Director	Municipal Manager/Deputy Municipal Manager

COUNCIL AGENDA

Date: June 8, 2026 Item: 9.

9.

DISTRICT OF WEST VANCOUVER
750 17TH STREET, WEST VANCOUVER BC V7V 3T3

COUNCIL REPORT

Date:	May 20, 2026
From:	Alison Gelz, Senior Manager, Community Services
Subject:	Civic Site Projects

RECOMMENDATION

THAT

1. the May 20, 2026 report from the Senior Manager, Community Services titled Civic Site Projects be received for information;
2. staff complete a feasibility study for a multi-sheet ice complex in West Vancouver;
3. staff complete a site plan for a new build of the Seniors' Activity Centre in West Vancouver; and
4. staff report back to Council by winter 2027 with the findings and recommended next steps.

1.0 Purpose

The purpose of this report is to provide Council with an update on the Civic Site projects from both the Multi-Sheet Ice Complex Advisory Roundtable (MICAR) and the Seniors' Activity Centre Advisory Board (SACAB); and seek Council approval to complete a Request for Proposal (RFP) process for:

1. a feasibility study to assess the need for and explore key considerations associated with developing a multi-sheet ice complex in West Vancouver; and
2. a site plan to guide the development of a new build of the Seniors' Activity Centre (SAC) in West Vancouver.

These are being brought forward to Council together to ensure they are considered concurrently. These projects could impact each other and will inform future planning of the Civic Site.

2.0 Legislation/Bylaw/Policy

The District of West Vancouver (District) Blueprint for Social Responsibility and Change (2017) contains social action plans and strategies that advance community connections and well-being and ensures that resources distributed through the District are meaningful and relevant to West Vancouver residents of all ages.

3.0 Council Strategic Objective(s)/Official Community Plan

Council Strategic Plan

Council's Strategic Objectives supports the planning for recreation, seniors' services, and ageing in place:

- Strategic Goal 6: enhance the social well-being of our community
    - Objective 6.4: expand recreational opportunities for residents and visitors of all ages
    - Objective 6.5: work with senior levels of government, non-profits, and private sector providers to enable supports for ageing in place

Official Community Plan

The District's Official Community Plan recognizes supporting demographic and cultural diversity, enhancing public facilities and spaces, promoting an engaged community, and enabling an active community through policies 2.8.9, 2.9.5, and notably the following:

2.8.1 Anticipate and meet community needs as demographic changes occur, through short and long-term strategies for the delivery of services.

2.8.3 Improve access to services and resources for youth, seniors and persons with disabilities, including consideration for improved walking, cycling and transit connections and shuttle services.

2.8.4 Provide services, programs and facilities that are inclusive of and encourage seniors and people with disabilities to function and belong in a barrier-free environment, with consideration for physical and mental disabilities and cognitive challenges.

2.8.5 Provide services, programs, and facilities to support children, youth, and families in meeting their diverse needs and foster their sense of

2.8.17 Engage the community in planning for services, programs, and facilities, and municipal decision making

2.9.1 Maintain and optimize the use of existing recreation facilities to help facilitate participation in sport, leisure and active recreation for all ages and abilities.

2.9.2 Explore opportunities for space sharing and versatile design of parks, greenways, recreation spaces, and other public facilities that are responsive to the community's changing needs.

4.0 Financial Implications

The District's approved 2026 Capital Program, adopted by Council on March 9, 2026, includes $50,000 for Ice Arena Planning and $50,000 for SAC Planning, both funded from the Community Amenity Contributions - Community Serving Reserve.

Through an RFP process, staff recommend these funds be used to complete a feasibility study for a multi-sheet ice complex and a site plan for a new build of the SAC, respectively.

5.0 Background

5.1 Previous Decisions

Council, at its December 11, 2023, regular meeting, passed the following resolution:

THAT the report from the Seniors' Services & Community Recreation Manager, dated November 29, 2023 and titled Seniors' Activity Centre Facility Needs Assessment and Feasibility Study, be received for information.

Council, at its July 22, 2024, regular meeting, passed the following resolution:

THAT the report titled Seniors' Activity Centre Facility Needs Assessment and Feasibility Study Conclusion and Next Steps from the Seniors' & Customer Service Manager dated July 8, 2024, be received for information with thanks.

Council, at its June 23, 2025, regular meeting, passed the following resolution:

THAT

1. *staff establish a District led Advisory Roundtable, consisting of District staff, Enhance West Van Directors, and community members, to develop a project plan and budget for the planning process of a new multi-sheet ice complex; and*
2. *staff report back to Council in Fall 2025 once the project plan and budget for the planning process is complete.*

Council, at its November 3, 2025, regular meeting, passed the following resolution:

THAT

1. *the October 1, 2025 report titled Seniors' Advisory Roundtable Update from the Customer and Seniors' Services Manager be received for information;*
2. *staff review the scope for a new build of the Seniors' Activity Centre provided in the Seniors' Activity Centre Facility Needs Assessment and Feasibility Study;*
3. *staff review potential locations for a new build of the Seniors' Activity Centre;*
4. *staff report back to Council in spring 2026 with a recommendation on next steps to develop a comprehensive business plan for a new build of the Seniors' Activity Centre in West Vancouver; and*
5. *staff be directed to continue communicating with all stakeholders involved in the community initiative related to the future of ice sports and the Arts and Culture Centre proposal in West Vancouver.*

5.2 History

The District has supported recreation programs and services for all ages for decades, focusing on delivering inclusive opportunities that contribute to the health, belonging, and quality of life across all ages. As the community grows and demographics shift, participation and service expectations continue to evolve.

Civic Site

The Civic Site is a District owned property located between 21st and 22nd Streets and Marine Drive and Gordon Avenue. It is centrally located, accessible by transit, and offers a variety of programs and services for the community all in one place.

Included on the Civic Site are the West Vancouver Community Centre (WVCC) and Aquatic Centre, Ice Arena, SAC, Gordon House Child Care Centre, West Vancouver Tennis Club, parking, and the Great Lawn.



Enhance West Van is a not-for-profit society that has a Joint Operating Agreement with the District, which includes oversight of the WVCC, Aquatic Centre, and Ice Arena. Over the years, Enhance West Van has led initiatives to explore current and future recreational needs of West Vancouver residents ensuring planning for facilities supports community growth and demand.

In 2018, Enhance West Van presented a community consultation report to Council regarding the future of the Civic Site. Council unanimously approved forming a District-led steering committee to refine the Civic Site concept plan and determine next steps. The concept plan included a long-term vision and plan for the Civic Site. The first phase of the plan included replacing the Ice Arena with a Sportsplex, the second phase included a new build for the SAC, and the third phase included reimagining the southeast corner of the Civic Site.

While staff began to develop Terms of Reference for the District-led steering committee, the Covid-19 pandemic began and priorities changed, which stopped the continuation of this project.

West Vancouver Ice Arena

The West Vancouver Ice Arena opened in 1966 and is the only public indoor sheet of ice in West Vancouver. Since it opened, the only major improvement made to the facility was the replacement of the Ice Arena floor in 2018.

During the ice season, which runs from end of August to mid-June every year, almost all ice time during operating hours of 6 a.m. to 11 p.m. are booked. Currently, the ice is removed in July and August to provide a dry floor surface for other indoor sports and camps. The arena is used by participants of all ages from preschool aged children to seniors, and in 2025, attracted approximately 112,106 participants to programs, events, and rentals.

Based on a structured and fair ice allocation process, the District programs and events use 40% of the total ice times. Rental groups book the remaining 60% of available ice times and often request access to more but there is no additional availability. Rental groups have also shared they have to travel outside of West Vancouver and off the North Shore to access additional ice for their programs**.** Rental groups include West Vancouver Schools, West Vancouver Minor Hockey Association, North Shore Female Hockey Association, North West Vancouver Ringette Association, and a variety of long-term private community groups.

Ultimately, one sheet of ice is not enough to support the current and future demand for ice time in West Vancouver.

In spring 2025, Enhance West Van presented the Skate Forward initiative to Council (**Appendix A**) which requested the District begin to develop plans for a new multi-sheet ice complex in West Vancouver.

Council directed staff to establish a District-led advisory roundtable tasked with developing a project plan and budget for a new multi-sheet ice complex. The MICAR consisted of Enhance West Van Directors, community partners engaged in ice sports, and District staff. The MICAR met twice in the fall of 2025 and discussed the following:

- current challenges and community needs related to ice
- locations for a new multi-sheet ice complex

- users that would benefit from more ice
- efficiencies with two sheets of ice in one location vs. two locations
- funding considerations
- proposed feasibility study and budget to bring forward to Council

West Vancouver Seniors' Activity Centre

Built in 1980, the SAC offers a wide range of programs, services, and amenities for seniors in West Vancouver and is home to approximately 4,700 active members and 500 active volunteers.

In 1994, the first building expansion was completed with the addition of a new entry way, arts studio, washrooms, storage rooms, cafeteria, and kitchen. Previous exterior spaces were enclosed during this renovation.

In 2001, another expansion was completed with the extension of the cafeteria, atrium, and an additional patio enclosure.

More recently, there have been other renovations including SAC'S on 21st; the Coffee Bar; the Fabric Arts Studio; and the Frank Kurucz Rehabilitation Centre, a dedicated space at the SAC for specialized programs in all areas of wellness including active rehabilitation which opened in September 2022.

As program and space demands increased beyond what could be accommodated at the SAC during prime operating hours of 9 a.m. – 3 p.m., some programs such as languages, music, and fitness moved over to the WVCC into spaces that had availability, specifically during the weekdays between 12:30 – 3 p.m.

In 2021, the SACAB partnered with the District to conduct a SAC Facility Needs Assessment and Feasibility Study (Study).

In 2022, a SAC facility needs assessment and feasibility study working group (Working Group) was formed to hire a consultant to lead the project. Hughes Condon Marker Architects was hired to conduct the project which began in fall 2022.

In 2024, the Working Group presented the findings from the Study to Council. At that time, the Working Group determined that further examination was required. The Seniors' Activity Roundtable (SAR) was established to develop a plan for the future of the SAC in West Vancouver.

In November 2025, the SAR presented to Council (**Appendix B**) with their proposed next steps and that a new build of the SAC is recommended to support the needs of seniors in West Vancouver now and into the future. Council directed staff to review the scope of the Study, review locations for a new build, and to develop a business plan for a new build of the SAC. The SAR concluded after this Council meeting as next steps were District staff led.

Following the Council meeting, the SACAB met to review the scope of the Study and to determine what was required for a new build of the SAC. Throughout these conversations, it was determined that that Civic Site was the ideal location for the new build of the SAC and the next step was to conduct a site plan.

6.0 Analysis

6.1 Discussion

Completing a feasibility study for a multi-sheet ice complex and a site plan for a new SAC are important steps in planning effectively for the future needs of this community. Together, these two projects will provide important information to support future decision making regarding new and enhanced recreational facilities in West Vancouver.

Multi-Sheet Ice Complex – Feasibility Study

Based on feedback provided by MICAR, staff recommend undertaking a feasibility study for a new multi-sheet ice complex. As no preferred location has been identified, the proposed study will also include a land assessment review.

The purpose of the feasibility study is to evaluate the need for and viability of a multi-sheet ice complex before significant resources are committed. The study will be completed in five phases and will include:

1. **Project Initiation, Visioning, and Best Practices Review:** establish a clear vision for the ice complex, including functional requirements, service objectives, and long-term aspirations.
2. **Facility Analysis and Planning Assumptions:** review key planning assumptions, demand considerations, and functional space requirements.
3. **Site Assessment and Evaluation:** review potential land options, including site size, access, servicing considerations, and location constraints.
4. **Functional Integration and Conceptual Site Planning:** assess connectivity and operational integration, develop conceptual site layouts, and evaluate site configuration options.
5. **Cost Estimating, Reporting, and Presentation:** prepare a Class D cost estimate and compile the analysis, findings, and recommendations into a final report and presentation.

Seniors' Activity Centre – Site Plan

Based on the work completed in 2025, staff recommend preparing a site plan for a new SAC on the Civic Site. The current location is centrally located and accessible by vehicle, transit, and foot, particularly for seniors living in nearby apartment buildings. For these reasons, the Civic Site remains the preferred location for a new SAC.

The purpose of the site plan is to confirm the building's size, placement, and preliminary cost implications within the Civic Site. Unlike a feasibility study, this work is focused on planning how the facility could be integrated into a known location. The site plan will be completed in four phases and will include:

1. **Review of Existing Work and Site Context:** review the 2025 study and related background information to confirm the project context, opportunities, and constraints associated with the Civic Site.
2. **Program Confirmation and Development Parameters:** confirm the space program, building requirements, and key planning parameters needed to guide site design.
3. **Site Massing and Integration Planning:** prepare and assess site layout options, including building placement, circulation, access, and connections to surrounding Civic Site facilities.
4. **Preliminary Costing and Final Site Massing Plan:** develop a preferred site massing plan and prepare a Class D cost estimate to support future decision-making.

Next Steps

If approved, staff will issue two RFPs to commission the required consultant(s) to complete these projects. Once the contracts are awarded, staff expect the projects to take approximately four months to complete. Upon completion, staff will bring forward the findings and recommendations to Council to consider the next steps for a multi-sheet ice complex and new SAC.

Future next steps will require completing a site plan for a multi-sheet ice complex prior to moving ahead with the development of any new facility on the Civic Site or elsewhere in West Vancouver. This step will align both potential projects to the same phase of their respective developments.

Civic Site Considerations

Locating multiple facilities on the Civic Site provides a central, accessible hub where residents can conveniently access a wide range of programs and services in one location now and into the future. At the same time, building on the Civic Site requires careful planning, including consideration of the amount and suitability of developable land. Continuity of service is extremely important for both areas of service and as new facilities are added, a phased approach will need to be used to enable existing services to continue with minimal disruption.

6.2 Climate Change & Sustainability

An element of a sustainable community is addressing current and future recreation needs to ensure adequate resources are available for future generations.

6.3 Public Engagement and Outreach

It is important that staff continue to collaborate with all stakeholders involved to understand all community needs and ensure efficiencies for both projects are considered.

6.4 Other Communication, Consultation, and Research

The following organizations are members of the MICAR:

- District staff
- Enhance West Van
- North West Vancouver Ringette Association
- SACAB
- West Vancouver Minor Hockey Association

7.0 Options

7.1 Recommended Option

THAT

1. the May 20, 2026 report from the Senior Manager, Community Services titled Civic Site Projects be received for information;
2. staff complete a feasibility study for a multi-sheet ice complex in West Vancouver;
3. staff complete a site plan for a new build of the Seniors' Activity Centre in West Vancouver; and
4. staff report back to Council by winter 2027 with the findings and recommended next steps.

7.2 Considered Options

THAT the proposed next steps described in the May 20, 2026, report from the Senior Manager, Community Services not be approved.

OR

THAT staff provide further information on the proposed projects for a feasibility study for a multi-sheet ice complex and a site plan for a new build of the Seniors' Activity Centre, as directed by Council.

8.0 Conclusion

Investing in the planning and potential future of the development of a multi-sheet ice complex and a new Seniors' Activity Centre gives the District of West Vancouver a clear opportunity to strengthen the community's future by supporting ice sports, advancing seniors' well-being, and improving recreational facilities that residents rely on. As described in Council's Strategic Plan and the Official Community Plan, this demonstrates a commitment to health, inclusion, and quality of life,

ensuring the District of West Vancouver is meeting community needs today while preparing responsibly for the future.

Author: 
Alison Gelz, Senior Manager, Community Services

Concurrence: 
John Wong, Senior Manager, Facilities and Assets

Appendices

Appendix A: Skate Forward – A New Multi-Sheet Complex in West Vancouver, memo from Enhance West Van (June 9, 2025)

Appendix B: Seniors' Advisory Roundtable Update Council Report (November 11, 2025)

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APPENDIX A

enhance WEST VAN

/13/

MEMORANDUM

Date:	June 9, 2025
To:	Mayor & Council
From:	Jodi Weiderick, Executive Director, Enhance West Van
	Peter Katevatis, Past Board Chair, Enhance West Van
Re:	**Skate Forward – *A New Multi-Sheet Ice Complex in West Vancouver***

RECOMMENDATION:

THAT:

1. staff establish a District led Advisory Roundtable, consisting of District staff, Enhance West Van Directors, and community members, to develop a project plan and budget for the planning process of a new multi-sheet ice complex; and
2. staff report back to Council in Fall 2025 once the project plan and budget for the planning process is complete.

Joint Operating Agreement:

The West Vancouver Community Centres Services Society (Enhance West Van) operates under a Joint Operating Agreement with the District of West Vancouver (the District) to oversee the Community Centre, Aquatic Centre, and Ice Arena. This partnership empowers Enhance West Van to engage residents, foster a sense of community ownership over public facilities, and serve as a strong advocate for community needs through meaningful engagement and collaboration.

Purpose:

To request that the District take immediate and tangible steps toward the development of a new multi-sheet ice complex that meets the growing recreational needs of the community and addresses a critical shortfall in ice sports infrastructure in West Vancouver.

Background:

In 2013, Enhance West Van launched a volunteer-led “Blue Sky Task Force” to explore future recreational and cultural needs for West Vancouver’s Civic Site and identify potential funding sources. Supported by District staff, the Task Force included experts in planning, architecture, and storytelling. After four years, their work culminated in the “Emerging Vision” which was presented to Council on December 11, 2017.

In March 2018, Council approved the immediate replacement of the arena floor due to two separate leaks. The floor was replaced during the dry ice season (March-August 2018).

In April 2018, Enhance West Van engaged with Idea Space, a strategic communication and engagement specialist firm, to lead a community consultation process to gather further feedback. Over 73.8% of respondents supported the Emerging Vision plan.

On July 9, 2018, a full community consultation summary report was presented, and Council unanimously approved the creation of a District-led steering committee to refine the Emerging Vision and determine next steps.

The municipal election in fall 2018 resulted in a newly elected Council, which required time to establish their strategic priorities. While the Emerging Vision was ultimately included, progress was further interrupted by the onset of the COVID-19 pandemic, which coincided with the drafting of the Steering Committee’s Terms of Reference.

In August 2024 Enhance West Van re-established a working committee to prioritize phase one of the Emerging Vision and focus on the immediate need for the development of a new multi-sheet ice complex in West Vancouver.

Challenges:

West Vancouver currently has the lowest ice sheet ratio per capita in all of Canada. With only one public indoor ice sheet serving a population of 9,100 residents aged 5 to 19 (2021 Census), the ice sheet-to-youth ratio stands at a staggering 1:9,100 whereas most other municipalities in the Lower Mainland are in the 1:300 - 1:500 range. The community’s only ice rink—now over 60 years old—can no longer meet the current and future demand. This has resulted in limited access for residents, especially children and youth, who are increasingly forced to seek ice time outside of their community.

The West Vancouver Minor Hockey Association (WVMHA) currently has a waitlist of 35 players, equivalent to two full teams, due to insufficient ice time availability. In addition, four of their teams, along with goalies, must travel to ice arenas outside of West

Vancouver because the current facility cannot accommodate their scheduling needs. Since 2021, WVMHA has experienced significant growth—rising from 229 players to 275 in 2024, representing a 20% increase in just over three years. This growth underscores the urgent need for expanded and modernized ice facilities to support youth participation in one of Canada's most iconic sports.

In addition to limited capacity, the existing ice sheet in West Vancouver does not meet regulation size standards, which restricts the community's ability to host sanctioned games, tournaments, and regional competitions. This limits opportunities not only for local teams but also for the municipality to benefit from sport tourism and increased community visibility. Figure skaters are also challenged by the reduced size, which constrains their training routines and puts them at a disadvantage compared to athletes training on full-size rinks in surrounding communities. A new, regulation-size facility would open the door to expanded programming, competitive hosting, and equitable athlete development across all ice sports.

Opportunities:
Investing in a new multi-sheet ice complex presents a powerful opportunity to meet the growing recreational needs of West Vancouver. Metro Vancouver's projected population growth from 2021-2050 for West Vancouver alone is 27.6% and with the increased demand for youth and adult recreational programming, this is the right time to build a facility that can serve current and future generations.

A modern, multi-sheet ice complex would:

- Increase equitable access to ice sports for all age groups, reducing reliance on facilities in other communities.
- Support youth development by allowing local organizations like WVMHA, North Shore Female Hockey and Northwest Ringette to expand programming, reduce waitlists, and foster a stronger local athlete pipeline.
- Provide multi-purpose community space that can accommodate not only ice sports but also dry-floor activities, tournaments, and events, further enhancing year-round community engagement.
- Generate economic benefits through sport tourism, tournaments, and increased local spending.
- Strengthen community identity and cohesion by creating a central hub for residents to gather, play, and connect.

- Leverage partnerships and funding opportunities including public-private partnerships, grants, naming rights, and community fundraising, to reduce the burden on municipal resources.

By acting now, West Vancouver can design a facility that anticipates future growth, supports community well-being, and reinforces its commitment to providing high-quality, inclusive recreational infrastructure.

Next Steps:
Enhance West Van is requesting that Council establish a District-led Advisory Roundtable to develop a project plan and budget for the planning process of a new multi-sheet ice complex, and report back to Council in fall 2025 once the project plan and budget for the planning process is complete.

Ice sports are foundational to Canadian culture, and West Vancouver families deserve equitable access to the same opportunities available in neighbouring communities. This is a pivotal moment for West Vancouver. Investing in a new ice complex is not only about meeting current demand—it's about building a healthier, more connected, and active future for our community.

Appendices

Appendix A: Joint Operating Agreement
Appendix B: Emerging Vision Report to Council December 2017
Appendix C: Emerging Vision Presentation to Council December 2017
Appendix D: Council minutes and motion from December 2017
Appendix E: Emerging Vision Engagement and Consultation Summary June 2018
Appendix F: Council minutes and motion from June 9, 2018

West Vancouver Community Centres Society
2121 Marine Drive, West Vancouver, BC V7V 4V3
Telephone: 604 925-7201 Fax: 604 925-7405

WEST VANCOUVER CIVIC SITE

Emerging Vision

WEST VANCOUVER COMMUNITY SERVICES SOCIETY & JOINT OPERATING AGREEMENT

The West Vancouver Civic Site is the home to the Community Cemtre, Aquatic Centre, Seniors Activity Centre, Ice Arena and other recreational and community amenity facilities. In March 2007, West Vancouver Council directed the establishment of a Community Centre Governance Working Group to create a community governance model for the new Community Centre to incorporate the principles of community leadership, empowerment and ownership into community services. The efforts of the Working Group resulted in the creation of the West Vancouver Community Centre Services Society (WVCCS) in 2008.

The WVCCS's ***vision***: The West Vancouver Community Centre is a place of pride and belonging where neighbours meet and community is built as the socially diverse, cultural and recreations heart of West Vancouver – ***you belong here!***

The WVCCS ***mission***: Working together, building community, we provide programs and services in our public facilities that enrich people's lives through shared opportunities for participation, leadership, health, and wellness.

In October 2008, the District of West Vancouver (DWV) entered into a Joint Operating Agreement (JOA) with the WVCCS under the Community Charter. The JOA was established to:

- Engage community members and foster community ownership of public facilities;
- Enhance service delivery;
- Build volunteer capacity; and
- Leverage resources beyond traditional District sources.

The DWV and WVCCS agree to the following values:

a. **Community** - the Community Centre is a gathering place, a place where everyone is welcome and feels at home.
b. **Innovation** – new approaches are tried and Community Centre users are encouraged to propose new ideas and programs.
c. **Learning** – everyone is seen as a learner and has experiences that enrich their lives.
d. **Partnership** – staff, volunteers and Community Centre users work together in an integrated manner.
e. **Inclusiveness** – all the programs and services reflect the demographics and diversity of the community.
f. **Responsibility** – socially, environmentally and financially.
g. **Integration** – the Community Centre will operate as part of an integrated approach in the delivery of community services throughout the community.

2121 Marine Drive, West Vancouver, BC V7V 4R2
Telephone 604-925-7287 Facsimile 604-922-3435

Over the past nine years, the WVCCS has worked closely with Council and DWV staff to achieve a high standard of operational excellence in the services provided at the Civic Site. In addition, the WVCCS has provided funding in the order of $400,000 for programing and equipment for the Community Centre, that would not otherwise been available, to enrich the experience and meet the needs of West Vancouver residents and families.

BLUE SKY

With the success of the Community Centre evident to all, in 2013 the WVCCS embarked on a "Blue Sky" visioning for the Civic Site. This was a volunteer driven effort to examine the current and future needs of West Vancouver residents and to apply best in class approaches to meet those needs. Blue Sky was about exploring as many opportunities as possible in a spontaneous, free-flowing and non-judgmental manner. The Blue Sky process included 2-day long sessions with 21 participants and 280 interviews with community members generating 500+ ideas for the Civic Site.

BLUE SKY TASK FORCE

At the end of the initial phase of the Blue Sky, the WVCCS struck the volunteer Blue Sky Task Force and started the next phase of visioning in fall 2015. The Task Force included a Working and Steering Committee with a mandate to identify West Vancouver's future needs for recreational/cultural facilities in the context of complementing the best in class Community Centre and the Aquatic Centre and Ice Arena. The goal was to create a precinct of public gathering places with a focus on recreational, social and cultural amenities. The WVCCS also asked the Task Force to review and recommend potential sources for additional funding related to future improvements at the Civic Site.

The Working Committee consists of experienced individuals with skills in planning, development and place making tasked with developing concepts from the vision and priorities established in the first phase of the Blue Sky and as directed and supported by the Steering Committee. The Working Committee volunteer members are:

- Rick Amantea
- Barbara Brink
- Rob Brown
- Jeff Vaughan
- Paul Smith
- Ray Spaxman
- Mike Courtenay
- Darryl Condon

The Task Force received support from DWV staff Mark Chan, Director of Corporate Services and Sue Ketler, Senior Manager of Community Services who provided valuable insights and expertise to the process.

The **Steering Committee** was a larger group of 25 individuals representing the WVCCS and community members with diverse expertise and strong interest in the future of the Civic Site. The Steering Committee reviewed the Blue Sky results and provided additional input community needs. The Steering Committee assessed and identified the priorities to be included in the visioning and provided direction to the Working Committee.

EMERGING VISION

After countless volunteer hours Blue Sky evolved into the "***Emerging Vision***" for the Civic Site.

The WVCCS is delighted to share the *Emerging Vision* with Council and the community and looks forward to engaging in a broader conversation on the future of the Civic Site. It is important to note this presentation continues to be at the visioning stage and broader community input will help inform and shape the future of the Civic Site. The Emerging Vision is a 20 year concept plan, it does not go into design and programing details but instead, provides context for the way forward in the years to come.

The *Emerging Vision* is a deliberate and planned approach to replacing aging facilities in a seamless manner, avoiding disruption to the major services provided to the community.

Phase 1 on the *Emerging Vision* (within 5 years) contemplates replacing the existing Ice Arena. The facility is 50 years old. It is a smaller than standard size ice surface, runs on an inefficient mechanical system requiring extended annual shutdowns and is nearing the end of its lifecycle (APPENDIX 1). The new Ice Arena vision is to have as one full NHL regulation sheet of ice and a second smaller sheet for leisure skating. The new Ice Arena would have modern change rooms. Rooftop tennis courts/member facilities and 16,000 square feet of multi-purpose space for potential uses such as childcare, youth activities, fitness and food and beverage offerings.

Phase 2 of the *Emerging Vision* (5-10 years) contemplates replacing the existing Seniors Activity Centre with a new state of the art facility providing 3 times more space. The new SAC would be designed with input from and recommendations provided by the SAC Board and its members. The goal is to create an environment for the well-being of our aging population with services and facilities that meet their evolving needs.

Phase 3 of the Emerging Vision (10+ years) is a re-imagination of the southeast corner of the Civic Site. Specifics will be determined in the years to come but the vision is for as strong anchor to the overall site celebrating the social, cultural and community sensibilities of West Vancouver.

It is early in the process to put any definitive numbers to the various stages. Costs can change based on timing, size and standard of improvements. A rough order of magnitude for the costing of Phase 1 (Ice Arena) and 2 (SAC) has been considered. Preliminary budget for Phase 1 is in the order of $50M and Phase 2 $61M. The preliminary budgets include underground parking, public realm improvements and

soft costs. Costing for Phase 3 is guesswork at this stage, based on the illustration in the *Emerging Vision* it could be in the range of $40-50M.

As previously noted, the Working Committee considered potential funding sources for the *Emerging Vision*. The following potential funding sources for all or significant portions of the *Emerging Vision*:

- Naming rights, sponsorships and other forms of donations as well as strategic partnerships
- Private Public Partnership for the new ice arena or potentially a long term lease for a privately run facility
- Housing on the Civic Site
- Community Amenity Contributions
- Development Cost Charges
- Property Taxes
- Municipal Financing and debt service from revenue derived from office/residential revenue sources

COMMUNITY ENGAGEMENT

The Blue Sky and the Emerging Vision have followed many of the recommendations made by the DWV Community Outreach and Engagement Committee's staff Guidance Document. Specifically, under the Spectrum of Engagement, the WVCCS has consulted with focus groups, held workshops and has established a working group, task force and an advisory committee. The WVCCS wishes to undertake broader community engagement including online surveys, open houses and other means of gathering public input as recommended in the DWV Community Engagement and Outreach Policy. Community Engagement will continue to be a volunteer driven effort with support and resources from DWV. It will be neighbours talking to neighbours about the future of the services and amenities serving the greater good of West Vancouver residents.

CONCLUSION

We trust Council sees the benefit in this community conversation. The WVCCS looks forward Councils favourable consideration for advancing the Emerging Vision to a broader dialogue.

APPENDIX A

BRADLEY REFRIGERATION CONSULTANTS LIMITED

1236 Fulton Avenue
West Vancouver, B.C. V7T 1N6
Tel: (604) 454-7476
Fax: (604) 925-2571
ericbradley@telus.net

May 31, 2016

District of West Vancouver
1750 17th Street,
West Vancouver, B.C.,
V7V 3T3

Attention: Mr. Mark Chan, Director, Corporate Services

Subject: West Vancouver Recreation Complex
Arena Floor and Refrigeration Plant Assessment

Executive Summary

This report reviews the arena floor and refrigeration plant condition at the West Vancouver Ice Arena. At the time of this review, the arena floor was in fair condition. However, there are some leaks in the floor along the edge. As result of this review, we are predicting the arena floor will fall in the next two to five years. The estimated cost of the replacement floor is $1,200,000. The refrigeration plant is also in need of significant upgrades. The cost of this upgrade work for a new plant is an additional $800,000.

Discussion

Arena Floor

The purpose of this report is to review the condition of the arena floor and refrigeration plant.

The existing arena floor is 50 years old.

The following issues were noted during our inspection:

During the rink start up, the movement of the floor against the edge of the rink boards and at the end of the rink is causing leaks to form in the brine lines.

1. When the arena floor was originally built, it was not equipped with an underfloor heating system to prevent frost from forming.

May 31, 2016

Subject: West Vancouver Recreation Complex
Arena Floor and Refrigeration Plant Assessment

2. As a result of movement from the slab as a result of startup and frost heave during the season, movement of the slab is breaking down the plastic rink pipe.

3. There is approximately ten miles of plastic rink pipe in the arena slab. This plastic rink pipe is becoming brittle with age, causing brine leaks to develop.

Additional movement of the floor during the season will result in the possible failure of the brine lines and cause the rink to shut down during the ice season. Because of the age of the existing system, we predict this failure will happen within the next two to five years. This type of failure will require replacement of the floor.

Temporary repairs to the minor brine leaks that will occur during the season can be made to keep the floor in operation for the short term. Any temporary repairs during the season will require a rink shutdown of up to two weeks to repair the pipes. This repair time includes the time to remove the ice, repair the pipes and reinstall the ice. Cost of temporary repairs can be up to $10,000 plus downtime and ice removal and replacement costs.

We would recommend a check survey be conducted every year to determine if there has been any floor movement. The amount of floor heaving can be determined by a check survey of the dry concrete floor or by ice thickness measurements.

Rinks such as the North Surrey Arenas are experiencing as many as 35 to 40 pipe breaks at the start of each season due to the age of the system. Your arena floor has had two breaks at the beginning of the last season.

Replacement of the existing rink floor with a new floor in the same building will cost approximately $1,200,000. Lead time for the design work is approximately six months. Additional time for municipal reviews and five months for demolition and construction of the new floor must be included in the overall schedule.

The existing arena floor is designed for seasonal use only. Without an underfloor heating system, the rink cannot be operated year round without risking frost heave that will destroy the floor. A new rink floor would be installed with underfloor heating to allow for year round use.

BRADLEY REFRIGERATION CONSULTANTS LIMITED

May 31, 2016

Subject: West Vancouver Recreation Complex
Arena Floor and Refrigeration Plant Assessment

Refrigeration Plant

The refrigeration plant is also fifty years old. As a result of a strong maintenance program and replacement of capital equipment, the plant has been maintained in good operating condition.

However some of the major equipment is approaching the end of their operating life and must be considered for replacement.

The major equipment that must be replaced in the next two to five years includes the following:

- Brine chiller: one to two years of life left.
- Heat reclaim exchangers (pool and snow melt pit): one to two years of life left.
- Condenser: one to five years of life left.
- Compressors: obsolete machines.

Based on the condition and life left in each of the major components, we recommend the entire plant be replaced by a new refrigeration system.

The new refrigeration plants being installed today use energy efficient equipment, with lower maintenance costs, and significantly longer life.

These new system would use a low charge ammonia system with plate and frame heat exchangers, and low speed, high efficiency compressors. Energy use with new equipment is reduced by as much as 25 to 31 percent over the existing refrigeration plant power costs.

A new refrigeration plant located in the existing facility costs approximately $800,000. Lead time for this work in the existing facility would be three months with installation of the new equipment taking approximately four months.

The brine test for the refrigeration plant notes the brine is contaminated with chromates. This brine must be removed when the new floor is constructed.

BRADLEY REFRIGERATION CONSULTANTS LIMITED

May 31, 2016

Subject: West Vancouver Recreation Complex
Arena Floor Assessment

Recommendation

This type of rink floor typically has a life span of approximately 31 years. The present concrete floor is 50 years old. At this age, the plastic pipe in the floor has become brittle and is cracking, causing leaks in the floor.

Any movement of the concrete floor will stress the brine lines causing them to crack and leak. Because of the conditions described in this report, the potential for brine leaks will increase with each additional year of operation.

We recommend the existing arena floor at the West Vancouver Recreation Complex be replaced within the next two to five years. The arena floor replacement will be required when movement causes major brine leaks to occur. The estimated cost of this floor replacement based on similar type projects in the Lower Mainland is $1,200,000.

The refrigeration plant is also in need of significant upgrades due to the age of the equipment. Based on this review, we estimate these upgrades will a cost an additional $800,000.

Based on the extent of the repairs required to the existing facility's refrigeration plant and floor, we would recommend these costs be compared to the construction of a new facility which would include a new floor and updated plant.

Eric C. Bradley, P. Eng.

BRADLEY REFRIGERATION CONSULTANTS LIMITED



West Vancouver Civic Site

The Emerging Vision

December 2017

West Vancouver Community Centres Society
...you belong here!



"The Civic Site is the lens through which we see our community at its absolute best. It is the measure of who we are. It is the heartbeat of West Vancouver. It is an example of what a progressive community can achieve when we all come together around a common cause."

THE PROCESS

DIVERGENT

The Blue Sky period. Exploring many possible ideas in a spontaneous, free-flowing, non judgemental manner



CONVERGENT

Researching, consolidating, organizing and structuring key ideas so they become the basis for a preliminary master plan. To accomplish that, we agreed the plan must be FLEXIBLE (facilities must serve multiple purposes); USABLE (phase development so there is no downtime between the opening of a new facility and the closing of its predecessor – for example the ice-rink); FUNDABLE (in part through real estate sales and rentals, tenant leases and social enterprises); EXCEPTIONAL (do things that we as an energetic community can take pride in)



EMERGENT

Bringing key ideas into an actionable and achievable reality while mitigating risk



THE PROCESS

4	Years of volunteer work (2013 through 2017)
2	Daylong Blue Sky sessions
21	Participants per session (insiders and outliers)
280	WV Resident Interviews
500+	Original ideas from interviewees
12	Working Commitee Meetings
2	Steering Commitee Meetings
6	Blue Sky overview presentations
1,500 +	Volunteer hours invested
200	Pro-bono hours contributed by a number of local and global experts in the field of community masterplanning and “placemaking”
1	Emerging Vision

OUR PURPOSE

The existing Community Centre is already a remarkable and very successful collection of facilities and programs but the Centre must evolve to continue to meet the community's (and society's) changing needs and aspirations. To remain relevant, facilities and programs must "always be in a state of becoming". With input from the community and guidance from the Working Committee and the Steering Committee, our goal has been to conceive of a Civic Site that contributes to West Vancouver's growing reputation as one of the world's most livable communities.



DESIGN PRINCIPLES



HEALTH

Create an environment that promotes personal health and wellbeing – physical, mental and spiritual. Design and build healthy buildings integrated into a walkable community that encourages West Vancouverites to make healthy choices.

DESIGN PRINCIPLES



HEALTH **NATURE**

Celebrate the natural environment that surrounds us. For example WATER defines West Vancouver and is essential to health and well-being. It refreshes and renews and is a symbol of positive change. MOUNTAINS also define West Vancouver and are a symbol of strength and constancy and provide a recreational playground for all to enjoy. Water, rock faces and trees have been incorporated into the planning and design of the emerging vision for the Civic Site.

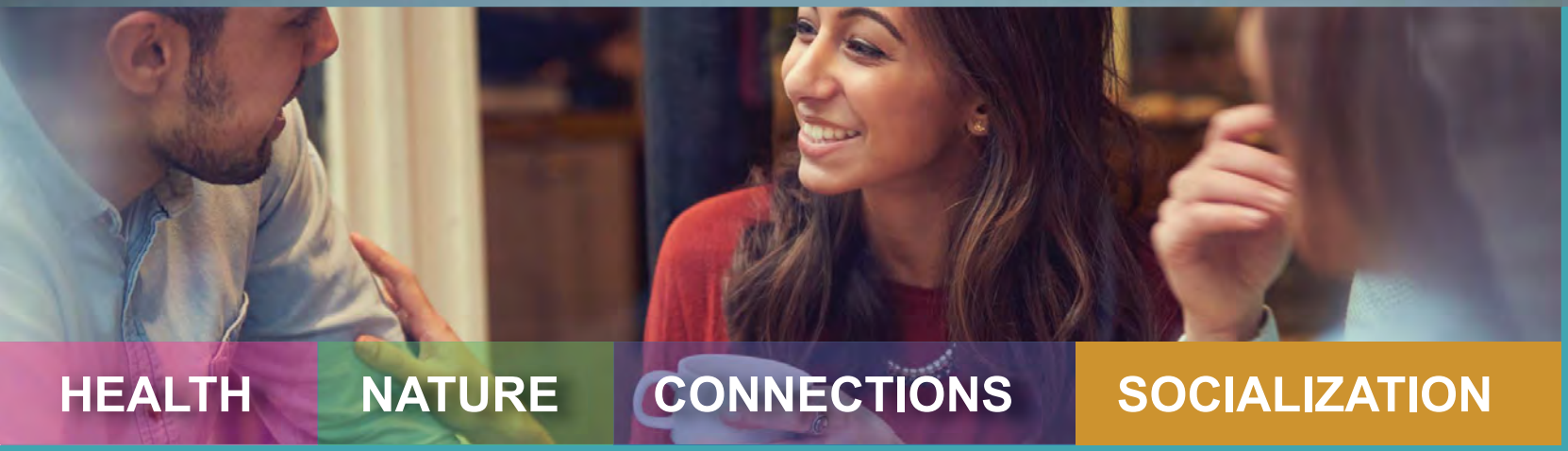
DESIGN PRINCIPLES



HEALTH **NATURE** **CONNECTIONS**

This is integral to the current and future success of the Civic Site. The Centre is the heart of the community, a true gathering place bringing people together for sport, recreation, lifelong learning, arts and culture, and complete healthcare. The connections link people of all ages, backgrounds and interests. Think of the Civic Site as a village within a community of villages, one that uses streets, paths and trails to enhance how people and the facilities connect to one another.

DESIGN PRINCIPLES



HEALTH **NATURE** **CONNECTIONS** **SOCIALIZATION**

Being a gathering place is an important part of a great civic site. The environment has to be accessible for all ages and abilities and draw strength from the ethnic and cultural diversity in West Vancouver. Creating a variety of unique spaces - that range from secluded to high-activity - gives residents and visitors choices about how and where they meet.

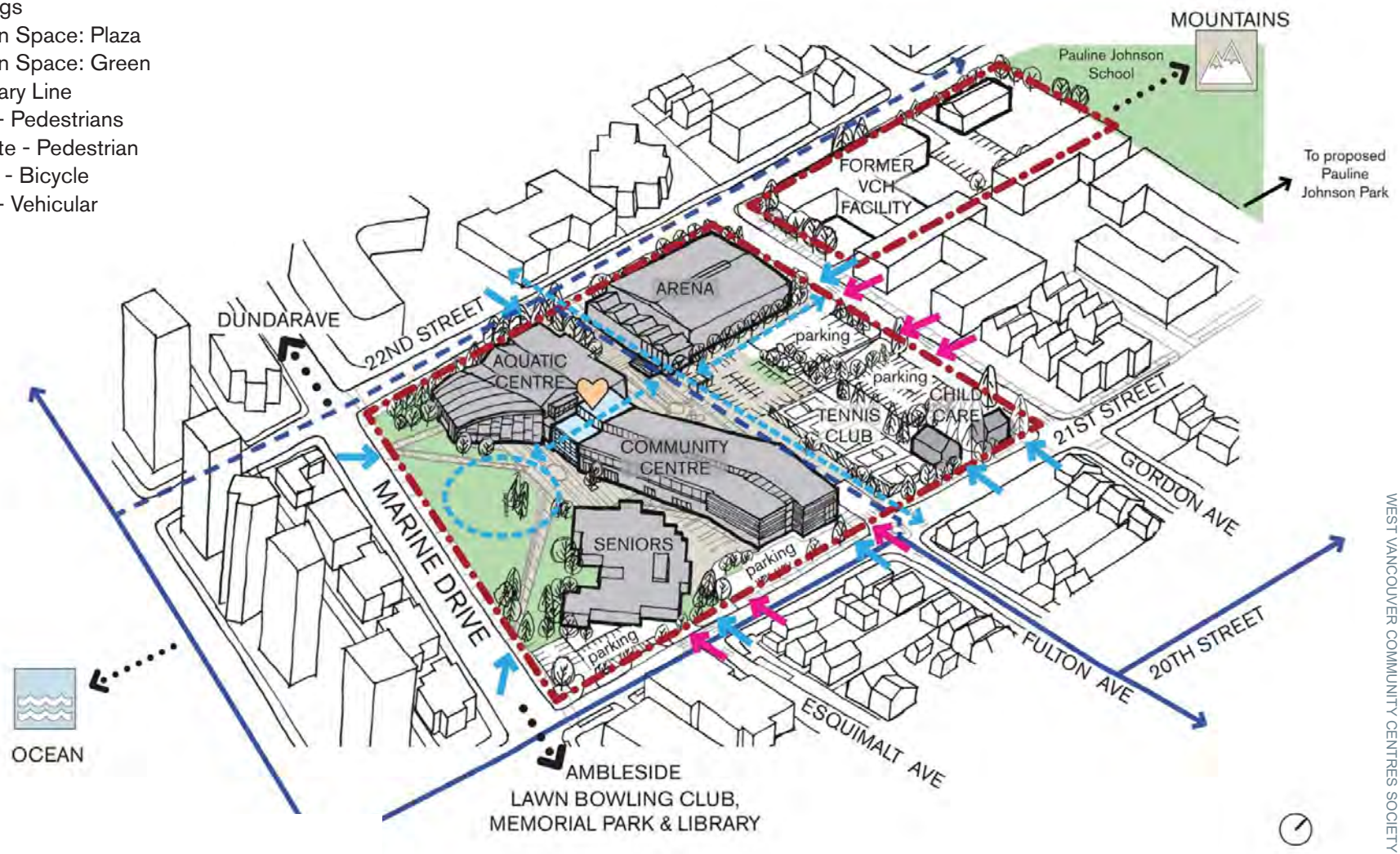
OUR WORKING PRINCIPLES

The plan should consider:

1. The useful life of a building. The ice rink opened in 1963. The aquatic centre in 1976. The Seniors' Activity Centre in 1982
2. Phasing (what must remain open)
3. Maximize the broader public use
4. Parking and accessibility
5. Flexibility
6. Inclusiveness (generational and cultural)
7. Connectivity and flow
8. Preserve green space
9. Funding options

EXISTING SITE CONTEXT AND CONNECTIONS

- Site Buildings
- Public Open Space: Plaza
- Public Open Space: Green
- Site Boundary Line
- Main Entry - Pedestrians
- Primary route - Pedestrian
- Main Route - Bicycle
- Main Entry - Vehicular

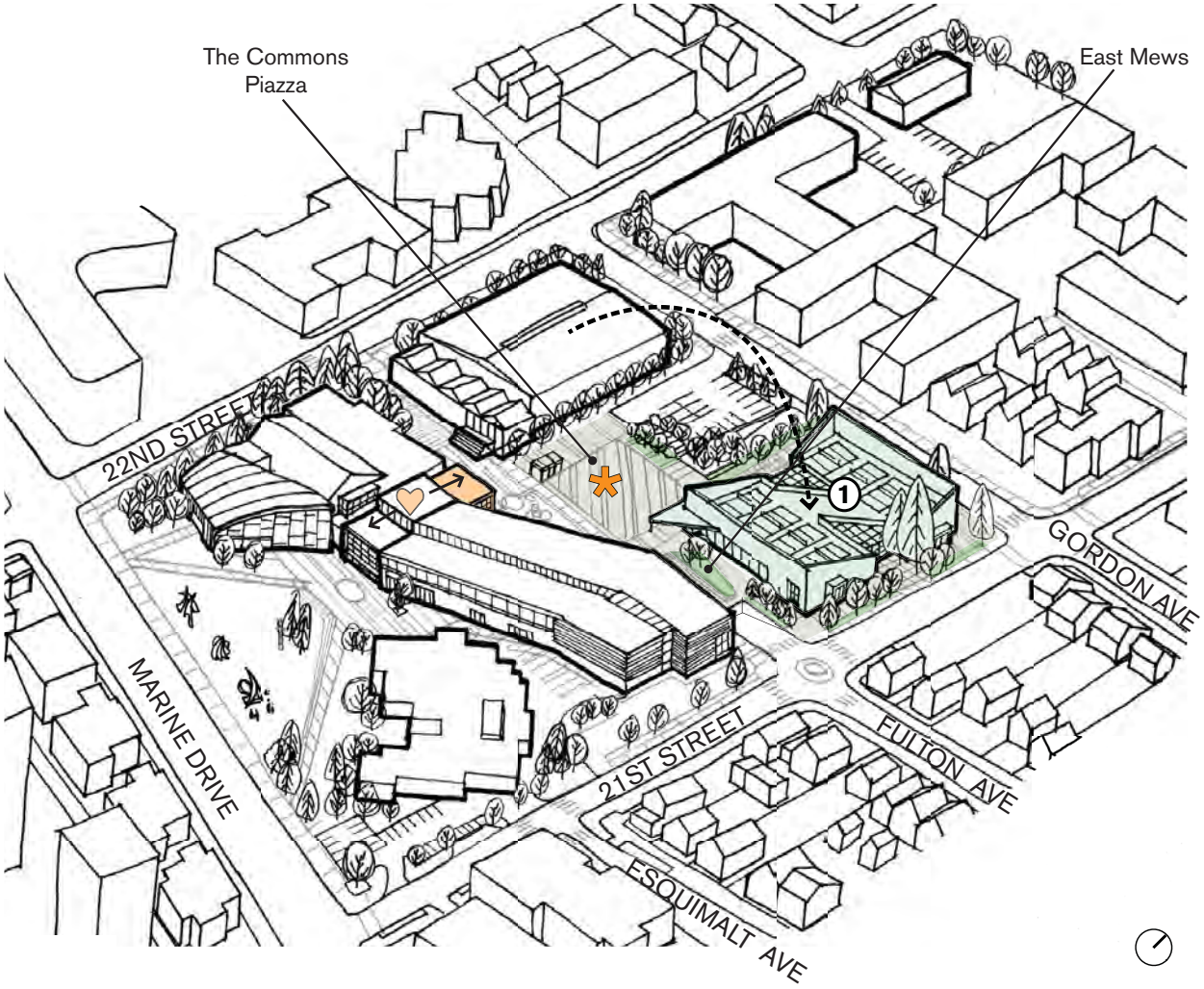


PHASE ONE

- 0 to 5 years
- Year-round ice arena with standard NHL ice rink + optiond for leisure ice + other community uses.
- Could include new youth and child care spaces'
- Could include food & beverage and cafe outlets.
- Community Centre atrium extended to the north.
- 'The Commons (Piazza) - a new multi-use public gathering space with public art and performance/ event accomodation.
- Existing arena can remain in operation during construction = no disruption to users. Temporary relocation of tennis courts and childcare required.
- +/- 9,400 sq m / 108,719 sq ft new Ice Arena, Tennis + other community uses + parking.

Key

- Ice Arena & Other
- Community Centre / Mixed-uses
- Public Space: green
- Public Space: hard

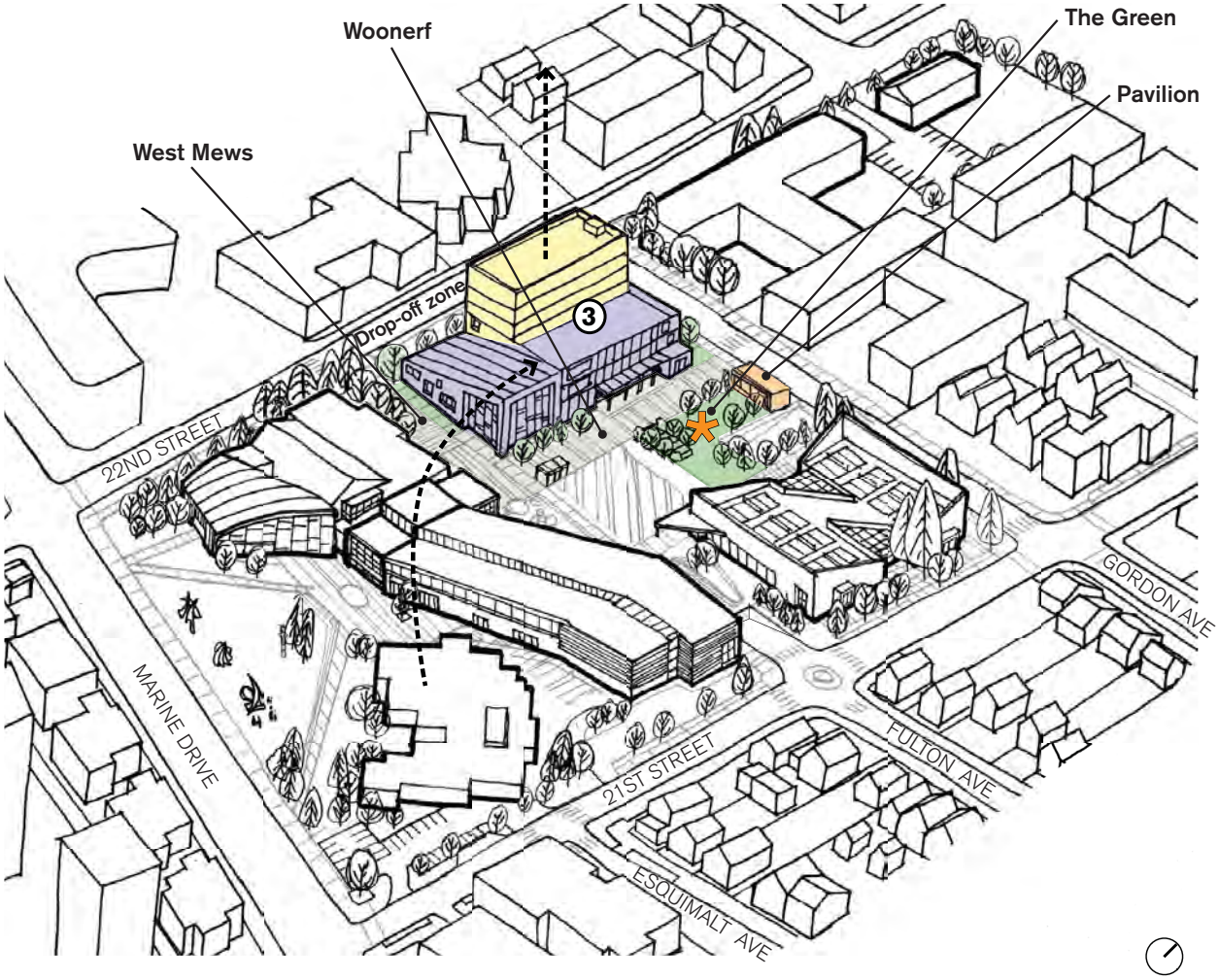


PHASE TWO

- +/- 5 to 10 years
- New Seniors' Activity Centre built on former site of Arena with potential for office/residential space above.
- 'The Green', a new public space is provided to the north in the location of the current off-street parking (relocated below-grade.)
- Existing Seniors' Activity Centre can remain in operation during construction in order to prevent disruption to users.
- +/- 9,000 sq m / 96,900 sq ft of state-of-the-art seniors facilities + additional below grade parking.
- +/- 5,000 sq m / 53,800 sq ft of office and/or mixed-use space + below-grade parking.

