addition:*

The Board of Directors may, at their discretion, leave a position vacant until the next election. In the case of a vacancy of one of the executive positions (President, Vice President, Secretary and

Treasurer), the position next in line will assume the vacant position (i.e. Vice-President becomes President, etc.).

*Comments:*

Succession was not explicitly addressed in the current policy, leaving it open to interpretation as to what happens if a club President, for example, is unable to complete their duties. This situation also arises when a councilor (board member, non-executive) quits or is unable to dedicate the required time. In some situations, depending on proximity to an election and the need for replacement, the executive may choose to forgo a replacement and function without. The current policy identifies the hierarchy of positions in the following order: president, vice-president, secretary, treasurer.

## **7. Board Of Directors (section 10)**

### **Proposed Amendment #12:**

*Current Policy Statement:*

10.6 Spouses may not hold positions nor stand for election on the same Board of Directors/Executive Committee at the same time during any term of office. Spouses may hold positions as part of sub committees established by the Board of Directors.

*Proposed Amendment:*

Spouses may run for election and be elected to serve on the Board of Directors.

*Comments:*

City of Vaughan Council, at it's meeting on May 30, 2001, approved an exception allowing Sonoma Heights Seniors Club to grandfather the election of spouses to the club's executive. This exception has worked out very well and S.A.V.I. agreed that other clubs desire to allow the same and saw no good reason to prevent it. The rationale was that the democratic process of elections allows the members to choose to either vote for spouses or not.

## **8. Financial Management (section 11)**

### **Proposed Amendment #13:**

*Current Policy Statement:*

11.2 The Financial Record for each month shall be prepared by the Treasurer and posted by the Secretary in a public area at the club location for its membership.

*Proposed Amendment:*

The Financial Record for each month shall be prepared by the Treasurer and presented to the club membership at the AGM.

*Comments:*

This amendment is to agree with amendment #9.

## **9. Code of Conduct (section 13)**

### **Proposed Amendment #14:**

#### *Current Policy Statement:*

- 13.1 It is the responsibility of all club members to show respect to all other members, City of Vaughan staff, club property and City of Vaughan facilities and equipment as indicated in the attached document of Citizens' Rights and Responsibilities and as outlined in the City of Vaughan Safe Community Centre Policy.

#### *Proposed Amendment:*

It is the responsibility of all club members to show respect to all other members, City of Vaughan staff, club property and City of Vaughan facilities and equipment as indicated in the attached document following City of Vaughan policies: Citizens' Rights and Responsibilities, Safe Community Centre Policy and Respectful Workplace Policy.

#### *Comments:*

This amendment includes the addition of new City policy.

### **Relationship to Vaughan Vision 2020/Strategic Plan**

In consideration of the strategic priorities related to Vaughan Vision 2020, this report will provide:

- STRATEGIC GOAL:  
Service Excellence – Providing service excellence to citizens
- STRATEGIC OBJECTIVES:  
Enhance and Ensure Community Safety, Health and Wellness.

This report is consistent with the priorities previously set by Council and the necessary resources have been allocated and approved.

### **Regional Implications**

There are no regional implications associated with this report.

### **Conclusion**

The "Active Together" Master Plan reports that aging population trends suggest that programming for older adults and senior citizens will form an increasingly important segment of municipal service delivery. The population of local residents over 55 is expected to nearly triple by the year 2031. From a programming standpoint, the City of Vaughan will have to continue to evolve its delivery of services.

Older adult clubs provide an opportunity for social integration and are recognized by the City of Vaughan in the delivery of recreation programs and services. The older adult clubs affiliated with the City of Vaughan have been operating under the "Policy and Operating Procedures for Older Adult Clubs in the City of Vaughan", since May, 2006. Due to growth and change within the clubs and demand for new clubs, City of Vaughan staff in collaboration with club executives in Vaughan have proposed amendments to the "Policy and Operating Procedures for Older Adult Clubs in the City of Vaughan".

The intent of the amendments to the policy and Operating Procedures is to further assist existing clubs and groups in the operation and delivery of club services. The amendments are also designed to create a sustainable model for delivery of services to older adult clubs and groups for the future with little or no impact to operating or capital budgets.

The current policy allows for older adult clubs to receive an annual grant and in the 2011 operating budget there is a total of \$10,400 for the grant program. This report recommends a phase out to the grants program over the next three years. This would allow new clubs to be provided with support for start-up costs resulting in no economic impact to the operating budget with respect to grants. The grant budget will be capped at the current level.

Existing older adult clubs utilize space in existing community centres or leased space such as store front facilities. There are currently eighteen (18) recognized older adult clubs. Thirteen (13) are in community centres, one (1) is at Merino Road Seniors Facility, one (1) is in a City-owned trailer and three (3) are in leased storefronts. The storefronts are at Highway 7 and Pine Valley, Islington and Sonoma and Concord West Seniors Centre.

The annual costs for leased space is \$124,000. This report recommends that on a go forward basis the leasing of space not be considered as options for new clubs wishing to form. New clubs could be sanctioned only if under-utilized space, on a non exclusive basis, is available within the City inventory and if the impact to program and rental revenue streams is minimal. New clubs will also be required to supply their own equipment if they have requirements outside of existing City equipment.

**Report Prepared By**

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Respectfully submitted,

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