Key

- Seniors Activity Centre
- Public Space: green
- Public Space: includes opportunities for public art: hard
- Office /Residential / Mixed Use

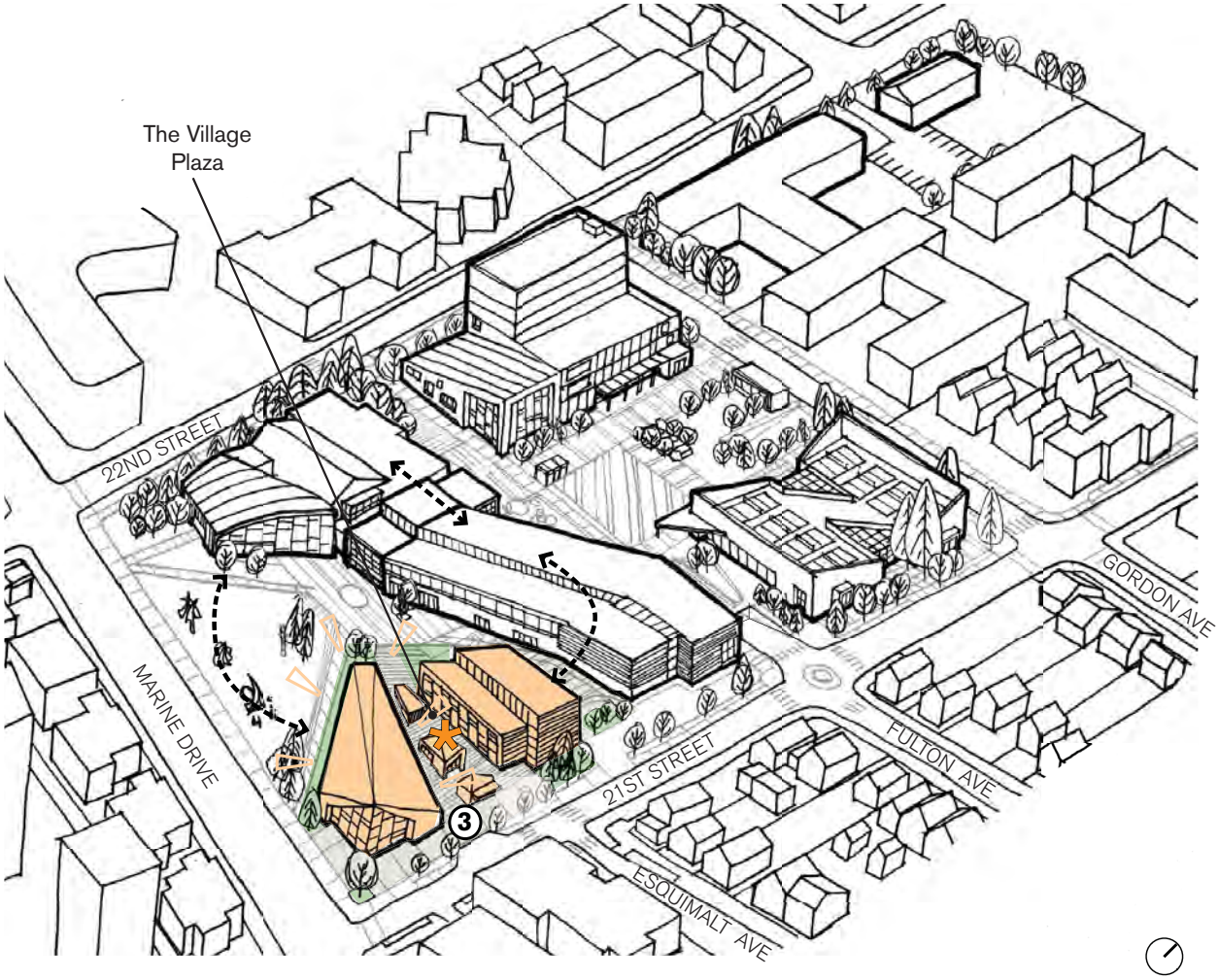


PHASE THREE

- +/- 10 to 15 years
- New community / mixed use facilities built in location of current Seniors' Centre.
- Provides additional facilities to meet future community needs and increased demand.
- Allows opportunity to unify public face of civic site along Marine Drive and the potential for a new iconic building that establishes the sense of this being a (wellness) village in a municipality whose historical charm has been "a collection" of villages each with their own appeal.
- Site could accommodate a new aquatic facilities.
- Needs based mixed use / community facilities + additional parking. Area to be determeined.

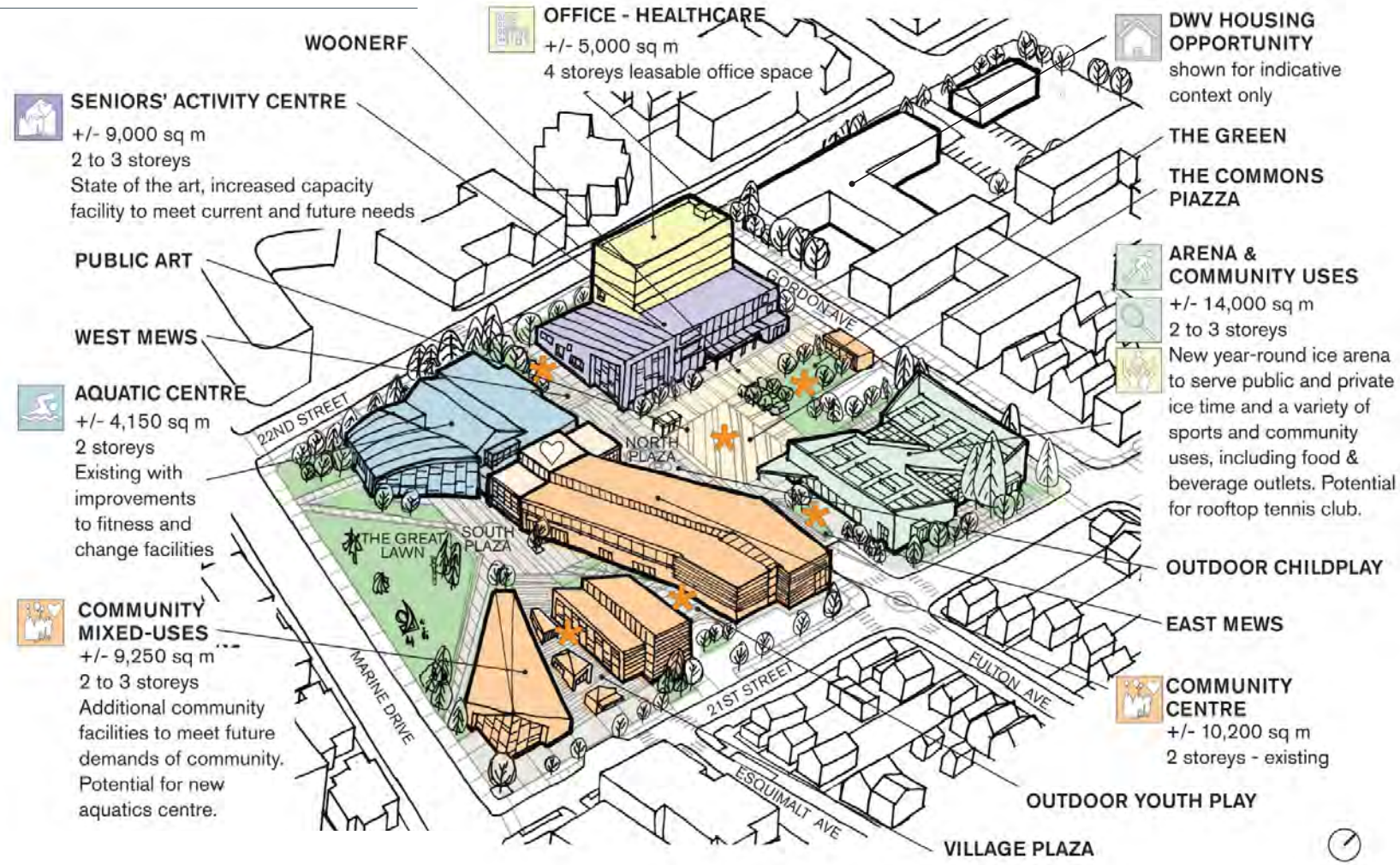
Key

- Community Centre / Mixed-uses
- Public Space: green
- Public Space including public art and programming/event accomodation: hard



THE EMERGING CONCEPT

Note: New community uses such as youth and child care spaces could be located in any of the proposed buildings





LOOKING SOUTH TO THE SEA WALK

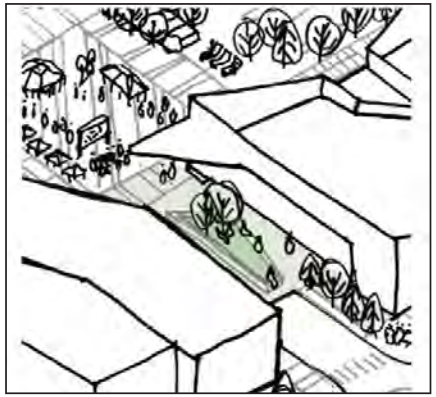
POTENTIAL FUNDING SOURCES

- Naming rights, sponsorships and other forms of donations and strategic partnerships
- Private Public Partnership for the new ice arena or potentially a long term lease for a privately run facility
- Housing on the Civic Site
- Community Amenity Contributions
- Development Cost Charges
- Property Taxes
- Municipal Financing and debt service from revenue derived from office/residential revenue sources

EMERGING VISION HOUSING CONCEPT



EAST MEWS



- Phase 1: 0-5 years
- Vibrant, active civic space with direct link to new arena / mixed-community use building.
- Opportunities for outdoor patios connected to new food and beverage facilities in phase 1 building.
- Provision of a variety of accessible seating options and weather protection.
- Enclosed by /connected to existing community centre and children's play area.

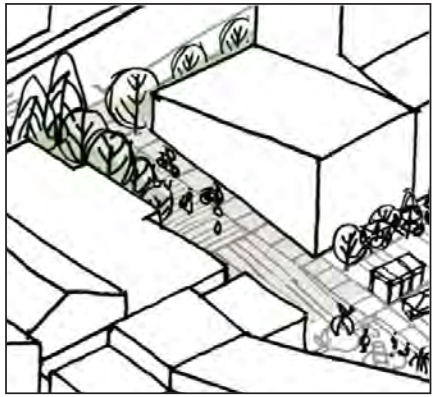






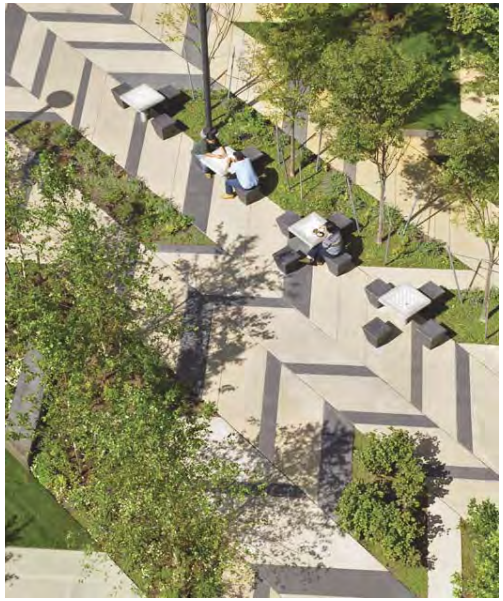


WEST MEWS



- Phase 2: 5-10 years.
- Quieter, contemplative, protected year round space - 'front porch' onto civic site.
- Enclosed by new Seniors' Centre and Aquatic / Fitness Centre - strong visual and physical connection.
- Safe route to be provided between Seniors and Aquatic Centre.
- Opportunities for urban agriculture or gardens.





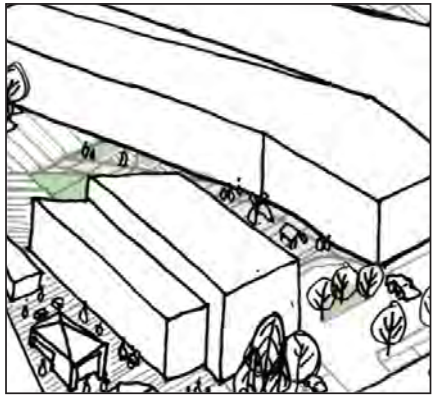




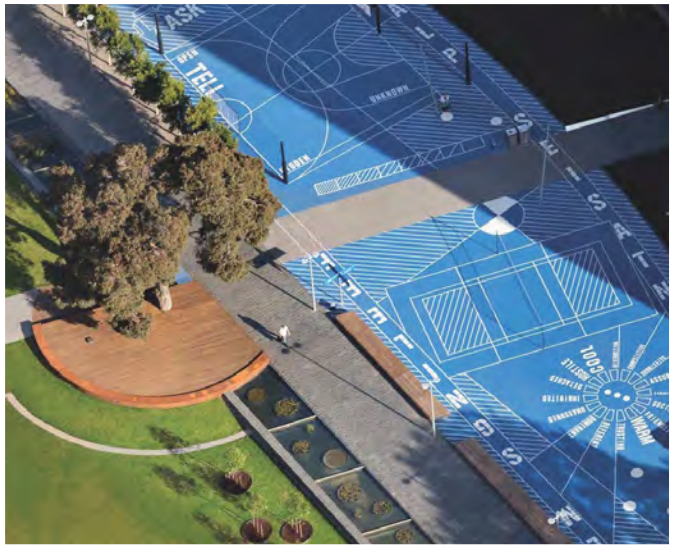




OUTDOOR YOUTH COURTS



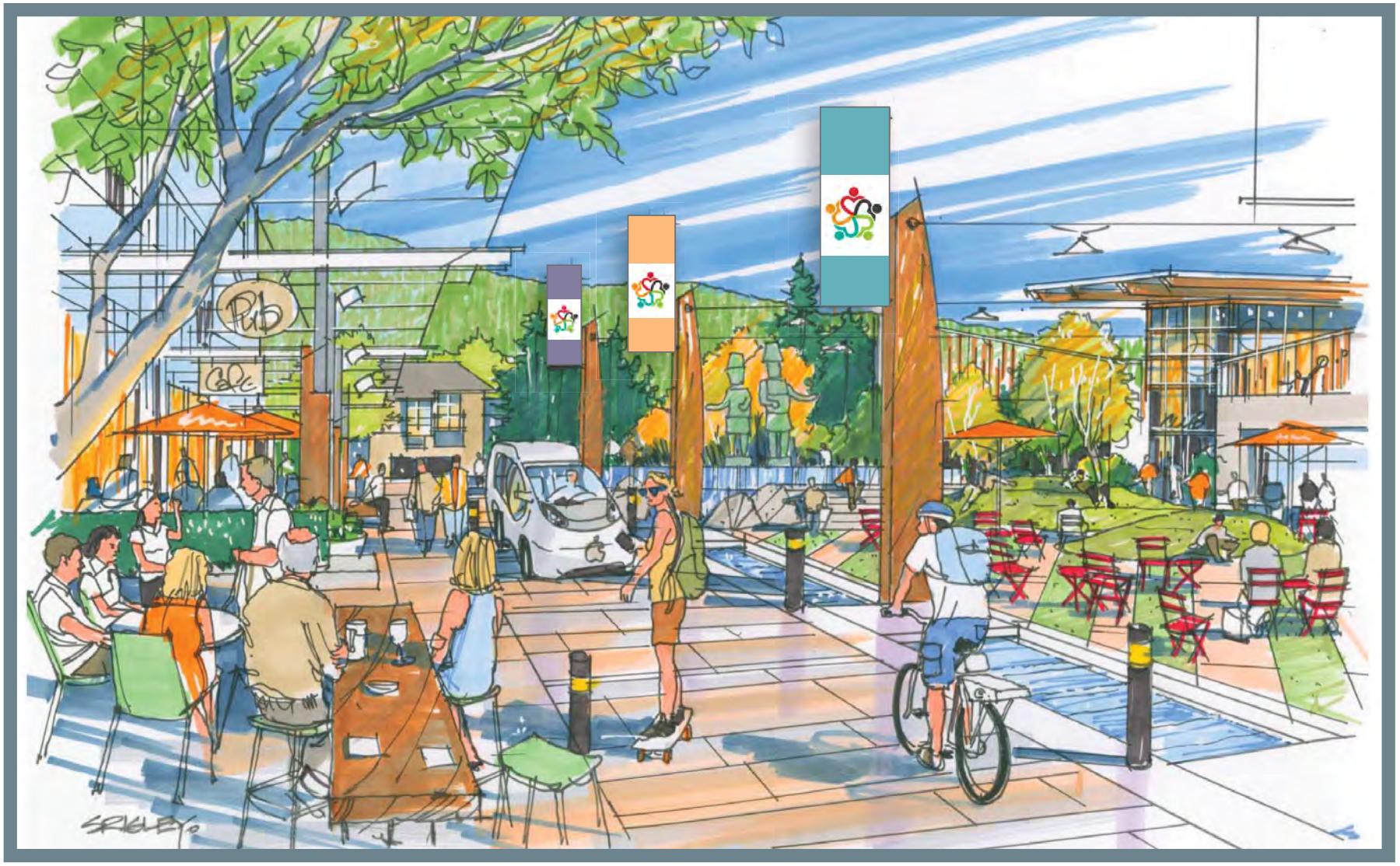
- Phase 3: 10-15 years (or sooner)
- Playspace for a variety of ages mainly focused on youth and teens
- Enclosed by and connected to existing community centre and future mixed-use community facilities
- Areas of weather protection provided in order to facilitate year-round use





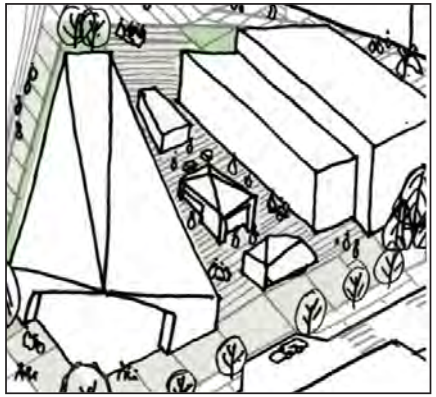






THE WOONERF

THE VILLAGE PLAZA



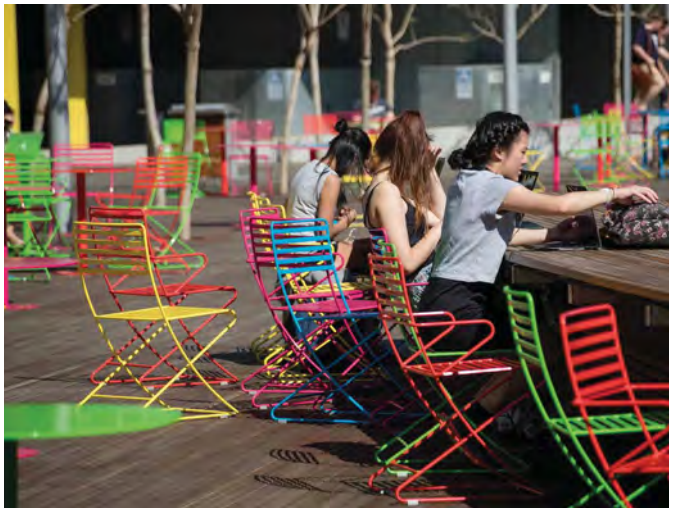
- Phase 3: 10-15 years
- Variety of smaller scale spaces that can be programmed to a variety of community uses e.g. overflow of fitness classes, food and beverage, cafes, arts & crafts, book fairs
- A vibrant active space - the 'village' stroll - a meeting place
- Fully accessible with a variety of seating options
- Multi-use year round space - consideration of weather protection













LOOKING WEST ALONG MARINE DRIVE. A LINK BETWEEN AMBLESIDE AND DUNDARAVE

COMMUNITY ENGAGEMENT

Engagement thus far:

Focus Groups
Workshops
Working Committee
Advisory (Steering) Committee
Task Force

Engagement to come:

Online surveys
Open houses
Social media (website/newsletter/email)
Site Signage
Print Media






























THE CIVIC SITE SHOULD REFLECT OUR CULTURAL AND SOCIAL VITALITY


OUR CIVIC SITE

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View the video of the entire meeting

THE CORPORATION OF THE DISTRICT OF WEST VANCOUVER
REGULAR COUNCIL MEETING MINUTES
MUNICIPAL HALL COUNCIL CHAMBER
MONDAY, DECEMBER 11, 2017

COUNCIL:

Mayor M. Smith; Councillors M. Booth, C. Cameron, C. Cassidy, N. Gambioli, P. Lambur, and W. Soprovich.

STAFF:

N. Leemhuis, Chief Administrative Officer; S. Scholes, Municipal Clerk; J. Bailey, Director, Planning and Development Services; R. Fung, Director, Engineering and Transportation Services; I. Gordon, Director, Financial Services; A. Mooi, Director, Parks, Culture and Community Services; M. Chan, Director, Corporate Services; and P. Cuk, Deputy Clerk.

CALL TO ORDER

1. The meeting was called to order at 6 p.m.

Councillor Booth left the meeting at 6:01 p.m. and returned to the meeting at 6:01 p.m.

APPROVAL OF AGENDA

2. Approval of December 11, 2017 Regular Council Meeting Agenda

MOVED by Soprovich, seconded by Cameron:

THAT the December 11, 2017 regular Council meeting agenda be amended by:

- adding to Item 5 the recommendation regarding Emerging Vision;
- adding to Items 10, 11, 12, and 13 updated copies of bylaws (to show third reading dates);
- withdrawing Item 14 regarding Business Licence Bylaw Amendment;
- withdrawing Item 16.4 regarding Speed Hump Policy;
- adding to Item 16.5 the report regarding TransLink Customer Service Performance Report for Quarter 3, 2017;
- adding Item 16.8 regarding Proposed 2018 Acting Mayor Schedule;
- adding Item 16.9 regarding Proposed Appointments of Council Members to Boards, Committees, and Working Groups for 2018;

AND THAT the agenda be approved as amended.

CARRIED

ADOPTION OF MINUTES

3. No items.

DELEGATIONS

4. Lions Gate Hospital Foundation, regarding Lions Gate Hospital Medical and Surgical Centre Update (File: 0055-01)

J. Savage (President and Chief Executive Officer, Lions Gate Hospital Foundation) K. Olson (Chief Operating Officer, Coastal Community of Care, Vancouver Coastal Health) provided a PowerPoint presentation and spoke relative to the Lions Gate Hospital Medical and Surgical Centre and responded to Council questions.

MOVED by Booth, seconded by Soprovich:

THAT the delegation from Lions Gate Hospital Foundation regarding Lions Gate Hospital Medical and Surgical Centre Update be received for information, with thanks.

CARRIED

REPORTS

5. Emerging Vision (File: 0055-20-WVCCS)

Councillor Gambioli (Council Liaison, West Vancouver Community Centres Society) spoke relative to the Society and introduced the presentation.

A. Nimmons (Former Chair, West Vancouver Community Centres Society) and R. Amantea (Chair, Blue Sky Task Force) provided a presentation and responded to Council questions.

T. Oberti (President, West Vancouver Minor Hockey Association) provided a PowerPoint presentation relative to Association statistics, history, objectives, needs, and growth.

P. Stott (2129 Gordon Avenue) spoke relative to ice arena architecture and appearance, and parking and traffic in the area.

MOVED by Gambioli, seconded by Soprovich:

THAT

1. the report "West Vancouver Civic Site Emerging Vision" be received for information; and
2. Council endorses the West Vancouver Community Centres Society's request to begin the public consultation process on the Emerging Vision.

Council members commented. The question was called on the motion.

CARRIED

6. Community Grants Program – Policy Framework 2017 (File: 0116-20-CGC1)

C. Banham (Community Grants Committee member) and staff provided a PowerPoint presentation and responded to Council questions.

C. Reynolds spoke relative to providing community grants for projects rather than groups and assigning categories to grant applications.

MOVED by Cameron, seconded by Soprovich:

THAT the proposed amendments to the Community Grants Program – Policy Framework included in the report dated November 2, 2017 titled "Community Grants Program – Policy Framework 2017" be approved.

A Council member commented. The question was called on the motion.

CARRIED

Councillor Soprovich left the meeting at 7:23 p.m. and returned to the meeting at 7:25 p.m.

7. Public Art Reserve Fund (File: 3006-07)

C. Creed (Public Art Advisory Committee member) and staff provided a PowerPoint presentation and responded to Council questions.

MOVED by Cassidy, seconded by Soprovich:

THAT

1. Public art be included and funded through voluntary Community Amenity Contributions as part of rezoning applications and that the public art be commensurate with the size and scope of the project but be no less than 1% of the total value of the Community Amenity Contributions;
2. Staff enhance existing Development Permit guidelines for local commercial areas by encouraging the provision of public art;
3. The District of West Vancouver commit to public art in suitable municipal capital projects commensurate with the size and scope of the project; and
4. Public art be integrated into the concept and planning stage of all significant District of West Vancouver capital and landscape planning processes.

A Council member commented. The question was called on the motion.

CARRIED

8. Interim Tree Bylaw Working Group - Progress Report (File: 0117-20-TREE)

Councillor Booth (Council Liaison, Interim Tree Bylaw Working Group) introduced members of the working group and the presentation.

A. Gitt and E. Bodie (Interim Tree Bylaw Working Group members) provided a PowerPoint presentation and responded to Council questions.

MOVED by Booth, seconded by Cameron:

THAT the "Interim Tree Bylaw Working Group Progress Report" dated November 23, 2017 be received for information.

CARRIED

9. Proposed Road Closure and Removal of Highway Dedication Bylaw No. 4957, 2017 at Rodgers Creek Lot 37 (File: 1610-20-4957)

Staff provided information regarding the proposed bylaw and responded to Council questions.

MOVED by Lambur, seconded by Cameron:

THAT

1. The proposed "Road Closure and Removal of Highway Dedication Bylaw No. 4957, 2017" be read a first time; and
2. Staff be directed to issue statutory notices of road closure and removal of highway dedication in connection with proposed "Road Closure and Removal of Highway Dedication Bylaw No. 4957, 2017".

A Council member commented. The question was called on the motion.

CARRIED

BYLAWS

10. Proposed Sewer and Drainage Utility Fee Bylaw No. 4538, 2007, Amendment Bylaw No. 4956, 2017 (File: 1610-20-4956)

MOVED by Soprovich, seconded by Cameron:

THAT proposed "Sewer and Drainage Utility Fee Bylaw No. 4538, 2007, Amendment Bylaw No. 4956, 2017" be adopted.

CARRIED

11. Proposed Waterworks Regulation Bylaw No. 4490, 2006, Amendment Bylaw No. 4955, 2017 (File: 1610-20-4955)

MOVED by Gambioli, seconded by Booth:

THAT proposed "Waterworks Regulation Bylaw No. 4490, 2006, Amendment Bylaw No. 4955, 2017" be adopted.

CARRIED

12. Proposed Solid Waste Utility Bylaw No. 4740, 2012, Amendment Bylaw No. 4954, 2017 (File: 1610-20-4954)

MOVED by Cameron, seconded by Soprovich:

THAT proposed "Solid Waste Utility Bylaw No. 4740, 2012, Amendment Bylaw No. 4954, 2017" be adopted.

CARRIED

13. Proposed Fire Protection and Emergency Response Bylaw No. 4366, 2004, Amendment Bylaw No. 4959, 2017 (File: 1610-20-4959)

MOVED by Cassidy, seconded by Soprovich:

THAT proposed "Fire Protection and Emergency Response Bylaw No. 4366, 2004, Amendment Bylaw No. 4959, 2017" be adopted.

CARRIED

14. Business Licence Bylaw Amendment (File: 1610-01)

Withdrawn.

15. New Business (File: 0120-01)

No items.

CONSENT AGENDA ITEMS

16. Consent Agenda Items

MOVED by Lambur, seconded by Cameron:

THAT the Consent Agenda items as follows be approved:

- Item 16.1 regarding Ambleside-Dundarave Business Improvement Association 2018 Budget;
- Item 16.2 regarding Gleneagles Community Centre Advisory Committee Terms of Reference Amendment;
- Item 16.3 regarding Proposed Lot Line Adjustment Between Two Existing Lots at 1116 Esquimalt Avenue (Proposed Development Variance Permit 17-075) (To set date for consideration);
- Item 16.5 regarding TransLink Customer Service Performance Report for Quarter 3, 2017;
- Item 16.6 regarding Delegation Request;
- Item 16.7 regarding Correspondence List;
- Item 16.8 regarding Proposed 2018 Acting Mayor Schedule; and
- Item 16.9 regarding Proposed Appointments of Council Members to Boards, Committees, and Working Groups for 2018.

CARRIED

16.1. Ambleside-Dundarave Business Improvement Association 2018 Budget (File: 0860-07)

THAT the report dated November 20, 2017 titled “Ambleside-Dundarave Business Improvement Association 2018 Budget”, be received for information.

16.2. Gleneagles Community Centre Advisory Committee Terms of Reference Amendment (File: 0116-20-GCCAC)

THAT the proposed amendments to the Gleneagles Community Centre Advisory Committee Terms of Reference described in the report dated November 10, 2017 be approved.

16.3. Proposed Lot Line Adjustment between Two Existing Lots at 1116 Esquimalt Avenue (Proposed Development Variance Permit 17-075) (File: 1010-20-17-075)

THAT proposed Development Variance Permit 17-075 regarding 1116 Esquimalt Avenue, to allow for a proposed lot line adjustment between two existing lots with variances to the minimum lot width and minimum lot area, as described in the report dated November 24, 2017 regarding proposed Development Variance Permit 17-075 (1116 Esquimalt Avenue), be considered at the 1st Council meeting in January 2018; and that notice be given of consideration of the proposed development variance permit.

16.4. Speed Hump Policy (File: 0282-01)

Withdrawn.

16.5. TransLink Customer Service Performance Report for Quarter 3, 2017 (File: 3205-03)

THAT the report dated December 9, 2017 from the Transit Manager titled, "TransLink Customer Service Performance Report for Quarter 3, 2017" be received for information.

16.6. Delegation Request (File: 0120-01)

THAT the delegation request from Ocean Wise and Future of Howe Sound Society, regarding Howe Sound Reference Guide, be approved.

16.7. Correspondence List (File: 0120-24)

THAT the correspondence list be received for information.

Council Correspondence Update to November 24, 2017 (up to 8:30 a.m.)

Referred for Action

(1) November 22, 2017, regarding Building Height Issue (Referred to Director of Planning and Development Services for consideration and response)

Referred for Action from Other Governments and Government Agencies

No items.

Received for Information

(2) November 23, 2017, regarding "To Council re Tree bylaw ..."

Received for Information from Other Governments and Government Agencies

No items.

Responses to Correspondence

(3) Senior Community Planner, November 22, 2017, response regarding "Planned and approved additional housing Chelsea Park area - traffic mayhem"

(4) Director of Engineering and Transportation Services, November 23, 2017, response regarding "Marine Drive and Taylor Way Local Area Plan And Design Guidelines - Suggested Improvements To The Traffic Flow And Pedestrian Safety In The Plan Area"

Council Correspondence Update to November 28, 2017 (up to 4:30 p.m.)

Referred for Action

(1) November 26, 2017, regarding Road Closure Complaint (Referred to Director of Engineering and Transportation Services for consideration and response)

Referred for Action from Other Governments and Government Agencies

No items.

Received for Information

(2) November 22, 2017, regarding Future of Silk Purse Gallery

(3) Howe Sound Biosphere Region Initiative Society, November 24, 2017, regarding “Status report submitted to Canadian Commission for UNESCO”

(4) November 26, 2017, regarding “USING TALL TREE AS HEDGE IN PRIVATE PROPERTY”

(5) 2 submissions, November 27, 2017, regarding Spirit Trail Across Wardance Bridge

(6) North Vancouver Community Arts Council, November 27, 2017, regarding “You are invited- NVCAC Holiday Open House!” (December 7, 2017)

(7) November 28, 2017, regarding “Lazard.com | Levelized Cost of Energy Analysis 10.0”

(8) HUB Cycling, November 28, 2017, regarding “Black Friday, Cyber Monday, #GivingTuesday”

Received for Information from Other Governments and Government Agencies

(9) P. Goldsmith-Jones, M.P. (West Vancouver-Sunshine Coast-Sea to Sky Country), November 28, 2017, regarding “Proposed Framework for Excise Duties on all Cannabis Products”

Responses to Correspondence

(10) Senior Manager of Cultural Services, November 24, 2017, response to S. Slater regarding “Arts & Culture Strategy Status Update”.

16.8. Proposed 2018 Acting Mayor Schedule (File: 0120-01)

THAT the proposed 2017/2018 Acting Mayor Schedule, as follows, be approved:

Councillor Soprovich
December 1 to 31, 2017 = 31 days
January 1 to 25 = 25 days
January 26 = .5 day
Total: 56.5 days

Councillor Cassidy
May 19 = .5 day
May 20 to 31 = 12 days
June 1 to 30 = 30 days
July 1 to 14 = 14 days
Total = 56.5 days

Councillor Booth
January 26 = .5 day
January 27 to 31 = 5 days
February 1 to 28 = 28 days
March 1 to 23 = 23 days
Total = 56.5 days

Councillor Lambur
July 15 to 31 = 17 days
August 1 to 31 = 31 days
September 1 to 8 = 8 days
September 9 = .5 day
Total = 56.5 days

Councillor Cameron
March 24 to 31 = 8 days
April 1 to 30 = 30 days
May 1 to 18 = 18 days
May 19 = .5 day
Total = 56.5 days

Councillor Gambioli
September 9 = .5 day
September 10 to 30 = 21 days
October 1 to 31 = 31 days
November 1 to 4 = 4 days
Total = 56.5 days

16.9. Proposed Appointments of Council Members to Boards, Committees, and Working Groups for 2018 (File: 0116-01)

THAT the following proposed appointments of Council members to boards, committees and working groups for 2018, to be effective immediately, be approved:

Boards:
West Vancouver Community Centres Society: Councillor Gambioli
Memorial Library Board: Councillor Soprovich
Seniors' Activity Centre Advisory Board: Councillor Cassidy

Council Committees:
Audit Committee: all Council members
Awards Committee: Councillor Booth
Community Engagement Committee: Councillors Booth, Gambioli and Lambur
Community Grants Committee: Councillor Cameron
Design Review Committee: Councillor Cameron (Alternate: Councillor Cassidy)
Finance Committee: Councillors Cameron, Cassidy and Lambur
Gleneagles Community Centre Advisory Committee: Councillor Lambur
Lower Caulfeild Advisory Committee: Councillor Lambur
Parcel Tax Roll Review Panel: Councillors Booth, Cameron, and Cassidy
(Alternates: Councillors Gambioli, Lambur, and Soprovich)
Public Art Advisory Committee: Councillor Gambioli

Working Groups:
Child Care Services Working Group: Councillor Cassidy
Community Day Event Planning Working Group: Councillor Cassidy
Interim Tree Bylaw Working Group: Councillor Booth

North Shore Groups:
North Shore Advisory Committee on Disability Issues: Councillor Cameron
North Shore Emergency Management: Councillor Booth
North Shore Standing Committee on Substance Abuse: Councillor Cassidy
North Shore Congress: Councillor Booth

Non-Council Committees:
Museum Advisory Committee: Councillor Cassidy
School Traffic Safety Advisory Committee: Councillor Gambioli
Youth Advisory Committee: Councillor Booth

Other:
Ambleside and Dundarave Business Improvement Association: Councillor Soprovich
Coho Festival Society: Councillor Soprovich
Howe Sound Forum: Councillors Lambur and Soprovich
West Vancouver Chamber of Commerce: Councillor Soprovich.

OTHER ITEMS

17. No Items.

REPORTS FROM MAYOR AND COUNCILLORS

18. Reports from Mayor and Councillors

Mayor Smith reported on attendance at: the December 6, 2017 Christmas in the Properties event, the December 8, 2017 Adult Daycare Centre Christmas Party, and the December 9, 2017 Sunrise Rotary Club Senior's Christmas Lunch; and the December 7, 2017 Mayor's TransLink meeting and its election of a new Chair and Vice-Chair.

Councillor Booth reported on: the next meeting of the Interim Tree Bylaw Working Group; attendance at the December 5, 2017 Youth Advisory Committee meeting; attendance, with Councillor Cameron, at a meeting with J. Sturdy, MLA (West Vancouver-Sea to Sky) regarding topics including housing, proportional representation and the single transferrable vote, ride-sourcing, and the upcoming Howe Sound Forum agenda including transportation; and the December 16, 2017 Christmas dinner at the Ambleside Youth Centre.

Councillor Soprovich reported on the Memorial Library Board and the re-election of David Carter as the Chair.

MOVED by Soprovich, seconded by Cameron:

THAT the oral reports from the Mayor and Councillors be received for information.

CARRIED

PUBLIC QUESTIONS AND COMMENTS

19. Public Questions and Comments

C. Reynolds spoke relative to the recent awards ceremony, the Interim Tree Bylaw Working Group, conducting a hydrology study, the events calendar, District survey deadlines, broadcasting Council meetings, public questions and comments, and a heritage committee.

ADJOURNMENT

20. Adjournment of December 11, 2017 Council Meeting

MOVED by Booth, seconded by Cameron:

THAT the December 11, 2017 Council meeting be adjourned.
(8:06 p.m.)

CARRIED

Certified Correct:

[Original signed by Mayor]

MAYOR
[Original signed by Municipal Clerk]

MUNICIPAL CLERK

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West Vancouver Community Centres Society

Shaping Our Future

The Emerging Vision for the West Vancouver Community Centre Civic Site

ENGAGEMENT AND CONSULTATION SUMMARY June 2018



This report was prepared by Ideaspace, June 2018.

Acknowledgements

The West Vancouver Community Centres Society would like to thank the Board and community volunteers who made this consultation and engagement program possible.

We appreciate the West Vancouver residents and Community Centre Civic Site users who took the time to give feedback on the Emerging Vision.



Shaping Our Future

Background

The West Vancouver Community Centre, Aquatic Centre and Ice Arena at 2121 Marine Drive are operated through a partnership between the District of West Vancouver and the West Vancouver Community Centres Society, a registered charitable Society. The Seniors' Activity Centre has a separate Board and works directly with the District of West Vancouver.

The Ice Arena and Seniors' Activity Centre on the civic site are aging and will need to be replaced. The West Vancouver Community Centres Society has been working closely with the community since 2013 to develop a plan for replacing these facilities.

Replacing these facilities is an important opportunity to create a vibrant hub that continues to meet the recreational, cultural and social needs of the community.



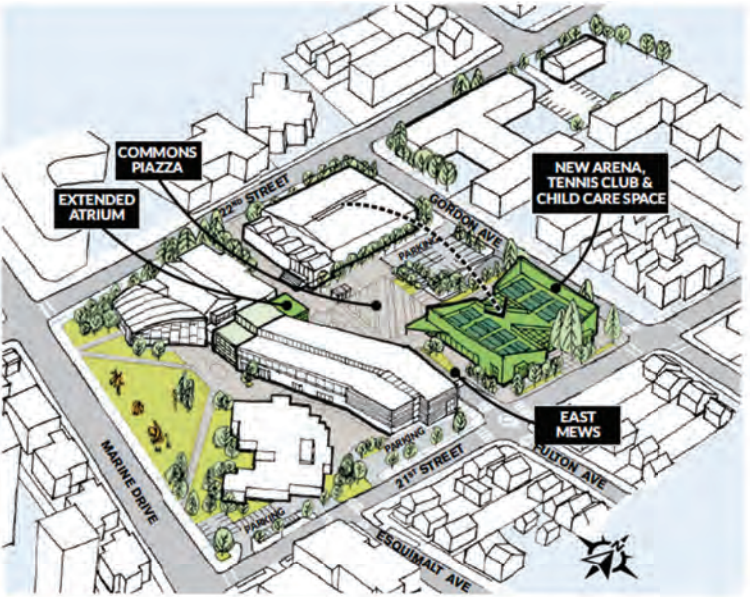
Shaping Our Future

The Emerging Vision

Based on significant community input received to date, the Society has developed an Emerging Vision for the Community Centre Civic Site. The Emerging Vision is a 20-year plan describing a proposed approach to replacing the aging site facilities in a seamless way, minimizing disruption to the major services provided to the community.

To ensure the Emerging Vision reflects community interests and values, the Society sought input from the community on the proposed plan through a variety of engagement activities during April and May 2018.

This report presents the feedback received from the community about the proposed plan for the community centre civic site during the engagement period.



Phase 1
Replace Ice Arena with a Sportsplex

TIMEFRAME
Within 5 years

Phase 1

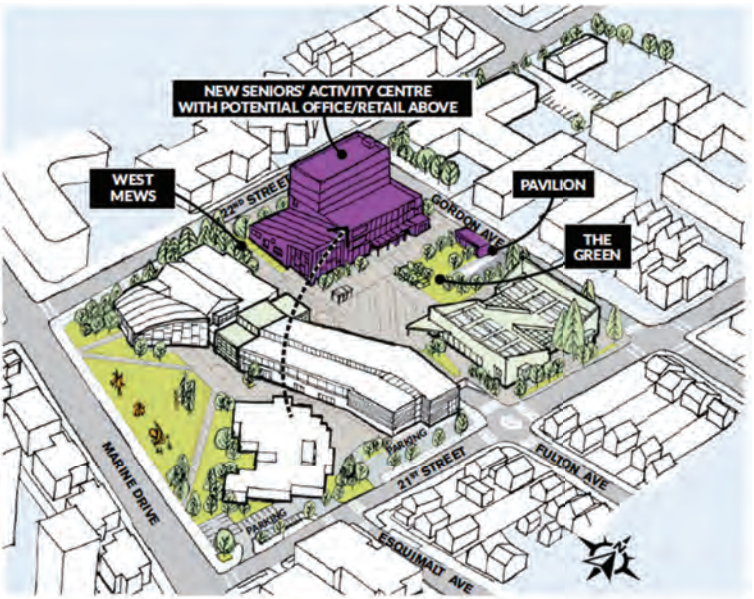
Replace the Ice Arena with a Sportsplex

The current arena is 50 years old and the ice is smaller than standard size.

Within the next 5 years, the Emerging Vision proposes to:

- **Build one new NHL regulation size sheet of ice**
- **Build a second smaller sheet of ice for leisure skating**
- **Build modern change rooms**
- **Incorporate rooftop tennis courts**
- **Include 16,000 sq. ft. of multipurpose space (e.g. childcare, youth activities, fitness, food and beverage)**
- **Add parking**
- **Create a vibrant public gathering space**

Estimated Cost: Approximately $50 Million
Subject to change based on timing, size and standard of the improvements



Phase 2
New expanded Seniors' Activity Centre

TIMEFRAME
Within 5 - 10 years

Phase 2

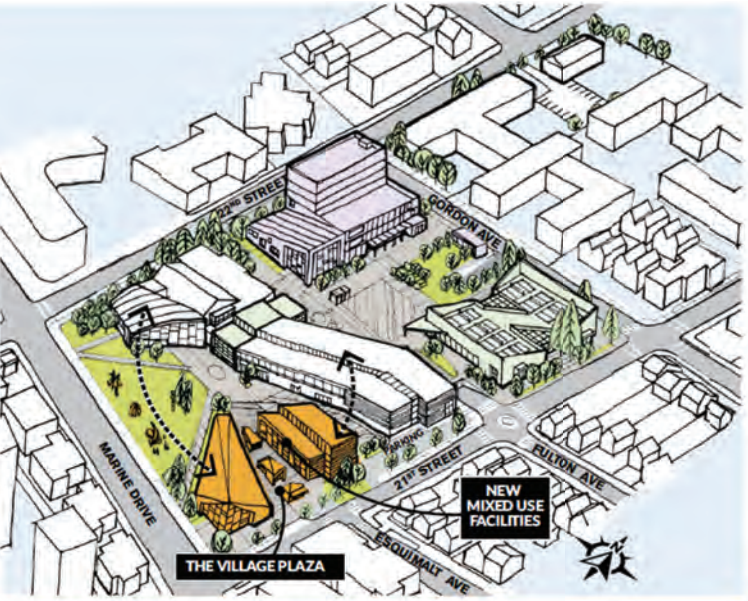
Build a New, Expanded Seniors' Activity Centre

The current facility is old, costly to maintain, and needs to be seismically upgraded. It is important to support the well-being of West Vancouver's aging population.

Within the next 5 to 10 years, the Emerging Vision proposes to:

- **Build a new facility with three times more space than the existing facility**
- **Create an environment for the well-being of our aging population with services and facilities that meet their evolving needs**
- **Add parking**
- **Include 3-4 storeys of flex space/office space/residential above the centre**
- **Create a vibrant public gathering space**

Estimated Cost: Approximately $61 Million
Subject to change based on timing, size and standard of the improvements



Phase 3
Reimagine the Southeast Corner

TIMEFRAME
Within 10+ years

Phase 3

Reimagine the Southeast Corner of the Civic Site

Relocating the Seniors' Activity Centre in Phase 2 would free up the southeast corner and create opportunities to enhance the civic site.

- **Within the next 10 or more years, the Emerging Vision proposes to create a vibrant community hub that meets the needs and interests of the community**

Estimated Cost: TBD Depending on Design



Engagement Program

Engagement Program Goal

The goal of the consultation was to engage West Vancouver residents, site users, and business representatives to gauge support for and receive input on the proposed Emerging Vision for the Community Centre Civic Site.

The Engagement Program ensured that the community was informed about opportunities to comment on the Emerging Vision, invited community members to contribute their values, ideas and interests, and provided a variety of mechanisms for submitting feedback.

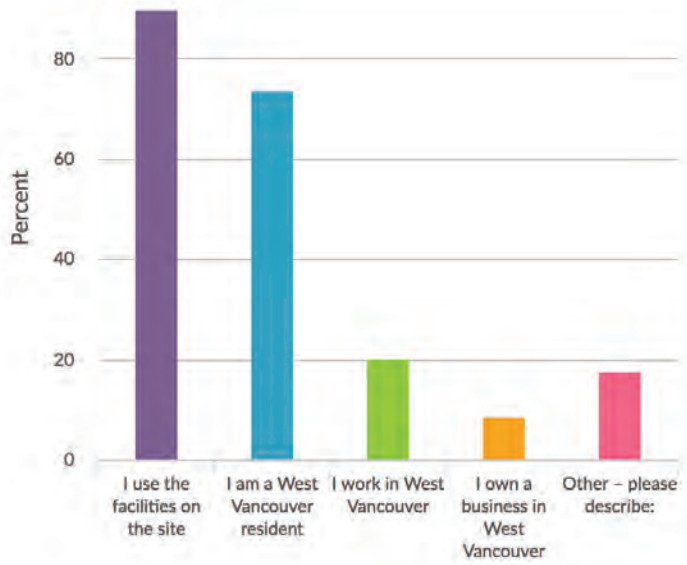


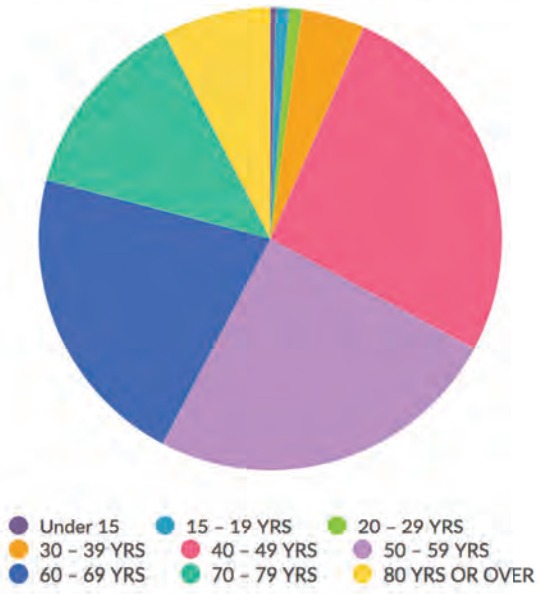
Engagement Program

Engagement Program Activities

To provide feedback on the Emerging Vision, participants could:

- **Complete an online survey that included space for comments**
- **Attend Community Open Houses to learn more about the Emerging Vision, speak directly to WVCCS board and staff members about the plan, and fill out a feedback form**
- **For directly impacted groups, participate a in Community Dialogue to learn more about the Emerging Vision and have an opportunity to ask questions and give feedback directly to WVCCS board and staff members**





Engagement Program

Engagement Program Audience

Engagement activities were open to anyone with an interest in the plan for the future of the civic site, with an emphasis on the following groups:

- **Recreation user groups (hockey, figure skating, tennis, swimming, gymnastics, etc.)**
- **Older adults**
- **Current civic site users**
- **Potential civic site users**
- **Neighbours to the civic site (~2-block radius)**
- **Youth and students from local schools**
- **Local community organizations**
- **Local businesses and business organizations**



Engagement Program

Engagement Program Timeline

April 25, 2018	Launch the Online Survey and the Emerging Vision Webpage
May 5, 2018	Public Open House #1
May 8, 2018	Community Dialogue #1: User Groups
May 8, 2018	Presentation to the Youth Engagement Committee
May 9, 2018	Presentation to the District of West Vancouver Community Engagement Committee
May 16, 2018	Community Dialogue #2: Seniors
May 17, 2018	Pop-up Information Kiosk in Community Centre Atrium and Seniors' Activity Centre
May 23, 2018	Public Open House #2
May 28, 2018	Community Dialogue #3: Site Neighbours



Engagement Activities

Project Webpage

- Project webpage was launched on April 25, 2018
- Webpage contained key information about the Emerging Vision and a printable fact sheet
- Webpage linked visitors to the online survey

Online Survey

- 783 people submitted the online survey
- Survey link was included on the West Vancouver Community Centres Society website
- Survey was promoted through e-newsletters, social media, print materials, email, and word of mouth

Community Open Houses

- ~150 people engaged in three languages: English, Chinese, and Farsi
- Community members had the opportunity to learn more about the Emerging Vision directly from the WVCCS Board members and representatives and staff and provide input through conversation and feedback forms

Community Dialogues

- ~18 representatives from a variety of key impacted groups participated in the Community Dialogues
- WVCCS Board Chair gave a presentation on Emerging Vision and attendees participated in a facilitated discussion to ask questions, express interests, and provide feedback about the Emerging Vision



Engagement Activities

Pop-up Information Table

- ~35 Community Centre and Seniors' Activity Centre users engaged
- Civic site users had the opportunity to ask questions and provide feedback on the Emerging Vision, and were invited to attend an open house and complete the online survey

Presentations

- Presentations to the District of West Vancouver Community Engagement Committee and Youth Engagement Committee were followed by opportunities for feedback and discussion about the proposed plan

Emails to Key Impacted Groups

- WVCCS invited representatives of potentially impacted groups to attend a Community Dialogue
- Groups included civic site user groups, Seniors' Activity Centre, civic site neighbours and local business groups, and recreational organizations that use the Ice Arena

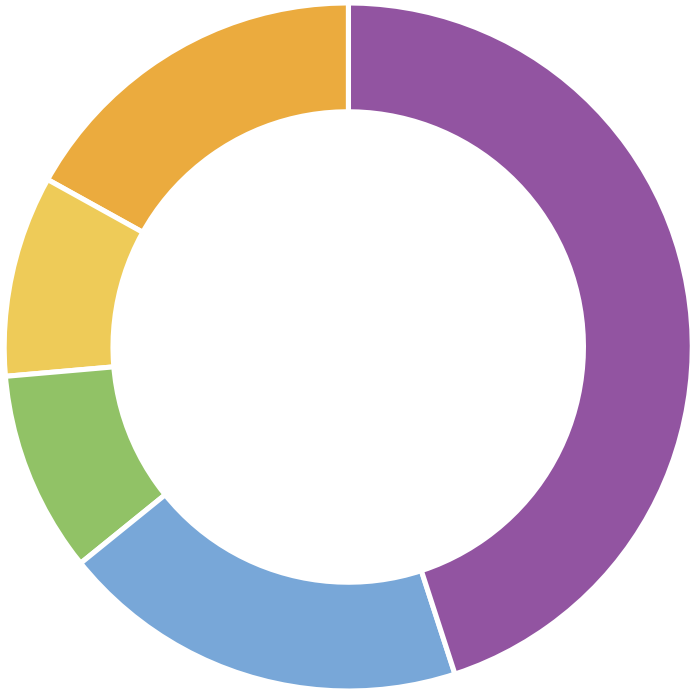
Engagement Activities



Social Media and Print Promotion of Engagement Activities

- 4391 community members were reached through the WVCCS e-newsletter with information about the Emerging Vision, Community Open Houses and online survey
- WVCCS social media followers were invited via Facebook, Twitter, and Instagram to attend an Open House and complete the survey
- Fact sheets and posters promoting the Open Houses were placed at high-traffic locations throughout the community centre civic site and the surrounding neighbourhood

Support for the Emerging Vision



45.0% Very Supportive
19.2% Support
9.6% Somewhat Support
9.4% Neutral
16.8% Do Not Support

73.8% of survey respondents support the Emerging Vision as a whole, with **45%** of people strongly in favour of moving forward with the proposed plans.

- **9.4%** of respondents expressed a neutral stance.
- **16.8%** of respondents do not support the Emerging Vision. The main reasons for lack of support include concerns about the displacement of West Vancouver Tennis Club facilities, concerns about the cost of the project, and satisfaction with the facilities in their current condition.

Considerations for the Emerging Vision as a Whole



Over 73.8% of people surveyed about the Emerging Vision welcomed the proposed plans for upgraded facilities.

A significant number of people expressed excitement about the opportunity to create a vibrant community hub that meets the needs of the growing community and invests in future generations.



Considerations for the Emerging Vision as a Whole

Other considerations for moving forward with the proposed vision include:

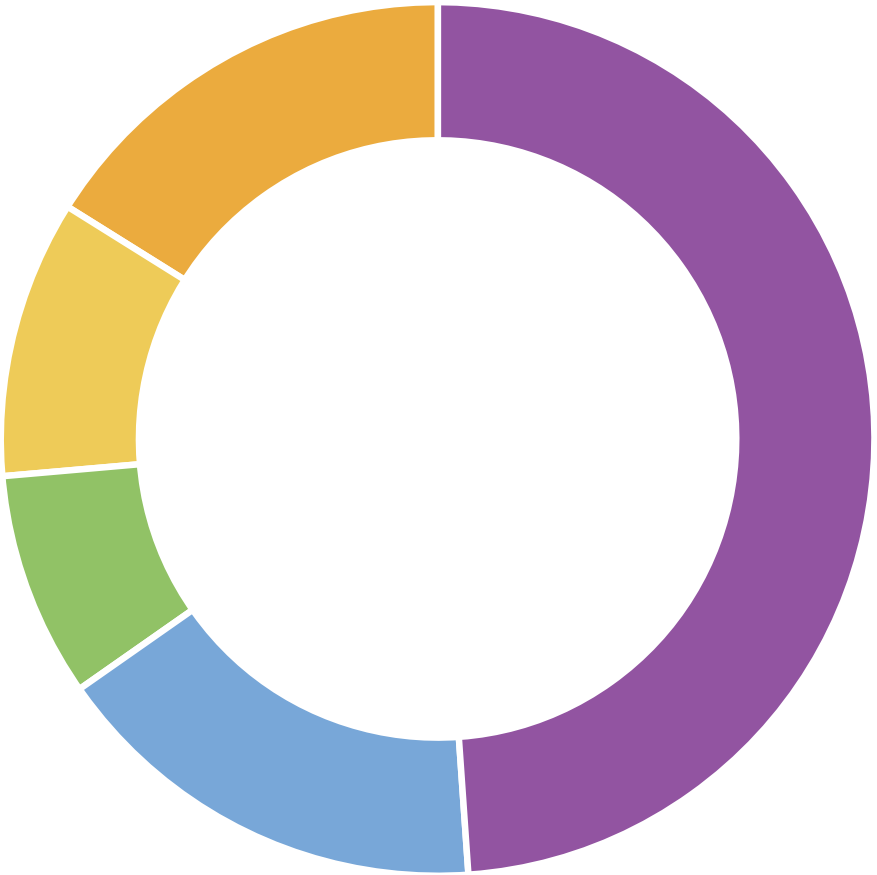
- Ensure that the Emerging Vision fits with the overall vision and values of the Official Community Plan for the District of West Vancouver
- Ensure that the Emerging Vision upholds the values of the West Vancouver Community Centre and does not become overly commercialized
- Ensure that the Emerging Vision addresses traffic and parking concerns
- Ensure that any proposed residential space is affordable
- Ensure that the plan addresses the cost and funding concerns of taxpayers
- Ensure that the Emerging Vision includes consultation with and a plan for the future of the West Vancouver Tennis Club

Feedback on Phase 1

Replace the Ice Arena with a Sportsplex



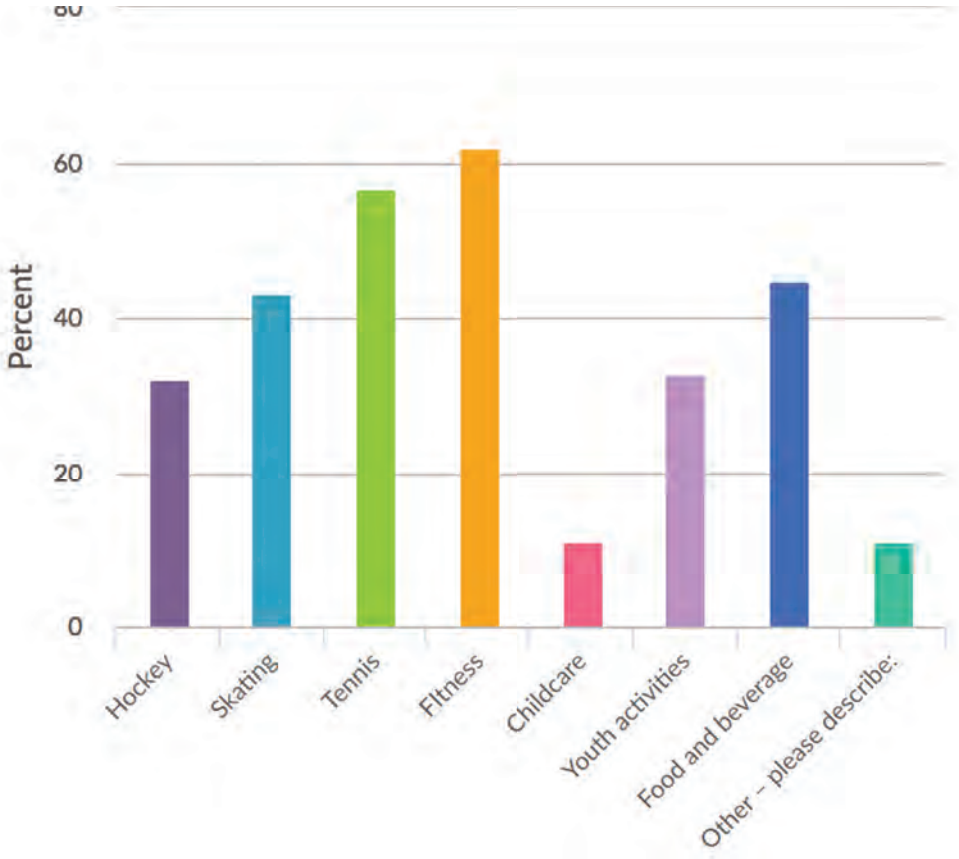
Support for Phase 1



73.7% of survey respondents are supportive of Phase 1 of the Emerging Vision.

- 49.1% Very Supportive
- 16.2% Support
- 8.4% Somewhat Support
- 10.2% Neutral
- 16.1% Do Not Support

How would you use a new Sportsplex?



A significant number of people expressed a desire to use the Sportsplex for **fitness, tennis, hockey, food and beverage consumption, hockey,** and **youth activities**.

Several people expressed a desire to use the facilities for **pickleball** or **seniors' fitness activities**, and envisioned a **social/meeting area** and a **viewing area** in the space.

Other potential uses included tennis, yoga/pilates, squash, badminton, curling, basketball, soccer, lacrosse, and trade show facilities.



Key Themes

1. Support for upgrading the Ice Arena to provide more ice surfaces and improved facilities

> "This is long overdue. As a resident for 58 years I have used the rink for 40 plus years myself and my kids also grew up using it for skating and hockey. Public Skating is jam packed and we need more ice times for hockey etc.

A significant number of people were supportive of the proposed plan to upgrade the Ice Arena with a Sportsplex. Many civic site users observed that the current facilities are outdated and that an increase in capacity is needed in order to provide additional programming that meets the needs of the community.

Many people were excited about the prospect of **two sheets of ice** and the proposed plan to upgrade of one of those sheets to **NHL regulation size**.

Motivating the positive response was a desire to:

- **increase space and time slots for public skating**
- **increase ice times for arena users, as the current facilities are over capacity**
- **increase opportunities for kids and adults to participate in public hockey programs**
- **host winter sports tournaments in West Vancouver**
- **launch new programming, such as figure skating**



Key Themes

2. Acknowledgement that Phase 1 will meet the changing needs of the community

A significant number of people stated that the Emerging Vision is a **forward-thinking plan** that prepares West Vancouver to evolve with the generational and demographic shifts of West Vancouver.

Many people commented that building Phase 1 would provide the necessary space to **accommodate the growing demand for programming and services in the community**.

People noted that Phase 1 of the proposed plan supports community values by:

- **encouraging physical activity for all ages**
- **increasing and improving the capacity of the community centre to deliver winter and summer sports programming**
- **meeting the needs of youth as they grow**
- **ensuring that the Community Centre Civic Site operates at a level of excellence for years to come**

> **"Our community centre is the hub of West Van and its high level of usage warrants an upgrade and expansion. In order to increase and improve our winter sports, we need to have a new facility.**

> **"[Phase 1] sounds good to me. As an old senior I'm happy with the facilities as they are but I appreciate that the next generation, and the expanding population needs something more than we have now.**



Key Themes

3. Community Concerns

While a significant number of people are in support of the plan, a smaller percentage of survey respondents expressed some concerns with the Phase 1 proposed plans.

> **"I am very supportive of the plan. However, I hope this will not result in an increase in user fees and costs for minor hockey and other organizations.**

These concerns include:

- **The community centre civic site is sufficient as is and the proposed site plans will make the community centre and facilities too large and/or extravagant.**
- **The proposed plan is too expensive and will increase property taxes or cause other undesired funding strains.**
- **The ice arena does not need to be upgraded because there is limited demand for ice sports and skating.**
- **Services and daycare will be disrupted during the construction of Phase 1.**
- **More detailed information is needed about the plans.**

Key Themes

4. Concerns raised by the West Vancouver Tennis Club

Many members of the West Vancouver Tennis Club expressed concerns about the temporary **displacement of the Club facilities** during the construction of the Phase 1 proposed plans.

Club members are worried about the Tennis Club **dissolving or disappearing** as a result of displacement and have expressed the desire for their needs as a club to be considered in the event that the Phase 1 proposed plan advances.

The proposed plan for the rooftop courts is opposed by the majority of West Vancouver Tennis Club Members. Club members have expressed concerns that rooftop tennis courts have an **inferior playing surface**, will cause floodlight and noise **annoyances for neighbours** and **will not allow for all-season play**.

According to the West Vancouver Tennis Club, suitable tennis courts would need to include the following:

- **Weather-proofed facilities located indoors or covered with a bubble that include windproofing and access to shade**
- **An increased number of courts, as there is high demand for play**
- **Accommodation for a clubhouse and coaching offices**



Key Themes

5. Other Considerations from Community Centre Civic Site Users

Many people offered site consideration requests for the project team to take into account in the event that the proposed plan moves forward.

> **"Please consider expanding parking to accommodate further growth and providing more elevators to accommodate seniors and young families with strollers.**

These requests include the following:

- **Ensure that there is expanded parking located in close proximity to the community centre facilities (strongly desired)**
- **Increase accessibility for seniors and families (e.g. via elevators)**
- **Offer secure bike racks for cyclists**
- **Provide comfortable and warm seating**
- **Expand change room facilities for kids**
- **Integrate pickleball into the tennis courts for older age groups**
- **Build an on-site restaurant with healthy, affordable food**



Feedback from Community Dialogues

Feedback from West Vancouver Tennis Club Board of Directors

- Overall, the West Vancouver Tennis Club has some concerns about the proposed Emerging Vision because of the lack of seamless transition for the tennis club and the focus on hockey as a cornerstone. There is a desire for a more complete plan for the tennis courts to be developed.
- Wants Council to consider the scope, influence and community-oriented nature of the tennis club. It has been established for nearly a century, has 550 members, plus 200 to 250 kids who come through for lessons.
- The idea of 8 courts is appealing, but feedback regarding rooftop courts has not been great. Considerations include building high walls and sight line logistics.
- They will let the WVCCS Board know about the size of the new tennis club footprint so that they can start looking at the size needed for the temporary tennis space.



Feedback from Community Dialogues

Feedback from the North West Vancouver Ringette Association

- One sheet of ice is not going to bring in tournaments; two sheets of ice would be better. Wants to be able to accommodate a growing organization.
- In the detailed plan, consider building change rooms that are less exposed to the road and do not attract theft

Feedback from Civic Site Neighbours

- Concerns about the traffic, dust and noise that the Phase 1 and 2 construction will bring to an area that is already heavily used by vehicles.
- One neighbour proposed constructing the Sportsplex on a different site away from the community centre to avoid disruption to the neighbourhood.
- Building on a separate site would allow for the Sportsplex to be maximized with additional ice sheets and state-of-the-art sports facilities while improving traffic and parking near the community centre.

Feedback from Community Dialogues



Feedback from Cycling Without Age

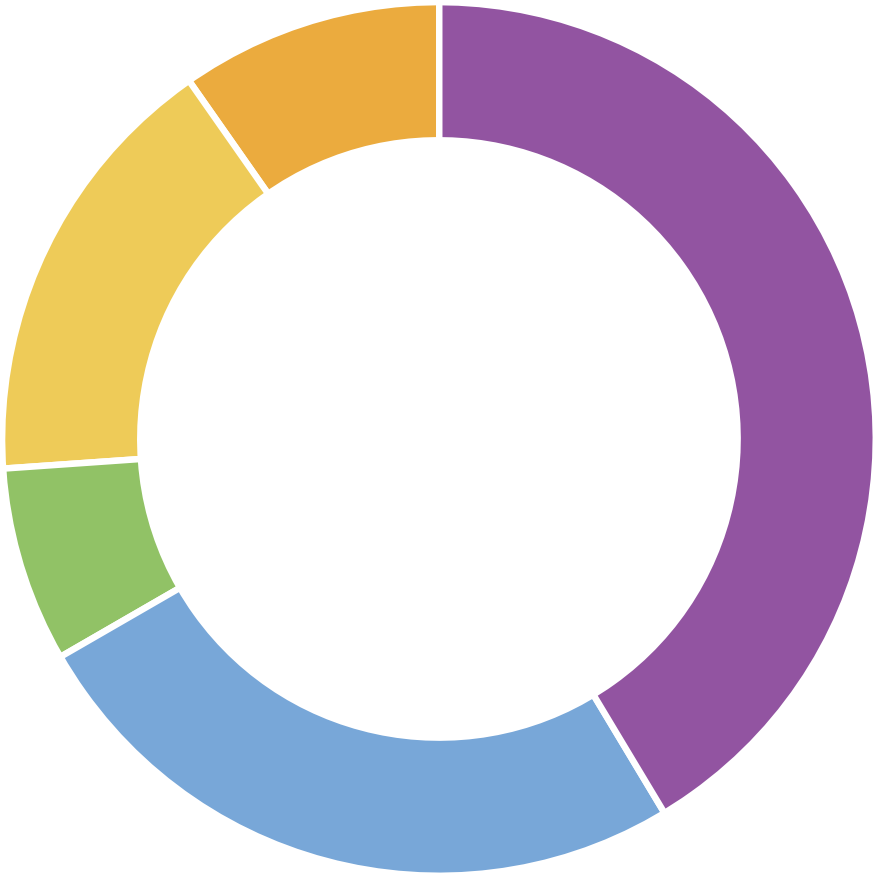
- Consider building two arenas interconnected with a viewing lounge and encircled by a suspended walking track, with the Seniors' Activity Centre built below.
- This would save valuable space that could be used for further development, as well as integrate exercise and entertainment for Seniors in an intergenerational facility.

Feedback on Phase 2

Build a new, expanded Seniors' Activity Centre



Support for Phase 2



74.1% of survey respondents are supportive of Phase 2 of the Emerging Vision.

- 41.4% Very Supportive
- 25.4% Support
- 7.3% Somewhat Support
- 16.3% Neutral
- 9.6% Do Not Support

How would you like to use a new Seniors' Activity Centre?



When asked about potential uses for the proposed Seniors' Activity Centre, a significant number of people recognized value in a place where they could:

- **socialize, gather, and meet with friends**
- **participate in fitness activities**
- **partake in lifelong learning opportunities such as classes, lessons, and discussion groups**

Many people envisioned a **restaurant or cafeteria** in the Seniors' Activity Centre where people could come together to share meals. Some people proposed that a **coffee shop or juice bar** could also add value to the civic site.



How would you like to use a new Seniors' Activity Centre?

Other facilities that people showed interest in were:

- fitness facilities that accommodate a wide range of ages and abilities
- facilities suited to dementia care, respite care, and assisted living
- a room dedicated to arts and crafts
- a woodworking shop
- a computer/technology lab
- a gymnasium that includes an indoor running track and court space
- affordable housing
- a fireplace sitting area
- drop-in office space and meeting space for seniors who work
- intergenerational spaces and study rooms for youth and families
- a theatre in the style of the Kay Meek Centre
- a room suitable for parties, events, and fundraising
- ample parking
- storage for bikes and other cycling transportation vehicles
- a garden
- areas dedicated to snooker, bridge, etc.
- areas to participate in wellness activities such as yoga, tai chi, and meditation
- a pharmacy and health care centre



Key Themes

1. Support for a new, expanded Seniors' Centre

A significant number of people were supportive of the proposed plan to build a new, expanded the Seniors' Activity Centre.

Several comments noted that while the current Seniors' Activity Centre is an excellent space, there is a growing need to **increase the capacity of the Centre** and **meet the evolving needs of the aging population in the community**.

> **"The community will be good shape with the proposed facilities providing a vibrant, inclusive and health-promoting civic site.**

> **"Some of the activities I would like to undertake are oversubscribed and/or space constrained in the current seniors facility (e.g. FitFellows, duplicate bridge). So a larger facility would help alleviate that. I believe there are seniors who are not members of the centre who would join if the facility was able to accommodate them with a broader range of activities. I would use a new Seniors Activity Centre to meet more of my interests that can be accommodated in the current centre.**



Key Themes

2. Varied opinions on mixed-use residential, office and flex space above the Seniors' Activity Centre

The proposed plan to extend the height of the Seniors' Activity Centre and add mixed-use residential, office and flex space has been met with both positive and negative responses.

Considerations offered by people **in support of** the mixed-use space include:

- **Ensure that there are residential suites designated specifically for seniors so that they can downsize and age in place**
- **Ensure that the residential suites are affordable and pet friendly**
- **Include both residential and retail space in and around the Seniors' Centre site to create an accessible and connected community hub for the aging population**

> **"I think the idea of flex space for senior/office/residential is an excellent idea, giving the community the opportunity to adjust to future needs.**

Concerns voiced by people about the mixed-use space include:

- **The Seniors' Centre is an active place, and residents above the Centre might be disturbed by noise**
- **The idea of residential space and private development doesn't fit with the values of a community centre civic site**
- **The building will be too high and will impede views**



Key Themes

3. Support for intergenerational opportunities

Several people identified a desire to increase intergenerational connections amongst Seniors' Activity Centre users and other community centre site users.

Some people proposed having **intergenerational spaces** integrated into the Seniors' Activity Centre and others encouraged **combining childcare with seniors' programming.**

Another idea was to create a more integrated community centre structure that would accommodate all generations.

> **"I may use [the Seniors' Centre} in 30+ years, but having the Seniors' Centre close to the rest of the centre is really important. We want and we should encourage the integration between the generations. It is so important to the sense of community which is core to West Vancouver."**

> **"I am not a senior resident but I would love to see our senior residents age in place and have great amenities for them to enjoy. As young residents we can learn so much from interacting with our seniors and we can help them as they have helped to form the community that we live in.**



Key Themes

4. Community Concerns

While a significant number of people are in support of the proposed plan to build a new, expanded Seniors' Activity Centre, some survey respondents expressed concerns with the Phase 2 proposed plans.

> **"I do not like the size of the envisaged expansion of the Seniors' Centre – it is too large and will no longer offer the ambiance that draws visitors to the present building.**

> **"I am a little uncertain about a three storey Seniors' Centre, but with good design and proper signage, I expect it could be made to work. If space were available, I would prefer a single floor building.**

These concerns include:

- **The current Seniors' Activity Centre is suitable as is. The proposed expanded footprint would detract from the cozy ambience of the current facility and encroach on green space.**
- **The new Seniors' Activity Centre would be very expensive to build and would cause property taxes in West Vancouver to increase.**

Key Themes

5. Other Considerations from Community Centre Civic Site Users



Other considerations for the proposed plan to build a new Seniors' Activity Centre include:

- **Ensure that there is expanded parking to accommodate seniors who drive**
- **Ensure that seniors can easily access transit**
- **Ensure that the facility is designed with the accessibility of all seniors in mind, and pay close attention to mobility needs when developing the proposed plan**
- **Offer secure bike racks for cyclists**



Feedback from Community Dialogues

Feedback from Seniors' Activity Centre Board of Directors

- Currently the Seniors' Centre is bulging at the seams in terms of space, so additional space would be welcomed.
- Programming for Seniors' Centre overlaps with health care, with the mandate of reducing isolation for people with mobility issues.
- The new facility needs to account for the future of programming for a wide range of ages while continuing programming that falls within the mandate of reducing isolation.
- "Keeping connected" is a key value that must be accounted for in planning
- Take into account North Vancouver and Vancouver participation, in addition to the West Vancouver population growth prediction, when completing the detailed plan for the Seniors' Centre.
- 40% of membership is from North Vancouver and at least that percentage of volunteers are from North Vancouver. The Centre requires 645 hours of volunteer time each week to keep the doors open, so membership from other cities is vital.



Feedback from Community Dialogues

Feedback from Cycling Without Age

- Cycling Without Age could spearhead an integrated three-generation community involvement initiative on the Community Centre Civic Site.
- Would it be possible to connect the buildings on the site (rather than keeping separate spheres for seniors and families) for greater community integration?
- Would it be possible to put the Seniors Centre underneath the Ice Arena to free up land, accelerate timeline, reduce costs, and reduce constraint on land resources in the future?
- Detailed plan should consider the future of sustainable vehicle sharing options (e.g. Veemo) and plan accordingly for parking.

Feedback from Community Dialogues



Feedback from Vancouver Coastal Health

- Ensure that there is accessible transit to the Seniors' Centre site
- Keep seniors connected with the wider community and avoid isolating them. Could put a daycare in the centre, or have other intergenerational activities going on there.

Feedback on Phase 3

Reimagine the Southeast Corner of the Site



Potential Uses for the Southeast Corner of the Civic Site



The majority of people envisioned the future southeast corner to be a space that facilitates opportunities to **gather, connect and socialize**.

A significant number of people were excited about the idea of enhancing the southeast corner with:

- **Open green space with trees, a lawn, seating, a playground and/or gardens that accommodates families and people of all ages**
- **Restaurants, coffee shops, food markets, and/or food trucks**
- **A visual, performing arts, and culture centre that meets the needs of children, youth, and adults**

Potential Uses for the Southeast Corner of the Civic Site



Other ideas for the southeast corner include::

- **Expanded recreation space (field for field hockey/soccer, basketball courts, climbing wall, pool, bike/skate park, bowling)**
- **A concert hall, music facility, or amphitheatre**
- **Meeting, exhibition, or event space**
- **Expanded parking**
- **A new site for the West Vancouver Tennis Club**
- **A youth centre with activities geared to teens and tweens (e.g. parkour, climbing walls)**
- **Housing**

Considerations for Phase 3



When asked what the District of West Vancouver needs to consider in developing the southeast corner of the civic site, a significant number of people identified the following priorities:

- **Keep the space open, calm, tranquil and green**
- **Plan with vehicle, cycling and pedestrian traffic patterns in mind**
- **Provide adequate parking**
- **Create a space that is inviting to youth**
- **Consider the costs of the development to West Vancouver residents and possible methods of recovering these costs**
- **Ensure that the space is accessible to all ages and seniors**



Feedback from Community Dialogues

Feedback from Vancouver Coastal Health

- Equity is important. Ensure that the entire population is able to move on the site regardless of mobility or financial status.
- Rather than developing an open plaza in Phase 3, build a playground or an outdoor space for seniors.

Feedback from Site Neighbours

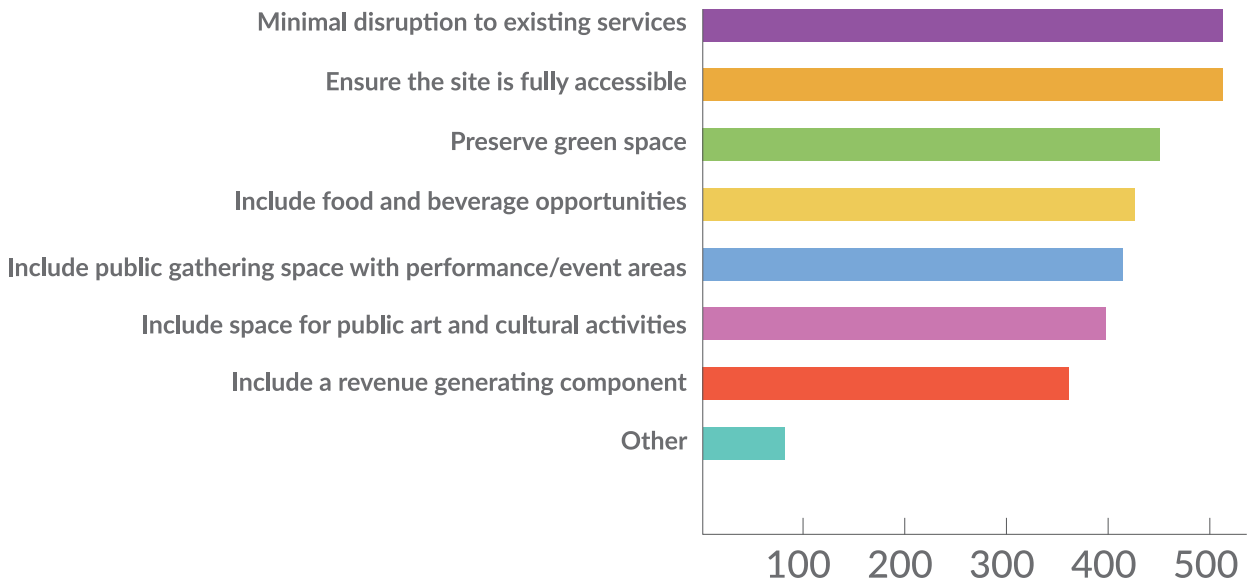
- If Council were to approve, West Vancouver could look at developing the additional property beyond the community centre civic site. We could build something there that could be revenue generating, could produce parking, that would be ideal for the growing community (e.g. housing, business, condos).

Community Priorities

Survey respondents were asked to confirm their priorities for a new space. The graph below describes the considerations that people identified as high and medium priority.

Other priorities included keeping program costs affordable, providing affordable housing, increasing recreational and cultural opportunities (e.g. climbing wall, movie screenings), offering health services, and ensuring sufficient parking.

COMMUNITY PRIORITIES FOR REDEVELOPING THE SITE

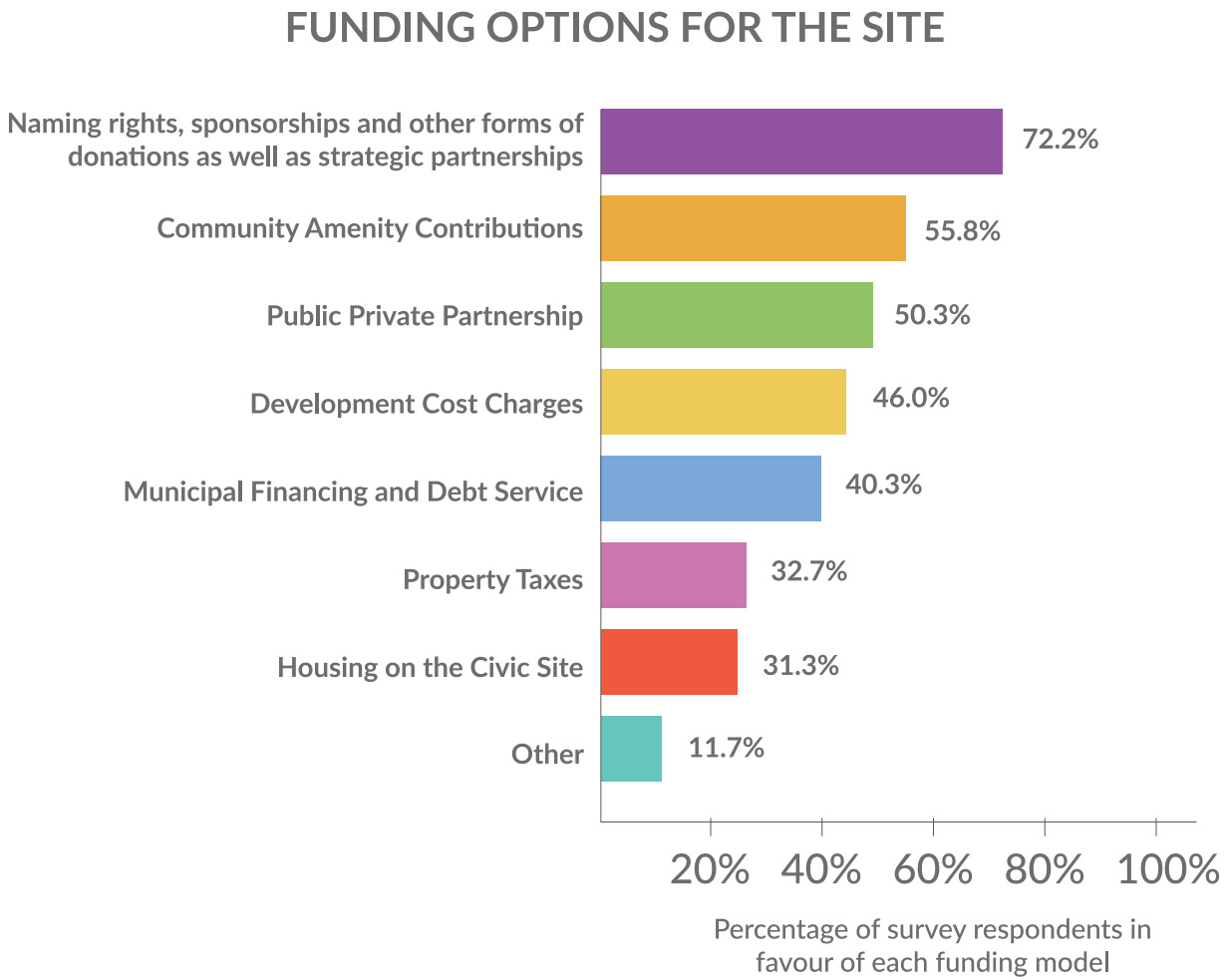


Number of survey respondents identifying each topic as high or medium priority

Preferred Funding Options

Participants were asked how they think the Emerging Vision should be funded. Funding preferences are described in the graph to the right.

Other suggestions for funding options include higher membership and user fees for non-West Vancouver residents, exploring federal and provincial funding options, and legacy donations.





Next Steps

The West Vancouver Community Centres Society will present the findings of this report to West Vancouver District Council for their consideration in July 2018.

View the video of the entire meeting

THE CORPORATION OF THE DISTRICT OF WEST VANCOUVER
REGULAR COUNCIL MEETING MINUTES
MUNICIPAL HALL COUNCIL CHAMBER
JULY 9, 2018

COUNCIL:

Mayor M. Smith; Councillors M. Booth, C. Cameron, C. Cassidy, N. Gambioli, P. Lambur, and W. Soprovich.

STAFF:

N. Leemhuis, Chief Administrative Officer; M. Panneton, Director, Legislative Services/Corporate Officer; J. Bailey, Director, Planning & Development Services; R. Fung, Director, Engineering & Transportation Services; I. Gordon, Director, Financial Services; A. Mooi, Director, Parks, Culture & Community Services; and M. Chan, Director, Corporate Services.

CALL TO ORDER

1. The meeting was called to order at 6:04 p.m.

Mayor Smith informed that Council, at its June 25, 2019 closed meeting, appointed Brenda Clark, John Mawson, Laura Anderson, Michael Geller, Paula Grossman and Dana Parr to the Heritage Advisory Committee for a three-year term ending July 9, 2021.

Councillors Cameron and Gambioli entered the meeting at 6:05 p.m.

APPROVAL OF AGENDA

2. Approval of July 9, 2018 Regular Council Meeting Agenda

MOVED by Lambur, seconded by Soprovich:

THAT the July 9, 2018 regular Council meeting agenda be amended by:

- adding to Item 6 written submission C-1 regarding Proposed Development Permit 17-115 for Rodgers Creek Area 5;

AND THAT the agenda be approved as amended.

CARRIED

Councillor Booth left the meeting at 6:05 p.m. and returned to the meeting at 6:05 p.m.

ADOPTION OF MINUTES

3. Adoption of Council Meeting Minutes

MOVED by Gambioli, seconded by Cameron:

THAT

1. the minutes of the June 18, 2018 special (open session) Council meetings and public hearing be adopted as circulated; and
2. the Summary of June 18, 2018 Public Hearing regarding Proposed Official Community Plan Bylaw No. 4985, 2018 be approved.

CARRIED

DELEGATIONS

4. West Vancouver Field Hockey Club (WVFHC), regarding Cultivating Healthy Living and Strong Community on the North Shore (File: 0055-20-WVFH1)

E. Gibbons (Executive Director, WVFHC) and M. Vaughn (Vice President, WVFHC) provided a presentation, spoke relative to Cultivating Healthy Living and Strong Community on the North Shore, and responded to Council's questions.

MOVED by Booth, seconded by Soprovich:

THAT the delegation from West Vancouver Field Hockey Club regarding Cultivating Healthy Living and Strong Community on the North Shore be received for information, with thanks.

CARRIED

REPORTS

5. West Vancouver Community Centres Society (WVCCS) - Emerging Vision - Community Consultation Process (File: 0055-20-WVCCS)

J. Todd (Chair, WVCCS) and D. Bulley (President, Idea Space) provided a presentation. Discussion ensued and J. Todd, D. Bulley, R. Amantea (Director, WVCCS) and staff responded to Council's questions.

Councillor Lambur left the meeting at 6:48 p.m. and returned to the meeting at 6:51 p.m. Councillor Cameron left the meeting at 7:08 p.m. and returned to the meeting at 7:09 p.m.

T. Oberti (President, West Vancouver Minor Hockey Association) spoke relative to: the West Vancouver Minor Hockey Association; the need for a second ice sheet; the age of the existing arena; and potential construction costs.

R. Vlaar (President, North West Vancouver Ringette Association) spoke relative to: the North West Vancouver Ringette Association; challenges with obtaining sufficient ice time; aging arena facility; and expressed support for proposed phase one.

N. Fischer (Co-Founder, West Vancouver Hockey Academy) spoke relative to: the West Vancouver Hockey Academy; major challenge is access to ice time; potential economic benefits to local businesses; expressed support for proposed phase one; and requested that the proposal be revised to two full-sized sheets of ice.

P. Rubin (President, North Shore Girls Hockey Association) spoke relative to: the North Shore Girls Hockey Association; ice needs and limited ice available on the North Shore; and expressed support for proposed phase one.

MOVED by Soprovich, seconded by Booth:

THAT the presentation from the West Vancouver Community Centres Society be received for information.

CARRIED

MOVED by Soprovich, seconded by Gambioli:

THAT a District-led steering committee be established to guide the community consultation process and further define details of the Civic Site emerging vision and potential funding models.

Discussion ensued. Staff responded to Council's questions. The question was called on the motion.

CARRIED

6. Proposed Development Permit 17-115 for Rodgers Creek Area 5
(File: 1010-20-17-115)

At the June 11, 2018 regular meeting Council received the report dated May 25, 2018 regarding proposed Development Permit 17-115 for Rodgers Creek Area 5 and set the date for consideration for July 9, 2018.

Reports received up to and including July 9, 2018:

REPORT TITLE	REPORT DATED	RECEIVED AT COUNCIL MEETING	#
Proposed Subdivision of Area 5 Rodgers Creek	May 25, 2018	June 11, 2018	R-1

Written Submissions received up to and including July 9, 2018:

SUBMISSION AUTHOR	SUBMISSION DATED	#
A. Bardsley	July 7, 2018	C-1

Staff and B. Tupper (Vice President, Planning & Development, British Pacific Properties Limited) provided a presentation. Staff responded to a Council member's questions.

Mayor Smith queried if there was anyone who wished to speak.

D. Dean (4709 Caulfield Avenue) spoke relative to the proposed development, including: ensuring the protection and usability of existing trails in the area; maintaining usability of the parking area located at the first switchback; expressed concern that Area 5 would lose an existing mountain bike trail if this development is approved; and requested that existing trails be protected and integrated into development plans. B. Tupper provided information regarding parking and mountain bike trails.

E. McHarg (1140 Duchess Avenue) spoke in support of the proposed development, including: the new Official Community Plan; housing diversity; and housing choices.

Mayor Smith queried if there was anyone who wished to speak and there was no response.

MOVED by Lambur, seconded by Booth:

THAT all written and oral submissions regarding proposed Development Permit 17-115 for Rodgers Creek Area 5 up to and including the Council meeting held on July 9, 2018 be received for information.

CARRIED

MOVED by Lambur, seconded by Booth:

THAT proposed Development Permit 17-115 for Rodgers Creek Area 5, which would allow for subdivision of the subject site into one multi-family lot with the remaining area to be established as publicly owned green space, be approved.

Staff responded to Council's questions. The question was called on the motion.

CARRIED

7. B-Line Implementation (File: 3210-01)

Staff spoke relative to the subject report and responded to Council's questions.

MOVED by Cassidy, seconded by Gambioli:

THAT

1. The District support TransLink's proposed B-Line from Dundarave to Phibbs Exchange; and
2. Following the development and presentation of the detailed design to the public, staff be authorized to work with TransLink to implement B-Line transit priority measures as follows:
   - mitigate impacts to through traffic and parking, to the extent possible;
   - achieves B-Line or better standards for opening day service in September, 2019, provided that any efficiency gains resulting from transit priority measures are reinvested into additional local bus services;
   - takes advantage of available TransLink B-Line project funding to advance required upgrading/improvements; and
   - subsequent to opening day, make adjustments and implement further measures to improve transit priority and traffic functioning.

CARRIED

8. Proposed Council Procedure Bylaw No. 4730, 2013, Amendment Bylaw No. 4991, 2018 (File: 1610-20-4991)

MOVED by Cameron, seconded by Soprovich:

THAT proposed "Council Procedure Bylaw No. 4730, 2013, Amendment Bylaw No. 4991, 2018" be read a first, second and third time.

CARRIED

BYLAWS

9. Proposed Road Closure and Removal of Highway Dedication Bylaw No. 4988, 2018 (25th Street at Dundarave) (File: 1610-20-4988)

MOVED by Gambioli, seconded by Cameron:

THAT proposed "Road Closure and Removal of Highway Dedication Bylaw No. 4988, 2018" be read a second and third time.

CARRIED

10. New Business (File: 0120-01)

No items.

CONSENT AGENDA ITEMS

11. Consent Agenda Items

MOVED by Booth, seconded by Soprovich:

THAT the Consent Agenda items as follows be approved:

- Item 11.1 regarding Proposed Banking Policy C30-003;
- Item 11.2 Appointment of Chief Election Officer and Deputy Chief Election Officer for 2018 General Local Election and Rescission of Prior Appointments; and
- Item 11.3 regarding Correspondence List.

CARRIED

11.1. Proposed Banking Policy C30-003 (File: 0855-01)

THAT

1. as described in the report dated June 22, 2018, proposed "Banking Policy C30-003", be approved; and
2. "Bank Signing Authority, Safety Deposit Box, Cheque Signing Machine Policy 02-30-150", be rescinded.

11.2. Appointment of Chief Election Officer and Deputy Chief Election Officer for 2018 General Local Election and Rescission of Prior Appointments (File: 1645-01)

THAT Council rescind the appointments of S. Scholes, former Manager, Legislative Services, as chief election officer and P. Cuk, Deputy Clerk, as deputy chief election officer for the West Vancouver 2018 general local election.

THAT for the West Vancouver 2018 general local election, in accordance with the *Local Government Act* section 58(1), Mark Brown, Election Consultant, be appointed chief election officer and Kelly Wharton, Election Coordinator, be appointed deputy chief election officer.

11.3. Correspondence List (File: 0120-24)

THAT the correspondence list be received for information.

Council Correspondence Update to June 15, 2018 (up to 8:30 a.m.)

Referred for Action

(1) June 14, 2018, regarding "Boulevard sightlines" (Referred to Director of Engineering and Transportation Services for consideration and response)

Referred for Action from Other Governments and Government Agencies

No items.

Received for Information

(2) Vancouver Coastal Health, June 4, 2018, regarding “District of West Vancouver - 2017 Annual Drinking Water Quality Report”

(3) 5 submissions, June 10-14, 2018, regarding Proposed Official Community Plan Bylaw No. 4985, 2018 (Referred to June 18, 2018 public hearing)

(4) R. Richards, June 10, 2018, regarding “Transit Service” (Hockey Bus)

(5) Hub Cycling, June 11, 2018, regarding “Bike to Shop Days is 2 weeks away” (June 22-24, 2018)

(6) Passive House Canada, June 13, 2018, regarding “Attendance Invitation for His Worship Michael Smith”

Received for Information from Other Governments and Government Agencies

No items.

Responses to Correspondence

(7) Director of Parks, Culture, and Community Services, June 8, 2018, response regarding “Traditional Names Map of West Vancouver”

Council Correspondence Update to June 22, 2018 (up to 8:30 a.m.)

Referred for Action

(1) June 15, 2018, regarding Ambleside Beach Concerns (Referred to Director of Parks, Culture, and Community Services for consideration and response)

Referred for Action from Other Governments and Government Agencies

No items.

Received for Information

(2) Committee and Board Meeting Minutes – Board of Variance hearing May 16, 2018

(3) 31 submissions, June 11-18, 2018, regarding Proposed Official Community Plan Bylaw No. 4985, 2018 (Previously received at June 18, 2018 public hearing)

(4) June 15, 2018, regarding “Council Meeting of June 25, 2018 - Agenda Item #4, Arts & Culture Strategy.”

(5) June 17, 2018, regarding “The Gilligan's Island Crew at the Mayor's Lawn Bowling Event”

(6) June 18, 2018, regarding “US Retail Death Spiral - Imperia News”

(7) HUB Cycling, June 19, 2018, regarding “Get out on your bike this weekend, it’s Bike to Shop Days!” (June 22-24, 2018)

(8) June 20, 2018, regarding “Bus service June 19 2018”

Received for Information from Other Governments and Government Agencies

(9) Township of Spallumcheen, June 21, 2018, regarding "Employer Health Tax Impact on Local Government"

Responses to Correspondence

(10) Manager of Roads and Transportation, June 19, 2018, response regarding "Boulevard sightlines".

OTHER ITEMS

12. No items.

REPORTS FROM MAYOR AND COUNCILLORS

13. Reports from Mayor and Councillors

Mayor Smith reported on attendance at a recent TransLink Mayor's Council meeting.

Councillor Booth reported: that Hollyburn Family Services has obtained funding from the provincial government to fund the youth safe house; on attendance at an outreach meeting in Langley with the Kwantlen First Nation; and on the Awards Committee nomination criteria, process and deadline.

Councillor Soprovich reported on upcoming meetings scheduled for next week.

Councillor Gambioli reported on attendance at the West Vancouver Police Department open house.

MOVED by Soprovich, seconded by Booth:

THAT the oral reports from the Mayor and Councillors be received for information.

CARRIED

PUBLIC QUESTIONS AND COMMENTS

14. Public Questions and Comments

There were no questions or comments.

ADJOURNMENT

15. Adjournment of July 9, 2018 Council Meeting

MOVED by Cameron, seconded by Gambioli:

THAT the July 9, 2018 Council meeting be adjourned.
(8:25 p.m.)

CARRIED

Certified Correct:

[Original signed by Mayor]

MAYOR

[Original signed by Corporate Officer]

CORPORATE OFFICER

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Director	Municipal Manager/Deputy Municipal Manager

COUNCIL AGENDA

Date: November 3, 2025 Item: 5.

DISTRICT OF WEST VANCOUVER
750 17TH STREET, WEST VANCOUVER BC V7V 3T3

COUNCIL REPORT

Date:	October 1, 2025
From:	James Ray, Customer and Seniors' Services Manager
Subject:	Seniors' Advisory Roundtable Update
File:	2100-01

RECOMMENDATION

THAT

1. the October 1, 2025 report titled Seniors' Advisory Roundtable Update from the Customer and Seniors' Services Manager be received for information;
2. staff review the scope for a new build of the Seniors' Activity Centre provided in the Seniors' Activity Centre Facility Needs Assessment and Feasibility Study;
3. staff review potential locations for a new build of the Seniors' Activity Centre;
4. staff report back to Council in spring 2026 with a recommendation on next steps to develop a comprehensive business plan for a new build of the Seniors' Activity Centre in West Vancouver; and
5. staff be directed to continue communicating with all stakeholders involved in the community initiative related to the future of ice sports in West Vancouver.

1.0 Purpose

To provide Council with an update on the Seniors' Advisory Roundtable (SAR) and seek Council approval to review the scope for a new build of the Seniors' Activity Centre (SAC) provided in the SAC Facility Needs Assessment and Feasibility Study, prior to recommending next steps for the SAC.

This work will support the long-term investment of seniors in West Vancouver and directly supports Council Strategic Goal 6, Objective 6.5: work with senior levels of government, non-profits, and private sector providers to enable supports for ageing in place.

2.0 Legislation/Bylaw/Policy

In 2012, the District of West Vancouver (District) applied for and received a designation from the provincial government to be an age-friendly community that furthered the goals of the Blueprint for Social Responsibility and Change which was required to receive the designation. Strategies in the Blueprint for Social Responsibility and Change (2017) help support the District to anticipate and meet community needs as demographic changes occur, through short- and long-term strategies delivery of social services. These include applying a 'social lens' to development and policy planning to ensure that the social priorities of the community are considered in municipal planning and processes.

3.0 Council Strategic Objective(s)/Official Community Plan

Council Strategic Plan

Council's Strategic Objectives support the planning for seniors' services and ageing in place:

- Strategic Goal 6: enhance the social well-being of our community
    - Objective 6.4: expand recreational opportunities for residents and visitors of all ages
    - Objective 6.5: work with senior levels of government, non-profits, and private sector providers to enable supports for ageing in place

Official Community Plan

The District's Official Community Plan recognizes supporting demographic and cultural diversity, enhancing public facilities and spaces, promoting an engaged community, and enabling an active community through policies 2.8.17, 2.9.5, and notably the following:

2.8.1 Anticipate and meet community needs as demographic changes occur, through short and long-term strategies for the delivery of services.

2.8.3 Improve access to services and resources for youth, seniors and persons with disabilities, including consideration for improved walking, cycling and transit connections and shuttle services.

2.8.4 Provide services, programs and facilities that are inclusive of and encourage seniors and people with disabilities to function and belong in a barrier-free environment, with consideration for physical and mental disabilities and cognitive challenges.

2.8.9 Maintain and optimize existing civic facility (e.g., community centres and libraries) and manage space flexibly or potentially expand to meet changing needs.

2.9.1 Maintain and optimize the use of existing recreation facilities to help facilitate participation in sport, leisure and active recreation for all ages and abilities.

4.0 Financial Implications

No additional financial resources are required at this time.

If Council provides direction in the future to continue moving this project forward, there will be financial implications to consider.

5.0 Background

5.1 Previous Decisions

Council, at its December 11, 2023, regular meeting, passed the following resolution:

THAT the report from the Seniors' Services & Community Recreation Manager, dated November 29, 2023 and titled Seniors' Activity Centre Facility Needs Assessment and Feasibility Study, be received for information.

Council, at its July 22, 2024, regular meeting, passed the following resolution:

THAT the report titled Seniors' Activity Centre Facility Needs Assessment and Feasibility Study Conclusion and Next Steps from the Seniors' & Customer Service Manager dated July 8, 2024, be received for information with thanks.

5.2 History

The District has supported seniors' services in the community for those aged 55+ for decades. Built in 1980, the SAC offers a wide range of programs, services, and amenities for seniors in West Vancouver and is home to approximately 4,400 active members and 400 active volunteers.

In 1994, the first building expansion was completed with the addition of a new entry way, arts studio, washrooms, storage rooms, and cafeteria and kitchen. Previous exterior spaces were enclosed during this renovation.

In 2001, another expansion was completed with the extension of the cafeteria, atrium, and an additional patio enclosure.

As program and space demands increased beyond what could be accommodated at the SAC during prime times, some programs such as languages, music, and fitness moved over to the West Vancouver Community Centre (WVCC) into spaces that had availability, specifically during the weekdays between 12:30 – 3 p.m.

More recently, there have been other renovations including SACS on 21st; the Coffee Bar; the Fabric Arts Studio; and the Frank Kurucz Rehabilitation Centre, a dedicated space at the SAC for specialized

programs in all areas of wellness including active rehabilitation which opened in September 2022.

Over the years, SAC programs have evolved to meet the growing needs of seniors in the community. The current SAC has a total of 26,000 square feet of interior space which currently includes space for social gathering, sport, fitness, rehabilitation, food services, and more. The programs and services currently offered and run out of the SAC include:

- Billiards
- Dundarave Players music program
- Duplicate Bridge, Mahjong, and card games
- Fabric Arts
- Feed the Need and related outreach
- Fitness and rehabilitation
- Flight simulation
- Food services
- Gardening and plant clubs
- Heritage Choir
- Keeping Connected programs
- Photo Club
- Ramblers hiking, snowshoeing, and golf
- SACS on 21st
- Shuttle Bus transportation service
- Trip and event services
- Various outdoor cycling groups
- Visual arts programs
- Volunteer Services
- Woodworking shop

As of 2021, West Vancouver had 12,575 residents over 65 and 2,395 residents over 85 years old (Statistics Canada, 2021 Census). By 2041, these figures are expected to grow by 72%, potentially increasing to 21,629 residents over 65 and 4,119 residents over 85, which shows a rapid growth rate of seniors living in West Vancouver. It is also expected that these seniors will be more diverse and continue to live more active and engaged lives than the current population.

In 2021, the SAC Advisory Board partnered with the District to conduct a SAC Facility Needs Assessment and Feasibility Study to review the needs of seniors now and plan for the needs of seniors into the future. The goal of the project was to evaluate the demand for senior-specific programming and services, the growth and evolution of seniors' needs, and evaluate and recommend how to use or expand existing facilities to support current and future needs of an ageing community.

In July 2022, a SAC facility needs assessment and feasibility study working group (Working Group) was formed, consisting of four volunteer members from the SAC Advisory Board and three District staff, to hire a consultant to lead the project. Through the procurement process, Hughes Condon Marker Architects (HCMA) was awarded the contract and hired to conduct the project work which began in September 2022. The full proposal and project scope is included in HCMA's West Vancouver SAC Feasibility Report (**Appendix A**).

The scope listed the following six-step process to be completed:

1. Existing facility review
2. Needs assessment and research
3. Public engagement
4. Space programming
5. Concept designs
6. Class D costing and final report

In December 2023, the Working Group provided Council with a project update on the first three steps. In July 2024, they then presented on the final three steps of the project. The findings presented by the Working Group concluded the following:

- The existing facility is in good condition structurally, but required additional space for program offerings during prime operating hours of 9 a.m. – 3 p.m.
- Social connectivity, maintaining mobility, and lifelong learning were key factors to consider in a potential renovation/addition or new build of the SAC.
- Programming considerations needed to include accessibility and inclusion, additional volunteer spaces, improved food service areas, and informal social spaces.
- Structurally, any potential renovation/addition or new build of the SAC should include a large multipurpose gym, an outdoor gathering space, multiple small to medium multipurpose rooms, and a clear, welcoming entrance for centre visibility.
- Both a renovation/addition and a new build were considered in the concept design. For both considerations, it was determined that continuation of service would be a priority, meaning a phased approach would be required for both options.
- A costing analysis was completed, which included a Class D cost estimate using quarter one of 2024 fiscal year pricing. The renovation/addition costing was $72 million and the new build costing was $93 million.

Renovation / Addition Costing	($ millions)
Class D costing for construction costs	40
Construction contingency	10
Professional fees	7
Connection fees & permits	2
Management & overhead costs	4
Soft cost contingencies	1
Furnishings, fixtures and equipment allowance	8
Total costs	**$ 72 million**

New Build Costing	($ millions)
Class D costing for construction costs	52
Construction contingency	12
Professional fees	10
Connection fees & permits	2
Management & overheard costs	5
Soft cost contingencies	2
Furnishings, fixtures and equipment allowance	10
Total costs	**$ 93 million**

After the completion of the SAC Facility Needs Assessment and Feasibility Study, the Working Group determined that further examination was required. The SAR was established in fall 2024 to develop a plan for the future of the SAC in West Vancouver.

6.0 Analysis

6.1 Discussion

The SAR is a community-based roundtable that collaborates with District staff, provides advice, and serves as a valuable resource of knowledge and experience to explore a seniors' hub model and develop a plan for the future of SAC in West Vancouver. The SAR is comprised of the following members:

- 2 members from the SAC Advisory Board
- 3 community members with an interest in senior services
- 2 members from North Shore senior serving organizations
- 1 member from Vancouver Coastal Health
- 2 members from municipal, provincial, and/or federal government
- 1 member from Enhance West Van

- Customer and Seniors' Services Manager
- other District staff invited as needed

SAR Meetings and Research

The SAR met a total of six times from November 2024 through September 2025, as well as hosted numerous smaller Working Group meetings, comprised of SAR members and SAC Advisory Board members. In addition, SAR members met with community partners, and elected officials at the federal, provincial, and municipal level. They also met with BC Seniors' Advocate, Dan Levitt, who stated that by 2036, 25% of people across British Columbia will be a senior.

Throughout the meetings, four main topics were researched and discussed to help the SAR make a recommendation on the future of the SAC:

1. renovation/addition or new build
2. review of new senior centres
3. seniors hub model
4. funding strategy

When discussing these topics early on, it became evident that the best approach for the future of the SAC was to recommend a new build that would support the needs of a growing senior population now and into the future.

1. Renovation/Addition or New Build

   The SAR first began by discussing the options of a renovation/addition or new build that was included in the SAC Facility Needs Assessment and Feasibility Study, which only considered the existing SAC site.

   Renovation/Addition

   This option would selectively demolish the northern part of the existing building to make way for a two-storey addition that would house additional program space and increase the areas for social connection. The work would need to occur in a phased approach, allowing some operations to continue while the renovation/addition takes place. Where possible, some programs and services would be relocated to other District spaces.

   The renovation/addition would demolish the administrative area, Frank Kurucz Rehabilitation Studio, woodshop, and SACS on 21st; create additional program areas; and add an additional level above the current northwest side of the facility facing the WVCC.

   Upon completion, the first floor of the building would include a renovated administrative area, Frank Kurucz Rehabilitation Studio, woodshop, SACS on 21st, and an additional large multipurpose gym. The second level of the building, accessed by stairs and an elevator,

would include two smaller multipurpose spaces, additional storage, and a new billiards room. During the renovation/addition, a more inclusive and welcoming entrance would be constructed, along with an improved and larger social lobby area.

New Build

This option would be a complete new build and would occur in three phases.

1. Demolish the majority of the existing building, with the exception of the food service area, washrooms, and AV room. Food service operations would continue and administrative services would be relocated to the existing AV room.
2. Construct a new building on the northwest side of the remaining building.
3. Upon completion of the new building, demolish the existing food service area and convert to outdoor space and parking.

A new build would include all of the current amenities found at the SAC, as well as a renovated food service area. Additionally, it would include a multipurpose gym with a walking track on the second level, rooftop garden boxes, welcoming entrance way, expanded social gathering space, increased height space in a variety of multipurpose rooms, and improved storage. These new spaces would allow SAC programs that take place in the WVCC to move back; therefore, freeing up space for additional WVCC programs and services that are currently at capacity. Fit Fellas is an example of a SAC program that operates five days a week out of the Sports Gym at the WVCC.

Many comments received during these meetings were that the current SAC is a warm, welcoming, and thriving centre that offers services that cannot be found elsewhere on the North Shore. These are important components of the SAC that many felt must be maintained and incorporated into any future changes or design.

The SAC is over 40 years old and has already undergone numerous renovations over the years to meet the growing demand and needs of the community. While the facility is structurally sound, further expansions would be difficult with the current site constraints and would ultimately be quite costly and may not meet the long-term needs of seniors in West Vancouver.

This evidence supports why the SAR recommends that a new build of the SAC is required.

2. Review of New Senior Centres

Senior centres that were reviewed included: the Cummings Centre in Montreal, Edmonton Seniors Centre, and Minoru Centre for Active Living in Richmond. The purpose was to see what programs and services these facilities offered; what partnerships existed with senior

serving organizations; what structural and physical designs were utilized; and what funding models were used. The SAR found consistent trends at each facility which they envision to be part of a new build of the SAC. These trends included:

- Active program offerings, promoting social connectedness and healthy ageing
- Hub model approach with senior serving organizations and health services either onsite or in proximity
- A bright, open design concept, promoting a welcoming atmosphere
- A combination of municipal, provincial, federal, and private funding sources were required to build these facilities

In addition to reviewing senior centres, the SAR looked at the San Diego Master Plan For Senior Centers (**Appendix B**), which is a city-wide master plan outlining specific improvements required in each community in the San Diego County. The Master Plan included everything from programming considerations, physical feature considerations, the beginning stages of a fundraising campaign, and ensuring seniors' needs are met in the San Diego County. The SAR views the San Diego Master Plan for Senior Centers as a potential reference tool when considering the preparations for a new build of the SAC.

3. Seniors Hub Model

   A hub model is a centralized multi-service approach where a seniors' centre or other facility serves as the core location for delivering integrated health, social, recreational, and support services to seniors. It acts as a connector between seniors and community partners, facilitating access to programs, resources, and care in a coordinated and accessible way. A hub model promotes partnership and collaboration throughout the community, which has been a driving force around the current success of the SAC, and would only continue to expand in a new build. The SAR recommends a hub model be incorporated into a new build based on the success seen at many other centres they reviewed. It would benefit not only current members of the SAC, but all seniors in the community now and into the future.

4. Funding Strategy

   Long-term funding strategy discussions included:

   - meetings with elected officials from federal, provincial and municipal levels of government to review grant opportunities that are or could become available
   - a review of the funding strategies utilized by other new, successful senior centres across Canada

- a review of the viability of a fundraising campaign, and when a fundraising campaign would begin

After completing this review, the SAR determined that while there are available grants, most of the funding would need to be secured through private donations. The SAR met with government officials who shared that there are numerous housing grants, and that if a new build incorporates a housing component on the site, these grants could be available to support a new build of the SAC. However, these grant opportunities are limited and it was determined that a full fundraising campaign, potentially through a professional fundraising consultant, would be necessary to secure the funds required for a new build. However, the site and design need to be determined to present to potential donors before beginning a fundraising campaign.

Another funding strategy that was discussed was long-term revenue generating opportunities that are limited by the current facility design. These include lease opportunities with community partners or private organizations, as well as housing opportunities above or around a new build of the SAC. A project of this scope will require a well-thought-out funding plan, which would be included in future steps.

Next Steps

Through the work completed by the SAR, the current constraints at the SAC, and the goal of meeting the future needs of seniors in West Vancouver, a new build is recommended.

The SAC Facility Needs Assessment and Feasibility Study was completed in 2024. Since the scope and costing information in the study is outdated, staff need to review this information for a new build, as well as explore possible locations. Once this is completed, staff will return to Council with their findings to seek direction on next steps for the future of the SAC in West Vancouver.

In addition, the SAR is supportive of staff exploring a hub model when planning for the future. The hub model will serve many community members by having a centralized, accessible, multi-service facility providing important services to seniors in one location in West Vancouver.

Finally, staff recognize that another community initiative came forward to Council in spring 2025 regarding the future of Ice Sports in West Vancouver. As these projects continue to move forward, staff will continue collaborating with stakeholders involved to understand all community needs and ensure efficiencies for both projects are considered.

6.2 Climate Change & Sustainability

One element of a sustainable community is addressing seniors' current and future needs to ensure adequate resources are available for future generations.

6.3 Other Communication, Consultation, and Research

The following organizations are members of the SAR:

- Enhance West Van
- North Shore Division of Family Practice
- Office of MLA Lynne Block
- Silver Harbour Centre
- Vancouver Coastal Health

7.0 Options

7.1 Recommended Option

THAT

1. the October 1, 2025 report titled Seniors' Advisory Roundtable Update from the Customer and Seniors' Services Manager be received for information;
2. staff review the scope for a new build of the Seniors' Activity Centre provided in the Seniors' Activity Centre Facility Needs Assessment and Feasibility Study;
3. staff review potential locations for a new build of the Seniors' Activity Centre;
4. staff report back to Council in spring 2026 with a recommendation on next steps to develop a comprehensive business plan for a new build of the Seniors' Activity Centre in West Vancouver; and
5. staff be directed to continue communicating with all stakeholders involved in the community initiative related to the future of ice sports in West Vancouver.

7.2 Considered Options

THAT the proposed next steps described in the October 1, 2025 report from the Customer and Seniors' Services Manager not be approved.

OR

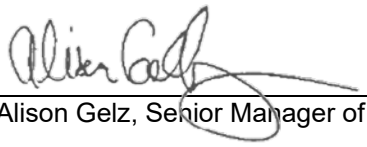
THAT staff provide further information on the proposed next steps for the Seniors' Activity Centre in West Vancouver, as directed by Council.

8.0 Conclusion

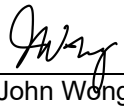
The Seniors' Advisory Roundtable and Seniors' Activity Centre Advisory Board believe that building a new Seniors' Activity Centre will make the District of West Vancouver more prepared for the expected growth of the senior population over the next 15 - 50 years. A new build provides the District of West Vancouver an opportunity to invest in the future of seniors by enhancing programs and services in the community. Directing staff to review the scope for a new build of the Seniors' Activity Centre in the Seniors' Activity Centre Facility Needs Assessment and Feasibility Study is a critical next step to ensure that the needs of seniors in West Vancouver are met now and in the future.

Author: 

James Ray, Seniors' and Customer Service Manager

Concurrence: 

Alison Gelz, Senior Manager of Community Services



John Wong, Senior Manager, Facilities and Assets

Appendices

Appendix A Seniors' Activity Centre Facility Needs Assessment and Feasibility Study by Hughes Condon Marker Architects (HCMA) dated March 11, 2024

Appendix B San Diego Master Plan For Senior Centers by San Diego Seniors Community Foundation dated Spring 2022

APPENDIX A







West Vancouver Seniors' Activity Centre
Feasibility Report

Report created for
District of West Vancouver

Date
March 11th, 2024

Version
02

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1.0 Executive Summary

1.0 Executive Summary

The West Vancouver Seniors' Activity Centre ('SAC'), located at 695 21st Street, West Vancouver, is a welcoming facility, operated specifically for seniors within the community. The SAC offers inclusive programs and activities to encourage a healthy, active and social lifestyle. The programs include group fitness, keeping connected, ongoing learning opportunities, online programs, outdoor sports and a range of other activities. The centre also offers a well-used cafeteria style food service that offers nutritional food to members and non-members.

In 2022, the District of West Vancouver and Seniors' Activity Centre Board engaged a team of consultants led by **hcma** Architecture + Design to complete a Facility Needs Assessment & Feasibility study for the Seniors' Activity Centre in West Vancouver. The consultant team includes:

- Brian Johnston - RC Strategies (RCS) - Needs Assessment
- Jeremy Hapchina - Morrison Hershfield - Structural Assessment
- Ross Templeton - Ross Templeton + As. (RTAQS) - Costing
- Joanie Sims Gould - Gerontology Expert

In addition to the consultant team, the project consulted with two key advocates for seniors' issues:

- Isobel MacKenzie - Seniors' Advocate
- Annwen Loverin - Silver Harbour Executive Director

The key work stages in the feasibility study are illustrated in the diagram below.



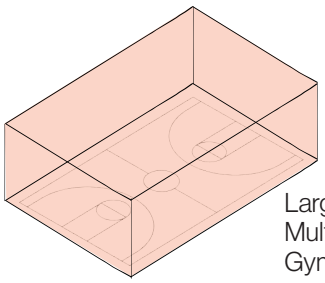
The purpose of the feasibility work is to aid the District and the Seniors' Activity Centre Advisory Board in considering services and spaces that will balance the immediate needs of seniors, with planning to support the long-term needs and expectations of West Vancouver's future seniors. Recognizing that the aging population is growing and is expected to continue to grow according to the Canadian Institute for Health Information, it is critical to plan strategically now to meet future needs.

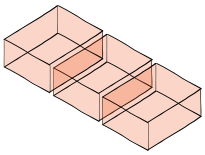
Informed by a space needs assessment, a public survey, existing facility tours and operator interviews, as well as high level research into aging, trends and best practices, Section 2.0 of this report provides and overview of the methodology and outcomes of the needs assessment. This includes broad overall recommendations for consideration in the future of the SAC, as well as a proposed space program for the SAC to better support evolving activities and program offerings to meet the needs of a growing population of seniors, now and into the future. One of the high-level findings of the needs assessment that is worth highlighting is the fact that the SAC membership has not grown in proportion to the growing number of seniors in West Vancouver, meaning that it is currently losing 'market share'. This reveals the importance and timeliness of the feasibility study. Providing additional space to support current programming and allow for the addition of new and evolving programs and activities to meet future needs will help to keep the SAC membership growth in line with the growth in seniors in West Vancouver, and allow it to continue to place a critical role in meeting the needs of seniors now and into the future.

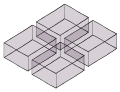
The refined space program includes a new large multipurpose gymnasium/gathering space, a range of new multipurpose rooms, new informal social spaces (indoor and outdoor), food service improvements and expansion, and a range of spatial improvements including accessibility, inclusion and enhanced visibility, and clarity of entry and wayfinding. The full range of spaces in the proposed space program are included in Section 3.2.

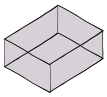
Using the proposed space program developed through the Research, Engagement and Needs Assessment, the design team moved into developing Concept Designs. This work began with an existing site analysis and an interior space analysis of the existing SAC to test the space program against both the available site area and the existing spaces within the SAC building. A number of possible designs were

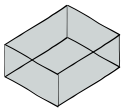
Proposed Additional Program

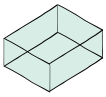

Large Multipurpose Gym

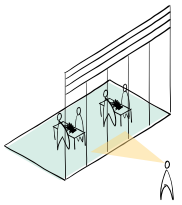

Multipurpose Rooms

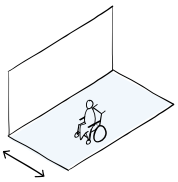

Office/Volunteer Spaces

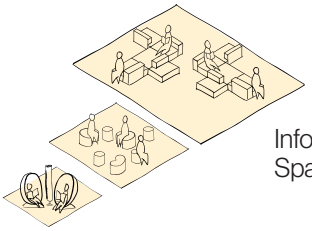

Storage

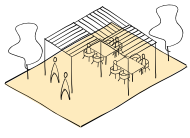

Food Service


Entry & Reception


Centre Visibility & Expression


Accessibility & Inclusion

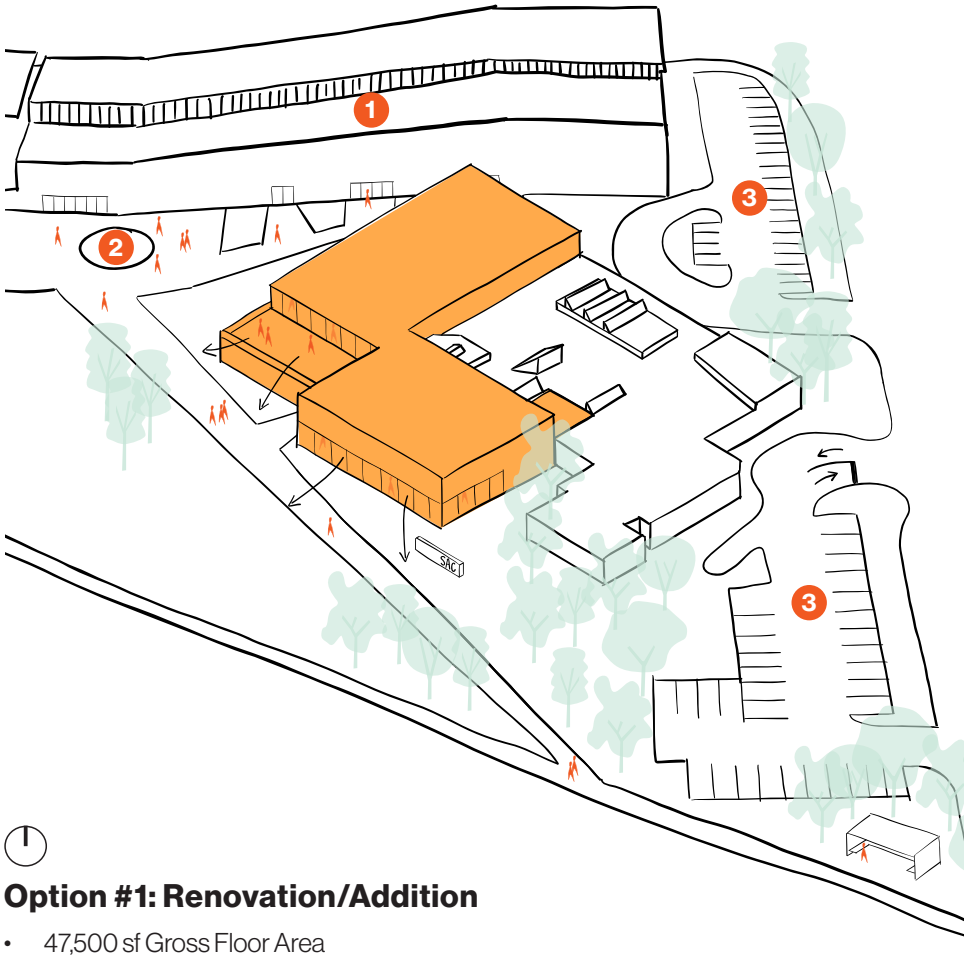

Informal Social Space


Outdoor Gathering

then developed, ranging from minor renovations and additions to a complete facility replacement options. Each solution was tested and evaluated against a range of criteria including service disruptions, parking and access, spatial efficiency, ability to meet the space needs identified in the needs assessment, cost and life-cycle expectations. Ultimately, two preferred options were selected and developed into more detail, Option 1: Renovation/Addition and Option 2: New Build. Both options consider the desire to minimize service disruption, which results in a phased approach to construction in each option.

A Class D costing report was prepared for each of the concept options, using today's dollars. The cost of underground parking is provided as a separate cost, as the total parking requirement for the proposed new facility has not yet been determined and will need to be refined through a more detailed parking analysis as part of a future scope of work.

The overall project cost for Option 1, in today's dollars and exclusive of underground parking, is roughly $72 million.



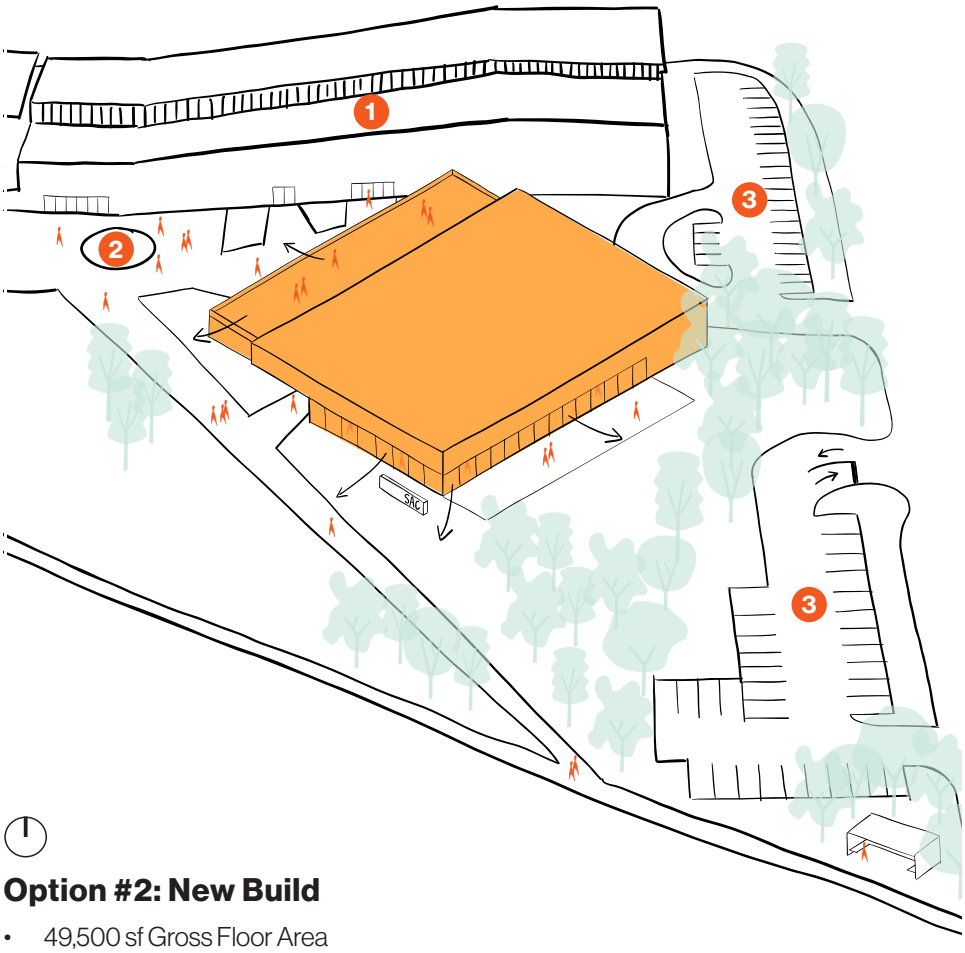
Legend

1. Community Centre
2. Plaza water feature
3. Surface parking

Option #1: Renovation/Addition

- 47,500 sf Gross Floor Area
- Total Project Cost: $71.8 M

The overall project cost for Option 2, in today's dollars and exclusive of underground parking, is roughly $93 million.



Legend

1. Community Centre
2. Plaza water feature
3. Surface parking

Option #2: New Build

- 49,500 sf Gross Floor Area
- Total Project Cost: $92.5 M

The design concepts are presented in detail in Section 3.0 Concept Design, with associated costs for each in Section 4.0 Costing Analysis. Further detail on the costing is included in Appendix 5.7 Costing Report.

*Note that all costs are in Q1 2024 dollars $ and do not include parking.

2.0 Research, Engagement & Needs Assessment

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2.1 Introduction

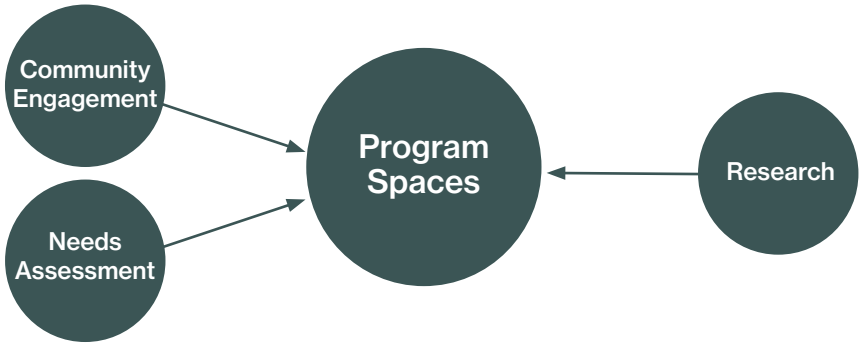
Deciding on proposed new spaces or space changes for the SAC should be based on a number of factors including a technical needs assessment, contextual research and public engagement. A needs assessment consists of evaluating the current usage and capacity, and identifying future needs and emerging trends, as well as a community's identity and aspirations revealed through stakeholder engagement.

To create a holistic understanding of the senior community's needs, the project team has undertaken the following key touchpoints to date:

Nov 1, 2022	The Space Between videos launch at the SAC	
Nov 2, 2022	Presentation to the District of West Vancouver Community Engagement Committee	
Nov 4, 2022	Needs assessment site tour with RCS & Morrison Hershfield	***Needs Assessment***
Nov 10, 2022	Silver Harbour project learnings discussion	
Nov 17, 2022	**hcma** Trends & Opportunities presentation to the Visioning Committee	
Dec 1, 2022	Local facilities tour (Killarney Seniors' Centre and Minoru Seniors' Centre)	***Research***
Dec 8, 2022	Presentation with Isobel MacKenzie	
Mar 23, 2023	Literature review presentation by Joanie Sims Gould	
May 1, 2023	Engage with Age survey launch	
May 9, 2023	Two focus group sessions at the SAC and the West Vancouver Community Centre	***Community Engagement***
May 10, 2023	Two focus group sessions at the SAC	
May 26, 2023	Virtual focus group on Zoom	

This chapter begins by sharing a summary of research findings, including work on global trends associated with aging, supplemented by literature reviews and experience from local gerontologists. The

research summary also provides key observations gathered from facility tours and interviews with local facility operators. It goes on to provide a high-level summary of the key findings from the public survey, and to present the learnings and recommendations from the needs assessment. Lastly, this chapter provides emerging recommendations for spatial changes for the SAC, based on the research, engagement and needs assessment outcomes. The spatial changes are focused on continuing to provide what has been identified as the SAC's provision of high quality programming and services, with the ability to provide additional and changing programming and services to meet the future needs and aspirations of a growing population of seniors.



The SAC needs assessment, carried out by RCS, aims to establish the 'right size' for a proposed facility using demographic, trends and engagement data. Its purpose is to differentiate between 'needs' and 'wants', defining 'needs' as those spaces that benefit the largest possible segment of the community. It includes considerations on how a change in the 'supply' of a facility in the community (e.g. through replacement and/or significant enhancement) will impact levels of use.

The community engagement, which included focus group sessions conducted as part of the needs assessment work, and a public survey conducted in May 2023, was conducted to inform the proposed space needs required to support current and future activities, and to help develop space planning recommendations.

As noted above, key findings across Research, Engagement and Needs Assessment are identified at the end of each section, and when comparing the key findings, it is clear that there are recurring themes across all three modes of data collection. Section 2.5 Recommendations provides a combined, streamlined grouping of the key findings across all three methodologies of data collection, and identifies how key findings are then tied to the draft spatial recommendations.

*Full reports and content shared as part of each of the primary categories of work are included as Appendices to this report.

2.2 Research

2.2.1 hcma Trends & Opportunities

In the fall of 2023, **hcma** conducted a review of forecasted regional and global trends related to the Future of Aging. This review was conducted by online searches of information available through research organizations like the World Economic Forum, World Health Organization, MIT Age Lab, the Milken Institute, Harvard Business Review, Canadian Census data and various news outlets. The research covers a range of categories related to aging and is intended to inspire, inform and provide context for strategic decision making related to the service and spaces that will be required to support seniors in West Vancouver into the future.

The trends were presented in the following key categories:

1. Learning
2. Contribution & Identity Shift
3. Social Diversity
4. Financial Health
5. Changing Ability
6. Health Challenges
7. Caregiving
8. Living
9. Resilience & Social Isolation

Trend #1 - Learning

This trend is related to changes in workforce needs and skillsets as well as the forecasted trend that in the future many people will have multi-career lives. In some cases this applies to individuals who are not yet prepared for retirement for a variety of reasons, but it also applies to learning technology for social connection as was seen through the Covid-19 pandemic.

Examples:

1. *Barking Learning Centre, UK*
   A community-based learning facility that houses various programs & services (ie. cafe, digital lab, art gallery, adult college, spa, etc)
2. *Mirabella Community, AZ*
   University-based retirement community offering education, arts & culture, athletics, mentoring, etc.

3. *Adult Learning Centre, DE*
   Adult education centre that offers various spaces to match different learning styles.

Trend #2 - Contribution & Identity Shift

The World Economic Forum notes that Baby Boomers in the USA are projected to have 70% of the disposable income over the next 5 years yet less than 10% of advertising efforts are directed toward them. As a human capital resource: Civic engagement and volunteerism are built on the backs of older adults. Nearly a quarter of people 55 and older volunteer in their communities. This service is valued by the Corporation for National and Community Service at $77 billion a year in the USA.

Examples:

1. *Workplace mentorship, Singapore*
   A $3bn (SG) plan to 'build a cohesive society with inter-generational harmony.'
2. *John Morden Centre, UK*
   Day centre for residents that tackles social isolation by providing quality spaces to interact.
3. *SPLASH basketball team, CA*
   A women's basketball team for players age 80 and older.

Trend #3 - Social Diversity

As a diverse community ages it is not surprising that seniors also reflect this diversity. Language and cultural expectations may be barriers or influences on programming.

Examples:

1. *LGBTQ+ community*
   Members of the LGBTQ+ community may fear retirement communities and long-term care facilities for fear of being re-closeted.
2. *Indigenous peoples*
   Ongoing research at Laurentian University found 'First Nations frailty levels in the 45-54 age group were similar to those aged 65-74 in the general population.' This means there is a need for specialized services at an earlier age for indigenous peoples than the general population.

Trend #4 - Financial Health

A significant number of low- and medium-income seniors experience financial challenges that require them to extend their retirement plan. With increased longevity, even those individuals who have the means to retire want to stay in the workforce longer but can face age

discrimination, despite the fact that an intergenerational workforce that embraces mentoring and reverse mentoring can spark innovation and organizational success.

Trend #5 - Changing Ability

It is important to acknowledge that older adults are a heterogeneous group with varying physical, sensory, cognitive and sensory abilities. Contrary to popular belief, there is not always a clear relationship between chronological age and health status.

Examples:

1. *Driving cessation*
   A significant change in an individual's life which can lead to social isolation and other health consequences.
2. *Healthy older adults*
   Having a significant proportion of healthy older adults leads to a shift in more active interests than previous generations.
3. *Betty Nansens Seniors Training Ground, DE*
   Centre with specialized equipment for joint mobility and support as well as exercise and circuit type systems.
4. *Kentish Town Health Centre, UK*
   A holistic approach to health care where health and art come together for the community.
5. *Driverless cars*
   Speculation by automotive manufacturers that driverless cars could revolutionize old age as elderly people are negatively affected by poor public transit.

Trend #6 - Health Challenges

The World Economic Forum notes that 47.5 million people worldwide have dementia (2021) which is expected to triple by 2050. The World Health Organization estimates that there will be a global shortage of 18 million health care workers by 2030.

Examples:

1. *Mr. Bar wearable assistive robot*
   A fall prevention robot developed by the Singapore Rehabilitation Institute.
2. *Adoption of technology*
   The pandemic accelerated the adoption of telemedicine, video chat and online education.

Trend #7 - Caregiving

Globally, health and social care systems are struggling to meet the needs of older adults. The growth in population of older adults coupled with the desire to age in place and the shortage of professional care providers is requiring family and friends to fill in the gaps.
Family caregivers suffer from cognitive overload, balance of time and relationship loss as they shift across various roles. The World Economic Forum estimates that family caregiving represents $1.3 trillion in economic loss in the US alone. These losses comprise of unpaid labour, low business productivity, lost salaries and increased medical costs. It is also worth noting that many seniors act as family caregivers as more than half of unpaid US family caregivers are over age 50. Unpaid caregivers' work nationwide is valued at nearly $500 billion a year, while older adults are also the job-creating engine for the ranks of paid caregivers. As support for working parents, more than 2.5 million grandparents take care of grandchildren who live with them—in many cases making it possible for parents to work.

Examples:

1. *Santa Rita Geriatric Centre, Spain*
   Palliative care facility aimed at ensuring total accessibility, physical autonomy, psychical security and respect to individual privacy.
2. *PARO, Japan*
   Advanced interactive robot which administers benefits of animal therapy in hospitals and extended care facilities where live animals present treatment or logistical difficulties.
3. *Dementia villages*
   Originating in the Netherlands, this non-institutional model of care creates an accessible and safe village environment, simulating typical daily interactions.

Trend #8 - Living

New arrangements and opportunities for living or residing have been developed to facilitate healthy aging around the world.

Examples:

1. *Generation House, Arhus DE*
   An intergenerational house that brings together elderly homes, nursing homes, youth housing, family homes and day care.
2. *Intergenerational harmony*
   A $3bn plan in Singapore aimed at building a cohesive society with inter-generational harmony through cash incentives, co-locating elder and childcare facilities, and integrating care of seniors into curriculum.

3. *Kotoen, Japan*
   Age-integrated facility combining a daycare with a care home.

Trend #9 - Resilience & Social Isolation

In the face of the Covid-19 pandemic and a climate crisis, seniors' issues have been heightened. According to the Centre for Disease Control, social isolation for people over 50 is correlated with a 50% increased risk of dementia and a 32% increased risk of stroke.

Examples:

1. *Hey Neighbour Collective*
   Organization aimed at addressing the epidemic of loneliness and social isolation by bringing together housing providers, non-profits, researchers, local and regional governments, housing associations and health authorities.
2. *Next Door app*
   An app to connect residents in a given neighbourhood.

Key findings:

1. There are going to be **more seniors in the future**, and the SAC needs to grow to be able to respond to this.

2. There will be a need for **ongoing programming around skills development**, including changes in technology (and technology for staying connected).

3. **Social connection is crucial** for aging well. Social health relates directly to physical health. Programming and services focused around socializing should continue to be prioritized, and are particularly important after retirement (leaving the workforce can mean loss of the social opportunities it provides).

4. **Seniors are diverse**, and social and cultural barriers need to be considered as much as physical mobility barriers.

5. Dementia is on the rise. The need for **support and informal caregiving**, as well as respite and social connection for seniors and family members providing informal care is growing. This could be spatial but also programs and services.

*Links to examples referenced can be found in Appendix 5.3.

2.2.2 Literature Review - Joanie Sims Gould

Dr. Joanie Sims Gould (PhD) was brought onto the project to produce a literature review of current global and local trends, innovations and academic thinking in the field of gerontology. While the research carried out by **hcma** was oriented around trends and influences impacting architecture geared towards aging and supporting seniors, the key themes summarized in the findings below have a number of thematic overlaps.

Key findings:

1. The population is aging, and it is diverse. **The advancement of diversity, equity and inclusion (DEI) are essential to respond to the needs of older adults** now and in the future.

2. Threats for an aging population include: **inequity, physical inactivity, social isolation/loneliness, transportation and climate change**.

3. **Age friendly design** is essential to support aging in place, health and well-being.

4. Increasingly, the third sector supports older adults in community. There is a role for third sector organizations (like seniors' centres) to **collaborate with other sectors** to advocate for the needs of older adults.

5. Technology will have an important role in the promotion of health and well-being for older adults. There is a role for seniors' organizations of the future to play in the **implementation and accessibility of technology.**

6. Ageism is pervasive in many policies, programs, services and structures. Through promotion of DEI, seniors' organizations have a key role to play in **education on issues of ageism** and advocacy for the needs of older adults (now and in the future).

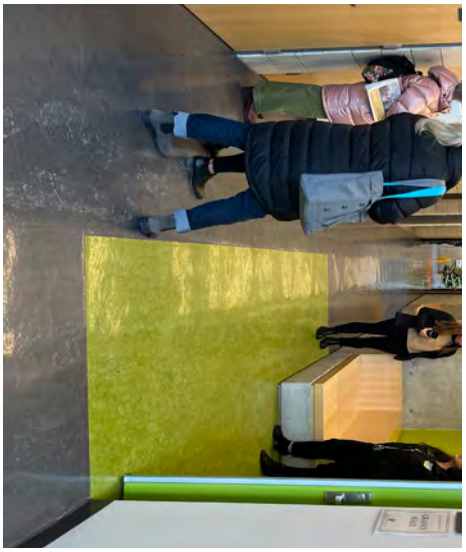
*The full review and list of references is included in Appendix 5.4.

2.2.3 Facility Tours

The project team toured two Lower Mainland Seniors' Centre facilities that have been constructed in the past five years: Killarney Seniors' Centre in Vancouver, BC and the Minoru Centre for Active Living in Richmond, BC. The tours were conducted by city staff who play a role in operating the facilities as well as members of the Advisory Boards for each centre.

Key findings:

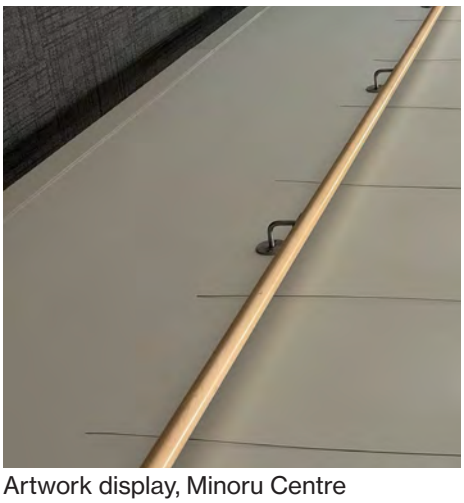
1. Operating and funding models at seniors' centres vary greatly.
2. Cooling & air-conditioning is important for **seasonal flexibility and weather event resilience.**
3. Wayfinding & signage is crucial to **provide a clear patron welcome experience.**
4. Age-friendly integrated and well considered **furniture can remove barriers.**
5. **Accessibility** is important for accommodating a variety of needs (ie. wider corridors for mobility devices, better acoustics, etc.).
6. West Vancouver Seniors' Activity Centre is comparatively very well used.
7. Cultural programming can **reinforce local communities.**



Corridor seating, Killarney Seniors Centre



Fireplace lounge, Minoru Centre



Artwork display, Minoru Centre

2.2.4 Meetings

To further broaden the project research, the working group facilitated meetings with two key advocates on seniors' issues.

1. Annwen Loverin, Executive Director, Silver Harbour (Nov 10, 2022)

As Executive Director of Silver Harbour, Annwen Loverin has extensive experience in seniors' services and recent learnings from the current construction project associated with the Harry Jerome Community Centre & Silver Harbour. She **shared her significant change management experience in going from the existing facility to a new design**, which resulted in lower total program area due to construction costs. Annwen stated the importance of perseverance through a major project and shared her approach of continuing to advocate for Silver Harbour throughout project challenges.

2. Isobel Mackenzie, Seniors' Advocate (Dec 8, 2022)

Isobel Mackenzie presented on the significant issue that seniors are prematurely entering into long-term care. She articulated that informal caregiving, when supported by local programming and in-house support services, can extend the ability of seniors to age comfortably in-place, which is a positive outcome. However, when appropriate and needed support services are lacking, informal family or partner caregivers face emotional burnout and financial drain which leads to premature entry of seniors into long-term care. Isobel **recommended that the West Vancouver Seniors' Activity Centre assign a Seniors' advocate within the Centre** to facilitate discussions with decision makers and to link families in need with resources. Programming opportunities for caregiver respite can also play a significant role.

2.2.5 Key Findings

The points below are the high level findings across the various research methods conducted. These include **hcma** trends research, Joanie Sims Gould's Literature review, local facility tours and meetings with seniors' advocates.

1. ***Growth***
   The population of seniors globally and in West Vancouver is growing and is expected to continue to grow. Senior-serving organizations need to **make changes to accommodate this growth** and continue to advertise their services in order to reach an expanding population.

2. ***Diversity***
   Seniors are a diverse population that span up to four decades. Their physical and cognitive needs, their social conditions and their perspectives on aging all offer points of significant difference. Senior-serving organizations need to consider their own diversities and **seek representation** of those groups for future planning.

3. ***Inequity***
   Financial and food insecurity are barriers to successful aging. Senior-serving organizations should continue to consider ways to remove these barriers in pursuit of healthy aging.

4. ***Ageism***
   Ageism is an important social determinant of health that has largely been neglected. Senior-serving organizations will need to approach this subject as part of their core activities and commitments to diversity, equity and inclusion.

5. ***Technology***
   Technology has become broadly used by seniors and digital literacy is shown to have health benefits for seniors in terms of social connectivity, health services and life-long learning. Senior-serving organizations should **continue to offer programs and develop policies related to access, use and promotion of technology.**

6. ***Lifelong learning***
   Access to stimulating learning opportunities and ways of contributing to meaningful experiences and knowledge support healthy aging. Senior-serving organizations should **continue to offer programs and services that support lifelong learning.**

7. ***Activity***
   Maintaining mobility through physical activity is one of the best ways of retaining independence. Senior-serving organizations should continue to **prioritize active programming opportunities** to support healthy aging.

8. ***Caregiving***
   There is broad need for caregiving both professionally and informally. This puts strain on systems and individuals who provide care without sufficient supports. Senior-serving organizations can **continue to offer respite programs and advocate** for seniors issues through partnerships at governmental levels.

9. ***Resilience & social isolation***
   Many seniors lack the physical, cognitive, social or economic resources to avoid and/or mitigate the effects of exposure to extreme weather events. Senior-serving organizations can continue to **offer socially connective and outreach programs that foster community to support resilient networks.**

2.3 Community Engagement

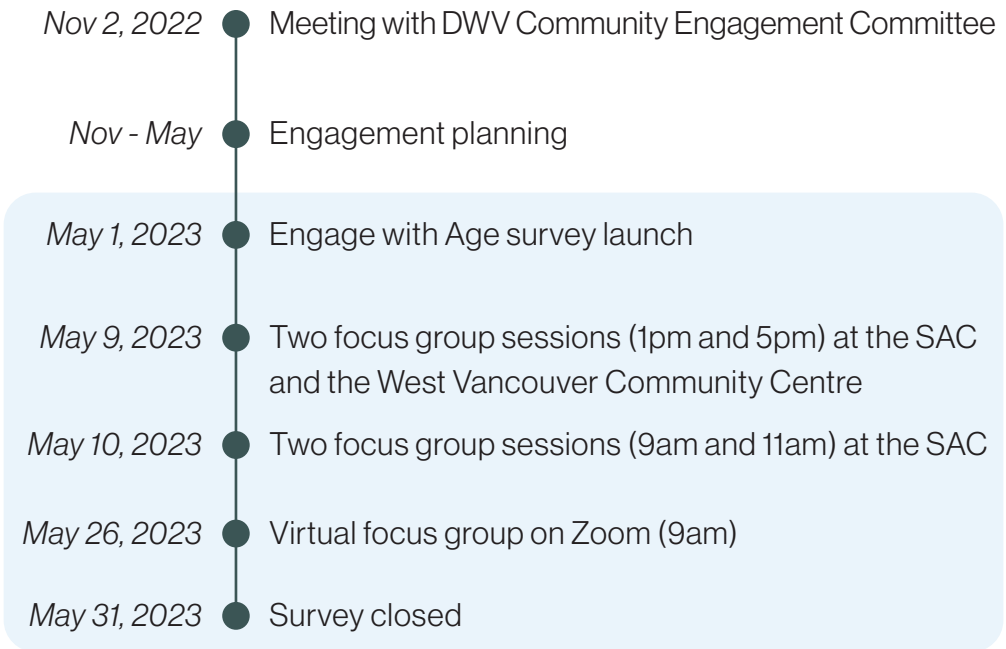
2.3.1 Principles

The community engagement process was intended to:

- Inform community residents about the SAC's feasibility study.
- Engage with the seniors community in West Vancouver, including both current SAC users and non-users, to understand their current and future needs and interests for the SAC, and to imagine how the SAC can try to meet those expectations.
- Engage with future senior community members about their needs and interests for aging well and how the SAC can help meet those expectations.

2.3.2 Methods & Events

In May 2023, the project team conducted a community engagement process called Engage with Age. Below is a timeline of the key engagement events:



Engagement Process

Survey

In May 2023, the project team released an online survey supported by a social media campaign encouraging community members to respond to the survey. The 'Engage with Age' community engagement process was advertised in the North Shore News print & digital editions, through paid advertisements on social media platforms, through a poster campaign in District of West Vancouver spaces, and through District of West Vancouver mailing lists. The survey was hosted on the District's website and paper surveys were available at various locations and handed out at in-person engagement events.



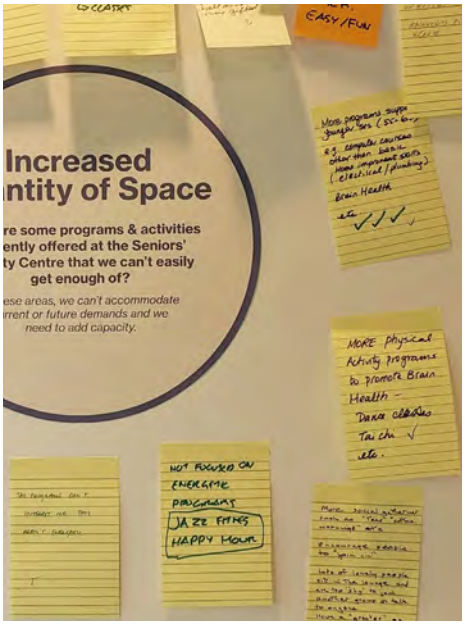
'Engage with Age' poster

Focus Groups

Concurrent with the survey campaign, RCS facilitated five focus group sessions for community members to provide feedback and discuss the topics. Four focus groups were held in-person and one was held virtually. Three of the in-person events were held at the SAC, and the fourth was held at the Community Centre.



Focus group attendees



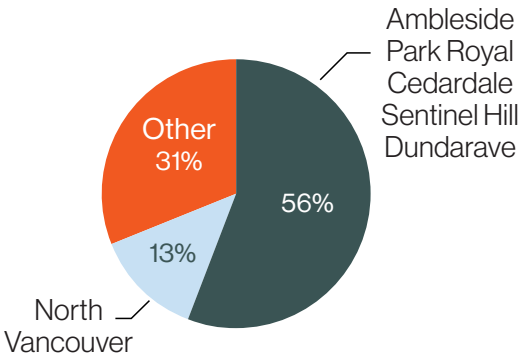
In-person focus group activity



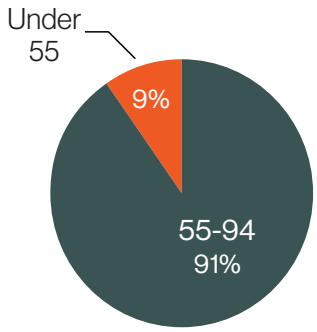
Focus group discussion

2.3.3 Key Findings - Survey

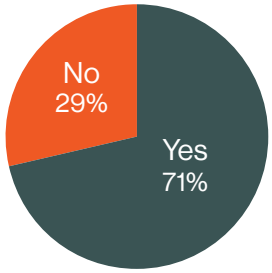
A total of 911 surveys (paper and digital) were collected. Key characteristics of the survey respondents are as follows:



Area of Residence



Age



SAC Member

Below is a summary of the high-level information received from survey data responses.

Aging in Place & Social Interaction

- 72% of responses cited 'healthy and active living programs' would be helpful in aging in place, and 84% selected preventative programs or services such as prehabilitation, exercise classes, fitness, hiking, cycling, etc. as the programs to support this.
- 59% selected 'social programs' as helpful in aging in place, making it the second highest priority for survey responders, highlighting the importance of social interaction and connection.

"It's not just about offering programs, but creating a hub for seniors"

Quality of Programs and Services

Generally a high level of satisfaction with the current services, programs and facilities.

- 98 respondents wrote they were generally satisified with the current Seniors' Activity Centre in the comments.
- 4 cited dissatisfaction.

"For 23 years, the Seniors' Centre has been my home away from home - thank you"

Health & Wellness

- 68% of responses selected 'food' as the primary activity they engage in at the SAC.
- 43% selected 'sports, fitness and yoga', making it the second most selected activity.

"I didn't know people under 60 could even participate at the centre"

Evolving Programming & Lifelong Learning

- 38% of the responders selected 'more interesting programs and services' when asked 'what would encourage you to join?'.
- 36% selected 'other' with key themes including programming on evenings and weekends (to cater to those still working), more awareness of programs offered, and changing the name as many do not see themselves as 'seniors'.

Respondents also cited they would like to see 'more intellectual opportunities' such as lectures and study groups on international affairs and current events as well as classes on how to use new technology and smartphones.

"The Seniors' Centre is a little tired and could use an update"

Food & Social Engagement

Food service and opportunities to enjoy food together is one of the most commonly enjoyed and valued activities offered at the SAC.

- 74% selected 'food' when asked what people value about the SAC.
- 74% also selected 'friendship and social interactions'.

There were low levels of reported lack of companionship and isolation, and high levels of social connectedness in the survey responders, 71% of whom identified as SAC members.

"Update to the 21st century: new programs, new crafts, drop-in activities for the younger ones (60-70)"

Caregiver Support

Research findings presented in Section 3.0 recommended support and resources to support caregivers to prevent burn-out and contribute to the viability of aging in place are very relevant to seniors who engaged in the survey (71% of whom are SAC members).

- 15% percent of survey responders are caregivers or are supporting a loved one.

"Exceptional food, bright and spacious facilities"

Accessibility

16 survey responders wrote they want improved accessibility features outside and inside the building.

- 6% selected 'better accessibility to facilities and programs' when asked what would encourage them to join or participate in activities at the SAC.

"Better wheelchair access with parking and more activities catered to this disability"

Target Demographic & Naming

- 18 survey respondents suggested the building needs a new name.
- 62 respondents wrote they would like programs to include all ages.

"Don't call "us" seniors!"

*Note not all respondents answered every question and all questions

Summary of Qualitative Survey Results

# of times theme occurred	Theme/topic
Programming	
222	Want new and/or improved variety of program offerings; outdoor activities; membership review
62	Want programs to include all ages
17	West Van residents should have priority for program registration/review registration process (stressful)
15	More drop-in classes would promote attendance
42	Need to improve communication/marketing about program offerings
42	Programs to support age in place
Accessibility	
16	Want improved accessibility features outside and inside the building
28	Want improved transportation options for accessing the building
Discounts	
36	Want seniors-only discount on programs and services at the District and/or low-cost programs options
Facility	
32	Want improved food services (comments about menu, hours, seating, food container)
5	The SAC building is fine the way it is. No need for a huge new building
18	The building needs a new name
20	The SAC building needs bigger rooms for activities/better use of space
6	Separate building makes seniors feel segregated
16	Parking needs expanding/improvement
13	Want improved decorations (less childish)/updated and improved spaces
General	
98	Generally satisfied with the current SAC
4	Generally dissatisfied with the current SAC

were 'select all that apply.' Views represented by survey respondents do not reflect a random sample, as respondents self select to participate in the engagement. For full survey data and District of West Vancouver analysis see Appendix 5.1.

2.3.4 Key Findings - Focus Groups

Methodology

The consultants, with the assistance of the client committee, facilitated four in person events and one online event in the spring of 2023 as part of the needs assessment. These events were designed to involve and solicit input from a wide variety of interested parties in West Vancouver. A total of 80 individuals participated in the events.

A number of important topics were discussed at the engagement events (titled in bold below). For each topic, we engaged groups in discussions around key questions to better understand where the current centre is meeting or exceeding needs and which areas could use improvement. Some of the most frequent and most strongly held themes that emerged in the discussions are bulleted below under each of the topics. They form the basis for the summary which follows.

Which benefits should a Seniors' Activity Centre deliver to those who use it?

- Social engagement
- Lifelong learning
- Food and nutrition
- Mental and physical health (especially during difficult times)

Which benefits do I expect to realize at the SAC and in fact get when I come? What draws me to the SAC?

- Social interaction and connection
- Learning new things, keeping my mind stimulated
- Food and beverage
- Group activities

Which experiences are now featured at the SAC that we can't get enough of? In these areas, we can't accommodate current or future demand/need and we need to add capacity to do more of what we are currently doing.

- Areas for social activity, common areas, lounges, areas for meetings
- Fitness spaces of all kinds
- A larger main activity room or gym

A welcoming, warm, and cozy atmosphere. With more seniors aging in place we need our centre more than ever! More people should know about us!

Great food and reasonably priced!

More dinners increase social connections

Most if not all programs need more space. Space is a premium

Which experiences should we add at the SAC that can't be accommodated within the spaces we now have? These new experiences might bring in new participants that want something we don't have now.

- Adult daycare, especially for those with cognitive decline
- Small discussion groups on various topics, including some TED talks or lectures
- Dinners and parties and social events

Facility such as an adult day care is needed to support aging
ex) Dementia, Alzheimer's

Which experiences are now offered at the SAC that might benefit from increased quality in some way? In these areas, we have enough capacity but we need to raise the bar to increase the quality of the experience?

- Very few comments about a need for increased quality. More comments about how good the quality of spaces is now.

At 55 I felt too young for the SAC. I joined at 75 because at that age I felt ready!

Why aren't some seniors coming to the SAC?

- The label 'seniors' - many older people don't yet see themselves as seniors – they can't relate
- Lack of knowledge about what SAC is, does and its offerings
- People are shy and don't think they will fit in (coupled with lack of diversity among current members so some West Van residents don't see themselves reflected in the membership)
- Physical barriers – either getting to SAC or around within it
- First visit is a barrier in itself
- Cost

Not enough promotion of programs and services. Not aware!

How will a West Vancouver senior ten years from now be different than a senior today?

- There will be more seniors in the future
- Their needs will be more complex

How can agencies work together better to serve seniors?

- More networking opportunities like this one
- Finding and paying good staff will be the biggest challenge
- Simply, more contact between senior service providers

Due to the incoming 'silver' tidal wave there will be a need to expand existing programs along with contemporary technology support programs

Anything else that we should know that don't fit under the above headings?

- Lots of talk about bringing in more younger people but also some who believe we need to focus on the more elderly

- Need to change the label 'seniors'
- Need more diversity – we are too much all of a type
- More music generally
- More IT support for older luddites

Additional Thoughts

Some of the feedback we heard in the focus group sessions and the public survey was not specifically about spaces or activities. While outside of the scope of this study, it does inform the work of this study and potential future work and is shared here:

1. Getting a new member into the SAC for the first time is a challenge. To bring on new members we need to create the sense that the SAC is something for them, make it very easy to visit and provide a reason to come. Participants shared the following ideas to address this:
   - take the word 'senior' out of the name
   - provide an incentive for an existing member to identify a non-user and bring them the first time
   - develop strategies to make every new person feel really welcome and special when they arrive

2. Keeping seniors coming back is seen as a second challenge. Participants suggested emphasizing the experiences that encourages them to visit the SAC regularly (see also most important experiences above):
   - **Social benefits** – practice using their name, use name tags, lots of introductions, add food and beverage to each experience, lots of unstructured, drop in social opportunities;
   - **Lifelong learning** – interesting short presentations and discussion groups, including topics specific to seniors' interest, like aging health issues;
   - **A sense of purpose** – add low barrier options for volunteering to connect users with another reason for coming.

Healthy seniors can contribute positively to community instead of being a burden

I think the facilities and programs are great and we are lucky to have this in our community

Accessibility of spaces is critical for aging

More intellectual activities such as speakers and reading clubs

Key findings:

1. **Quality of current programs and services is high** and should be maintained.

2. The **key draws and benefits of the SAC** are:
    - **Social interaction and connection**
    - **Lifelong learning**
    - **Food and beverage** (and social connection through food)
    - Mental and physical health through **group activities**

3. **Space is at a premium** and needs to grow to support current and future needs.

4. Keep the **costs to participate low** and variable.

5. Provide as much **outreach** as possible so people understand the programs and services being offered.

6. Maximize easy ways of getting to and from the SAC, ensure **physical access** once seniors get there.

7. Provide special **supports for those with cognitive decline.**

2.4 Needs Assessment

The needs assessment aims to establish the 'right size' for a proposed facility to meet the current and future needs. Its purpose is to identify needs, and defines 'need' as those spaces that benefit the largest possible segment of the community.

In considering potential space needs for the SAC, there are three main categories of enhancement that could justify a capital investment:

1. Increase the ***quality*** of some of the existing uses where the current quality of the user experience needs to be enhanced;
2. Increase the ***quantity*** of an existing use where the current and future need exceeds the current capacity of a space to meet the need;
3. ***Add a new experience*** that is needed but cannot be accommodated within existing spaces.

The West Vancouver Seniors' Activity Centre is a high quality, long standing, very successful amenity serving a thriving and growing market of seniors. It is quite well used and very much appreciated. It compares favourably to a 'best practice' and is likely one of the best examples of a Seniors' Activity Centre in the Lower Mainland. However, the needs assessment determined that capacity is currently an issue across a number of spaces during peak demand hours. While there may be available spaces outside peak operating hours, it is important to meet the peak demand needs, which are currently exceeding capacity for some spaces at the SAC. Given that there will be continued growth in seniors, the SAC will need to grow to meet both current and future needs of seniors.

Below is a summary of the key findings from the needs assessment.

Membership

1. Average age of members has increased over the past decade.

2. Currently serves about 3000 members and **is not growing in proportion to the number of seniors in West Vancouver, therefore, losing market share.**

*The full Needs Assessment Report by RCS is included in Appendix 5.2.

3. Many seniors (especially younger seniors) use other public recreation facilities in West Vancouver (e.g. the community centres, pool and arena) rather than use the SAC.

4. **Membership will continue to get older and numbers will continue to decline slowly if changes are not made.**

5. Three of the main drivers for purchasing a SAC membership are the '**sense of belonging**' through membership, the social aspect of attending SAC **programs and events**, and the **discount available for members at SAC food services**.

Spatial

1. Existing SAC spaces that are generally operating at capacity and for which there is at least some evidence of a **need for increased quantity of space include the Activity Room, kitchen and prep area, and Fitness Room**.

2. Existing SAC spaces that may require some **enhanced quality to better meet current and future uses likely include Arts rooms, the AV Room and some food and beverage preparation areas.**

3. Very few *new* experiences have been identified through the study that can't currently be accommodated within the SAC. However, **best practices and other work suggests considering accommodating activities such as pickleball.**

4. The **only significant space which warrants possible reduction in size or elimination is the Billiards room.**

Opportunities

1. The SACS on 21st shop is a significant draw for SAC members and a viable source of fundraising for the SAC.

2. The population of West Vancouver will continue to get older. In 2021, West Vancouver had 12,575 residents over 65. In 2041, West Vancouver is projected to have 18,862 residents over 65; an increase of 50%.

2.5 Outcomes

The work undertaken to date as part of the feasibility study includes:

- High level research into trends and best practices around aging and services and facilities that may be needed to support healthy aging;
- A public survey and focus groups related to aging called 'Engage with Age';
- Tours of existing local seniors-oriented facilities and operator interviews;
- A space needs assessment to determine the current state (what spaces and services are working now, and what are missing/ needed?) and to predict what might be needed to realize the desired future state (what spaces and services will be needed to continue to deliver a similar high quality of services to a growing and changing population?).

This work is intended to inform recommendations for what is needed at the West Vancouver Seniors' Activity Centre (SAC) to continue to provide services and activities to meet the needs of seniors in the region now and into the future. The combined outcome of this effort is to develop a draft list of recommended spaces and associated programming required for the SAC. The proposed draft space requirements are focused on continuing to provide what has been identified as the SAC's provision of high-quality programming, while providing opportunities for District of West Vancouver and Seniors' Activity Centre Board to offer additional and evolving programming and services over time to meet the future needs and aspirations of a growing population of seniors.

The body of this report provides a summary of the work completed along with Key Findings for each area of focus – trends and best practices, engagement, facility tours and the space needs assessment – which highlight a number of recurring themes and learnings that apply directly to the spaces proposed for a renovated or renewed SAC.

As noted in the report, there are a range of useful findings and recommendations through the findings that fall outside the scope of the feasibility study, which is focused on identifying space needs and

testing the proposed new spaces through concept designs. However, we include these key findings here to inform the ongoing work to develop the SAC to meet changing needs and to attract more members:

1. ***Clarify the SAC's core mandate including the core demographic that it serves***
   Through both the public survey and the focus groups, as well as in discussions with the Advisory Board, there were varying opinions around the term 'seniors'; the use of 'senior' in the name of the facility, and exactly who the target market for membership at the SAC should be (50+, 60+, or more intergenerational). While there is likely no 'right' answer, establishing greater clarity on the core mandate and the demographic the future centre is focused on serving would help with marketing, messaging and would inform programming.

2. ***Create new opportunities to encourage first time visitors***
   Related to the above, this is about strategies to boost membership and bring new members to the SAC, and to find ways to reach a growing seniors population who could be well served by the SAC to stay healthy and well-connected as they age. The survey and focus groups provided suggestions including incentives or programs geared at existing members bringing non-members, as well as improved communication about programs and services better advertising and showcasing the range of programs and activities on offer at the centre.

3. ***Partnerships with other service providers and agencies***
   Through the research, there was a trend associated with possible future partnerships or collaborations with other public or private agencies to provide a wider range of services and to connect seniors with available resources, whether financial, medical, educational or related to opportunities for caregivers. This may also have space implications.

Some of the recurring themes across all areas of the work that inform the space needs and recommendations are:

1. There will be more **seniors in West Vancouver in the future**, with a greater diversity of needs and cultural and socio-economic backgrounds. Programs, services and spaces should expand and change to accommodate this, including physical accessibility enhancements.

2. The most critical and high-value offering for aging well is **social connectivity** – this is shown to be delivered at the SAC through opportunities to socialize around food, informal socializing, life-long learning and group activities including health and fitness programming. A range of new spaces and/or enhancements to the existing should be provided to meet this critical need.

3. **Maintaining mobility and physical activity** is one of the best ways to age in place, retain independence, and for older adults to stay healthy longer. Offering a range of opportunities for physical activity at the SAC will continue to be key, and space for this programming is currently at a premium. New activity spaces will be needed to meet an anticipated growth in membership and to provide ongoing opportunities for fitness and social connection.

4. Research demonstrates that **lifelong learning** contributes to healthy aging, and the engagement shows that there is a demand for lifelong learning such as lectures, study groups and classes (see digital literacy below). Space should be provided to meet this trend and the demand for these types of programs.

5. **Dementia is on the rise** – caregiver support and programming should continue to evolve to meet the current and future needs.

6. Technology and **ongoing digital literacy** is important for healthy aging, for staying connected socially, as well as for health and ongoing learning. Programs and spaces to support this need.

The proposed space recommendation list below is based on the key findings and the outcomes of the space needs assessment:

1. **One larger multipurpose gymnasium** – this space could accommodate a range of fitness offerings (including movement classes, indoor pickle ball, yoga, fitness classes) and could also be used for special events like talks, concerts, banquets, or fundraisers.

2. **2-3 smaller/medium sized multipurpose rooms** – these rooms could be used for rehabilitation programming, educational classes, group meetings, arts programs, as well as service offerings provided by outside partners (podiatry, meditation, immunization, etc.), and could be designed to accommodate fitness/wellness (yoga, stretch, dance, etc.).

3. **Additional office or volunteer spaces** – these smaller spaces would provide greater accommodation for volunteers, who play a significant role in the operation of the SAC, and for visiting health practitioners (counseling or acupuncture) that may require a greater level of privacy and acoustic separation.

4. **More informal social spaces** – these spaces would vary in size to provide various options that can appeal to a diverse community. They may include smaller more intimate quiet seating areas, and an expanded larger social space such as a social lounge that can be adaptable to host social events and gatherings.

5. **A clear and welcoming entry and reception space** – this space should be geared for both the first-time visitor and for everyday use for members.

6. **Centre visibility and exterior expression** – the exterior space of the building should provide some visual access to programming that is occurring on the interior as a way to advertise and create awareness of the services and programs within the SAC. Visual access to the vibrancy of the SAC can help to remove barriers experienced by non-users who cannot imagine what occurs inside.

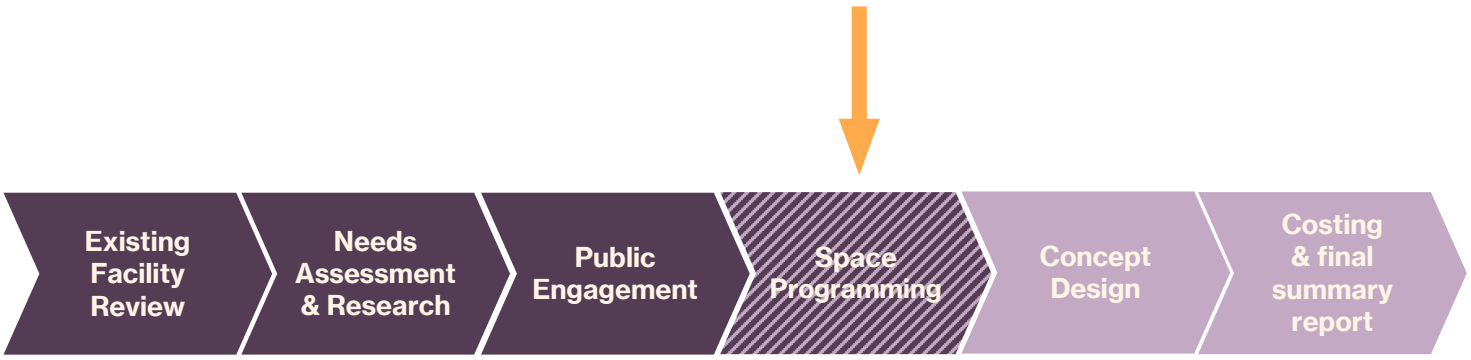
7. **Storage** – this space would help to declutter the program areas of the building while allowing for flexibility of seasonal and activity uses.

8. **Accessibility & inclusivity** – this space would provide additional physical considerations for ease of use for those with diverse disabilities (hearing, vision loss, etc.) or reduced mobility, as well as removing barriers for equity deserving populations. Increased accessibility could include renovation of washroom facilities, increased corridor width, or improved wayfinding & signage.

9. **Outdoor gathering/social space** – a covered or partially covered outdoor space would provide a gathering space for the many outdoor focused groups (hiking, biking, off-site bus excursions) and could also potentially provide space associated with the gardening club for growing vegetables etc.

Recommended next steps

Given the findings of the Research, Engagement and Needs Assessment phases of the West Vancouver Seniors' Activity Centre Feasibility study project, the recommended next steps are to finalize and approve the proposed space recommendations, and explore options and feasibility of how the proposed space recommendations could be physically located in relation to the existing Seniors' Activity Centre through the Concept Design phase of the project.
(See Section 3.0)

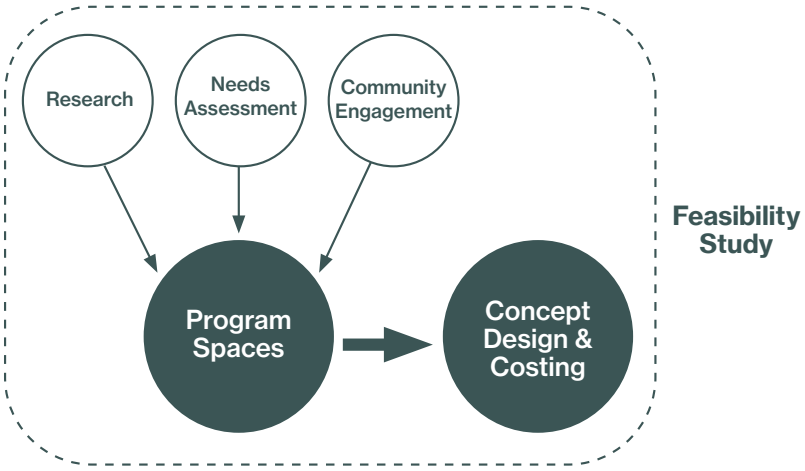


3.0 Concept Design

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3.1 Introduction

The development of a high level functional program transitions the West Vancouver Seniors' Activity Centre Feasibility study from data gathering phases into the consideration of spatial opportunities that address the needs identified in the Research, Needs Assessment and Community Engagement. With an understanding of the deficiencies of the existing centre and anticipated future needs, as outlined in the needs assessment by RC Strategies, a list of recommended program spaces was developed and verified with the working group. A summary of these program spaces can be found in this section with a more detailed area chart located in the appendices of this report.



Upon approval of the functional program, **hcma** began to test conceptual options for how to modify or replace the centre to address the future needs of the community. These concept options were further developed and refined with input from the working group, and the preferred two options were costed by Ross Templeton Associates Quantity Surveyors (LEC Group).

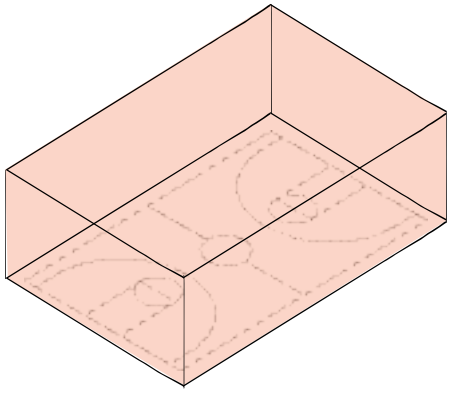


3.2 Proposed Program

Proposed Additional Program Areas

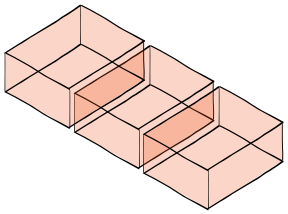
	Room	Area (sf)	Notes
New building program	Large Multipurpose Room /Gym	6,000	
	Multipurpose rooms (small/med)	500	*Range 400-500sqft
	Multipurpose rooms (small/med)	500	*Range 400-500sqft
	Multipurpose rooms (small/med)	500	*Range 400-500sqft
	Office/volunteer space	100	
	Office/volunteer space	100	
	Office/volunteer space	100	
	Office/volunteer space	100	
	Informal social space	3,000	*Range 500-3,000sqft
	Welcome entry + reception	500	*Range 200-500sqft
	Centre visibility + expression	1,000	
	Accessibility + inclusion	1,000	*Range 500-1,000sqft
	Improved food service (BOH)	800	*Range 300-800sqft
	Storage	500	*Range 100-500sqft
	Outdoor gathering social space	1,500	*Range 500-1,500sqft
	Total New	**10,000 - 15,000**	

*Note the areas in this chart represent recommended *additional* program only. Full program areas can be found in Appendix 5.5.



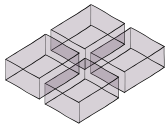
Large Multipurpose Gym

This space could accommodate a range of fitness offerings (including movement classes, indoor pickleball, yoga, fitness classes) and could also be used for special events like talks, concerts, banquets or fundraisers.



Small/Medium Multipurpose Rooms

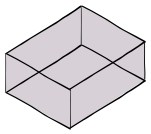
These rooms could be used for rehabilitation programming, educational classes, group meetings, arts programs, as well as service offerings provided by outside partners (podiatry, meditation, immunization, etc.), and could be designed to accommodate fitness/ wellness (yoga, stretch, dance, etc.).



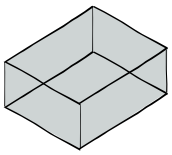
Additional Office or Volunteer Spaces

These smaller spaces would provide greater accommodation for volunteers, who play a significant role in the operation of the SAC, and for visiting health practitioners (counselling or acupuncture) that may require a greater level of privacy and acoustic separation. This type of space could also be used to provide a first aid room with greater privacy.

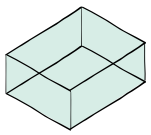
Storage
This space would help to declutter the program areas of the building while allowing for flexibility of seasonal and activity uses.



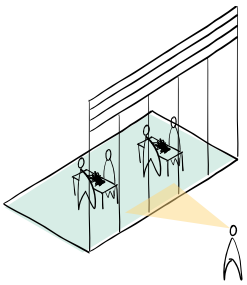
Improved Food Service Areas (back of house)
This space requires additional area for dishwashing, prep, food storage, etc. in order to keep up with the demand for food services in a quality that is in keeping with member expectations. The interest (shown through survey and focus groups) to host large dinners and special events would put additional pressure on this space.



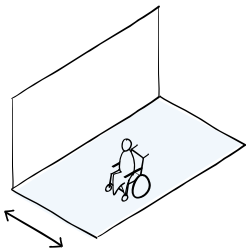
Entry & Reception Space
The entry should be clear and welcoming. This space should be geared for both the first-time visitor and for everyday use for members.



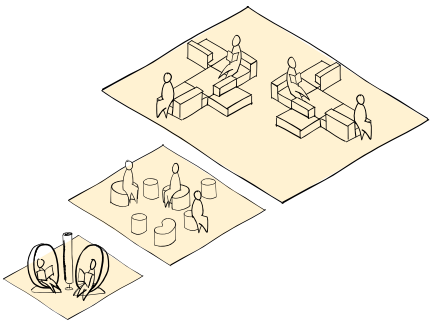
Centre Visibility & Exterior Expression
The exterior space of the building should provide some visual access to programming that is occurring on the interior as a way to advertise and create awareness of the services and programs within the SAC. Visual access to the vibrancy of the SAC can help to remove barriers experienced by non-users who cannot imagine what occurs inside.



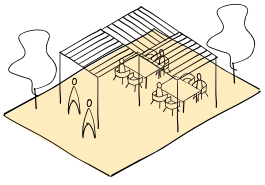
Accessibility & Inclusion
This space would provide additional physical considerations for ease of use for those with diverse disabilities (hearing, vision loss, etc.) or reduced mobility, as well as removing barriers for equity deserving populations. Increased accessibility could include renovation of washroom facilities, increased corridor width, or improved wayfinding & signage.



Informal Social Spaces
These spaces would vary in size to provide various options that can appeal to a diverse community. They may include smaller more intimate quiet seating areas, and an expanded larger social space such as a social lounge that can be adaptable to host social events and gatherings.



Outdoor Gathering
A covered or partially covered outdoor space would provide a gathering space for the many outdoor focused groups (hiking, biking, off-site bus excursions) and could also potentially provide space associated with the gardening club for growing vegetables etc.



3.3 Site Analysis

3.3.1 Site Context



The West Vancouver Seniors Activity Centre is located as part of a Civic Hub at 21st Street and Marine Drive between Dundarave and Ambleside. Other community amenities within this area include the West Vancouver Community Centre, Aquatic Centre, Tennis Club and Arena. The site is also flanked by single family dwellings, seniors' and assisted living buildings and condominiums to the south.

Legend

Bus stop

3.3.2 Site Constraints



The Seniors' Activity Centre is constrained on all sides by boundaries including 21st Street on the east, the Civic Great Lawn (which is home to a geothermal field) to the south-west and the West Vancouver Community Centre to the north.

Surface parking demand is very high and occupies the majority of the open space to the east of the building all along 21st street. It is expected that a Traffic Demand Analysis (to be performed in the future) would recommend additional parking.

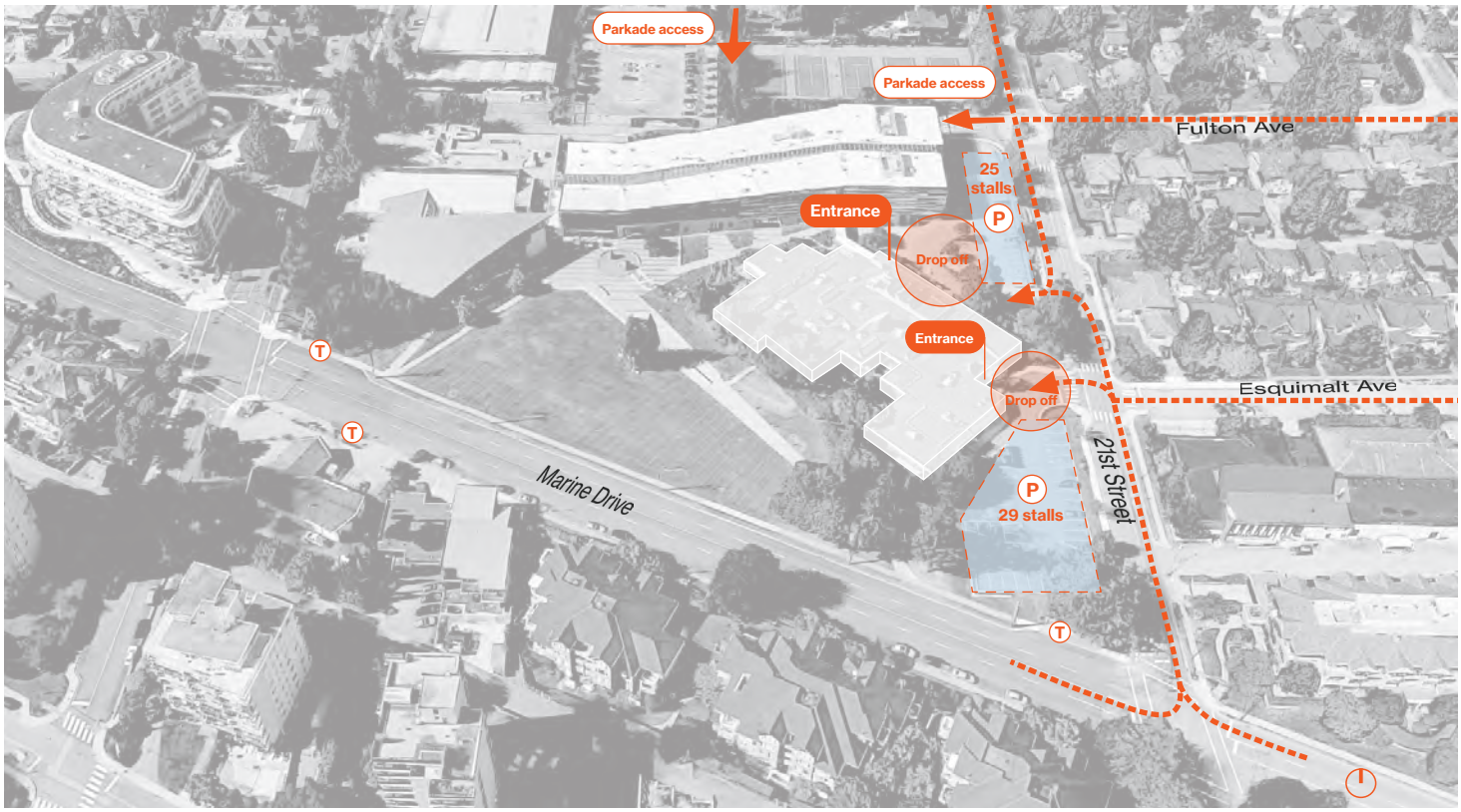
Legend

1 Public plaza

2 Geothermal field

Hard edges (building, road, etc.)

3.3.3 Parking & Vehicle Access



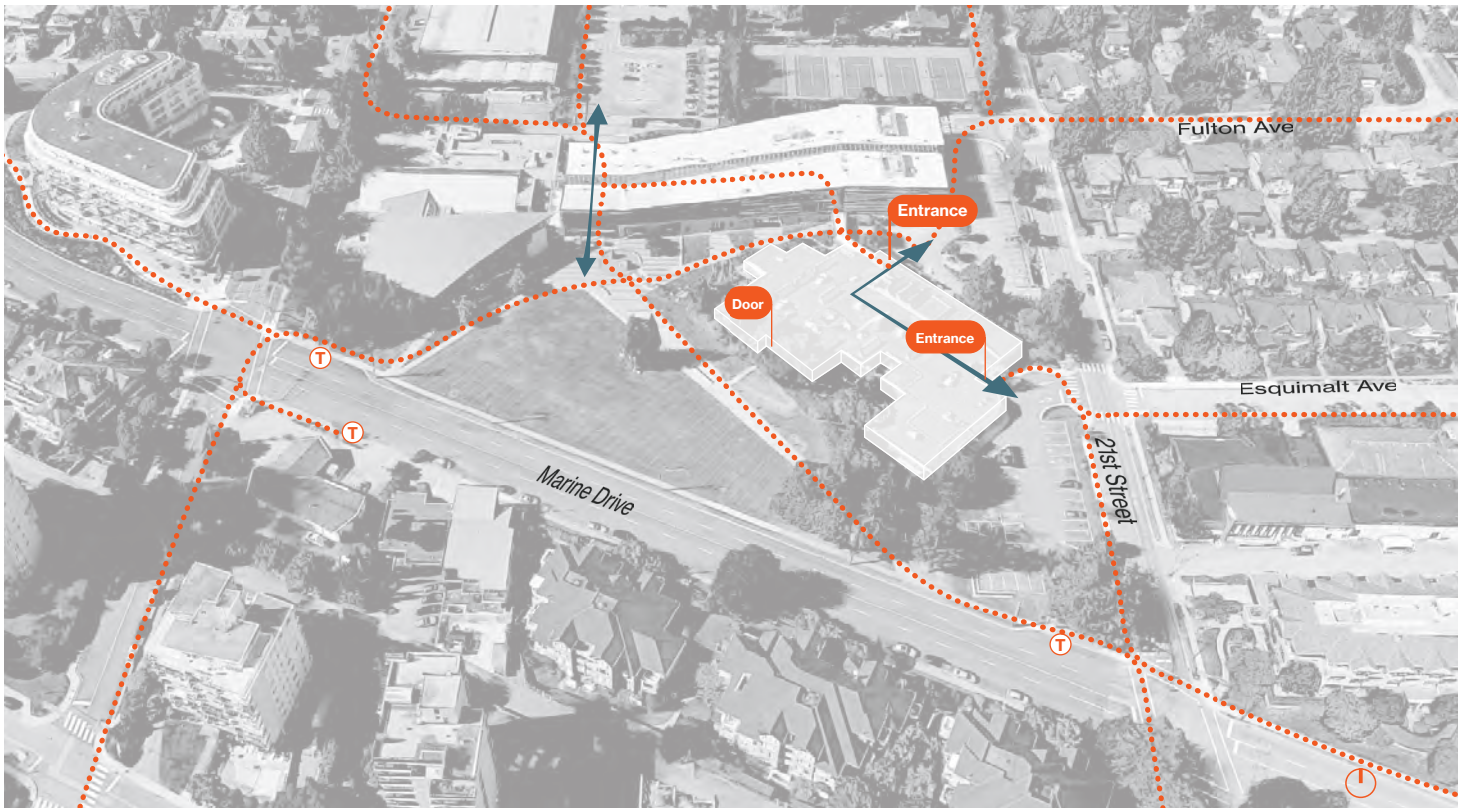
Members who come to the centre by car park in surface parking areas along 21st Street which is accessed from two locations, or park in the West Vancouver Community Centre underground parking which is accessed to the north from 21st Street.

HandyDart and drop-off is intended to be via the north site entry while waste removal and loading for the kitchen & food services area is from an access point aligned with Esquimalt Avenue.

Legend

- T — Bus stop
- Vehicular circulation
- P — Current SAC parking

3.3.4 Pedestrian Access



West Vancouver is very walkable and pedestrians may access the Seniors' Activity Centre from all directions including from transit stops and through the West Vancouver Community Centre.

The Seniors' Activity Centre has two entrances that are most commonly used and one entrance facing south-west that is less frequently used.

Legend

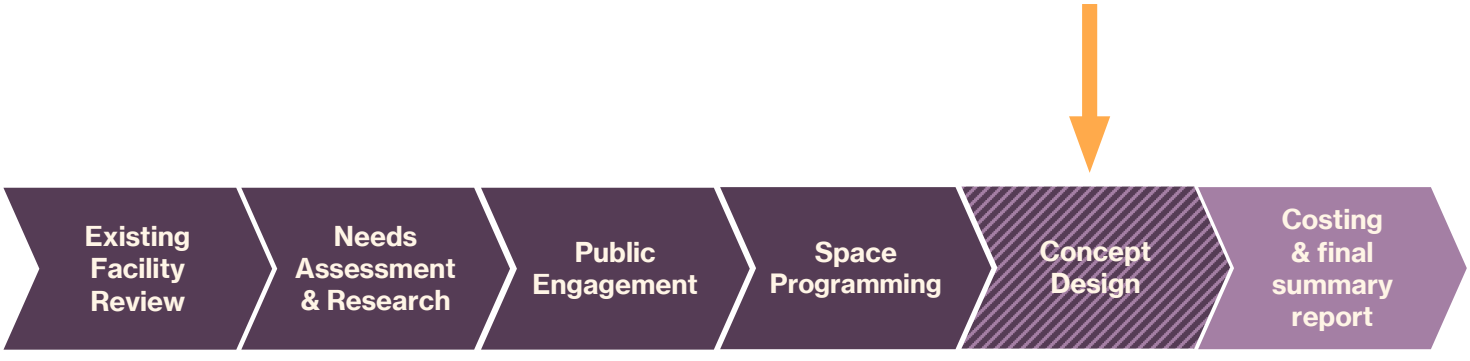
- Bus stop
- Pedestrian circulation
- Main interior pedestrian flow

3.4 Concept Options

3.4.1 Introduction

Based on the functional programming, and site analysis, **hcma** undertook a process of developing a series of concept options for discussion with the working group. This process narrowed from six initial options to the two final preferred options that are described in this report. Key themes that arose in discussion included: the level of service disruption for existing seniors' programs; the importance of the food service program; indoor & outdoor space desires; and interior adjacencies.

The final preferred concept options include a **Renovation/Addition** option that constructs new space and upgrades a portion of the existing building; and a **New Build** that allows for the existing food services area to continue operation while a new facility is constructed. In both options, maintaining programs and services as well as operations of the cafeteria and the food service were identified as the highest priorities.

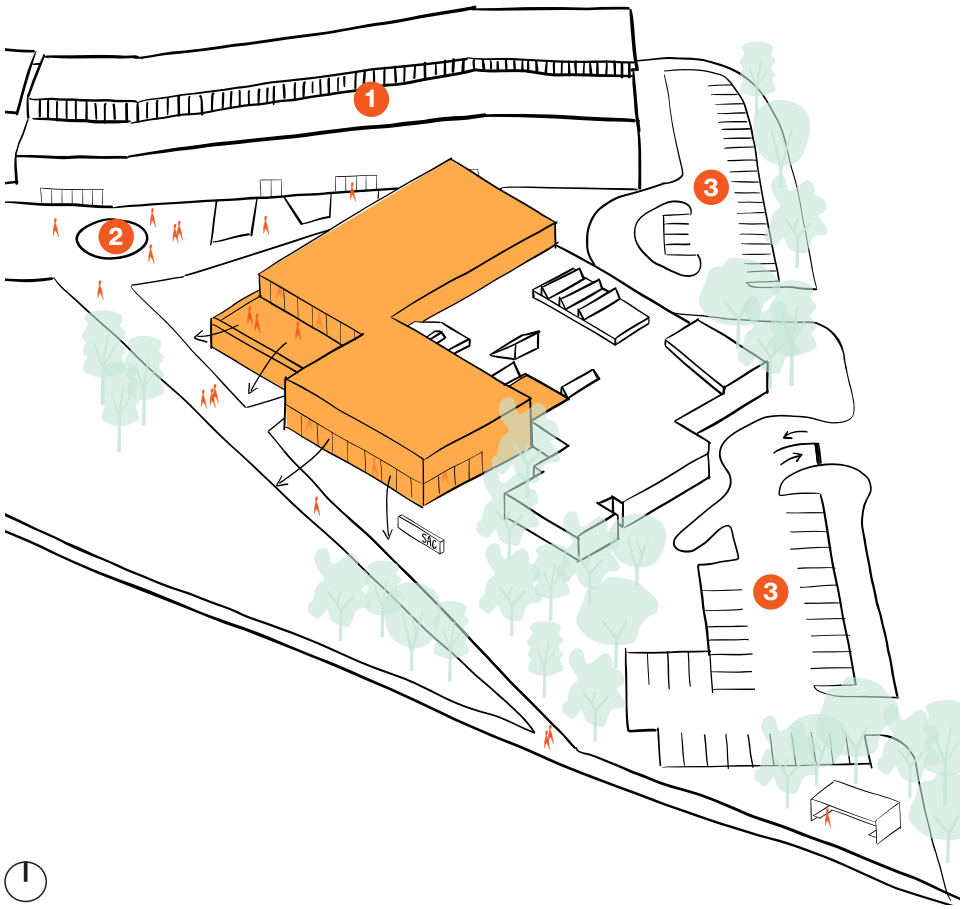


3.4.2 Option 1: Renovation/Addition

This option selectively demolishes the northern part of the existing building to make way for a two storey addition that houses additional program space and increases the areas for social connection. The spaces that are demolished are replaced in the addition.

Considering ways to make the facility more welcoming, the new south-western spaces, rooftop patio and double-height multipurpose gymnasium provide a new frontage to the building that is highly visible to Marine Drive. A new Activity Room is located near the north-east entry to encourage passers-by to consider joining a program.

The downside of this option is that the full identified program area is not accommodated and the food service area is not improved as it is not possible to improve the food service spaces and kitchen without significant service disruption to food programs. It is also worth noting that the addition replaces the courtyard area of the existing building.



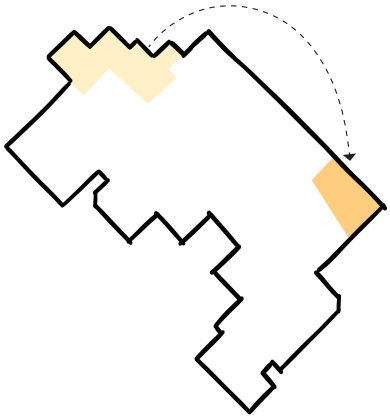
Option 1 Massing

Existing building:	26,000 sf
Demolition:	- 8,000 sf
New Addition:	+21,000 sf
Net area:	39,000 sf
Gross-up area:	+8,500 sf
Gross Floor area:	**47,500 sf**

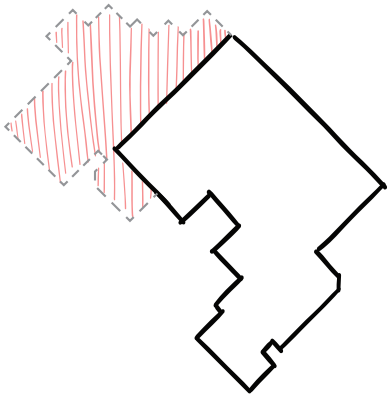
Legend

1. Community Centre
2. Plaza water feature
3. Surface parking
- Demolition
- New construction
- Existing building

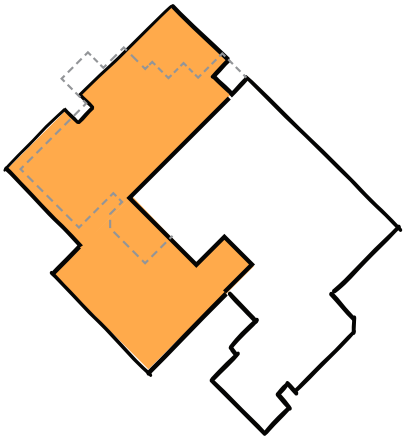
3.4.2 Renovation/Addition - Phasing



Phase 1
Relocate administrative services to the area of the existing AV Room to allow for continued operation.



Phase 2
Demolition of the north-west part of the existing building, including administrative area, rehab studio, games room, woodshop and studio. The remaining building is intended to stay operational during demolition.



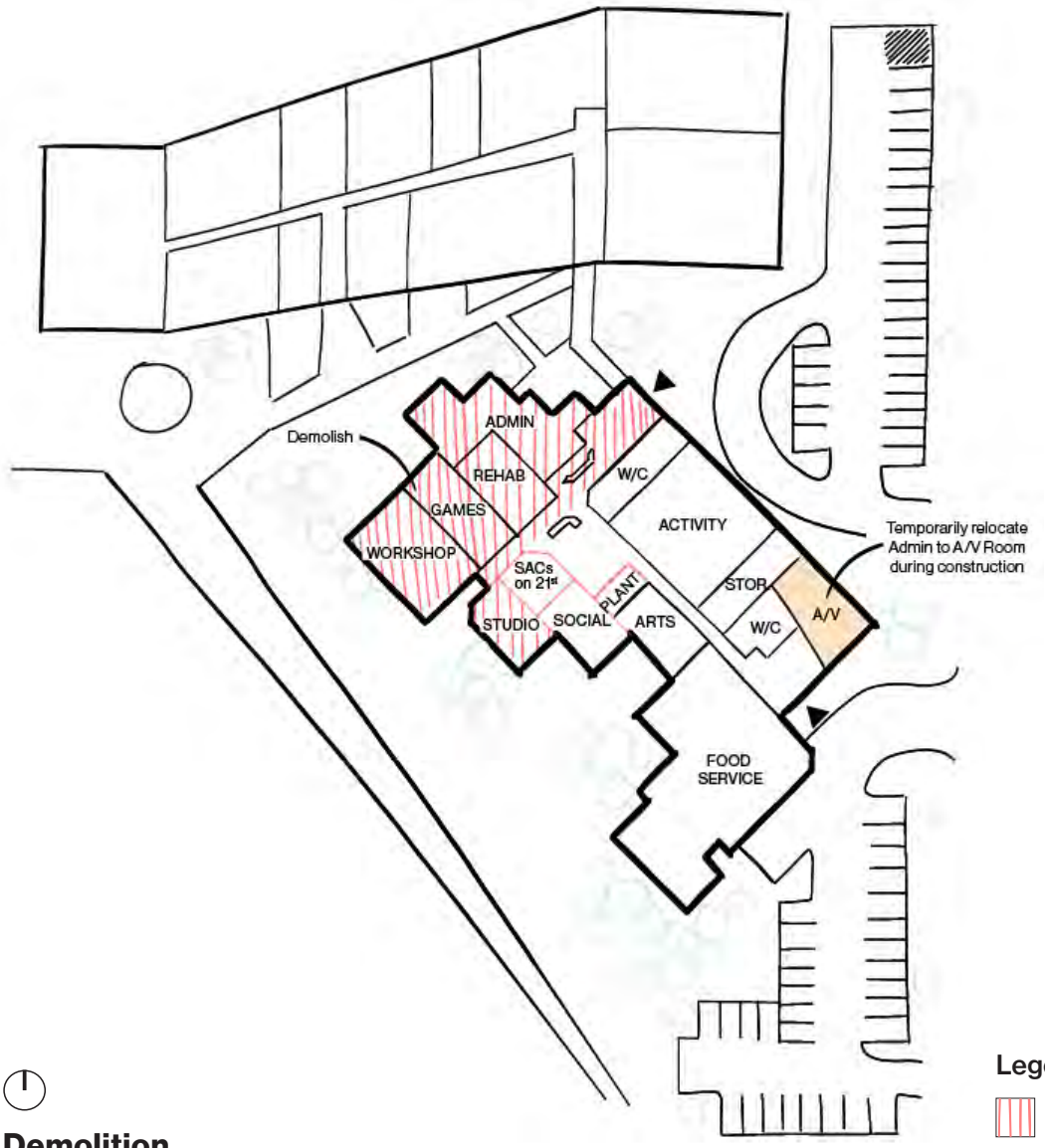
Phase 3
Construction of the addition and renovation/upgrade of the existing building to meet building code requirements. (Occupation of the existing building may not be possible during these upgrades.)

Legend

- Demolition
- New construction
- Existing building

3.4.2 Renovation/Addition - Demolition

The existing administrative area, rehab studio, games room, woodshop and studio is demolished to make room for the new addition to the centre. Administrative services are temporarily relocated to the area of the existing AV Room to allow for continued operation of the centre throughout construction.



Demolition
-8,000 sf

Legend

- Demolition
- New construction
- Existing building

3.4.2 Renovation/Addition - Level 1

The ground floor level of Option 1 locates new elevators, a new rehabilitation room, administration services, a new woodshop, a new SACs store, a small multipurpose room, a large multipurpose gymnasium in a newly built addition to the building on the north-west side of the existing facility. These new spaces are organized around a renovated and expanded social lobby area for the building which increases the seating area around the existing coffee shop. As part of this renovation work the Plant Room and adjacent walls are improved as well as the overall building code compliance of the existing side of the facility.

*Images depict precedent projects and are meant to clarify concept design intent and serve as inspiration.





Welcoming entry



Social lobby area



Multipurpose gym

Legend

- Demolition
- New construction
- Existing building
- Social heart

Level 1
+15,000 sf

3.4.2 Renovation/Addition - Level 2

Accessed by two new elevators and stairs, the second floor of Option 1 includes a series of program rooms - multipurpose, games, studios and storage. A small social space for soft seating or tables provides the opportunity for downward views to the gymnasium. This option also provides access to a south-west facing rooftop patio space which can be used for events, gardening or general enjoyment.





Multipurpose room



Games room



Rooftop patio

Level 2
+6,000 sf

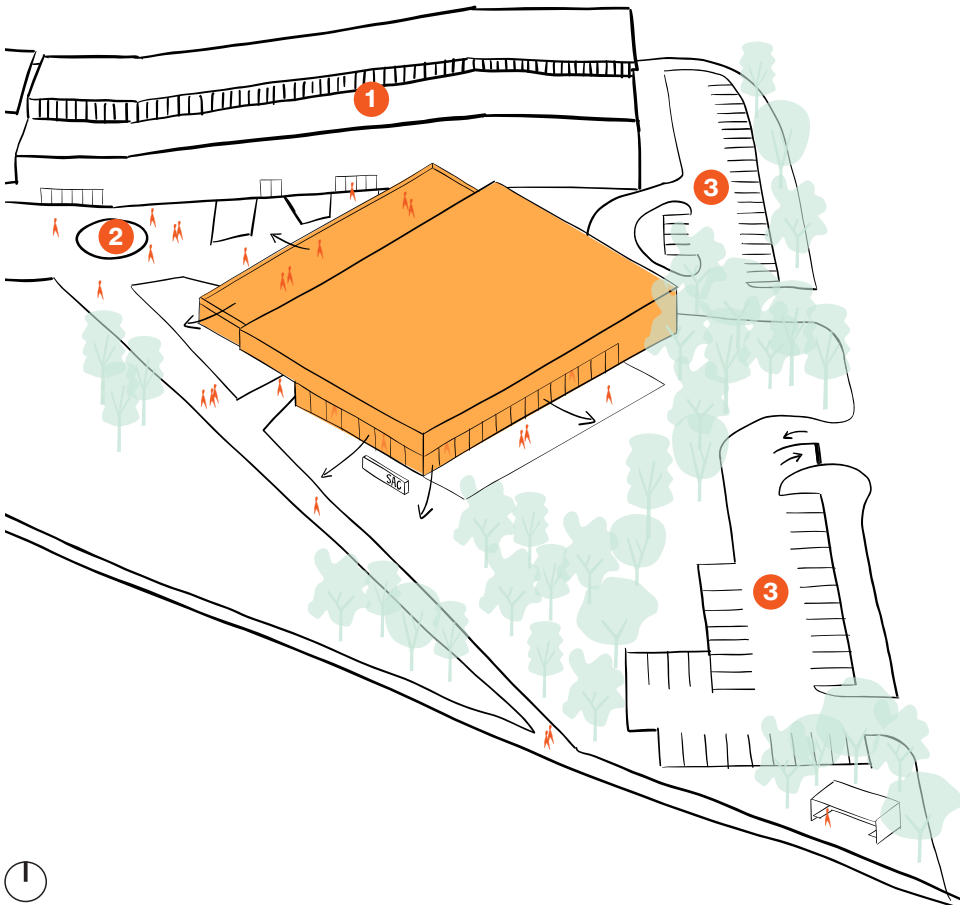
Legend

- Demolition
- New construction
- Existing building
- Social heart

3.4.3 New Build

This option positions a new Seniors' Activity Centre to the north of the existing food services area in order to maintain some meal services during the period of construction. Once the new building is completed, the existing food services area would be demolished to make way for additional outdoor area, parking or space for a future addition.

The new facility creates welcoming facades on all four sides as well as new opportunities for outdoor programming both at grade and on the roof level. It includes a new purpose built cafeteria and kitchen area with the opportunity for outdoor seating and natural daylight. The second floor program spaces offer views and overlook the multipurpose gymnasium and cafeteria spaces below.



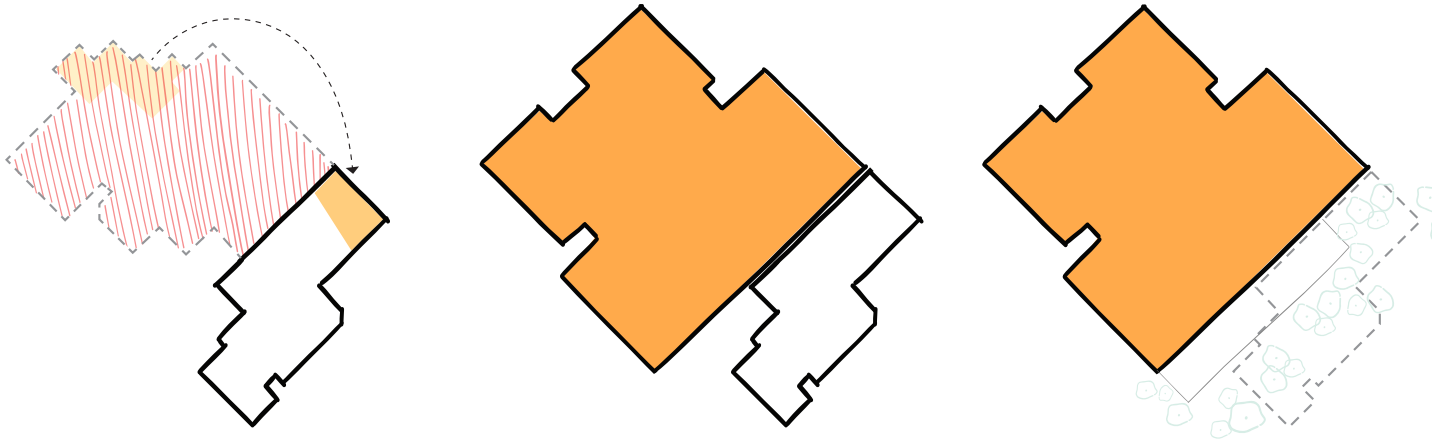
Existing building:	26,000 sf
Demolition:	- 26,000 sf
New building:	+41,000 sf
Net area:	41,000 sf
Gross-up area:	+8,500 sf
Gross floor area:	**49,500 sf**

Legend

1. Community Centre
2. Plaza water feature
3. Surface parking
- Demolition
- New construction
- Existing building

Option 2 Massing

3.4.3 New Build - Phasing



Phase 1
The majority of the existing building program spaces, with the exception of the food service area, washrooms and AV room, are demolished. The food service area continues operation and administrative services are relocated to the area of the existing AV Room to allow for continued support.

Phase 2
The new building is constructed to the north west of the food service area. The two buildings are not physically connected.

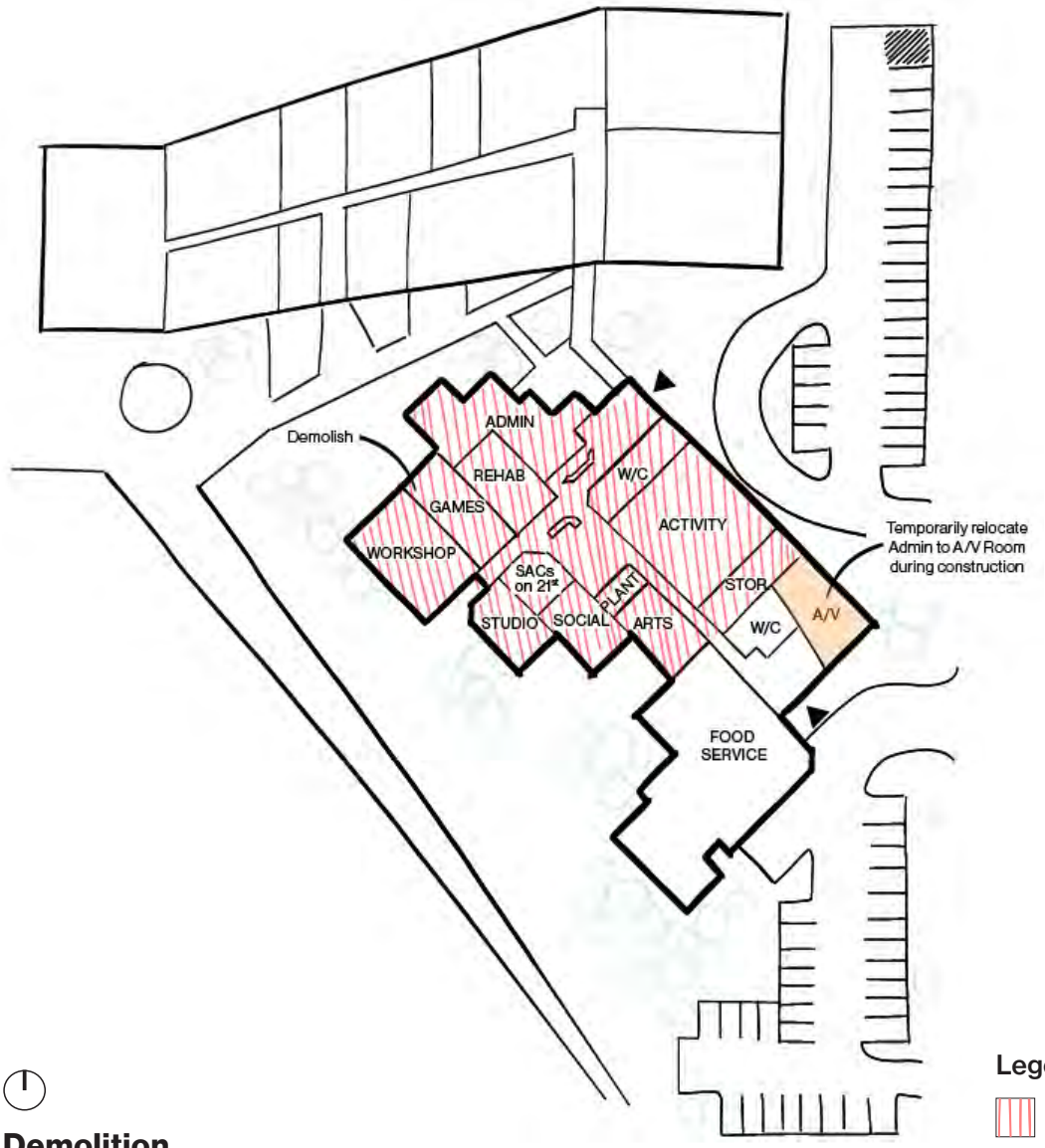
Phase 3
Upon completion of the new building, the existing food services area is demolished and converted to outdoor space or parking.

Legend

- Demolition
- New construction
- Existing building

3.4.3 New Build - Demolition

The majority of the existing building program spaces, with the exception of the food service area, washrooms and AV room, are demolished. The food service area continues operation and administrative services are relocated to the area of the existing AV Room to allow for continued operation of the centre throughout construction.



Demolition
-17,000 sf in Phase 1
(temporarily retain 9,000 sf)

Legend

- Demolition
- New construction
- Existing building

3.4.3 New Build - Level 1

Level 1 of the new build option includes a new cafeteria and kitchen space, a new multipurpose gymnasium, a new store, coffee shop, activity room, rehab studio, reception area, woodshop, art studio, washrooms and more.

*Images depict precedent projects and are meant to clarify concept design intent and serve as inspiration.





Welcoming entry



Cafeteria & kitchen



Multipurpose gym w/ walking track

Legend

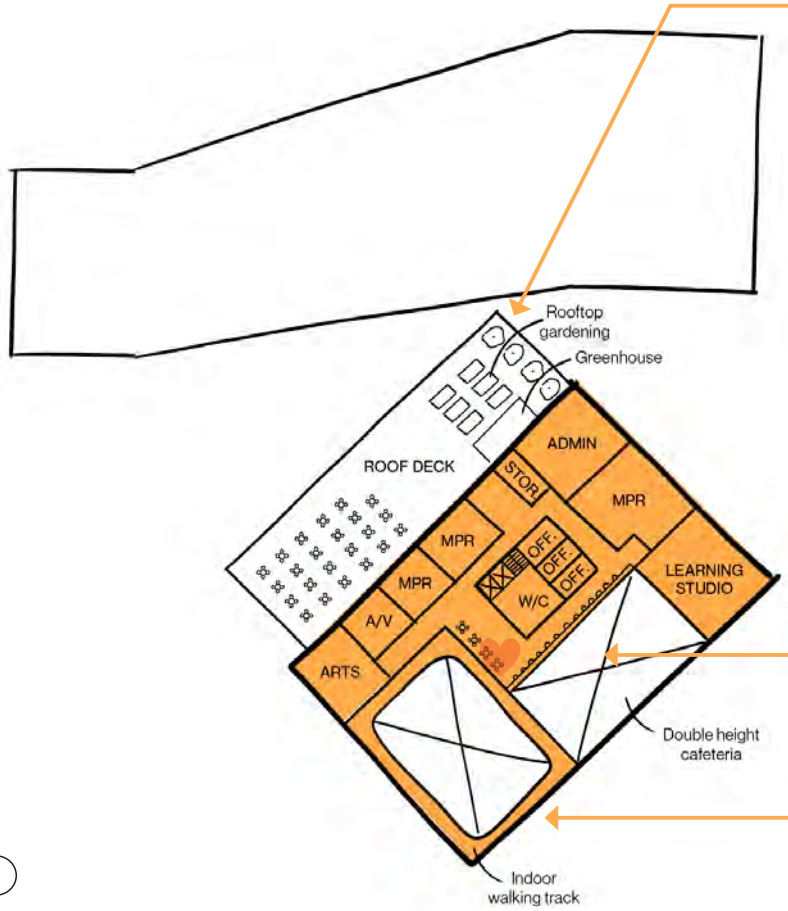
- Demolition
- New construction
- Existing building
- Social heart

New Level 1
+28,000 sf

3.4.3 New Build - Level 2

The second floor of this option provides additional program rooms including multipurpose spaces, studios, AV, as well as offices and administrative space. This floor also provides access to an elevated walking track around the upper level of the gym, which can be used year round for social and fitness movement. Additionally, a second floor social seating, reading or gaming area overlooks the cafeteria below creating interconnectivity between ground floor and second floor activities.

Lastly, a significant roof deck is provided on this level which can be used for rooftop gardening, a greenhouse and seating.



New Level 2
+13,000 sf
Demolition of Phase 2



Rooftop garden boxes



Double height space



Indoor walking track

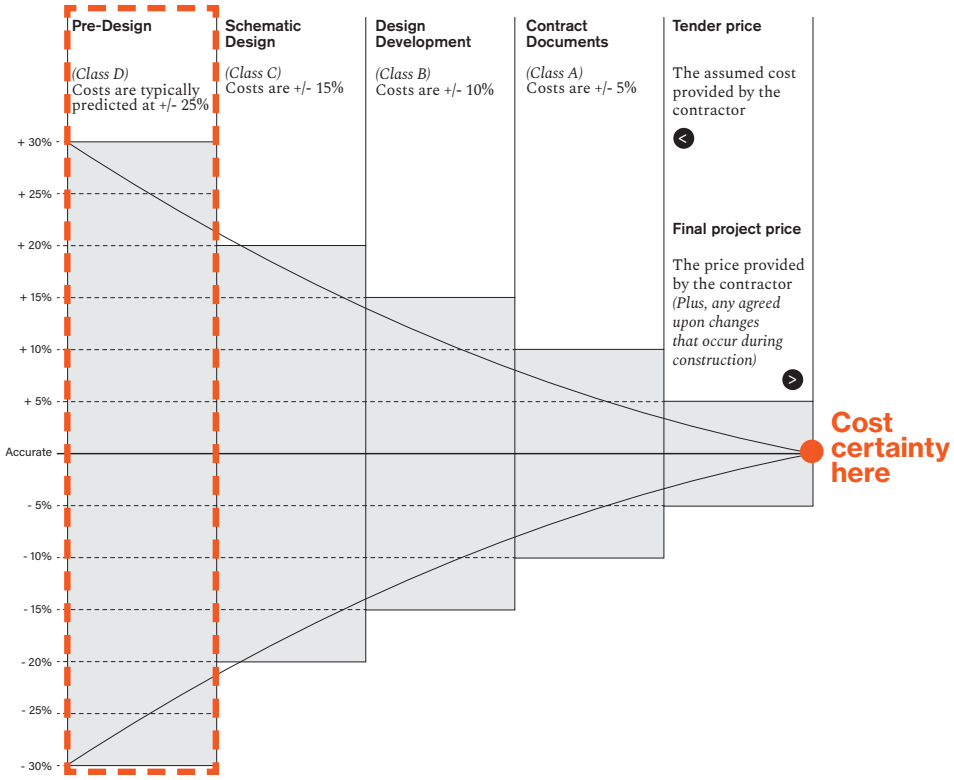
Legend

- Demolition
- New construction
- Existing building
- Social heart

4.0 Costing Analysis

4.0 Costing Analysis

As part of this feasibility study, **hcma** contracted Ross Templeton & Associates Quantity Surveyors to produce a Class D cost estimate for the two concept options (Addition & New Build). This estimate includes typical contingencies that are reflective of the early stage of the project development in 2024 dollars ($). Class D estimates have a degree of variability that reflects the early stage of the design process.



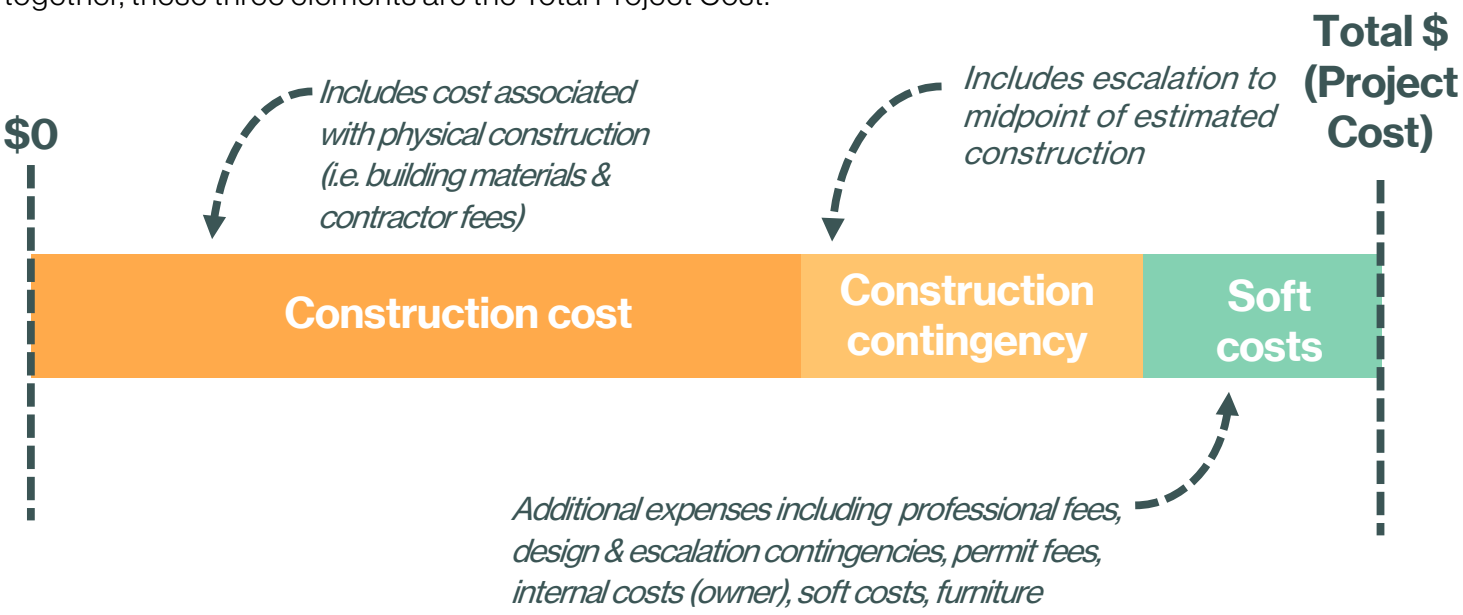
Left
Diagram illustrating variability of cost estimates as the project design develops over time.

The capital costing estimate represents project costs, and includes construction and soft costs as well as contingencies. Class D construction cost estimates are typically +/- 25% in accuracy with many variables influencing the final construction price including most importantly, the final design scope parameters, final specifications (output specification, performance specifications, proprietary specifications), final drawings, contractors' contractual obligations, extent of supplementary conditions, number of compliant bidders, volatility of the market, supply chain issues and market activity at time of tender.

Existing Facility Review → Needs Assessment & Research → Public Engagement → Space Programming → Concept Design → Costing & final summary report

Construction vs. Project Costs

The 'Total Project Cost Estimate' includes more than just the estimated hard construction cost to build the project. It includes estimated contingencies for design pricing, and owner's change orders, as well as soft costs for additional expenses like consultant fees, permit fees, owner project management costs, and furnishings. When added together, these three elements are the Total Project Cost.



Whole Life Costs

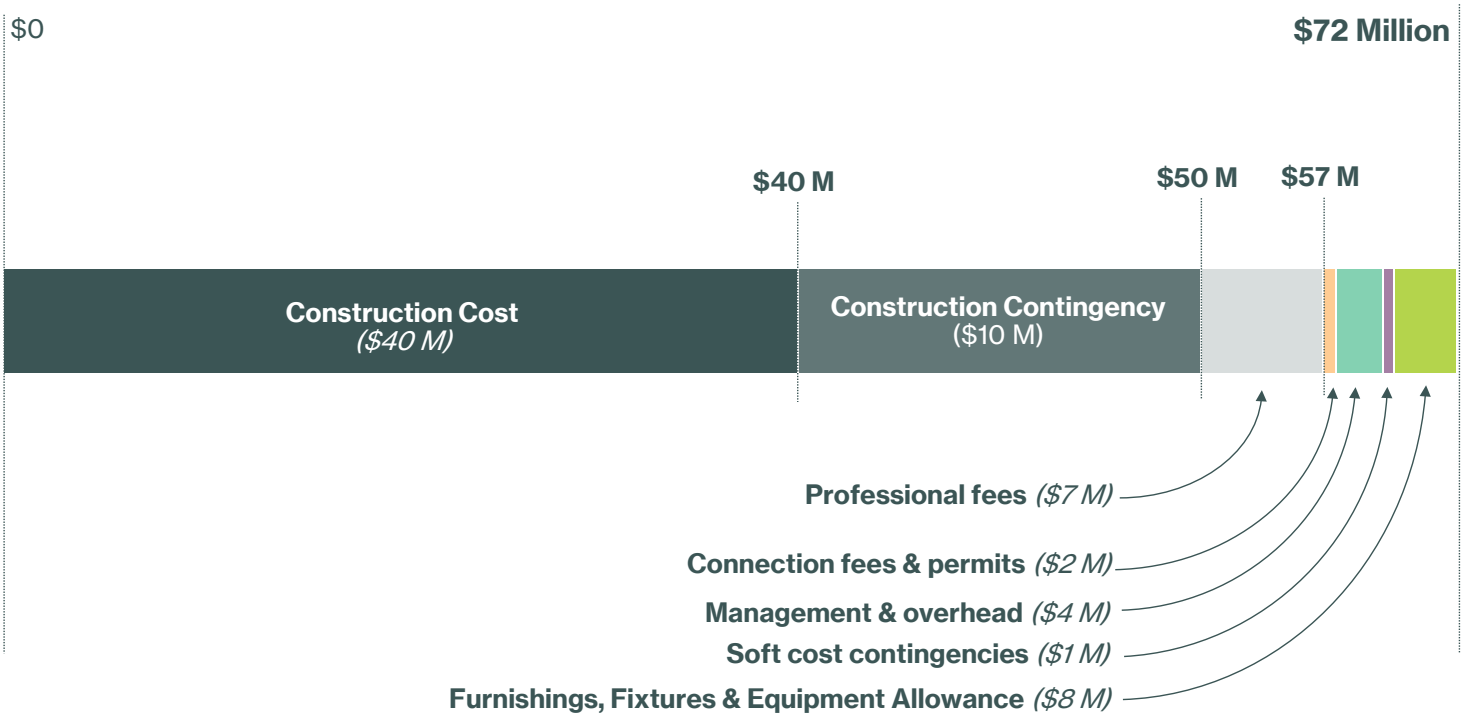
When comparing capital costs of Option 1 (Renovation/Addition) vs Option 2 (New Build) we note that the Whole Life Costs of each option should be considered as both options will carry very different net present values, energy performances, annual energy costs, life cycle periodic replacements, warranties and annual maintenance and repair costs along with depreciated asset value. LEC Group (RTA) recommends the consideration of Whole Life Costs as part of the final decision making process to ensure the District obtains true long term value for money over a typical building lifecycle of ~30-50 years.

Option 1 offers capital cost savings associated with renovation and re-use of the existing building, including re-use of key elements such as structure, exterior building envelope and building systems. However, some of these components in the older portion of the building will have a shorter lifespan than the new build and are likely to incur higher longterm operational, maintenance and lifecycle replacement costs when compared to a new build.

Project Cost Breakdown

Option #1 - Renovation/Addition

The estimated Total Project Cost for Option 1 is $71,795,000. The diagram below describes how this cost is broken down into construction cost, contingency and soft costs. The estimate for this option includes a Phasing Premium of 15% to account for the sequencing of selective demolition while the building continues to provide some services to community members, as well as concurrent construction. It also includes mandatory building code upgrade allowances for existing spaces that would be retained in the addition.



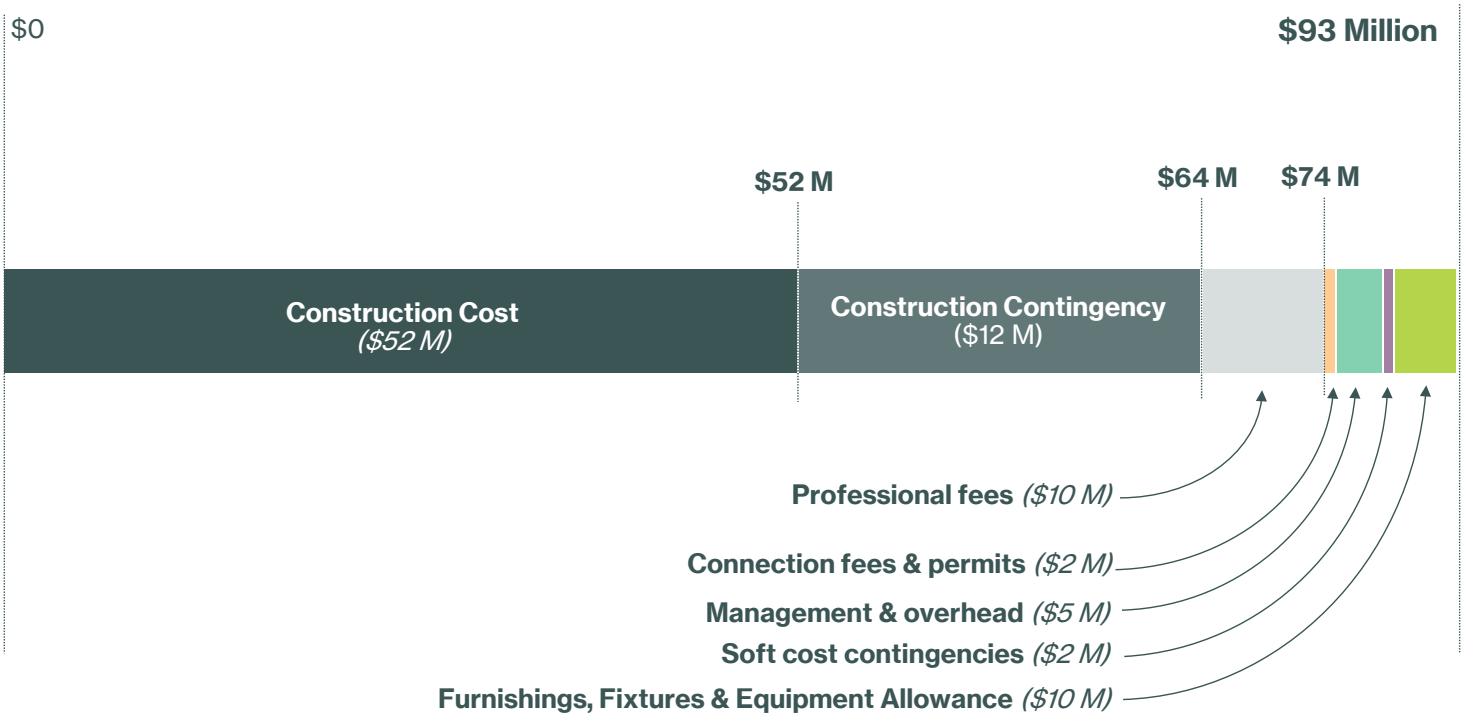
*Note that all costs are in Q1 2024 dollars $ and do not include parking. For parking costs see page 61.

*See full costing report in Appendix 5.7 with cost breakdown including parking only, building only, and combined total.

Project Cost Breakdown

Option #2 - New Build

The estimated Total Project Cost for Option 2 is $92,548,000. The diagram below describes how this cost is broken down into construction cost, contingency and soft costs. The estimate for this option includes a Phasing Premium of 5% to account for the sequencing of selective demolition while the food service area continues to operate, as well as concurrent construction.



*Note that all costs are in Q1 2024 dollars $ and do not include parking. For parking costs see page 61.

*See full costing report in Appendix 5.7 with cost breakdown including parking only, building only, and combined total.

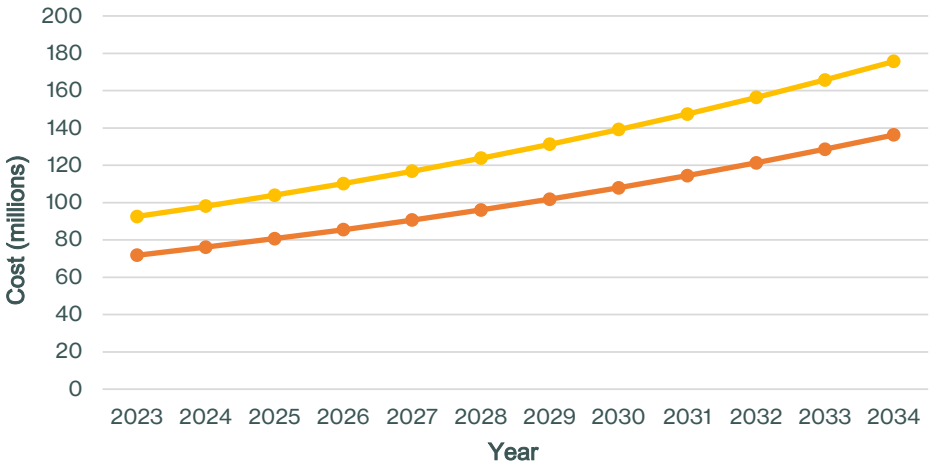
Cost Escalation

Project calendar

The project schedule is unknown at this time and may be up to 10 years away, however escalation must be considered at the time of project realization.

Pricing has been included at Q1 2024 local unit rates noting the current uncertainty and volatility of the market. Supply chain issues currently being experienced may have unknown (short and long term) impacts on pricing levels and anticipated projected construction escalation.

The graph below illustrates estimated escalation compound calculated 6.0% per annum over 10 years to 2034.



Legend

Option #1 Renovation/Addition

Option #2 New Build

*Graph depicts escalation for building cost only (does not include parking).

Parking

At this time, the parking requirements for a future Seniors' Activity Centre are undefined. Based on the existing provision of surface parking stalls at the existing centre, the estimated minimum additional stalls required is 25. This parking could be provided underground or at grade depending on the preferred concept option.

Current construction cost estimate per underground parking stall is $95,000. Including Total Project Costs (contingencies & soft costs) this rises to $220,000 - 240,000 per stall.

A recommended next step for this project is the definition of parking requirements through a professional traffic study including demand analysis and provision of related active and passive transportation options.

*Note that all costs are in Q1 2024 dollars $.

5.0 Appendices

5.1 Engage with Age Survey Analysis
5.2 Needs Assessment Report
5.3 **hcma** Trends & Opportunities Presentation
5.4 Joanie Sims Gould Literature Review
5.5 Functional Program Area Chart
5.6 Structural Assessment Report
5.7 Costing Report

5.1 Engage with Age Survey Analysis

District of West Vancouver

Engage with Age

Engagement Summary Report

Contents

1.0 Community Engagement: 3
1. Notification 3
2.0 Community Engagement Results 5
2.1 Survey 5
2.1.1 Survey: Quantitative Results 5
2.1.2 Survey: Qualitative Results 12
5.0 Summary 18

Prepared by:

- District of West Vancouver Community Relations & Communications and Community Services staff, August 2023

1.0 Community Engagement:

1. Notification

Identification of opportunities to participate in the consultation included:

Newspaper Advertising

The advertisement was printed in the North Shore News.

Print Materials

The advertisement was posted at the following facilities:

- West Vancouver Community Centre
- Aquatic Centre
- Gleneagles Community Centre
- Seniors' Activity Centre
- West Vancouver Memorial Library

Paper copies of the survey were available at the following facilities:

- Seniors' Activity Centre
- West Vancouver Memorial Library

Social Media

A social media campaign notifying the public of the engagement opportunity included:

- 4 Facebook posts on May 2, 15, 20, and 29, reached 831 people
- 4 Twitter posts on May 2, 15, 20, and 29, with a total of 1,597 impressions (the number of times people saw the ads)
- 3 Instagram posts on May 2, 15, and 20, reached 1,352 people

Engagement Website

A project webpage at westvancouverITE.ca/forest hosted information materials, reports and illustrations, milestone dates, background material, and a survey.

From May 1 to May 31, 2023, 1,800 people visited the web page and 911 respondents filled out the survey (including paper submissions that were received and entered by staff).

Email

- An email informing about the Engage with Age project and survey was sent to 4,284 westvancouverITE subscribers on May 2, 2023.

Stakeholders

- Targeted emails announcing the Engage with Age project were sent to the following stakeholder groups on date:
    - Alzheimer's Society of BC
    - Ambleside Dundarave Business Association
    - BC Housing
    - Capilano Community Services Society
    - Family Services North Shore
    - Hero Home Care
    - Hollyburn Family Services Society
    - Horseshoe Bay Business Association
    - Impact North Shore
    - Kiwanis Housing Society
    - Lionsview Planning Society
    - North Shore Community Resources
    - North Shore Emergency Management
    - North Shore Immigrant Inclusion Partnership
    - Pathways Serious Mental Illness Society
    - Silver Harbour Senior Centre
    - UBC Mental Health
    - Vancouver Coastal Health
    - West Vancouver Foundation
    - West Vancouver Memorial Library
    - West Vancouver Police
    - Western Residents Association

2.0 Community Engagement Results

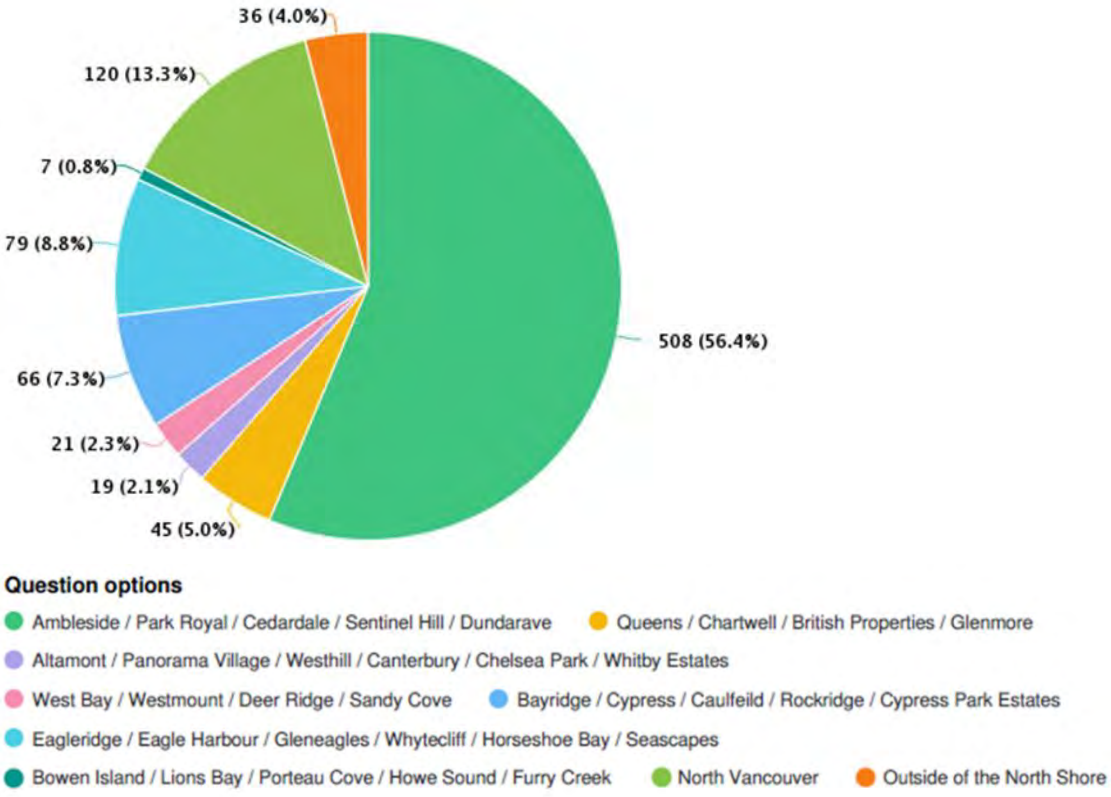
2.1 Survey

A total of 911 surveys were collected, noting that:

- Not all respondents answered every question.
- The views represented in the feedback form results reflect those of survey respondents. They may not be representative of the views of the public and other stakeholders because respondents self-selected to participate in the engagement and, therefore, do not reflect a random sample.

2.1.1 Survey: Quantitative Results

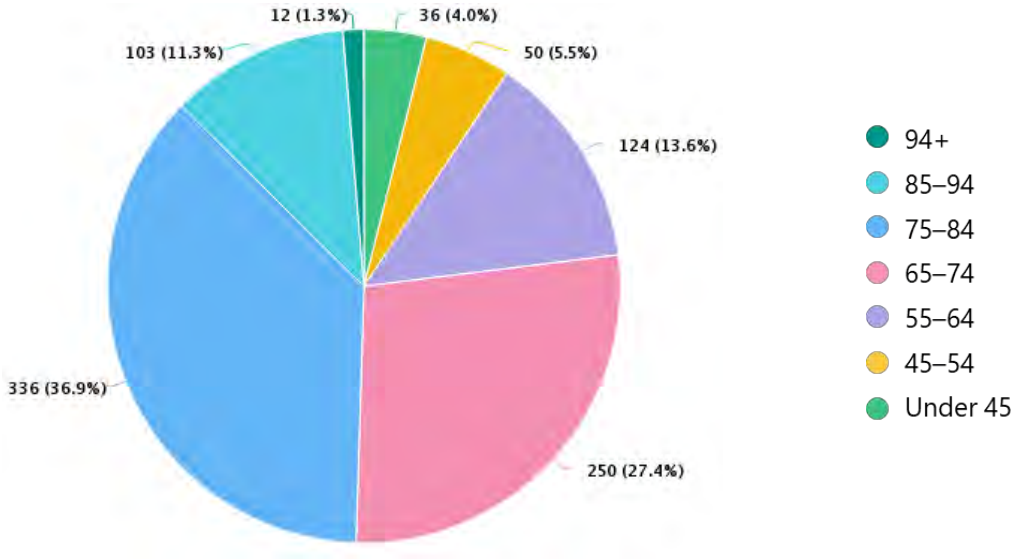
Question 1: Where do you live?



901 responses, 10 skipped

This question was asked to understand how location may relate to subsequent responses. The majority of the respondents reside in the Ambleside/Park Royal/Cedardale/Sentinel Hill/Dundarave areas (56.4%). 13.3% reside in North Vancouver.

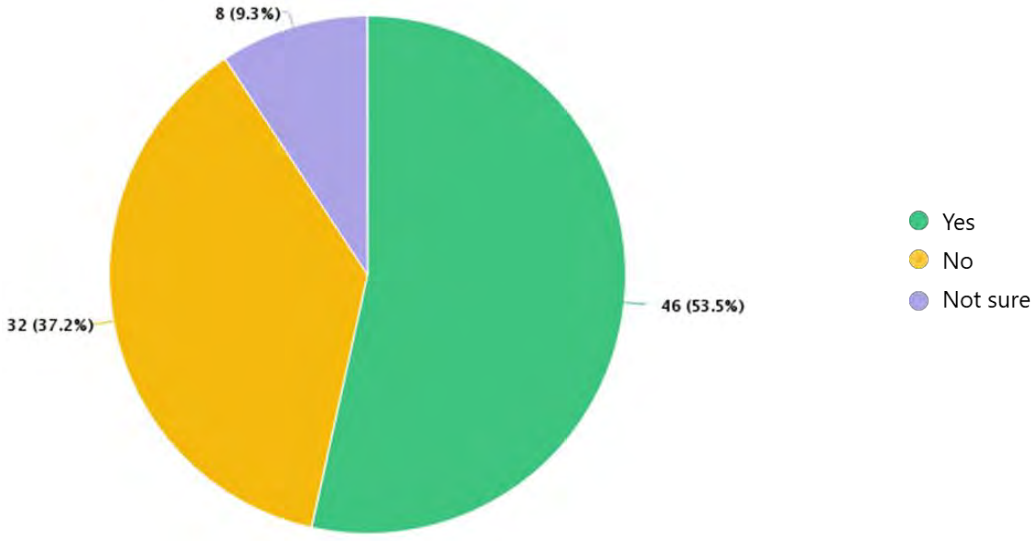
Question 2: What is your age?



(911 responses, 0 skipped)

89.2% of respondents are between 55 and 94 years old.

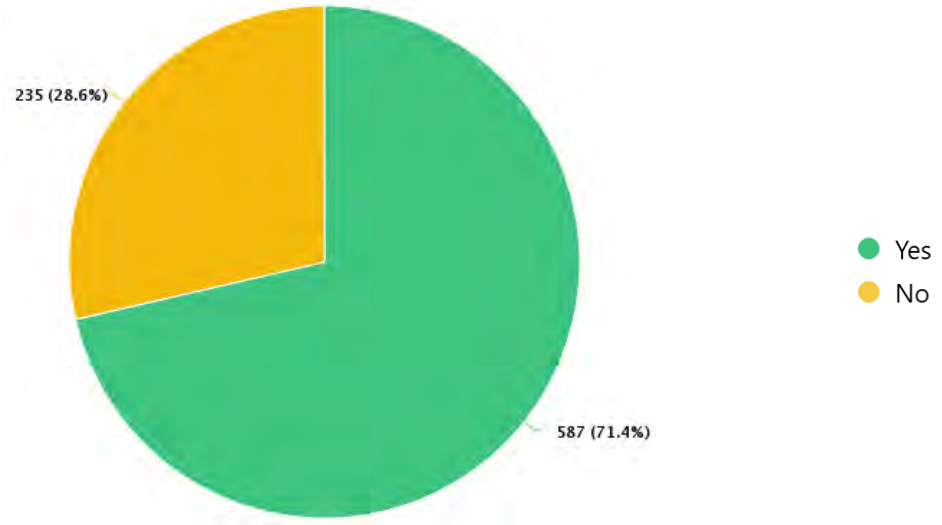
Question 3: Do you know anyone or have a friend or family member who belongs to the Seniors' Activity Centre?



86 responses, 825 skipped

Most respondents skipped directly to the question about being member of the Seniors' Activity Centre (SAC).

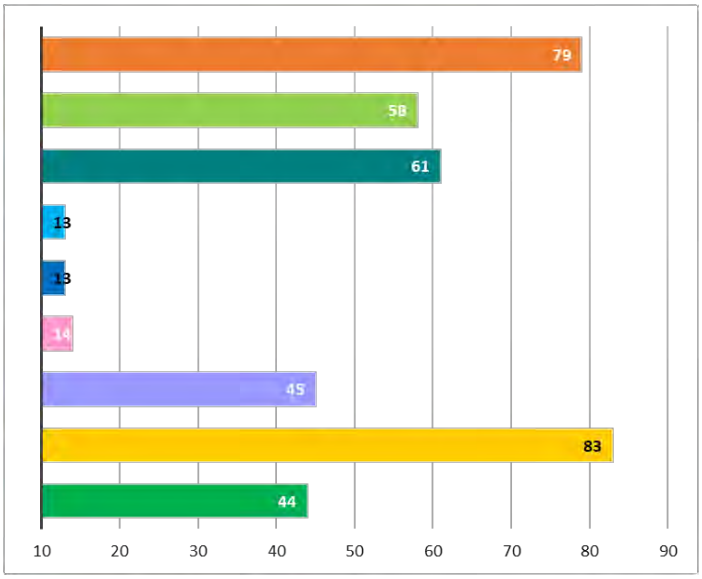
Question 4: Are you a member of the Seniors' Activity Centre?



(822 responses, 89 skipped)

The vast majority of respondents are a member of the SAC.

Question 5: What would encourage you to join or participate? Select all that apply.



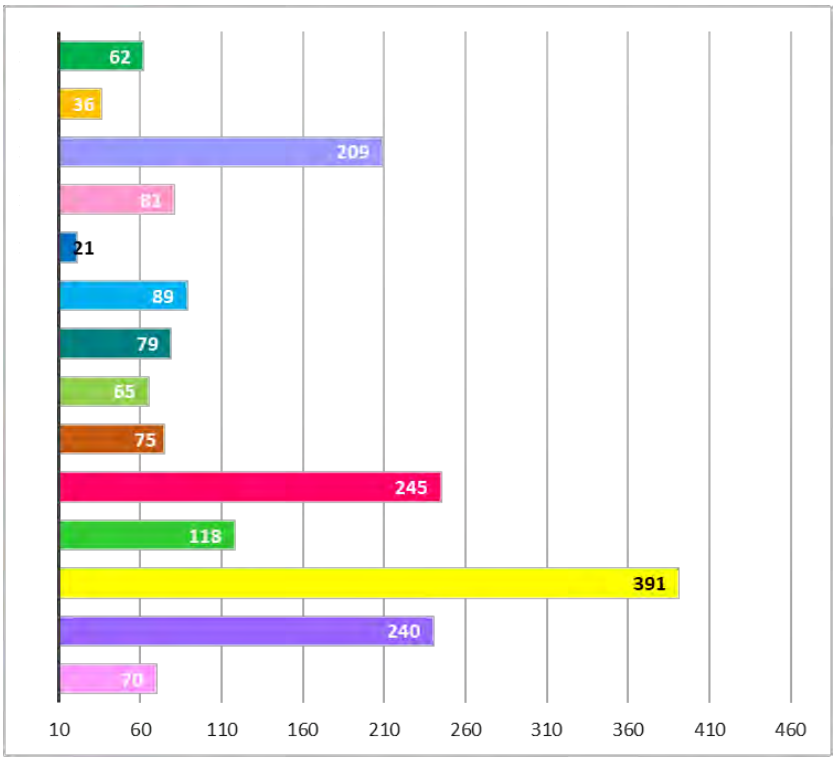
The numbers show the number of times the option was selected.

- Other (please specify)
- Easier access to information about programs and services
- Low cost program options
- More culturally diverse membership
- Better accessibility to facilities and programs
- More transportation options to the SAC
- More opportunities to socialize with new and existing friends
- More interesting programs and services
- Multigenerational programs

(217 responses, 694 skipped)

The top three options selected were: more interesting programs and services, low cost program options, and easier access to information about programs and services.

Question 6: What specific activities do you engage in at the Seniors' Activity Centre? Select all that apply.



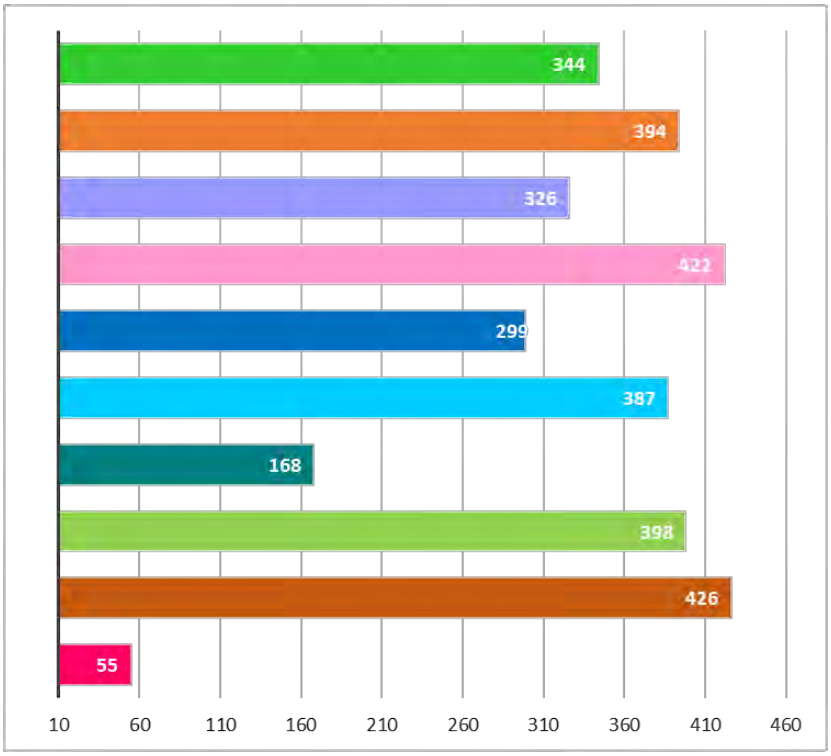
The numbers show the number of times the option was selected.

- Arts and crafts
- Clubs
- Family and friends
- Games and puzzles
- Homemaking (cooking, knitting crafts)
- Learning and reading
- Music and dance
- Prehab and rehab
- Social, cultural, and sporting events
- Sports, fitness, and yoga
- Volunteering
- Food
- Shopping
- Other

(575 responses, 336 skipped)

Food, which includes eating in or getting takeout from the Garden Side Café or coffee bar, is the most popular activity followed by “sports, fitness and yoga”. Shopping at SACs on 21st gift shop is the third most popular activity in the centre. Homemaking (cooking, knitting, crafts, etc) is the activity that least engages people at the SAC.

Question 7: What do you value about the space or location of the activities you participate in Seniors' Activity Centre? Select all that apply.

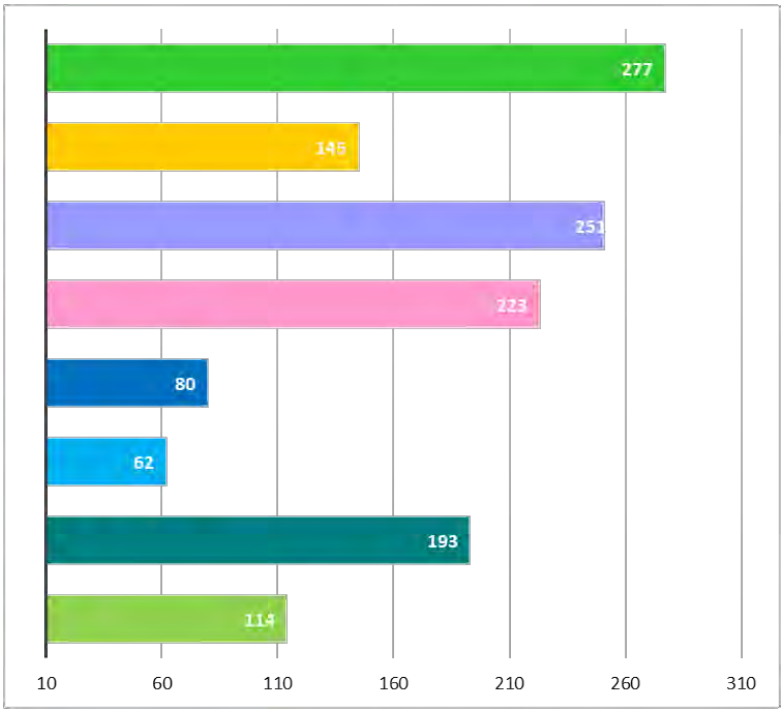


The numbers show the number of times the option was selected.

(576 responses, 335 skipped)

The majority of the respondents chose eating at the Garden Side Café and social interactions as the most valued activities at SAC.

Question 8: What would encourage you to be more active in your community and everyday life? Select all that apply.

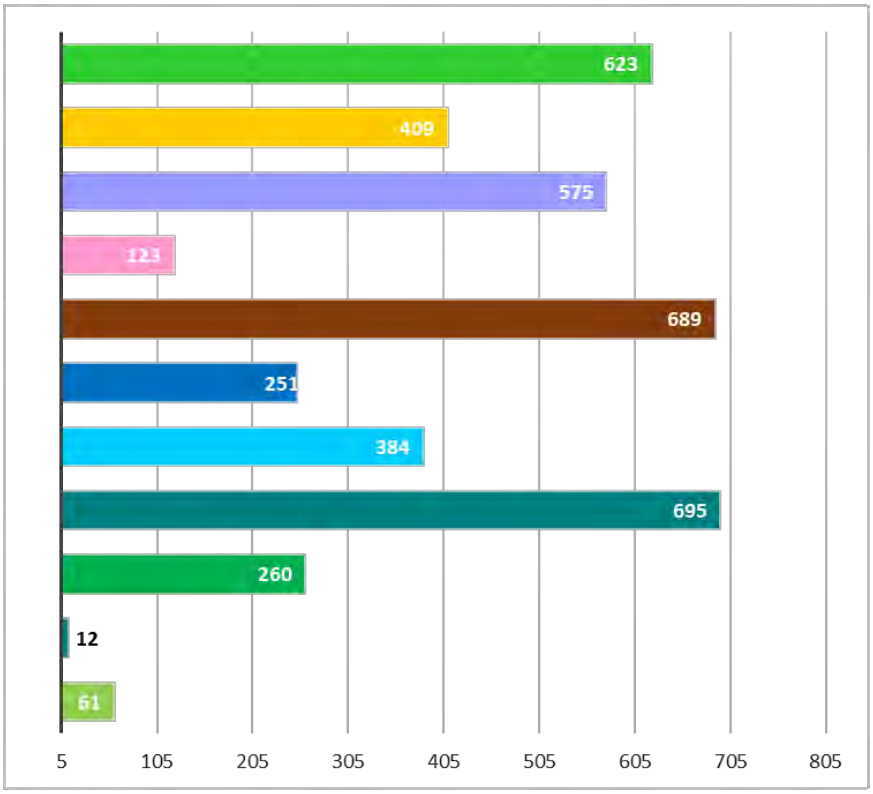


The numbers show the number of times the option was selected.

(96 responses, 1 skipped)

Quality of space and equipment, quality of instructors and service, and social interactions are the items most cited to encourage the respondents to be more active in the community.

Question 9: Which of the following North Shore community facilities do you or anyone in your family use/have used within the last five years? Select all that apply.

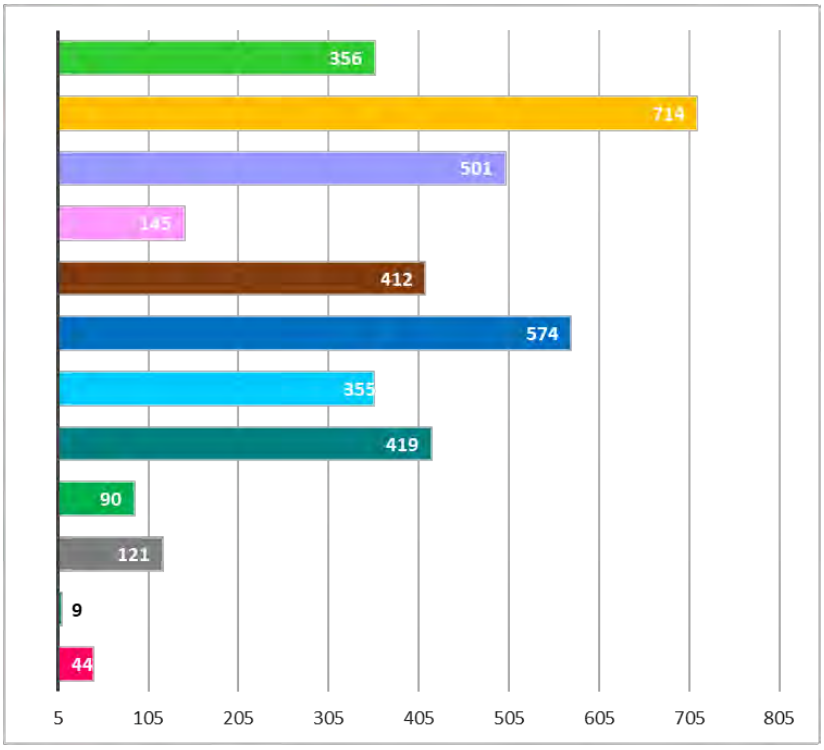


The numbers show the number of times the option was selected.

(895 responses, 16 skipped)

West Vancouver parks and trails and the West Vancouver Memorial Library are the facilities most cited. The Seniors' Activity Centre and the West Vancouver Community Centre follow.

Question 10: Why do you or someone in your family use/have used the facilities you selected above? Select all that apply.



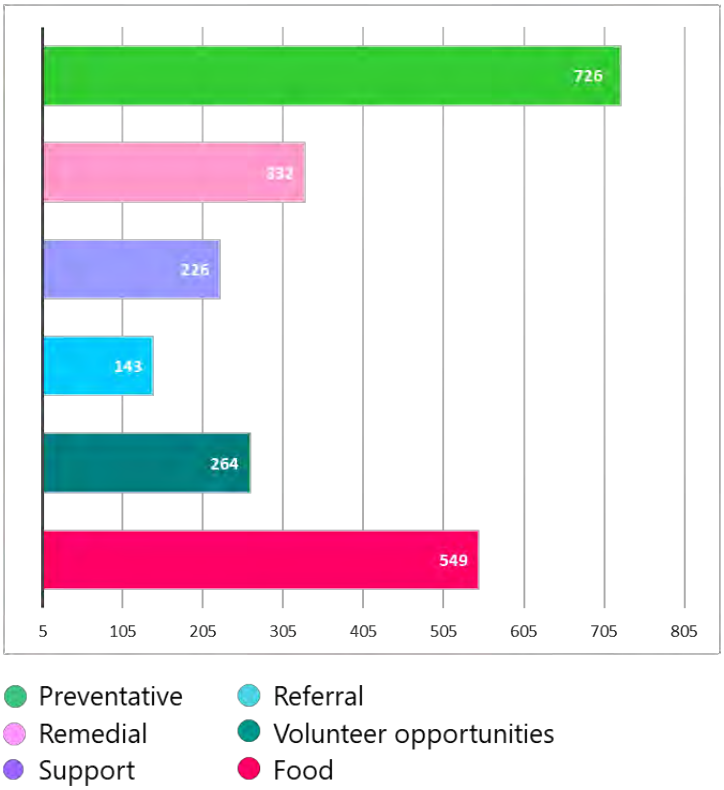
The numbers show the number of times the option was selected.

- Unique programs
- Close to home
- Affordability
- Diversity of patrons
- Sense of belonging
- Quality of facilty
- Accessibility
- Parking
- Transportation
- The programming is not offered elsewhere
- I don't use any of the listed facilities
- Other

(883 responses, 28 skipped)

The proximity to home is the most cited reason for the respondents to use/have used the facilities cited above. Quality of the facility and affordability are the second and third most cited.

Question 11: What programs or services that support active and healthy aging are important to you? Select all that apply.

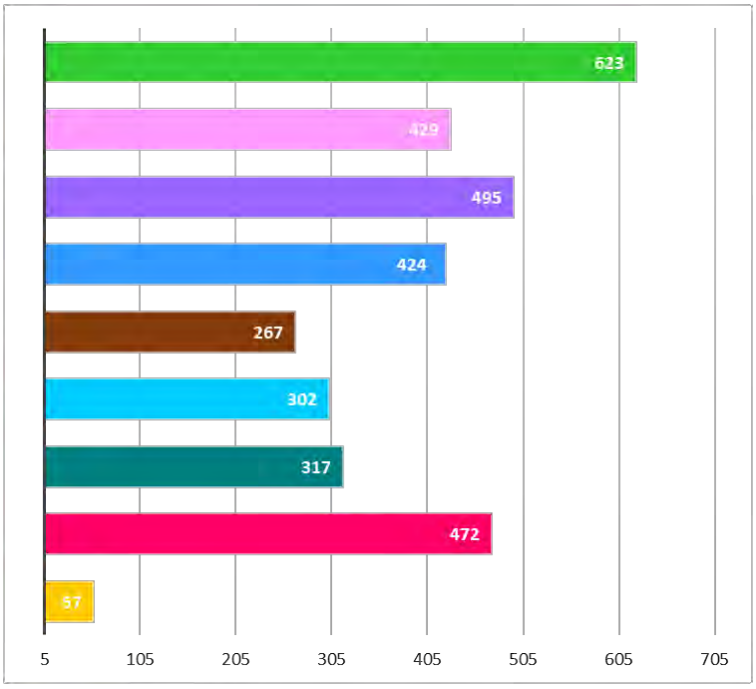


The numbers show the number of times the option was selected.

(862 responses, 49 skipped)

Preventative programs or services, such as prehabilitation programs, exercise classes, fitness, hiking, cycling, etc., are the most cited, followed by food services.

Question 12: Which programs or services would help you age in place? Select all that apply.



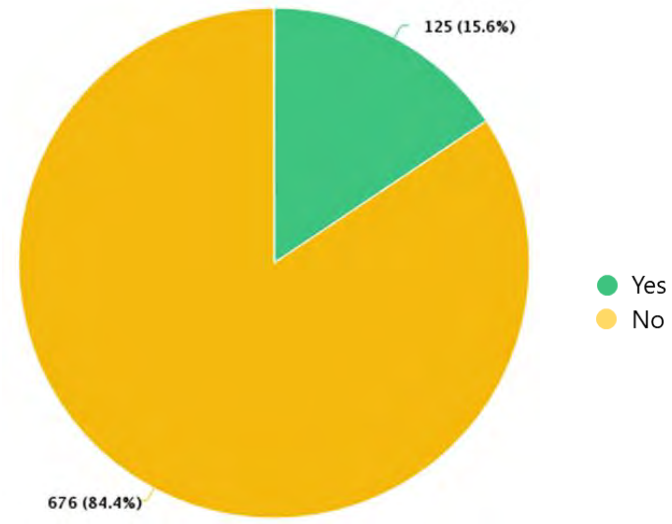
The numbers show the number of times the option was selected.

- Healthy and active living programs
- Holistic health
- Social programs
- Cognitive brain health programs
- Accessible transportation
- Fun events
- Access and support to information
- Food
- Other

(856 responses, 55 skipped)

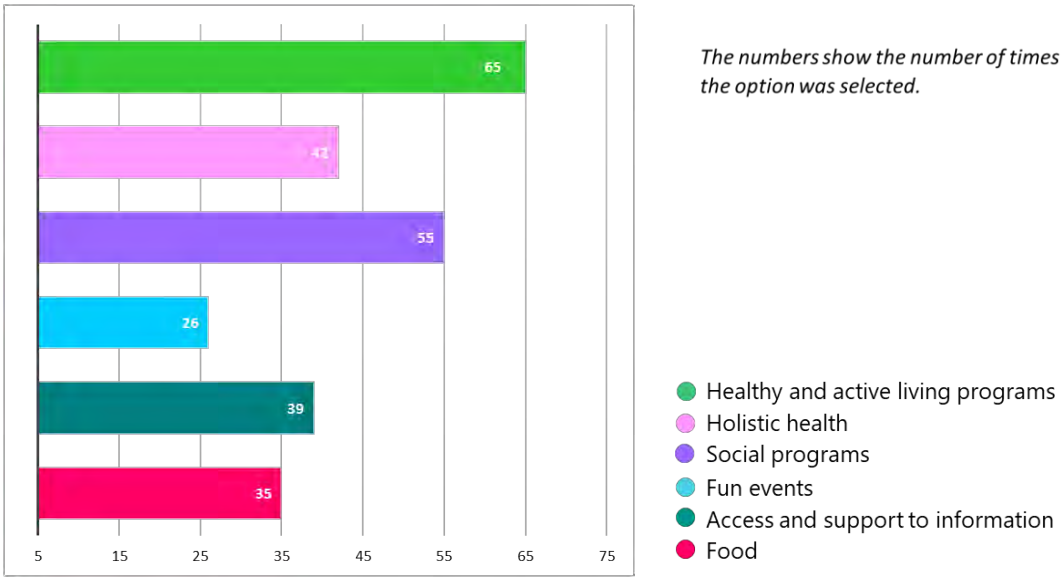
Most respondents cited that healthy and active living programs would be helpful in aging in place, followed by social programs and food services.

Question 13: Are you a caregiver or supporting a loved one?



(801 responses, 110 skipped)

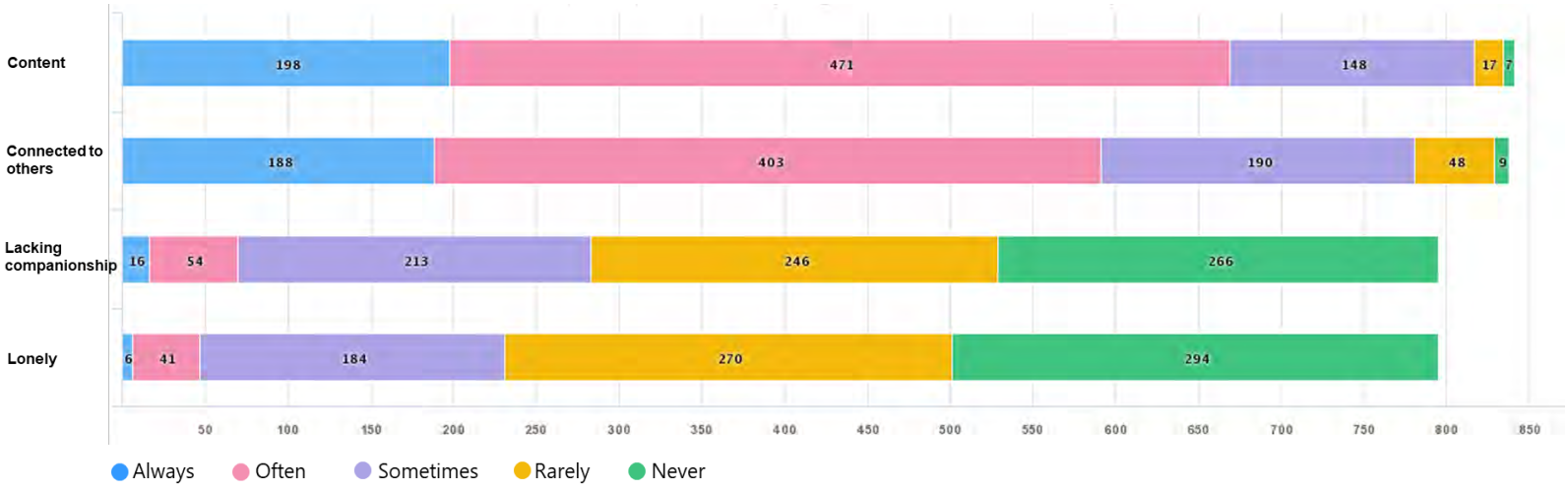
Question 14: What support services or programs are important for your client and/or loved one? Select all that apply.



(96 responses, 815 skipped)

The majority of respondents are not caregivers – 84.4%. Among the respondents that are, health and active living programs are the most important, followed by social programs.

Question 15: How frequently do you experience the following feelings? We want to better understand how our programs and services can support you now and into the future.



(862 responses, 49 skipped)

2.1.2 Survey: Qualitative Results

Number of times theme ocurred	Theme / Topic
	Programming
222	Want new and/or improved variety of program offerings; outdoor activities; membership review
62	Want programs to include all ages
17	West Van residents should have priority for program registration / review registration process (stressful)
15	More drop-in classes would promote attendance
42	Need to improve communication/marketing about program offerings
42	Programs to support aging in place
	Accessiblity
16	Want improved accessibility features outside and inside the building
28	Want improved transportation options for accessing the building
	Discounts
36	Want a seniors-only discount on programs and services at the District and/or low-cost program options
	Facility
32	Want improved food services (comments about menu, hours, seating, food container)
5	The SAC building is fine the way it is. No need for a huge new building
18	The building needs a new name
20	The SAC building needs bigger rooms for activities/ better use of space
6	Separate building makes seniors feel segreated
16	Parking needs expanding/ improvement
13	Want improved decorations (less childish) / updated and improved spaces
	General
98	Generally satisfied with the current SAC
4	Generally desatisfied with the current SAC
63	Unrelated to the public engagement/off topic

3.0 Summary

Analysis of the quantitative and qualitative data collected during the engagement period indicated the following main themes of feedback:

- Programming should be reviewed
- Most people are generally satisfied with the services, programs and facilities at the Seniors' Activity Centre
- The SAC should consider programs to include all ages

There was also comments regarding the following topics:

- Name changing to remove "Seniors"
- Improvement of communication about programs and services
- Increase of low cost offers

5.2 Needs Assessment Report

RC Strategies

Needs Assessment Summary

The following bullets come mostly from SAC files and reports and other hard data, but some also comes from anecdotal comments made by long time staff members. And, some of the material comes from the consultants' experience in comparable needs assessment projects.

SAC Needs Assessment Framework

There are three primary reasons to reinvest (retrofit or replace) in the SAC. One is to maintain the current functionality. This relates to reinvesting in attributes that have come to the end of their functional lifespan. The second is some technical enhancements. This could be improvements to operation for environmental reasons or operating efficiencies. The third is to enhance its service functionality. This project is more about the latter. With respect to the latter, there are three main categories of service enhancement that could justify a capital investment as follows:

- Increase the quality of some of the existing uses where the current quality of the user experience needs to be improved;
- Increase the quantity of an existing use where the current and future need exceeds the current capacity of a space to meet the need;
- Add a new experience that is needed but cannot be accommodated within existing spaces.

This analysis will examine all three categories of service enhancement need. It starts with a review of the current situation which identifies some early needs under the first two categories above and proceeds with an assessment of future need under all three headings.

The Existing Facility

The existing facility was originally built in 1980 and has been modified through a number of renewal projects over time. There is currently about 26,000 gross sq. ft. of indoor space within which there is about 21,000 sq. ft. of net usable spaces and 5,000 sq. ft. of support areas (e.g. offices, storage areas, HVAC spaces and circulation/control areas). Of the 15,000 sq. ft. of net usable space, roughly 60% can be categorized as multipurpose spaces, which, even if primarily used for one use, can be used for a variety of different types of use at different times of the week or year. Examples include some of the dining areas, the large Activity Room, the AV Room, the Arts Room and the Fabric Arts Room. The remaining 40% is space is more dedicated to a single use or a category of uses that require specialized equipment, fittings or finishes that pre-empt or limit other categories of uses. Examples of these include SACS on 21st, Rehab Studio, Woodworking Shop, Plant Room and Billiards Room. Addendum A summarizes all of these spaces.

Best Practices

While the consultants are not aware of any single 'ideal' seniors' activity centre, work in comparable projects suggests that an amalgam of ideal spaces can be identified and they are listed in *Figure One.* That figure also shows how the existing SAC measures up to a prototypically 'optimum' seniors' centre currently.

Figure One
Prototypically Optimum Seniors' Activity Centre

Space	Optimum Prototypical Size	How the Existing SAC Measures Up
Gym/Large Hall	5000-6000	Lacking
Large Multipurpose Space	3000-3500	✓
Medium Sized Multipurpose Space	2000	Somewhat
Small Multipurpose Space	2 x 1000	Somewhat
Board Room	600	Somewhat
Social Lounging Space	3000	✓
Food and Beverage Spaces	3000	✓
Fitness Room	5000	Lacking
Arts Crafts and Hobbies Studios	1600	✓
Specialized Arts Spaces (e.g. pottery, lapidary, fiber arts)	600	✓
Totals	20-22,000 sq. ft.	15,000 sq. ft.

The existing SAC currently has several spaces which are not part of the prototypically optimum seniors' activity centre. These include the Plant Room, the AV Room, the Billiards Room, the Rehab Studio (although a significant portion of it is used for general fitness), Woodworking Shop, and the takeaway food delivery prep areas. This is not to say that these spaces should not be provided in a renewed West Vancouver SAC, but each should be reviewed within the context of what West Vancouver needs specifically, that other centres don't have or are phasing out.

While the existing SAC has several spaces which appear to measure up to the optimum in terms of size, the quality and/or configuration may not currently exhibit the optimum quality required. These spaces include the Arts Room, the food preparation areas and the SACS on 21st shop and prep area. Consideration may need to be given to enlarging some of these spaces, or enhancing the configuration and quality of these spaces. *Figure Two* speaks to this issue. It is an amalgam of perceived need by the current Supervisor of the SAC.

Figure Two
Preliminary Needs for Increased Quantity or Quality of Existing Spaces

Space	Use	Need for More Quantity	Perceived Need for Quality Enhancement and/or Reconfiguration	Notes
Marine Dining Room	MP			
Café Terrace Room	MP	✓	✓	
Café General Dining Area	SP	✓	✓	Nicely segregated for better utilization currently
Café Kitchen, dishwashing area and prep area	SP	✓	✓	
Audio Visual Room	MP	✓		
Art Room	MP			Could be a clean/dry arts studio but would still possibly need a wet/dirty studio and more storage
Activity Room	MP			If a gym is provided, this would be a great large multipurpose space
Activity Room Kitchen/ Servery	SP		✓	Underutilized for main purpose but acts as a backup kitchen storage
Main Living Room	SP	✓	✓	
Social Recreation Room	MP			Not sure what to make of this program space, but it could be a good medium sized multipurpose space
Plant Room	SP		✓	Not sure this has a future
SACS on 21st (including the prep area)	SP			Preferable to have prep space adjacent to retail area
Fabric Arts Room	MP	✓		A reasonable clean/dry arts studio space
Woodworking Shop	SP			
Billiards Room	SP	✓		Underutilized currently with four tables
Rehab and Fitness Studio	SP			Recently provided, but not large enough
Reception Desks (2)	SP		✓	One large main and one additional
Main Office Area	SP			More than enough space, but all chopped up
Orchard Room	MP			Currently doubles as a staff break room. If enlarged, could be a board room
Main Entry Foyer/Wait room	SP	✓		
Janitor's Closets	SP		✓	Two exist and could use more
Public Washrooms	SP	✓	✓	Only one set of fully accessible washrooms and one other set
Storage Areas	SP		✓	A problem in most spaces
Circulation Corridors	SP			Could be wider to accommodate more wheelchairs, walkers and scooters

SAC Membership

Any needs assessment starts with an understanding of the market for the facility. The following summary has been gleaned from a variety of sources.

- Membership has remained within a range of 3,200 to 3,800 over the past decade with a slight overall decline during that time, is currently at 3,172, and is climbing back up after COVID.
- Roughly 80% of members are residents of West Vancouver. Roughly 15-18% live in North Vancouver, and there are few from Lions Bay. This ratio hasn't changed for a decade.
- So, if roughly 80% of 3,200 members are West Van residents, that represents a very large proportion (about 25%) of the 12,600 seniors that are residents of West Vancouver currently.
- There are roughly twice as many female members as male members and that ratio hasn't changed much for the past decade.
- The membership is aging. Both the mean and median age of members has increased over the past decade so the members are generally much older now than they have been in the past.
- While there has been some churn (i.e. some new members but some current members aging out of the SAC) it has been difficult to recruit new younger members as 'today's young seniors are less likely to self identify as seniors' as one staff member put it.

Behavioural Trends

Some trends may impact future needs. The ones that are most clearly understood are bulleted below.

- At the SAC, program categories trending downward include fabric arts, games, billiards, languages, lectures, computer courses, flight simulator, Scottish & line dance, choir and music lessons (e.g. ukulele, recorders).
- Program categories trending upward include meal support (indoor dining & takeout), outdoor sport, indoor sport, rehabilitation, holistic health, fitness, yoga, wellness, woodworking, pottery, visual arts, dementia friendly programs & caregiver support, and anything that features a strong social connection component.
- It is interesting that the number of residents of West Vancouver over 50 purchasing the District's general FitPass is skyrocketing, while members of SAC registering for fitness activity at SAC is growing slowly. Therefore, it appears that older residents who want fitness programming are more likely to use the intergenerational fitness facilities in the community centres than becoming SAC members to use the SAC fitness opportunities.

General Summary of Current State

- The West Van SAC is a high quality, long standing, very successful amenity serving a thriving and growing market of seniors.
- It is quite well used and very much appreciated.
- It compares favourably to a 'best practice' and is likely one of the best examples of a Seniors Activity Centre in the Lower Mainland.
- The average age of members has increased over the past decade.
- While it serves about 3,000 members, that number hasn't grown in proportion to the number of seniors in West Vancouver. Therefore, it is losing market share.
- A great many more seniors (especially younger seniors) use other public recreation facilities in West Vancouver (e.g. the community centres, pool and arena) than use the SAC.
- If changes aren't made, the membership will continue to get older and the membership will continue to decline slowly.
- The SACS on 21st shop is a significant draw for SAC members and a viable retail offering with its annual turnover of at least $100,000.
- The population of West Vancouver will continue to get older. In 2021, West Vancouver had 12,575 residents over 65. In 2041, West Vancouver is projected to have 18,862 residents over 65; an increase of 50%.
- Three of the main drivers for a West Van senior to purchase a SAC membership are the 'sense of belonging' through membership, the social aspect of attending SAC programs and events, and the discount available for members at SAC food services.
- Existing SAC spaces that are generally operating at capacity and for which there is at least some evidence of a need for increased *quantity* of space include the activity room, kitchen and prep area, and fitness room.
- Existing SAC spaces that may require some enhanced *quality* to better meet current and future uses likely include arts rooms, the AV Room and some food and beverage preparation areas.
- Very few *new* experiences have been identified through the study that need to be accommodated within the SAC that can't currently be accommodated within the SAC. However, Best Practices and other work suggests that consideration might be given to accommodating such activities as pickleball.
- The only significant space which warrants possible *reduction* in size or elimination is the Billiards room.

Addendum A - Facility Summary October 2022

SPACES	FLOOR SPACE IN SQ. FT.	CAPACITY FOR USE	PRIMARY ACTIVITIES	PINCH POINTS / PAIN POINTS	USE IN RELATION TO CAPACITY FOR USE
Café Marine Dining Room	1,152	60	Sit Down Dining Celebrations of Life Specialty Parties w/ catering Ad hoc one off lectures/ seminars/meeting Small rentals w/catering	The room doubles as a signature dining room and special events room for the cafeteria. In order to run an special event, we need to close the dining room to lunch and dinner diners, losing seating Sometimes used as a meeting space as we lack a meeting/ business room	This room is used 7 days per week from 9am-2pm for cafeteria dining and 2 nights per week for dinner service from 5-7 This area is closed to the public outside of food services hours to comply with food safe & sanitization practices
Café Terrace Room	Included below in general dining square footage	45	Sit Down Dining Feed The Need Food Packing A section of the master dining room seating Current location of a kitchen storage closet that is frequently accessed for dry supplies	The room doubles as an extension of the kitchen 7 days per week to pack take out food until 11:30am. Daily set up and take down of tables occur to meet this shortage of space in the kitchen. Also used for kitchen weekly staff meetings	This area of the dining room is used 7 days per week from 9am-2pm for cafeteria dining and 2 nights per week for dinner service from 5-7 This area is closed to the public outside of food services hours to comply with food safe & sanitization practices
Café General Dining Area	1,873	65	Main dining room area Sit Down Dining 2 cashier POS stations Take out Food Fridges x 4 are part of this floorplan Grand piano for entertainment/special events	Need more space for accessible dining (wheelchair and walkers); more space for Take out food service fridges	This room is used 7 days per week from 9am-2pm for cafeteria dining and 2 nights per week for dinner service from 5-7 This area is closed to the public outside of food services hours to comply with food safe & sanitization practices
Café Kitchen & Dishwash Area	Roughly 1,000	5-6	Café operations Main cooking & production space	Not enough prep space Not enough dry pantry storage space Not enough cooler space Baking prep counter too small Cooking prep counter too small Congested during prime time production operational hours Better ventilation Larger dish wash space	The café is underutilized after 2:30pm daily (all shifts finish) Capacity exists for afternoon and evening shifts contingent on staffing resources
Audio Visual Room	1,134	60	Music programs, Jazz Band, Meditation, Choir, Massage, Workshops, Seminars (any program requiring a quiet room with full AV & Sound support This room is a acoustical sound designed room ideal for music & voice programs	Poor lighting and poor ventilation. Carpeted so limited use. Needs more storage and better AV equipment. No room for Flight Sim console and storage of music equipment, and all the tables and chairs.	Lack of space during prime time hours: 9a-2p Rooms is underutilized late afternoon and evenings

SPACES	FLOOR SPACE IN SQ. FT.	CAPACITY FOR USE	PRIMARY ACTIVITIES	PINCH POINTS / PAIN POINTS	USE IN RELATION TO CAPACITY FOR USE
Arts Room	836	40	For Arts programs primarily, also used for meetings and training when no space.	Larger physical room needed. Not enough storage for easels and art equipment storage room is not appropriate for the needs. No audio visual for presentations or training, no screen or white wall – for projecting. Tables are heavy, not easily stored or moved. No storage for chairs. Room design and storage is limited to painting and drawing, yet there are many other types of art that could be done – but not enough room (ex: print making).	Lack of space during prime time hours: 9a-2p Rooms is underutilized late afternoon and evenings
Activity Room	2,964	200	Fitness, dance, sport, yoga, meetings, large events, duplicate bridge, community meetings, rentals	Storage is at capacity and no room for more. AV, audio and lighting needs an upgrade. Ceiling is too low for many sports and beams are in the way. This room requires greater square footage and a separate space for dynamic movement space (ie: a gymnasium)	Lack of space during prime time hours: 9a-2p This room is at capacity and well used.
Activity Room Kitchen Servery	145	2	Prep area for feed the need deliveries and used for special events – serving food & beverages	Small room, if it was larger it could be more of a prep/storage area for kitchen and special events.	Used 3 days per week for Feed the Need meal delivery; 3 days per week to pack special take out food orders; between 9am-1pm
Social Rec Room	968	50	Keeping Connected programs, bridge lessons, board games, card games, and language/writing lessons.	Storage is full and carpet floor limits the types of activities. Lack of AV and sound devices – no built-in projector/sound system. No room for storage of chairs/ tables.	Lack of space during prime time hours: 9a-2p Busy prime time for Keeping Connected, outside of prime time is language, writing and other programs. Room is well used.
SAC Plant Room	50	2	Used by SAC's as prep room, by Flower Arrangers	Room is too small. Lacks adequate storage for plant & seeding program needs.	Only used by SAC's and Sunday Flower Arrangers at present.
Main Living Room	600	30	Use by members to relax, have a coffee and visit with others. Sometimes used for events on the TV – sporting or the like – as a social event.	Room is dark, lighting is extremely poor. No sound/audio equipment for events. A larger social space with connection pods would encourage more usage.	It's well utilized. The fireplace is a draw for many who use the space and is a valued feature.
SACS on 21st Gift Shop	600	10	Gift Shop – selling donated items.	Lack of usable wall space (all glass). Room cannot be used for anything else. Needs dedicated storage room and a sink and cleaning space for donated items.	Only used during shop hours, 10-2pm. Not able to be used by others.
SACS on 21st Pricing & Prep Room	100	2	Use for prep and SACs only.	This is a programmable space or potential office space but is being used by the gift shop as a pricing and additional storage room.	Only used when they work. No set hours and not able to be used by others.
Fabric Arts Room	544	30	Fabric Arts programming, meetings, training, lessons and other programs.	Lack of audio / visual equipment for workshops.	Lack of space during prime time hours: 9a-2p Capacity for evening and weekend programming

SPACES	FLOOR SPACE IN SQ. FT.	CAPACITY FOR USE	PRIMARY ACTIVITIES	PINCH POINTS / PAIN POINTS	USE IN RELATION TO CAPACITY FOR USE
Woodworking Shop	700+	10	Woodworking, Woodturning, Carving programs and workshops.	Poor ventilation and sawdust extraction. Lack of room for expansion or equipment in addition to the existing. Lack of storage and definite concern regarding safe storage.	Used well – 9-4, Monday to Friday only. Working on expanding programming – currently only workshops on weekends. Not able to use for too many other types of programs.
Billiards Room	672	Singles – 8 players Doubles – 16 players	Snooker and Billiards use. 4 tables	Poor lighting. Tables cannot be moved. Dedicated space.	Underutilized. Can only be used to play billiards and snooker – and limited number of people can play at one time.
Rehabilitation Studio	672	10	Used for rehabilitative and similar types of programs.	Fabulous newly renovated space. Cannot be used for any other type of programming than fitness related.	Lack of space during prime time hours: 9a-2p Well utilized space.
Front Living Room/ Front Lobby	450	8	Used for people to rest and meet, read or wait for transportation.	Poor lighting. When people come to pick up members, it's hard to see people waiting in the lounge. It's a small space and can be drafty.	Used all the time when the building is open.
Front Desk	85	2	Registration and Customer Service	A busy reception/registration/ customer service area. High traffic area which makes it often difficult for seniors and staff to hear conversation and when on the phones	Well utilized during business hours
Main Admin Office	961	10 staff work stations	Used by staff – offices and meeting spaces.	Need more office spaces. Open design of front office is not private; quiet thinking spaces needed often. They are all clustered in one area.	Well utilized during office hours 8-4/9-5
Orchard Room	120	6	Used for lunch breaks and a meeting room.	Too small, not a proper lunch room, no sink or means of washing hands or dishes (it was an office converted into a lunch room, due to a lack of space for staff to take a break. The two areas ideally would be separate).	Well used during office hours. A meeting room(s) is needed in future design.
Outdoor Patio	1776	20	Used for social gatherings; coffee groups; lunch seating; used by public and staff	A beautiful space; more space for additional seating; greenhouse needs; sun protection needs.	Well used spring and summer during the milder months.
Totals Indoor	14,626	675			

5.3 Trends & Opportunities Presentation

hcma

The Future of Aging

Agenda

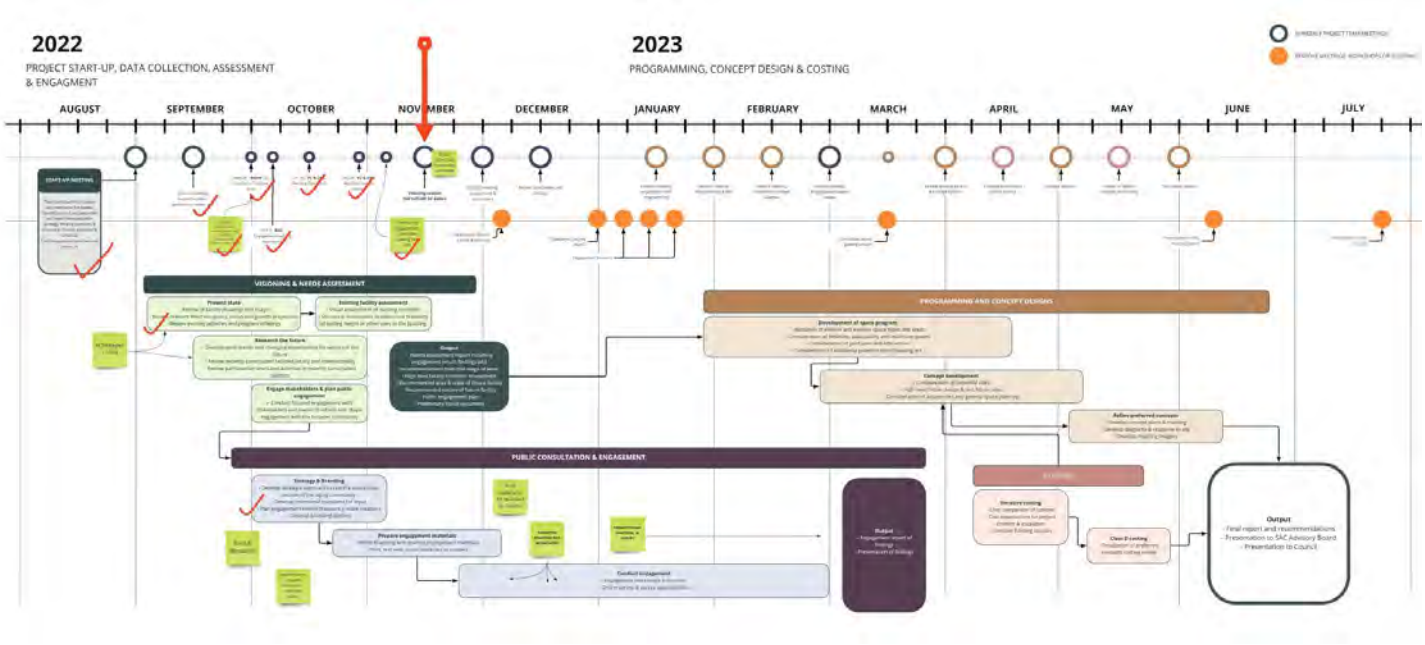
Project update

Global, National and ocal context

Trends on aging

Access & Inclusion Best Practices **we ran out of time for this subject*

Engagement campaign


2022
PROJECT START-UP, DATA COLLECTION, ASSESSMENT & ENGAGMENT
2023
PROGRAMMING, CONCEPT DESIGN & COSTING
AUGUST
SEPTEMBER
OCTOBER
NOVEMBER
DECEMBER
JANUARY
FEBRUARY
MARCH
APRIL
MAY
JUNE
JULY
VISIONING & NEEDS ASSESSMENT
PROGRAMMING AND CONCEPT DESIGN
PUBLIC CONSULTATION & ENGAGEMENT
Output
- Final report and recommendations
- Presentation to SAC Advisory Board
- Presentation to Council

GLOBAL AGING

"**There will be a shift in the global aging population from 7% today to 20% in the next few decades.** This growth will be one of the greatest social, economic and political transformations of our time. It will force changes in systems, have impact on families and will require new solutions."

- Arathi Sethumadhavan & Megan Saunders, World Economic Forum

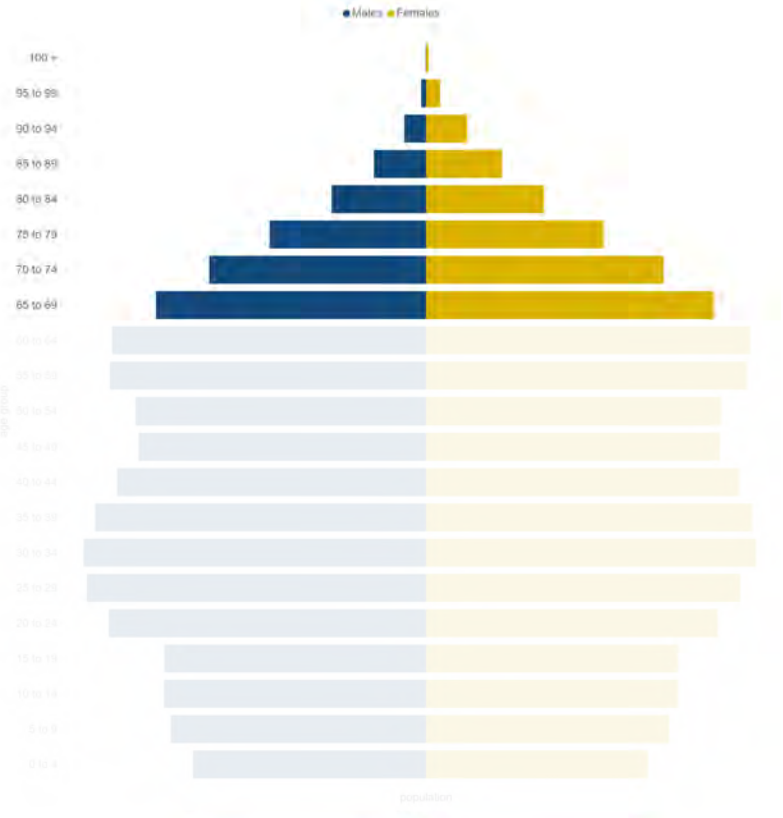
AGING CANADIANS

"Over the next 20 years, Canada's seniors population – those age 65 and older – is expected to grow by 68%. Compared with the rate of growth for the overall seniors population, the subset of seniors **age 75 and older is growing at a faster pace**.

By 2037 this population is expected to be 2.1 times its 2017 size."

- Canadian Institute for Health Information

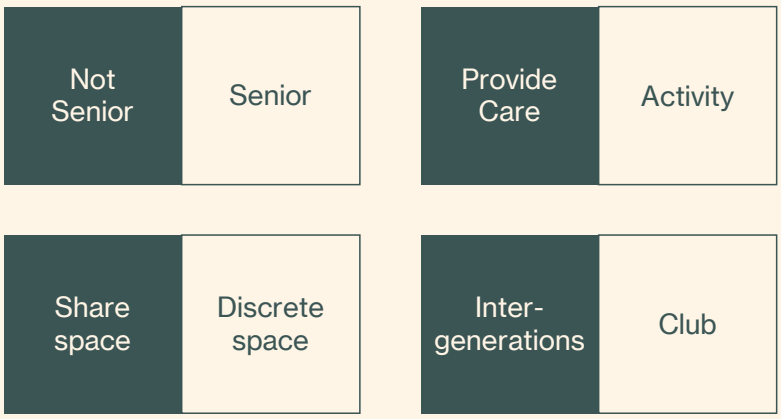



Males
Females
100 +
95 to 99
90 to 94
85 to 89
80 to 84
75 to 79
70 to 74
65 to 69

“Those age 65 and older in West Vancouver now make up 28.5% of the population, up from 27.8% in 2016….” -North Shore News, May 2022

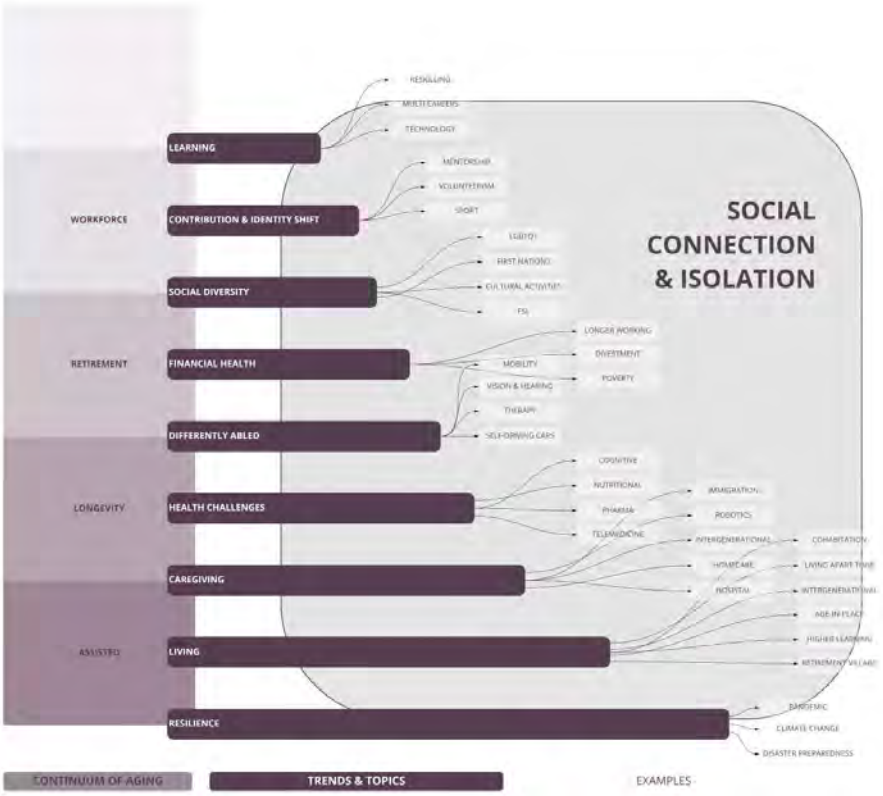
What is a senior?

Binary views

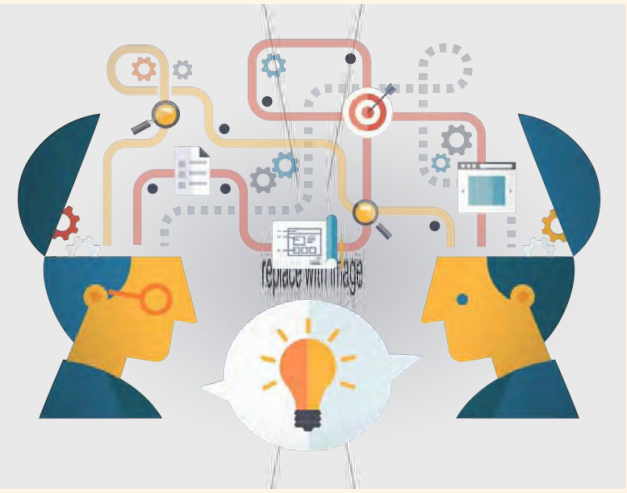


01 Heterogenous demographic
02 Socio-economic and cultural diversity
03 Broad spectrum of needs

3. Trends on aging


SOCIAL CONNECTION & ISOLATION
WORKFORCE
RETIREMENT
LONGEVITY
ASSISTED
LEARNING
CONTRIBUTION & IDENTITY SHIFT
SOCIAL DIVERSITY
FINANCIAL HEALTH
DIFFERENTLY ABLED
HEALTH CHALLENGES
CAREGIVING
LIVING
RESILIENCE
RESKILLING
MULTI CAREERS
TECHNOLOGY
MENTORSHIP
VOLUNTEERISM
SHORT
LGBTQ+
FIRST NATIONS
CULTURAL ACTIVITIES
FSI
LONGER WORKING
DIVESTMENT
MOBILITY
POVERTY
VISION & HEARING
THERAPY
SELF-DRIVING CARS
COGNITIVE
NUTRITIONAL
PHARMA
TELEMEDICINE
IMMIGRATION
ROBOTICS
INTERGENERATIONAL
COHABITATION
HOMECARE
LIVING APART TOGE
HOSPITAL
INTERGENERATIONAL
AGE-IN-PLACE
HIGHER LEARNING
RETIREMENT VILLAGE
PANDEMIC
CLIMATE CHANGE
DISASTER PREPAREDNESS
CONTINUUM OF AGING
TRENDS & TOPICS
EXAMPLES

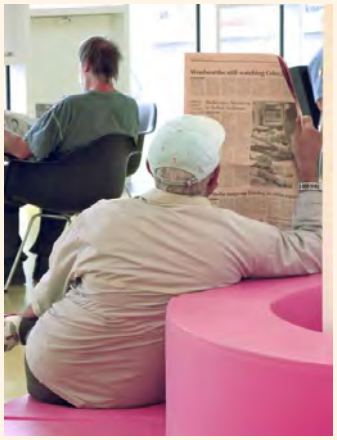
Learning

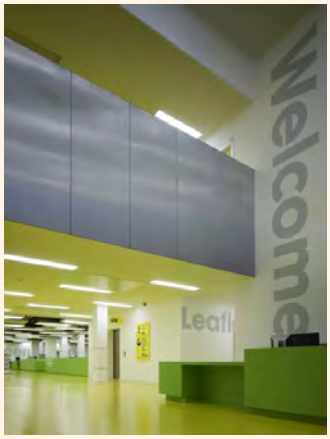


- Multi-Career lives
- Re-skilling for career shifts
- Technology for productivity
- Technology for connection

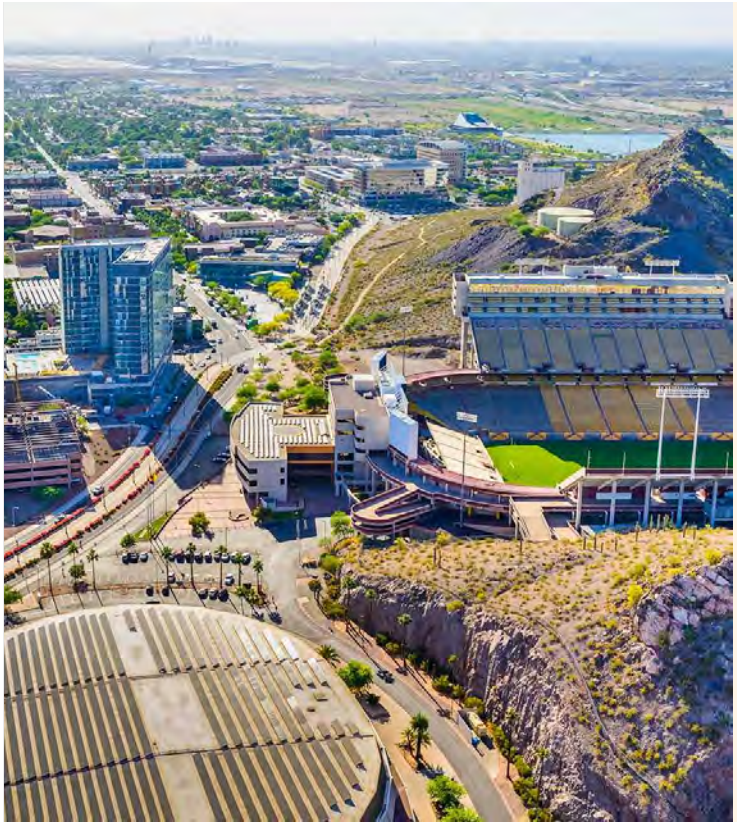

Reception






Welcome
































replace with image

Contribution & Identity Shift



- Mentorship in the workplace
- Mentorship in community
- Volunteerism
- Athletics & Sport
- Active lifestyles
- New social connections
- Ageism


Burnaby






















SAN DIEGO
42
SPLASH




SAN DIEGO
SPLASH



Social Diversity



- LGBTQ+
- First Nations
- Cultural Activities
- English as a second language

Financial Health



- Longer working lives
- Asset divestment
- Poverty

Changing Ability



- Mobility
- Self driving vehicles
- Vision & hearing
- Therapeutic approaches
- Healthy longevity




Or download the KOMPAN
Cardio app and connect
























AVENUE
257 Vancouver


Google

Health changes



- Cognitive
- Nutritional
- Approach to pharma
- Telemedicine





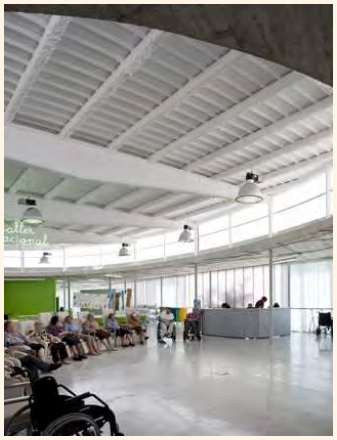
Caregiving



- Immigration
- Robotics
- Intergenerational care
- Homecare
- Dementia villages
- Hospitalization

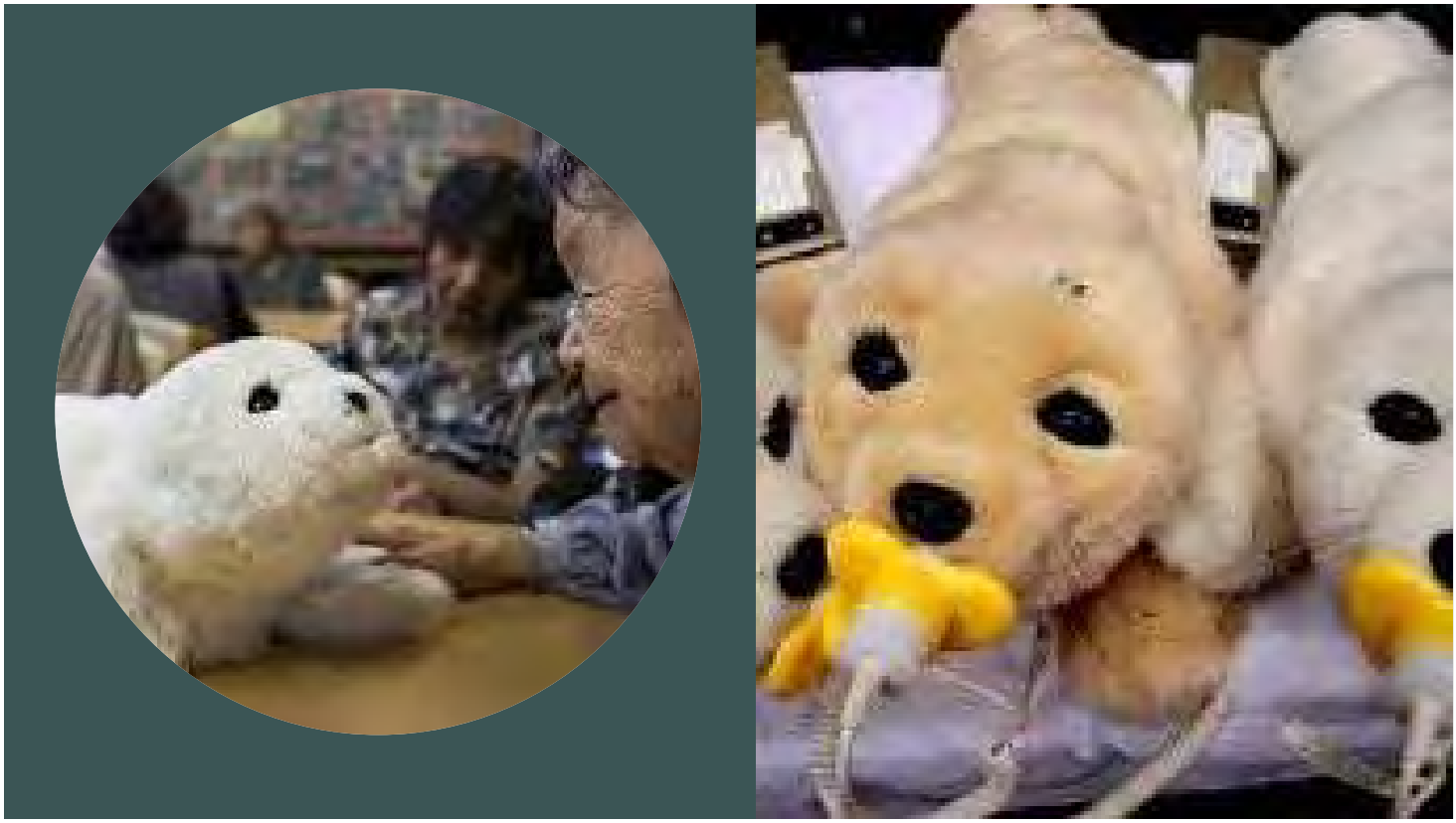








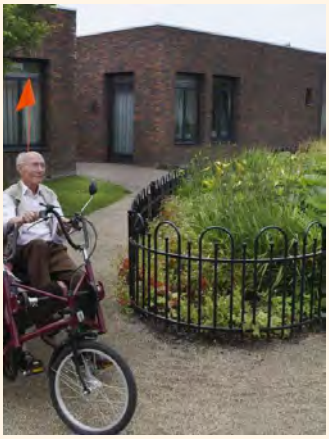

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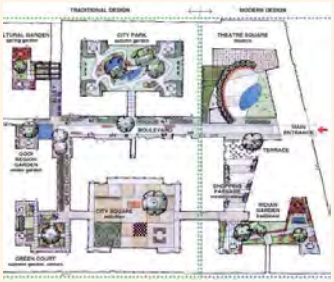



HOGEWEYK SUPER


GREENGROCERS







Living

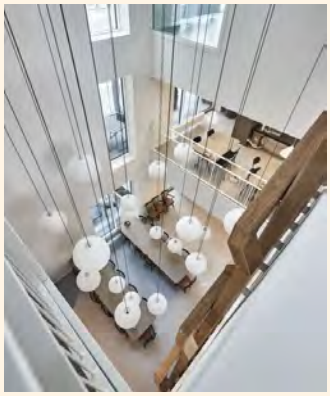


- Cohabitation
- Intergenerational housing
- Aging in place
- Village model
- University-based retirement communities







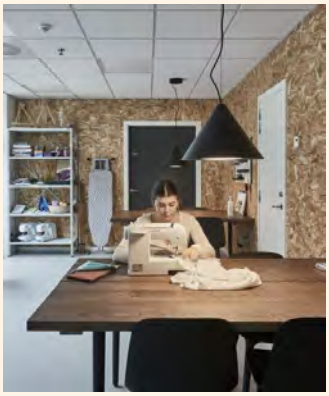















I feel young!
@ifeelyoungSG
I Feel Young SG


I feel young SG
Live well, age well


I feel young!
I can pursue my interests and contribute to society










K T EN

Community Resilience



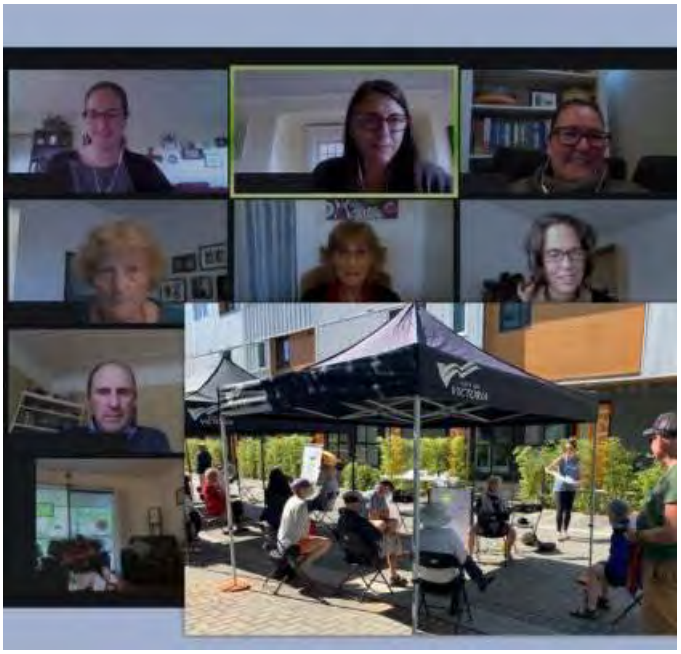
- Pandemic
- Climate change impacts
- Social networks
- Disaster preparedness

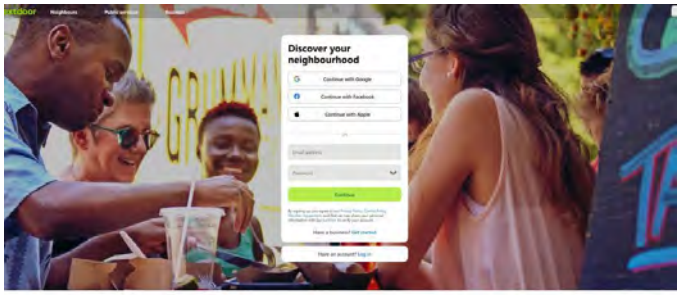
Social Isolation



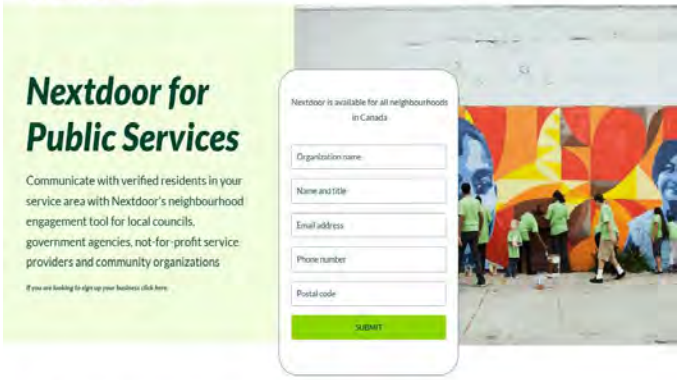
- Resultant from life changes
- Physical health impacts
- Mental health impacts
- Public health care cost impact






Discover your neighbourhood
Get the most out of your neighbourhood with Nextdoor




Nextdoor for Public Services
Communicate with verified residents in your service area with Nextdoor's neighbourhood engagement tool for local councils, government agencies, not-for-profit service providers and community organizations
Nextdoor is available for all neighbourhoods in Canada
Organization name
Name and title
Email address
Phone number
Postal code
SUBMIT


Thousands of public services around the world use Nextdoor to create stronger communities. With a unique mapping feature that enables instant distribution to the people in your service area, public services can effectively communicate with verified residents.
Reach the right audience
Communicate with verified residents who live in your service area.

Key points

01
There are going to be more seniors in the future

Spaces and infrastructure need to anticipate this

02
Dementia is on the rise

Additional need for specialized care programs and spaces

03
Aging in place is the current aim

Mobility and getting around are important

Technology will remain vital to social connection

04
Ageism is real

Meaningful integration with other generations has value

05
Social connection is crucial for aging-well

The SAC must continue to build its membership

Programs and services will need to continue to adapt

What does this mean for the SAC?

What is our call to action?

The SAC and the socially connective role that it plays has an enormous impact on:

- Health issue prevention & rehabilitation
- In building resilience that allows folks to age-in-place successfully
- Empowerment, inspiration & purpose

It is imperative that the SAC continues to grow and maintain its relevance.
Our lives depend on it.

5. Visual Engagement Campaign

West Vancouver Seniors' Activity Centre
Engagement Concepts

What we heard from you

This campaign should

- Capture the attention of a broad cross-section of the West Van community
- Increase participation in engagement activities
- Communicate messaging related to aging and seniors in a way that doesn't turn people off
- Celebrate aging and seniors

Tone

Vibrant
Inspiring
Inclusive
Clear
Active
Social



"As a group, we collaborated during a Naming Workshop to identify the key goals and messages that needed to come through in the chosen campaign name."


Engagement name
Engage WITH Age

Graphic elements

Colour Palette



Name lock-ups

Engage WITH Age

Engage
WITH Age

A bright and energetic colour palette and typeface choice brings an unexpected touch to preconceived notions surrounding the idea of aging. This is one way of visually celebrating age and attracting interest.

Concept 1: Posters



Concept 2: Posters



Concept 2B: Posters



Thank you

Links to articles referenced

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5.4 Literature Review

Joanie Sims Gould

REQUEST: A 5-10 page literature review of current global and local trends, innovations and academic thinking on aging in the field of gerontology. Contextualize these trends for the West Vancouver Seniors' Activity Centre programs and services today and in the future.

Prepared for West Vancouver Seniors' Activity Centre

Prepared by Joanie Sims Gould, RSW, PhD

joanie@joaniesimsgould.com

Submitted: April 3, 2023



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Background

This report is based on themes in the academic gerontological literature and grey literature (reports) related to aging. Where possible direct links to relevant reports are included. The academic literature provides a broad overview of global trends. The reports provide more specific, local examples of solutions to pressing issues. To develop the report, I conducted a sweeping review of the extant literature related to global and local trends, innovations and implications for the SAC to consider. Where possible I have offered considerations for the SAC.

Trends in Population Aging: Who are we talking about?

Global Aging and Diversity

The world is aging with the number of people aged 65 and over projected to nearly triple from 703 million in 2019 to 2 billion in 2050 -- 16 per cent of the global population (1). As the population continues to age, it is important to consider diversity among older individuals who can span up to four decades. Diversity refers to the variety of differences among individuals in a population, including differences in age (cohort), race, ethnicity, gender, mobility status, sexual orientation, health status and other social, cultural and economic characteristics. As populations diversify, so too must our approach to policy and program development for older adults.

For example, there are differences in the life expectancy and health status of different racial and ethnic groups, with some experiencing higher levels of chronic diseases and disability, and others experiencing greater social isolation and financial insecurity. There are also differences in how older individuals from different diverse backgrounds perceive aging, and what they consider to be the most important issues in their later years. These diversities will frame how older adults access and prioritize available resources, programs and services.

Population aging is also leading to increased diversity in the roles and responsibilities of older people in society. For example, many older individuals choose to continue working in their later years, either because they need to support themselves financially or because they are passionate about their careers and wish to remain engaged in the workforce. Others are

becoming caregivers for their spouses or elderly parents or are volunteering and engaging in community activities. At present one in four people over the age of fifteen (7.8 million) provide care to a family member or friend with a long-term health condition, a physical or mental disability, or problems related to aging (2).Almost half (47%) of caregivers provide care to a parent or parent in law while 13% care for a spouse (2). As health systems become further strained, family care is only expected to increase.

The diversity among older individuals has important implications for the development of public policies, health services and support programs that serve this growing population. It is essential that these policies and programs consider the unique needs and perspectives of older individuals from different backgrounds and are designed to be inclusive and accessible to all. For example, community programs must be culturally competent and tailored to meet the needs of diverse older populations and must be designed to address the unique challenges faced by older individuals from different backgrounds (1).

When considering policy and program development, intersectional theory highlights the complex relationships among the influential factors listed just above (3)**.** Together they determine whether and how individuals participate (4). An intersectional approach provides a lens through which researchers and decision makers can see beyond single factors or levels of influence (e.g. age, ethnicity or sex & gender). This approach enables researchers and decision makers to examine the concurrent impact of systems and structures such as racism, classism, sexism, ableism, heterosexism and ageism (5). These factors are important considerations when planning for older adults. In a recent article by Forbes (How The Biggest Groups On Aging Are Tackling Diversity, Equity And Inclusion (forbes.com)), most organizations that serve older adults are very early in their efforts with respect to diversity, equity and inclusion (DEI). That said, in order to represent diverse interests' organizations must turn their attention to DEI. The Forbes article showcases four American organizations that serve older adults and their efforts to adopt intersectional approaches. These approaches range from the establishment of DEI committees to ensure diverse representation in decision making, advocacy work to combat ageism, mentorship programs and partnerships with industry with respect to older workers.

West Vancouver

As of 2021, the population of West Vancouver is estimated to be 44,000 residents. West Vancouver has a higher proportion of residents aged 65 years and older comparted to the national average (6). West Vancouver is home to a mix of different ethnic and cultural groups, with a high proportion of residents who are of British, European or East Asian ancestry. There is also a growing community of residents from other parts of the world, including South Asian, the Middle East and South American. West Vancouver must consider its own diversities and seek representation in planning for diverse groups of older adults.

Biggest Challenges facing Older People: Threats to "successful" aging

As highlighted above, aging is a continuous process. The following section highlights pervasive "threats" to successful aging (challenges) yet also offers a template for opportunity. The SAC will need to consider and plan for each of these unique challenges/opportunities.

Inequity

High and rising levels of inequality threaten to become a defining feature of present and future generations. Due to a combination of acute crises and unfavourable long-term trends in employment and wages, successive generations are increasingly unequal and economically insecure (1).

Financial and food insecurity are barriers to successful aging. Poverty and food insecurity have been linked to poor health and morbidity, especially in older adults (7). According to Statistics Canada, the proportion of older adults living beneath the Low Income Measure (LIM), a common measure of poverty, has risen dramatically from 4.7% in 2000 to 12.1% in 2017(8), which may be due to these rising costs of living (7). Increased financial and food security have implications for policies and programs that serve the needs of diverse groups of older people.

Physical Inactivity

Maintaining mobility is "the best guarantee of retaining independence and being able to cope"(9). Limited mobility predicts disease, disability and mortality (10, 11, 12, 13, 14, 15, 16)

and is a risk factor for social isolation, cognitive impairment and admission into residential care (12, 17, 18). Importantly, physical activity and mobility are inextricably linked. However, despite the clear benefits of physical for the health of older adults,(19) seniors remain among the least physically active Canadians; 87% fail to meet physical activity guidelines (20). Furthermore, 31% of older Canadians are living with 2 or more chronic diseases, and 11% are living with 3 or more chronic diseases (21). Thus, strategies to enhance physical activity are key to reduce the risk of chronic disease, preserve older adult's independence (19) and to curb escalating health care costs (22). Policies and programs to support and enable physical activity remain essential.

Social Isolation/Loneliness

The 2011 Campaign to End Loneliness in the UK (23) highlights loneliness and social isolation as global health problems and public health priorities. Loneliness is also a Canadian public health crisis (24)—one in five older Canadians report being lonely (25). Loneliness and social isolation are related but not synonymous—social isolation refers to 'few contacts with a social network'(26) while loneliness is a 'subjective state that reflects an imbalance between wanting, but not having, social contact (27, 28). Both are associated with mental and physical health problems (29) such as depression, cardiovascular disease, quality of life and mortality (30). Combatting social isolation and loneliness are not straightforward, but common features of successful interventions included their adaptability, community participation and activities involving productive engagement (31).

Transportation

Research suggests that older adults experience tremendous transportation challenges at ages 85 and over. As mobility has been tied to overall health and wellbeing, the implications of lack of transit are dire (32).

Literature on older adults and transportation is often focused on older adults driving cessation which leads to their reliance on other modes of transportation to maintain their lifestyle and social engagement (33). Older adults are often reluctant to give up driving because it is viewed as a loss of independence and autonomy. Older adults also experience numerous barriers to using public transportation such as lack of accessibility, affordability, frequency, and reliability (34). In practice, older adults need to prepare for driving cessation and mobility

transitions. Sound policy and programs are required to tailor transportation initiatives to an aging population (33).

Climate Change

Our climate is changing, and these changes have an impact on health, especially in vulnerable populations such as older adults. Many older adults lack the physical, cognitive, social, and economic resources to avoid and/or mitigate the effects of exposure to extreme weather events (35). In recent years in British Columbia we have experienced unprecedented forest fire seasons, heat domes and atmospheric rivers. We also face greater seismic risk than other parts of Canada. It is known that disasters like these will continue and increase in complexity as climate change persists.

As we contemplate the role of climate change in lives of older people, we need to consider approaches to ameliorate and address the consequences of climate events. For example, policy and programs that support community mobility, especially active or public transportation, are favorable to older adults' health (36). Sustainable modes of transportation simultaneously encourage physical activity and reduce local traffic-related pollution (36). It is imperative that policies and programs to support older adults consider climate impacts.

Opportunities People: How can we support "successful" aging

Age-friendly Design

It is well established in the literature that most older people desire to age in place. This means that individuals would prefer to remain physically active and socially connected in their communities—as this can "add life to the later years" (37). Aging in place - the desire to remain living in the community, with some level of independence (38), is only possible with provision of a number of factors - adequate housing, transportation, recreational opportunities, health and home services and amenities that facilitate physical activity, social interaction and cultural engagement (39).

One of the most well-known frameworks to support aging in place is through the establishment of age friendly communities. The World Health Organization (The WHO Age-

friendly Cities Framework - Age-Friendly World) has developed an Age-friendly Cities framework which proposes eight interconnected domains that can help to identify and address barriers to the well-being and participation of older people. The eight domains include: community and health care, transportation, housing, social participation, outdoor spaces and buildings, respect and social inclusion, civic participation and employment and communication and information. In Canada, Gil Penalosa, a well-known urbanist and founder of the Canadian non-profit organization 8 80 Cities (8 80 Cities | Creating cities for all) contends that "if everything we do in our cities is great for an 8 year old and 80 year old, then it will be great for all people." Both frameworks offer insight into the establishment of equitable and sustainable age-friendly places.

Two areas of research in which I have been involved have sought to identify key environmental factors to support older adult physical activity, connectedness and wellbeing. The first study led by Jessica Finlay examined the influence of blue and green spaces on older adult well-being(40). In this work we found that older adults benefitted from access to green and blue space which included access to fountains. Another study led by Callista Ottoni examined the importance of street landscape such as the presence of benches in promoting older adult health and well-being (41). These two studies demonstrate that outdoor environmental design features can impact older adult health and one's ability to age in place. Moreover, these studies underscore that strategies to promote health often lie in micro-structural features like fountains and benches. Considerations of any age friendly spaces must include attention to those design features that are big and small.

Extending the concept of 8 to 80, it should also be noted that recent research and policy development on age friendly cities/spaces have centred around the creation of dementia friendly cities/spaces. With growing recognition that role of safe welcoming spaces for persons with dementia is essential, emerging approaches in the area should be considered (Dementia-Friendly Canada | Alzheimer Society of Canada).

The Third Sector, Government and Private Industry – It Takes A Village

Through a decline in the welfare state (42) many economically developed countries have seen a decline in comprehensive, publicly funded support services for older adults (43). Due to the hollowing-out of centrally supported services, greater demands have been placed on community-based seniors' service organizations (CBSSs) operated primarily by non-governmental organizations (NGOs), which are increasingly tasked with delivering health promotion programming – a task formally outside the scope, expertise, and capacity of many organizations (Raising the Profile of the Community-Based Seniors' Services Sector in B.C - Public Health Association of BC (phabc.org)). As Chouinard and Crooks note, "many have looked to the voluntary and non-profit sector as the 'beacon of hope' in terms of [program] delivery support and services to citizens in need of assistance". In British Columbia, many health and social care services for older adults have been downloaded to the non-profit, or 'third' sector.

The third sector is the space that resides beyond the market, the state, and the household and includes the work of NGOs, such as not-for-profit societies, charities, community coalitions, neighbourhood houses (44). It is worth noting that while the vast majority of CBSSs are offered by NGOs, in some cases, some services are provided by local governments (i.e. community centres) and/or NGO-local government partnerships. The sector provides services in six core areas: nutritional supports; affordable housing; health and wellness; physical activity; education, recreation and creative arts programs; information, referral and advocacy; and transportation (Raising the Profile Project). The CBSSs tend to be disconnected from one another for a host of reasons: geography; limited time or opportunity to create networks and collaborate; competition for funding can hinder potential collaborations; and a lack of mechanisms for sharing information and best practices with one another.

To build on experiences and best practices, maximize the investments of funding, with the aim of preserving the health and wellbeing of older adults, CBSS organizations must find better ways to work together. Other organizations, including government at all levels, publicly provided health system organizations, and those within the private sector must also find a way to work together to promote the health and wellbeing of older adults.

Technology

There is no debate that technology is part of all our lives – the extent to which we have access and navigate its use can vary with skill, access, economics and desire. In a recent needs assessment of a seniors, conducted in Edmonton (Final Report - Older Adults Needs Assessment_June 17.pdf (seniorscouncil.net)), the vast majority of older adults surveyed utilized technology (except for those in the oldest age groups). In 2021 the reputable journal Gerontology and Geriatric Medicine published a 12 paper series on technology and aging (45). This series demonstrated the positive impact technology can have on the lives of older people including improving cognitive performance, physical and mental health and people's daily activities and practices and the promotion of aging in place. While authors also identify that there are still barriers to use, including psychological issues of motivation, attitudes, privacy and trust and social issues involving learning to use the technology, technology has a huge role to play in the lives of older people. The editors contend "this set of articles contributes to knowledge and understanding of how digital technology and practices play a role in improving the lives of older people in contemporary society as well as setting the grounding for future ageing populations".

Research also demonstrates that older adults have an eagerness to learn, interest in co-design, and a desire to understand and control their data. At the same time, older adults also report a willingness to contribute to the design of technologies that would facilitate aging independently (46). Based on research, there is a clear need (and desire) to increase technological literacy of older adults. This need and desire are an opportunity for organizations to develop policies and programs related to access, use and promotion of technology.

Ageism

Ageism is defined as the stereotypes, prejudice, and discrimination directed towards people based on their age. In March 2021 the World Health Organization released a report, the Global Report on Ageism (https://www.who.int/publications/i/item/global-report-on-ageism) that highlights that ageism can be institutional, interpersonal or self-directed. The report summarizes the best evidence on the scale, impacts, and determinants of ageism against both

older and younger people and the most effective strategies to address ageism. Ageism is an important social determinant of health that has been largely neglected until now. Senior serving organizations will need to tackle ageism head on as part of core activities and commitments to DEI. In considering and addressing some of the challenges/opportunities laid out in this report, it is a step towards addressing ageism.

Implications and Considerations for the SAC (Today and In The Future)

Key points of consideration from the above literature review

- The population is aging, and it is diverse. The advancement of diversity, equity and inclusion (DEI) are essential to respond to the needs of older adults now and in the future.
    - Intersectional approaches offer a framework for considering DEI. There are some good examples of forward-thinking seniors' organizations that are embracing DEI through intersectional approaches (see Forbes report).
    - Representation matters. If seniors' centres are to serve the needs of more diverse communities, then those communities must be involved in consultation and decision-making. For example, if intergenerational programming is a priority, then multiple generations must be involved in the consultation and decision making. Scotland offers a roadmap for how it is striving to be an intergenerational nation and the steps taken to work towards this designation. See the following webpage for more information About Generations Working Together
- There are threats and opportunities for an aging population. These include inequity, physical inactivity, social isolation/loneliness, transportation and climate change.
    - Seniors centres of the future must find ways to prioritize and promote physical activity, connections, transportation and climate solutions. The WHO and 8-80 cities offer some local examples.
- Age friendly design is essential to support aging in place, health and wellbeing.

- There are a number of age friendly frameworks that can help guide considerations for seniors' organizations of the future. Big and small (micro) changes can impact health and wellbeing. See the WHO age friendly report and 8-80 cities report for local examples.

- Increasingly, the third sector supports older adults in community. There is a role for third sector organizations (like seniors' centres) to collaborate with other sectors to advocate for the needs of an aging population and older adults.
  - Government is a key partner but funding from all levels of government to the third sector has been shrinking. This means organizations need to do more with less or find alternatives for funding. There is a clear role for third sector organizations to meet the needs of older adults. Senior centres of the future will need to consider if or what types of services they offer, how they are funded and if the provision of health promotion and primary prevention health services should be part of their mandates.
- Technology will have an important role in the promotion of health and wellbeing for older adults. There is a role for seniors' organizations of the future to play in the implementation and accessibility of technology.
  - Technology can reduce barriers and provide "wall-less" access to programs and support. Seniors' centres of the future may even consider its use of emerging AI technologies (like use of robots). There are guidelines and examples that currently exist, like Publications — engAGED (engagingolderadults.org) on offering virtual programs.
- Ageism is pervasive in many policies, programs, services and structures. Through promotion of DEI seniors' organizations have a key role to play in education on issues of ageism and advocating for the needs of older adults (now and into the future).
  - Addressing ageism requires a multi-pronged approach. By addressing the challenges/opportunities listed above we can create more inclusive communities.

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5.5 Functional Program Area Chart

West Vancouver Seniors Activity Centre Feasibility Study

Concept options for costing

Version date: November 29, 2023

Option 1 - Renovation / Addition

			SF	SM	demolition
Existing building program	North Lobby		437	41	
	North Reception		467	43	
	Vest.		74	7	
	South Lobby		818	76	
	Vest.		164	15	
	Storage		258	24	
	Vest.		65	6	
	Corridor		589	55	
	Corridor		269	25	
	Corridor		363	34	
	Activity Room		2,912	271	
	Storage		200	19	
	Servery		59	5	
	Kitchen		502	47	
	Servery		394	37	
	Walk-In Fridge A		72	7	
	Office		63	6	
	Storage		183	17	
	Walk-In Fridge B		87	8	
	Dishwashing		182	17	
	Storage		136	13	
	Cafeteria A		1,874	174	
	Cafeteria B		1,012	94	
	Marine Room (Cafeteria C)		1,163	108	
	Storage		100	9	
	Games		1,215	113	
	Storage		160	15	
	Learning studio		868	81	
	SACs on 21st Gift Shop		588	55	
	Fireside Coffee Bar & Lounge		790	73	
	Workshop		1,267	118	
	Finishing		188	17	
	Woodworking Storage		231	21	

	Dust Control		39	4	
	Fabric Arts/Rehab		792	74	
	Storage		130	12	
	Fabric Storage/Rehab		229	21	
	Visual Arts		779	72	
	Storage		123	11	
	Wintergarden		300	28	
	General Offices		495	46	
	Office		171	16	
	Office		78	7	
	Office		61	6	
	Office		127	12	
	Copier/Lunch		188	17	
	Office		160	15	
	Office		136	13	
	Waiting Area		145	13	
	Office		134	12	
	Office		159	15	
	Office		109	10	
	WC Women		290	27	
	WC Men		230	21	
	WC Women		265	25	
	WC Men		103	10	
	WC Univ.		54	5	
	Social Rec		841	78	
	Audio Visual		1,235	115	renovate
	Storage		110	10	renovate
	Storage		40	4	renovate
	Storage		227	21	renovate
	Darkroom		55	5	
	Laundry/Maint.		96	9	
	Janitorial		52	5	
	Elec.		106	10	
	Janitorial		77	7	
	Total existing after demolition		17,419	1,618	787

New building program	Large Multipurpose Room /Gym		6,103	567	
	Multipurpose rooms (small/med)-L1		657	61	
	Multipurpose rooms (small/med)-L2		1,292	120	
	Multipurpose rooms (small/med)-L2		1,722	160	
	Office/volunteer space		86	8	
	Office/volunteer space		86	8	
	Office/volunteer space		86	8	
	Office/volunteer space		86	8	
	Informal social space		2,282	212	
	Welcome entry + reception		250	23	
	Centre visibility + expression		500	46	
	Accessibility + inclusion		1,000	93	
	Improved food service (BOH)				
	Storage		646	60	
	REPLACEMENT OF EXISTING*		6,645	617	
	Total New		21,441	1,992	
TOTAL	Net Program Area		38,860	3,610	
	Gross Up Internal circulation	15%			
	Gross Up Walls/Structure	2%			
	Gross Up mechanical	5%			
	Gross-up area		8,549	794	
	GFA		**47,409**	**4,404**	
Exterior Improvements	Rooftop patio		1,722	160	
	Landscape allowance				
	Total		1,722	160	
***Note: New addition area is greater than existing retained area. Assume this triggers full upgrade of building to meet current building code.**					

Option 2 - New Build						
			SF	SM	demolition	
Existing building program	North Lobby		437	41		
	North Reception		467	43		
	Vest.		74	7		
	South Lobby		818	76		
	Vest.		164	15		
	Storage		258	24		
	Vest.		65	6		
	Corridor		589	55		
	Corridor		269	25		
	Corridor		363	34		
	Activity Room		2,912	271		
	Storage		200	19		
	Servery		59	5	Phase 2 demolition. Food Service area of building to remain operational during construction of new.	
	Kitchen		502	47		
	Servery		394	37		
	Walk-In Fridge A		72	7		
	Office		63	6		
	Storage		183	17		
	Walk-In Fridge B		87	8		
	Dishwashing		182	17		
	Storage		136	13		
	Cafeteria A		1,874	174		
	Cafeteria B		1,012	94		
	Marine Room (Cafeteria C)		1,163	108		
	Storage		100	9		
	Games		1,215	113		
	Storage		160	15		
	Learning studio		868	81		
	SACs on 21st Gift Shop		588	55		
	Fireside Coffee Bar & Lounge		790	73		
	Workshop		1,267	118		
	Finishing		188	17		
	Woodworking Storage		231	21		
	Dust Control		39	4		
	Fabric Arts		792	74		
	Storage		130	12		
	Fabric Storage		229	21		
	Visual Arts		779	72		
	Storage		123	11		
	Wintergarden		300	28		
	General Offices		495	46		
	Office		171	16		
	Office		78	7		

	Office		61	6		
	Office		127	12		
	Copier/Lunch		188	17		
	Office		160	15		
	Office		136	13		
	Waiting Area		145	13		
	Office		134	12		
	Office		159	15		
	Office		109	10		
	WC Women		290	27	Phase 2 demolition. Food Service area of building to remain operational during construction of new.	
	WC Men		230	21		
	WC Women		265	25		
	WC Men		103	10		
	WC Univ.		54	5		
	Social Rec		841	78		
	Audio Visual		1,235	115		
	Storage		110	10		
	Storage		40	4		
	Storage		227	21		
	Darkroom		55	5		
	Laundry/Maint.		96	9		
	Janitorial		52	5		
	Elec.		106	10		
	Janitorial		77	7		
	Total existing after demolition		3	0	2405	sm

New building program	Large Multipurpose Room /Gym		6,103	567		
	Multipurpose rooms (small/med)-L1		592	55		
	Multipurpose rooms (small/med)-L2		753	70		
	Multipurpose rooms (small/med)-L2		646	60		
	Multipurpose rooms (small/med)-L2		1,561	145		
	Office/volunteer space-L1		205	19		
	Office/volunteer space-L2		258	24		
	Office/volunteer space-L2		172	16		
	Office/volunteer space-L2		205	19		
	Informal social space		3,000	279		
	Welcome entry + reception		500	46		
	Centre visibility + expression		750	70		
	Accessibility + inclusion		1,000	93		
	Improved food service (BOH)		800	74		
	Storage		775	72		
	Indoor walking track		2,659	247		
	REPLACEMENT OF EXISTING*		20,712	1,924	*Includes replacement of all functional program rooms that are demolished in Phase 1	
	Total New		40,691	3,780		
TOTAL	Net Program Area		40,691	3,780		
	Gross Up Internal circulation	15%				
	Gross Up Walls/Structure	2%				
	Gross Up mechanical	5%				
	Gross-up area		8,952	832		
	GFA		**49,642**	**4,612**		
Exterior Improvements	Rooftop patio		7,944	738		
	Greenhouse		400	37		
	Outdoor seating		3,627	337		
	Outdoor gathering		1,668	155		
	Landscape allowance				Assume area surrounding building will be landscaped	
	Total		13,640	1,267		

5.6 Structural Assessment Report

Morrison Hershfield

MORRISON HERSHFIELD

REPORT

West Vancouver Senior's Activity Centre Feasibility Study Structural Condition Assessment

695 21st St, West Vancouver, BC V7V 4A7



Presented to:
HCMA Architects
400—675 W Hastings St
Vancouver BC V6B 1N2
604.732.6620
a.kenyon@hcma.ca

PRELIMINARY

MH Project No. 2203707 December 1, 2022

1. INTRODUCTION

At the request of HCMA, Morrison Hershfield (MH) was retained to perform a structural condition assessment of the West Vancouver Senior's Activity Centre (WVSAC) as part of a feasibility study. MH visited the site on November 25th, 2022, for the purpose of reviewing the building's existing condition and determining if the proposed future additions would be structurally feasible.

The existing structural elements, details and configurations were compared in the field in conjunction with the existing structural drawings provided by HCMA:

Original Structural Drawings by Jones Kwong Kishi, Dated Feb 1980.
Expansion Structural Drawings by K.R. Kishi Ltd, Dated Sep 1994;
Expansion Structural Drawings by John Bryson and Partners, Dated Dec 2000;

We toured the building, and we were able to visually inspect the original building structure and the new portions of the building in accordance with the existing drawings.

The findings in this report reflect MH's assessment for the structural condition only of the WVSAC building at the time of the review. As the site review is based on visual observations, there is a possibility that hidden or latent defects have not been detected during the site review. Our review is for structural issues only and does not cover membrane issues or hazardous materials including asbestos, lead paint, and mercury.

2. BACKGROUND TO THE EXISTING BUILDING

The existing single-storey building was built in 1980, consisting of various activity rooms, a small gymnasium, social area, reception and office, and lounge and social area. The WVSAC structure is a polygonal shaped building with sawtooth skylights and flat roofs. The first building expansion was done in 1994, with the side addition of a new entry way, arts studio, washrooms, storage rooms, and cafeteria and kitchen. Previous exterior spaces were enclosed during this renovation. The last expansion was done in 2001, with the extension of the cafeteria atrium and an additional patio enclosure. The building has an approximate length of 80.52m and width of 51.24m.

See attached SK-01, showing the timeline of building upgrades.

Structural System

The structural system of the building is timber framing with glulam and timber roof purlins/joists, timber beams and trusses, installed on wood and concrete columns, as well as wood framing bearing walls, all installed on concrete foundations.

The roof structure consists of cedar T&G decking installed on glulam roof joist typically spaced at 1200mm on centre. The glulam roof joists are supported by timber trusses, which are supported by wood framing bearing walls and solid wood columns. In the newly expanded areas constructed after 1994, the columns are 400mm diameter reinforced concrete columns and not wood columns as per the 1980 construction. The walls and columns are supported by concrete strip footings. The floor is on top of a slab on grade, with slab thickenings to support the interior bearing walls or in some places the interior columns. Columns are typically installed on isolated reinforced concrete pad footings and concrete pedestals.

Design Loading Criteria

According to the design drawings dated 1980, the initial building was designed for a Snow Load of 2kN/m^2 (40 psf), and an allowable soil bearing pressure of 20 MPa (4000 psf).

According to the design drawings of the building expansion dated 1994, the building was designed for a Snow Load of 41 psf, and an allowable soil bearing pressure of 3000 psf. The 2001 addition was designed for a Snow Load of 36 psf, and an allowable soil bearing pressure of 3000 psf, with seismic design as per NBC 1998.

Present Condition of the Structure

As per our site review, the existing timber roof deck, roof purlin/joist, trusses, beams, and walls, as well as the load-bearing concrete and timber columns appear to be performing as intended for the loads presently imposed. There are no signs of structural distress, sagging roof joists, or sagging trusses. No rot, deterioration, or defects were noted in the roof joists, beams, and trusses. The round timber columns show signs of splitting but appear to be in good condition. There were no signs of cracking noted on the concrete columns or pedestals.

See attache3d photos of the building's existing conditions.

3. STRUCTURAL RECOMMENDATIONS

The structural scope of work was to comment on the existing condition of the structural system and the possibility to expand the existing building vertically, by adding an additional level, or horizontally by expanding the building. As per our review the building structure is in good condition, and it is suitable for a possible expansion.

Vertical Addition

An additional level can be added above the area between Gridlines Ab-E and 6-1a. The roof structure in this area is supported by bearing walls which generally have the capacity for an additional floor. Foundations under the bearing walls were reviewed and have the capacity for an additional level. The roof purlins/joist are designed for a Snow Load of 40 psf, and this will not satisfy the requirements of a floor live load which is expected to be 4.8 kPa (100 psf) for the new floor design. In this case the roof purlins/joists are required to be doubled. For this new building addition, the seismic lateral system needs to be reviewed and designed according with the latest building code. A new roof, and upper floor walls will need to be designed.

If other areas of the building are required to have an additional floor, the areas where the roof is supported on wood trusses will require reinforcement of the trusses, or the addition of bearing walls between the existing columns.

See attached SK-02 showing the building area that can support a possible vertical addition.

Horizontal Addition

A horizontal addition will be a new structure installed adjacent to the existing building. We recommend connecting the new addition to the existing structure and providing a seismic upgrade for the entire building. We don’t recommend an independent structure designed for the latest code, without upgrading the existing building for the seismic requirement of the latest code.

A new geotechnical study is recommended for the horizontal addition or vertical addition. As another option, a combination of a vertical addition and horizontal addition can be considered, and coordination between the structural engineer and architect will be required.

4. CONCLUSION

We have evaluated two options for a possible upgrade of the WVSAC building: the first option being a new upper-level addition, and the second option being a horizontal expansion, or a combination between the two options. The options were reviewed as long-term solutions, and all works will be required to be completed as per the latest building codes. We are not recommending “a short term” solution with some assumption of “grand-fathering” the old codes, and not upgrading the entire building.

Sincerely,
Morrison Hershfield Limited



Claudia Chan, E.I.T.
Structural Designer



Jeremy Hapchina, P.Eng.
Senior Structural Engineer

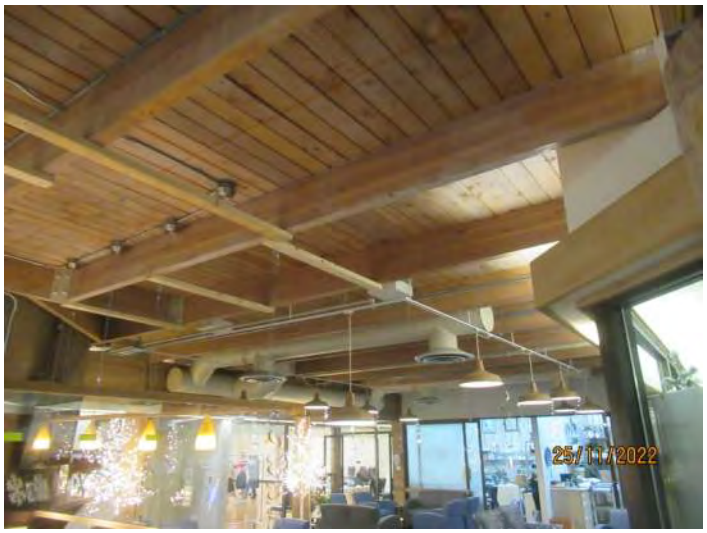


SK-01 Building Upgrades Timeline



SK-02 Vertical Addition Option

Building Structural Condition Photos

Typical Interior Framing – 1980 Construction	Typical Interior Framing – 1980 Construction
	
Typical Interior Framing – 1994 Construction	Typical Interior Framing – 1994 Construction
	

Typical Interior Framing – 2001 Construction	Typical Interior Framing – 2001 Construction
	
Exterior of the Building	Exterior of the Building
	

5.7 Costing Report

LEC Group/Ross Templeton + Associates

LEC GROUP
Terminal City Club Tower
609 – 837 West Hastings Street
Vancouver BC, V6C 3N6

T: (604) 568-3711
W: WWW.LEC.CA

January 11, 2024

HCMA Architecture + Design
400–675 West Hastings Street
Vancouver, BC V6B 1N2

Attention: **Alexandra (Ali) Kenyon**
Associate Principal
Architect AIBC, March, BDes

WEST VANCOUVER SENIORS ACTIVITY CENTRE FEASIBILITY STUDY
WEST VANCOUVER, BC
CLASS D 'FUNCTIONAL PROGRAM' PROJECT & CONSTRUCTION ESTIMATE

We have reviewed the program design documents, prepared a revised Class 'D' Functional Program 'Order of Magnitude' Project + Construction estimate (based on functional program information) priced in current Q1 2024 West Vancouver, BC local dollars and enclose our estimate report.

The project schedule is unknown at this time and may be up to 10 years away, however escalation must be considered at the time of project realization. Future construction escalation costs have been excluded as instructed by HCMA. At this stage of design future escalation costs should be compound calculated to anticipated mid-point of construction. Escalation contingency is excluded with all dollar values representing current market opinion of Q1 2024 local unit rates with consideration to the site location and project scope known at this time. A separate escalation contingency will be required.

Pricing has been included at Q1 2024 local unit rates noting the current uncertainty and volatility of the market. Supply chain issues currently being experienced may have unknown (short and long term) impacts on pricing levels and anticipated projected construction escalation.

Current market instability is a significant short- and long-term cost and schedule risk item (supply chain fulfilment of orders in a timely manner may create potential for critical path related construction delays).

Please note the conditions on which the costs are based, and the items excluded.

For LEC GROUP



Ross Templeton MRICS, PQS
Partner
ross@lec.ca

3110

PROJECT DESCRIPTION

The project scope involves the proposed two redevelopment options to create the expanded West Vancouver Senior's Activity Centre in West Vancouver, BC with feasibility program and concept design scope defined by HCMA Architecture + Design.

- Option 1 - Renovation / Addition
- Option 2 - New Build

ESTIMATED PROJECT CAPITAL COST SUMMARY (Q1 2024 $)

Option 1 - Renovation / Addition (including maximum additional 48 new underground parking stalls)

Element		Option 1 - Renovation / Addition Estimated Cost $
A.	Land, Legal Fees, Accounting Fees, Property Taxes (excluded)	Excluded
B.	Estimated Net Construction Cost (Net Q1 2024 $)	46,350,000
C.	Contingencies (Design Pricing & Owners Construction Change Order's)	11,217,000
	Future Cost Escalation (excluded – priced in Q1 2024 $)	Excluded
D.	**Estimated Escalated Construction Cost (incl. contingencies) (Q1 2024 $)**	**$ 57,567,000**
E.	Professional Fees (Allowances)	8,635,000
F.	Connection Fees & Permits (Allowances)	2,227,000
G.	Owners Internal Costs (Allowances)	4,606,000
H.	Owners Soft Cost Contingency (10.0% of E to G Allowance)	1,547,000
I.	Loose Furnishings, Fittings & Equipment (FF&E, IT) (15.0% Allowance of B)	8,635,000
J.	GST, Financing (excluded)	Excluded
K.	**Total Project Cost Estimate (Excluding GST & Exclusions) (Q1 2024 $)**	**$ 83,217,000**

Option 2 – New Build (including maximum additional 75 new underground parking stalls)

Element		Option 2 – New Build Estimated Cost $
A.	Land, Legal Fees, Accounting Fees, Property Taxes (excluded)	Excluded
B.	Estimated Net Construction Cost (Net Q1 2024 $)	60,913,100
C.	Contingencies (Design Pricing & Owners Construction Change Order's)	14,741,000
	Future Cost Escalation (excluded – priced in Q1 2024 $)	Excluded
D.	**Estimated Escalated Construction Cost (incl. contingencies) (Q1 2024 $)**	**$ 75,654,100**
E.	Professional Fees (Allowances)	11,348,000
F.	Connection Fees & Permits (Allowances)	2,770,000
G.	Owners Internal Costs (Allowances)	6,053,000
H.	Owners Soft Cost Contingency (10.0% of E to G Allowance)	2,017,000
I.	Loose Furnishings, Fittings & Equipment (FF&E, IT) (15.0% Allowance of B)	11,348,000
J.	GST, Financing (excluded)	Excluded
K.	**Total Project Cost Estimate (Excluding GST & Exclusions) (Q1 2024 $)**	**$ 109,190,100**

ESTIMATED PROJECT CAPITAL COST SUMMARY (Q1 2024 $) (continued)

Class D construction cost estimates are typically +/- 25% in accuracy 18 out of 20 times with many variables influencing the final construction price including most importantly the final design scope parameters, final specifications (output specification, performance specifications, proprietary specifications), final drawings, contractors' contractual obligations, extent of supplementary conditions, number of compliant bidders, volatility of the market, supply chain issues and market activity at time of tender.

Please refer to the exclusions section and appended Class D estimate detail and project summary.

Pricing has been included at Q1 2024 local unit rates noting the current uncertainty and volatility of the market. Supply chain issues currently being experienced may have unknown (short and long term) impacts on pricing levels and anticipated projected construction escalation.

Note:
Please note material supply prices have recently spiked with current market supply chain price increases affecting supply price of aluminium, copper, steel, silicone, tile, insulation, ipex, PVC/UPVC products etc. Container freight shipping costs have recently increased by +300-400%. Current market instability is a significant short and long-term cost and schedule risk item (supply chain fulfilment of orders in a timely manner may create potential for critical path related construction delays).

WHOLE LIFE COSTS

When comparing capital costs of Option 1 (Renovation / Addition) vs Option 2 (New Build) we note that the Whole Life Costs of each option should be considered as both options will carry very different net present values, energy performances, annual energy costs, life cycle periodic replacements, warranties and annual maintenance and repair costs along with depreciated asset value.

LEC Group recommends the consideration of Whole Life Costs as part of the final decision making process to ensure the District obtains true long term value for money over a typical building lifecycle of ~30-50 years.

PROJECT CALENDAR

The project schedule is unknown at this time and may be up to 10 years away, however escalation must be considered at the time of project realization. Please refer to the 'Escalation Contingency' section of this report. Future construction escalation costs have been excluded as instructed by HCMA. At this stage of design future escalation costs should be compound calculated to anticipated mid-point of construction. Escalation contingency is excluded with all dollar values representing current market opinion of Q1 2024 local unit rates with consideration to the site location and project scope known at this time. A separate escalation contingency will be required.

AREA ANALYSIS

Gross Floor Area (GFA) as defined in the functional program (BGSM) totals:

Option 1 - Renovation / Addition (maximum additional 48 new underground parking stalls)

Total existing after demolition	1,618 m²
Total Net New Building	1,992 m²
Gross-up Area	794 m²
Gross Floor Area	**4,404 m²**
Exterior Improvements Area	160 m²
Underground Parking Stalls included in estimate	48 stalls

AREA ANALYSIS (continued)

Gross Floor Area (GFA) as defined in the functional program (BGSM) totals:

Option 2 – New Build (maximum additional 75 new underground parking stalls)

Total existing after demolition	0 m²
Total Net New Building	3,780 m²
Gross-up Area	832 m²
Gross Floor Area	**4,612 m²**
Exterior Improvements Area	1,267 m²
Underground Parking Stalls included in estimate	75 stalls

CONTRACT CONDITIONS

The costs are based on the work being executed through a Construction Management or traditional 'lump sum fixed price' General Contractor arrangement with competitive tenders received from suitably qualified bidders, on standard form documents with no onerous supplementary conditions. Tenders will be received from at least five qualified bidders for major sub-trades, or subcontractor packages (demolition, civils, concrete/rebar/formwork, structure, exterior envelope, steel stud, insulation & drywall, doors & hardware, finishes, millwork, specialist fit-out sub-contractors, proprietary products, mechanical and electrical). Consideration of unknown market volatility and supply chain issues at the time of tender have been specifically excluded from this estimate.

EXCLUSIONS

- Legal, financing, accounting, property taxes, land costs are all excluded
- Soft costs not listed as included, soft costs exceeding budget allowances included
- Unforeseen existing site or existing ground conditions
- Allowance included for rock excavation or clay (allowance only – no geotechnical/structural report)
- Construction works outside the defined scope
- Out of hours working premium / restricted working hours / restricted noise conditions
- On site works, on site development works beyond % based allowance included

EXCLUSIONS (continued)

- Off-site works, Off-site utility upgrades
- Utility company charges beyond allowances included
- Net Zero Carbon or PassiveHouse design, consulting fees or certification
- LEED Gold or equivalent energy type requirements assumed required and included for
- Hazmat Abatement (HazMat specialist report & costing required if any)
- Phasing of the works or Accelerated Schedule beyond current Phasing Premium allowances
- CAC's or other Municipal Contributions
- Permit costs beyond allowance carried for budgeting purposes
- Development cost charges beyond allowance carried for budgeting purposes
- Exhibits, Artwork, Public Art
- Decanting costs, or provision of owners temporary facilities
- Cost impacts resulting from a shortage of suitable trade labour, supply of materials etc
- Operating, Maintenance and Facility Management Costs, Staff Training
- Loose Fixtures, Furnishings & Equipment (FF&E) beyond allowance included (Owner budget required)
- Pricing based on BCBC 2018 Step Code and does not include future unknown code change cost implications
- Goods & Services Tax (GST)
- Extraordinary market conditions, market volatility and supply chain issues
- **Cost escalation past Q1 2024 $**
- Items listed as 'excluded' in the estimate detail

DESIGN PRICING CONTINGENCY

A design pricing contingency of fifteen percent (15.0%) has been included to cover quantity and pricing variances that may occur with changes to scope, design assumptions, detailing clarifications and specification changes through the remainder of the design process. This contingency will ultimately reduce to zero at tender stage.

OWNERS CHANGE ORDER CONSTRUCTION CONTINGENCY

Construction projects are rarely completed without some level of change and often additional scopes of work are required. We recommend the owner carry an additional sum of eight percent (8.0%) of the construction cost in their budget to help offset any unforeseen costs that may arise during construction.

We have included this allowance within the project estimate.

This Construction Change Order Contingency is owner owned and will not be included in the tender returns but should be set aside in a separate budget for the owner to manage during the construction period.

ESCALATION CONTINGENCY

Pricing has been included at Q1 2024 local unit rates noting the current uncertainty and volatility of the market. Supply chain issues currently being experienced may have unknown (short and long term) impacts on pricing levels and anticipated projected construction escalation.

Future construction escalation costs have been excluded as instructed by HCMA.

At this stage of design future escalation costs should be compound calculated to anticipated mid-point of construction. Escalation contingency is excluded (as instructed) with all dollar values representing current market opinion of Q1 2024 local unit rates with consideration to the site location and project scope known at this time. A separate escalation contingency will be required.

We recommend carrying an escalation allowance of six percent (6.0%) per annum for future years (compound calculated) based on current industry predictions.

At construction start all key sub-trades should be fully procured and price locked in. An additional escalation contingency should be added in the event of schedule slippage.

Projecting future escalation carries risk given unknown future market conditions, local and world economy status, general cost of living, CPI, prime rates, supply chains, micro/macro economics local, national and world political situation etc.

DOCUMENTS AND DATA

This cost plan estimate has been prepared using the following (file name noted for ease of reference):

- 20231201_WVSAC Costing Package – 20231201
- 231003 - Areas for Costing – 20231201
- HCMA email of January 10, 2024

PROJECT COST ESTIMATE

January 11, 2024

Component		Option 1 - Renovation / Addition			Option 2 - New Build		
		U/G Parking (A)	Building (B)	Total (A+B)	U/G Parking (A)	Building (B)	Total (A+B)
A. LAND COST		**Excluded**	**Excluded**	**Excluded**	**Excluded**	**Excluded**	**Excluded**
1 Land Costs		Excluded	Excluded	Excluded	Excluded	Excluded	Excluded
2 Legal, Accounting Fees, Property Taxes		Excluded	Excluded	Excluded	Excluded	Excluded	Excluded
B. ESTIMATED NET CONSTRUCTION COST (Net Cost Q1 2024 $)		**$6,404,000**	**$39,946,000**	**$46,350,000**	**$9,331,000**	**$51,582,100**	**$60,913,100**
Existing Building Program Components	**Sub-total**	**$0**	**$6,618,400**	**$6,618,400**	**$0**	**$1,256,700**	**$1,256,700**
1 Mandatory Code Upgrades Allowances		*0*	*5,562,000*	*5,562,000*	*0*	*0*	*0*
2 Renovation of Existing Allowances		*0*	*857,200*	*857,200*	*0*	*0*	*0*
3 Demolition of Existing Allowances		*0*	*199,200*	*199,200*	*0*	*1,256,700*	*1,256,700*
New Building Program Components	**Sub-total**	**$0**	**$16,761,300**	**$16,761,300**	**$0**	**$31,316,500**	**$31,316,500**
4 New Building Program Components		*0*	*16,761,300*	*16,761,300*	*0*	*31,316,500*	*31,316,500*
Building Gross-Up	**Sub-total**	**$0**	**$5,961,300**	**$5,961,300**	**$0**	**$6,226,500**	**$6,226,500**
5 Building Gross-Up		*0*	*5,961,300*	*5,961,300*	*0*	*6,226,500*	*6,226,500*
Exterior Improvements	**Sub-total**	**$0**	**$586,000**	**$586,000**	**$0**	**$3,306,400**	**$3,306,400**
6 Exterior Improvements		*0*	*586,000*	*586,000*	*0*	*3,306,400*	*3,306,400*
Underground Parking	**Sub-total**	**$4,560,000**	**$0**	**$4,560,000**	**$7,125,000**	**$0**	**$7,125,000**
7a Underground Parking - New additional Maximum (number of u/g stalls)	*New U/G Stalls*	*48 stalls*	*0 stalls*	*48 stalls*	*75 stalls*	*0 stalls*	*75 stalls*
7b Underground Parking - New additional Maximum (cost excluding contingencies)	*$95,000/stall*	*4,560,000*	*0*	*4,560,000*	*7,125,000*	*0*	*7,125,000*
Phasing Premium	**Allow**	**$684,000**	**$4,489,000**	**$5,173,000**	**$356,000**	**$2,106,000**	**$2,462,000**
8a Phasing Premium - Option 1 (% allowance B1-7)	*15.0%*	*684,000*	*4,489,000*	*5,173,000*	*0*	*0*	*0*
8b Phasing Premium - Option 2 (% allowance B1-7)	*5.0%*	*0*	*0*	*0*	*356,000*	*2,106,000*	*2,462,000*
Site/Other:	**Site**	**$1,160,000**	**$5,530,000**	**$6,690,000**	**$1,850,000**	**$7,370,000**	**$9,220,000**
9 On site soft/hard landscaping, on site M&E services) % allowance B1-8	*15.0%*	*790,000*	*5,160,000*	*5,950,000*	*1,120,000*	*6,630,000*	*7,750,000*
10 Allowance for rock/ground conditions soils (allowance only, no site/geotech.) TBD ($ split 50/50)	*$250/m²*	*370,000*	*370,000*	*740,000*	*730,000*	*740,000*	*1,470,000*
11 HazMat abatement removal (Excluded - specialist assessment required)	*Excluded*	*Excluded*	*Excluded*	*Excluded*	*Excluded*	*Excluded*	*Excluded*
12 Off Site Works	*Excluded*	*Excluded*	*Excluded*	*Excluded*	*Excluded*	*Excluded*	*Excluded*
C. CONSTRUCTION CONTINGENCIES		**$1,550,000**	**$9,667,000**	**$11,217,000**	**$2,258,000**	**$12,483,000**	**$14,741,000**
1 Design Pricing Contingency (Specification & Quality pricing assumptions)	15.0%	961,000	5,992,000	6,953,000	1,400,000	7,737,000	9,137,000
2 Escalation Contingency (Excluded)	**Excluded**	**Excluded**	**Excluded**	**Excluded**	**Excluded**	**Excluded**	**Excluded**
3 Construction Contingency (Owner Owned - Change Orders)	8.0%	589,000	3,675,000	4,264,000	858,000	4,746,000	5,604,000
D. ESCALATED CONSTRUCTION COST (INCLUDING ALL CONTINGENCIES)	**Q1 2024 $**	**$7,954,000**	**$49,613,000**	**$57,567,000**	**$11,589,000**	**$64,065,100**	**$75,654,100**
E. PROFESSIONAL FEES (Allowances, % of Item D)	**15.0%**	**$1,193,000**	**$7,442,000**	**$8,635,000**	**$1,738,000**	**$9,610,000**	**$11,348,000**
F. CONNECTION FEES & PERMITS (Allowances, % of Item D)		**$239,000**	**$1,988,000**	**$2,227,000**	**$348,000**	**$2,422,000**	**$2,770,000**
1 Development Cost Charges (% Allowance of Item D for budget purposes) (District to confirm)	2.0%	159,000	992,000	1,151,000	232,000	1,281,000	1,513,000
2 Building Permits (% Allowance of Item D for budget purposes) (District to confirm)	1.0%	80,000	496,000	576,000	116,000	641,000	757,000
3 Allowance for Utility Connection Fees (Hydro, Fortis, Telus etc.) (scope TBD)	Allow	0	500,000	500,000	0	500,000	500,000
G. OWNERS INTERNAL COSTS (Allowances, % of Item D)	**8.0%**	**$636,000**	**$3,970,000**	**$4,606,000**	**$928,000**	**$5,125,000**	**$6,053,000**
1 Owners Project Management Fee (% allowance of Item D) (District to confirm)	3.5%	278,000	1,737,000	2,015,000	406,000	2,242,000	2,648,000
2 Owners Planning and Administrative Cost (% allowance of Item D) (District to confirm)	2.0%	159,000	992,000	1,151,000	232,000	1,281,000	1,513,000
3 Project Insurance (% allowance of Item D) (District to confirm)	1.5%	119,000	745,000	864,000	174,000	961,000	1,135,000
4 Project Commissioning, Move-In (% allowance of Item D) (District to confirm)	1.0%	80,000	496,000	576,000	116,000	641,000	757,000
H. OWNERS SOFT COST CONTINGENCY (% of Items E + F + G)	**10.0%**	**$207,000**	**$1,340,000**	**$1,547,000**	**$301,000**	**$1,716,000**	**$2,017,000**
SUB-TOTAL (Excluding FF&E)	**Q1 2024 $**	**$10,229,000**	**$64,353,000**	**$74,582,000**	**$14,904,000**	**$82,938,100**	**$97,842,100**
I. LOOSE FURNISHINGS, FITTINGS & EQUIPMENT (Allow of Item D)	**15.0%**	**$1,193,000**	**$7,442,000**	**$8,635,000**	**$1,738,000**	**$9,610,000**	**$11,348,000**
1 Loose FF&E, IT Allowance (% of Item D) (District to confirm)	15.0%	1,193,000	7,442,000	8,635,000	1,738,000	9,610,000	11,348,000
J. GST, Financing (Excluded)	0.0%	**Excluded**	**Excluded**	**Excluded**	**Excluded**	**Excluded**	**Excluded**
K. TOTAL PROJECT COST (Excluding Finance Charges & GST) (Excl. Escalation)	**Q1 2024 $**	**$11,422,000**	**$71,795,000**	**$83,217,000**	**$16,642,000**	**$92,548,100**	**$109,190,100**
BUILDING AREAS							
Gross Floor Area (m²) (BGSM) - Code Upgrades		0 m²	1,638 m²	1,638 m²	0 m²	0 m²	0 m²
Gross Floor Area (m²) (BGSM) - Renovation		0 m²	150 m²	150 m²	0 m²	0 m²	0 m²
Gross Floor Area (m²) (BGSM) - New Build		0 m²	2,786 m²	2,786 m²	0 m²	4,612 m²	4,612 m²
Total Gross Floor Area (excluding Parking, Exterior Spaces):		**0 m²**	**4,574 m²**	**4,574 m²**	**0 m²**	**4,612 m²**	**4,612 m²**
Net Construction Cost (excluding contingencies) $/m² (Item B) Q1 2024 $			**$8,734 /m²**	**$10,134 /m²**		**$11,184 /m²**	**$13,207 /m²**
Total Escalated Construction Cost $/m² (Item D) including contingencies & site	Q1 2024 $		$10,847 /m²	$12,586 /m²		$13,891 /m²	$16,404 /m²
Total Project Cost (including all soft costs, contingencies and escalation) $/m² (Item K)	Q1 2024 $		$15,697 /m²	$18,194 /m²		$20,067 /m²	$23,675 /m²

- General Contractors Fee & Division 1 Costs built into Class D Program Unit Rates. Class D Estimate +/-25% dependent on final scope & design. Refer to report for complete basis, methodology, assumptions and exclusions.
Exclusions: Unforeseen existing ground/building/site conditions; Accelerated schedule, phasing or restricted working hours beyond current assumptions included; Items identified as "Excluded".

NET BUILDING CONSTRUCTION COST ESTIMATE (Q1 2024 $ Excluding Contingencies) **January 11, 2024**

	NET BUILDING ESTIMATE (Q1 2024 $ Excluding all Contingencies)	ESTIMATED NET BUILDING COST (Q1 2024 $)		
		NSM	Total	
		m²	$/m²	$
LEC #	Functional program as "231003 - Areas for Costing - 20231201":			
	Option 1 - Renovation / Addition			
	Mandatory Code Upgrades Allowances			
1.0	North Lobby	40.6	3,471	140,800
2.0	North Reception	43.4	3,473	150,800
3.0	Vest.	6.9	3,237	22,300
4.0	South Lobby	76.0	3,474	264,000
5.0	Vest.	15.2	3,233	49,200
6.0	Storage	24.0	3,144	75,400
7.0	Vest.	6.0	3,217	19,400
8.0	Corridor	54.7	3,143	172,000
9.0	Corridor	25.0	3,143	78,500
10.0	Corridor	33.7	3,142	106,000
11.0	Activity Room	270.6	3,262	882,700
12.0	Storage	18.6	3,141	58,300
13.0	Servery	5.5	3,315	18,100
14.0	Kitchen	46.6	3,562	166,000
15.0	Servery	36.6	3,323	121,700
16.0	Walk-In Fridge A	6.7	3,323	22,200
17.0	Office	5.9	3,237	19,000
18.0	Storage	17.0	3,139	53,300
19.0	Walk-In Fridge B	8.1	3,329	26,900
20.0	Dishwashing	16.9	3,322	56,200
21.0	Storage	12.6	3,137	39,500
22.0	Cafeteria A	174.1	3,412	594,200
23.0	Cafeteria B	94.0	3,412	320,900
24.0	Marine Room (Cafeteria C)	108.1	3,412	368,800
25.0	Storage	9.3	3,146	29,100
26.0	Storage	14.9	3,139	46,800
27.0	Learning studio	80.7	3,263	263,200
28.0	Fireside Coffee Bar & Lounge	73.4	3,413	250,500
29.0	Visual Arts	72.4	3,263	236,200
30.0	Storage	11.4	3,143	35,800
31.0	Wintergarden	27.9	3,232	90,000
32.0	WC Women	27.0	4,614	124,400
33.0	WC Men	21.3	4,611	98,400
34.0	WC Women	24.6	4,614	113,500
35.0	WC Men	9.6	4,613	44,100
36.0	WC Univ.	5.0	4,612	23,200
37.0	Social Rec	78.1	3,412	266,600
38.0	Darkroom	5.2	3,262	16,800
39.0	Laundry/Maint.	9.0	3,140	28,100
40.0	Janitorial	4.8	3,017	14,600

NET BUILDING CONSTRUCTION COST ESTIMATE (Q1 2024 $ Excluding Contingencies) **January 11, 2024**

	NET BUILDING ESTIMATE (Q1 2024 $ Excluding all Contingencies)	ESTIMATED NET BUILDING COST (Q1 2024 $)		
		NSM	Total	
		m²	$/m²	$
41.0	Elec.	9.8	3,347	32,900
42.0	Janitorial	7.2	3,021	21,600
B1	**Mandatory Code Upgrades Allowances**	**1,638.1 m²**	**$3,395/m²**	**$5,562,000**
	Renovation of Existing Allowances			
43.0	Audio Visual	114.7	5,794	664,700
44.0	Storage	10.2	5,495	56,100
45.0	Storage	3.7	5,508	20,600
46.0	Storage	21.1	5,496	115,800
B2	**Renovation of Existing Allowances**	**149.8 m²**	**$5,724/m²**	**$857,200**
	Demolition of Existing Allowances			
47.0	Games	112.9	323	36,500
48.0	SACs on 21st Gift Shop	54.7	324	17,700
49.0	Workshop	117.7	323	38,000
50.0	Finishing	17.4	321	5,600
51.0	Woodworking Storage	21.5	321	6,900
52.0	Dust Control	3.6	331	1,200
53.0	Fabric Arts/Rehab	73.6	323	23,800
54.0	Storage	12.1	322	3,900
55.0	Fabric Storage/Rehab	21.3	324	6,900
56.0	General Offices	46.0	322	14,800
57.0	Office	15.9	320	5,100
58.0	Office	7.3	317	2,300
59.0	Office	5.7	318	1,800
60.0	Office	11.8	322	3,800
61.0	Copier/Lunch	17.5	321	5,600
62.0	Office	14.9	322	4,800
63.0	Office	12.7	324	4,100
64.0	Waiting Area	13.4	320	4,300
65.0	Office	12.5	320	4,000
66.0	Office	14.8	325	4,800
67.0	Office	10.2	324	3,300
B3	**Demolition of Existing Allowances**	**617.4 m²**	**$323/m²**	**$199,200**
	New Building Program Components			
68.0	Large Multipurpose Room /Gym	567.0	8,325	4,720,300
69.0	Multipurpose rooms (small/med)-L1	61.0	8,025	489,500
70.0	Multipurpose rooms (small/med)-L2	120.0	8,025	963,000
71.0	Multipurpose rooms (small/med)-L2	160.0	8,025	1,284,000
72.0	Office/volunteer space	8.0	7,625	61,000
73.0	Office/volunteer space	8.0	7,625	61,000
74.0	Office/volunteer space	8.0	7,625	61,000
75.0	Office/volunteer space	8.0	7,625	61,000

NET BUILDING CONSTRUCTION COST ESTIMATE (Q1 2024 $ Excluding Contingencies) **January 11, 2024**

	NET BUILDING ESTIMATE (Q1 2024 $ Excluding all Contingencies)	ESTIMATED NET BUILDING COST (Q1 2024 $)		
		NSM	Total	
		m²	$/m²	$
76.0	Informal social space	212.0	8,325	1,764,900
77.0	Welcome entry + reception	23.2	8,525	198,000
78.0	Centre visibility + expression	46.5	8,525	396,000
79.0	Accessibility + inclusion	92.9	8,226	764,200
80.0	Improved food service (BOH)		-	-
81.0	Storage	60.0	7,325	439,500
82.0	REPLACEMENT OF EXISTING*	617.4	8,225	5,077,900
83.0	Elevator (2 no x 3-stops each	0.0	-	420,000
B4	**New Building Program Components**	**1,992.0 m²**	**$8,414/m²**	**$16,761,300**
	Program Gross-Up			
84.0	Program Gross-Up	794.0	7,508	5,961,300
B5	**Program Gross-Up**	**794.0 m²**	**$7,508/m²**	**$5,961,300**
	Exterior Improvements			
85.0	Rooftop patio	160.0	3,663	586,000
86.0	Landscape allowance - refer to project estimate	0.0	-	-
B6	**Exterior Improvements**	**160.0 m²**	**$3,663/m²**	**$586,000**
TOTAL NET BUILDING COST (Q1 2024 $) Excl. Contingencies		**5,351.2 m²**	**$5,593/m²**	**$29,927,000**

Exclusions from **Net** Building Cost Estimate (refer to Project Pro-Forma for relevant costs):
The above estimate is for net building construction cost only. Division 1 and GC/CM Fee costs are built into the unit rates.
Design pricing contingency and construction contingency are excluded. Refer to Project Pro-Forma for relevant costs.
The above estimate is current Q1 2024 dollars and no escalation has been included. Refer to Project Pro-Forma for relevant cos
Site development is excluded. Off-site works are excluded. Refer to Project Pro-Forma.
Soft costs such as professional fees, DCCs and building permits, management, FF&E are excluded. Refer to Project Pro-Forma
Goods & Services Tax excluded. PST included.

NET BUILDING CONSTRUCTION COST ESTIMATE (Q1 2024 $ Excluding Contingencies) **January 11, 2024**

	NET BUILDING ESTIMATE (Q1 2024 $ Excluding all Contingencies)	ESTIMATED NET BUILDING COST (Q1 2024 $)		
		NSM	Total	
		m²	$/m²	$
LEC #	**Functional program as "231003 - Areas for Costing - 20231201":**			
	Option 2 - New Build			
	Demolition of Existing Allowances			
1.0	North Lobby	40.6	323	13,100
2.0	North Reception	43.4	322	14,000
3.0	Vest.	6.9	319	2,200
4.0	South Lobby	76.0	322	24,500
5.0	Vest.	15.2	322	4,900
6.0	Storage	24.0	321	7,700
7.0	Vest.	6.0	315	1,900
8.0	Corridor	54.7	323	17,700
9.0	Corridor	25.0	324	8,100
10.0	Corridor	33.7	323	10,900
11.0	Activity Room	270.6	323	87,400
12.0	Storage	18.6	323	6,000
13.0	Servery - Phase 2 demo / open during new build	5.5	861	4,700
14.0	Kitchen - Phase 2 demo / open during new build	46.6	861	40,100
15.0	Servery - Phase 2 demo / open during new build	36.6	860	31,500
16.0	Walk-In Fridge A - Phase 2 demo / open during new build	6.7	868	5,800
17.0	Office - Phase 2 demo / open during new build	5.9	869	5,100
18.0	Storage - Phase 2 demo / open during new build	17.0	860	14,600
19.0	Walk-In Fridge B - Phase 2 demo / open during new build	8.1	854	6,900
20.0	Dishwashing - Phase 2 demo / open during new build	16.9	863	14,600
21.0	Storage - Phase 2 demo / open during new build	12.6	866	10,900
22.0	Cafeteria A - Phase 2 demo / open during new build	174.1	861	149,900
23.0	Cafeteria B - Phase 2 demo / open during new build	94.0	861	81,000
24.0	Marine Room (Cafeteria C) - Phase 2 demo / open	108.1	861	93,100
25.0	Storage - Phase 2 demo / open during new build	9.3	865	8,000
26.0	Games	112.9	323	36,500
27.0	Storage	14.9	322	4,800
28.0	Learning studio	80.7	322	26,000
29.0	SACs on 21st Gift Shop	54.7	324	17,700
30.0	Fireside Coffee Bar & Lounge	73.4	323	23,700
31.0	Workshop	117.7	323	38,000
32.0	Finishing	17.4	321	5,600
33.0	Woodworking Storage	21.5	321	6,900
34.0	Dust Control	3.6	331	1,200
35.0	Fabric Arts/Rehab	73.6	323	23,800
36.0	Storage	12.1	322	3,900
37.0	Fabric Storage/Rehab	21.3	324	6,900
38.0	Visual Arts	72.4	323	23,400
39.0	Storage	11.4	325	3,700
40.0	Wintergarden	27.9	323	9,000

NET BUILDING CONSTRUCTION COST ESTIMATE (Q1 2024 $ Excluding Contingencies) **January 11, 2024**

	NET BUILDING ESTIMATE (Q1 2024 $ Excluding all Contingencies)	ESTIMATED NET BUILDING COST (Q1 2024 $)		
		NSM	Total	
		m²	$/m²	$
41.0	General Offices	46.0	322	14,800
42.0	Office	15.9	320	5,100
43.0	Office	7.3	317	2,300
44.0	Office	5.7	318	1,800
45.0	Office	11.8	322	3,800
46.0	Copier/Lunch	17.5	321	5,600
47.0	Office	14.9	322	4,800
48.0	Office	12.7	324	4,100
49.0	Waiting Area	13.4	320	4,300
50.0	Office	12.5	320	4,000
51.0	Office	14.8	325	4,800
52.0	Office	10.2	324	3,300
53.0	WC Women - Phase 2 demo / open during new build	27.0	861	23,200
54.0	WC Men - Phase 2 demo / open during new build	21.3	862	18,400
55.0	WC Women - Phase 2 demo / open during new build	24.6	858	21,100
56.0	WC Men - Phase 2 demo / open during new build	9.6	858	8,200
57.0	WC Univ. - Phase 2 demo / open during new build	5.0	855	4,300
58.0	Social Rec - Phase 2 demo / open during new build	78.1	861	67,300
59.0	Audio Visual - Phase 2 demo / open during new build	114.7	860	98,700
60.0	Storage - Phase 2 demo / open during new build	10.2	862	8,800
61.0	Storage - Phase 2 demo / open during new build	3.7	856	3,200
62.0	Storage - Phase 2 demo / open during new build	21.1	859	18,100
63.0	Darkroom - Phase 2 demo / open during new build	5.2	874	4,500
64.0	Laundry/Maint. - Phase 2 demo / open during new build	9.0	860	7,700
65.0	Janitorial - Phase 2 demo / open during new build	4.8	868	4,200
66.0	Elec. - Phase 2 demo / open during new build	9.8	865	8,500
67.0	Janitorial - Phase 2 demo / open during new build	7.2	853	6,100
B3	**Demolition of Existing Allowances**	**2,405.3 m²**	**$522/m²**	**$1,256,700**
	New Building Program Components			
68.0	Large Multipurpose Room /Gym	567.0	8,325	4,720,300
69.0	Multipurpose rooms (small/med)-L1	55.0	8,025	441,400
70.0	Multipurpose rooms (small/med)-L2	70.0	8,026	561,800
71.0	Multipurpose rooms (small/med)-L2	60.0	8,025	481,500
72.0	Multipurpose rooms (small/med)-L2	145.0	8,025	1,163,600
73.0	Office/volunteer space-L1	19.0	7,626	144,900
74.0	Office/volunteer space-L2	24.0	7,625	183,000
75.0	Office/volunteer space-L2	16.0	7,625	122,000
76.0	Office/volunteer space-L2	19.0	7,626	144,900
77.0	Informal social space	278.7	8,325	2,320,300
78.0	Welcome entry + reception	46.5	8,525	396,000
79.0	Centre visibility + expression	69.7	8,525	594,000
80.0	Accessibility + inclusion	92.9	8,226	764,200
81.0	Improved food service (BOH)	74.3	4,725	351,200

NET BUILDING CONSTRUCTION COST ESTIMATE (Q1 2024 $ Excluding Contingencies) **January 11, 2024**

	NET BUILDING ESTIMATE (Q1 2024 $ Excluding all Contingencies)	ESTIMATED NET BUILDING COST (Q1 2024 $)		
		NSM	Total	
		m²	$/m²	$
82.0	Storage	72.0	7,325	527,400
83.0	Indoor Walking Track	247.0	8,725	2,155,100
84.0	REPLACEMENT OF EXISTING*	1,924.0	8,225	15,824,900
85.0	Elevator (2 no x 3-stops each	0.0	-	420,000
B4	**New Building Program Components**	**3,780.1 m²**	**$8,285/m²**	**$31,316,500**
	Program Gross-Up			
86.0	Program Gross-Up	832.0	7,484	6,226,500
B5	**Program Gross-Up**	**832.0 m²**	**$7,484/m²**	**$6,226,500**
	Exterior Improvements			
87.0	Rooftop patio	738.0	3,662	2,702,900
88.0	Greenhouse	37.0	3,014	111,500
89.0	Outdoor seating	337.0	1,000	337,000
90.0	Outdoor gathering	155.0	1,000	155,000
91.0	Landscape allowance - refer to project estimate	0.0	-	-
B6	**Exterior Improvements**	**1,267.0 m²**	**$2,610/m²**	**$3,306,400**
TOTAL NET BUILDING COST (Q1 2024 $) Excl. Contingencies		**5,879.1 m²**	**$7,162/m²**	**$42,106,100**

Exclusions from **Net** Building Cost Estimate (refer to Project Pro-Forma for relevant costs):
The above estimate is for net building construction cost only. Division 1 and GC/CM Fee costs are built into the unit rates.
Design pricing contingency and construction contingency are excluded. Refer to Project Pro-Forma for relevant costs.
The above estimate is current Q1 2024 dollars and no escalation has been included. Refer to Project Pro-Forma for relevant cos
Site development is excluded. Off-site works are excluded. Refer to Project Pro-Forma.
Soft costs such as professional fees, DCCs and building permits, management, FF&E are excluded. Refer to Project Pro-Forma
Goods & Services Tax excluded. PST included.

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Vancouver
400 – 675 W Hastings St
Vancouver BC V6B 1N2

604.732.6620
vancouver@hcma.ca

Victoria
205 – 26 Bastion Square
Victoria BC V6B 1N2

250.382.6650
victoria@hcma.ca

Edmonton
304 – 10110 104 St NW
Edmonton AB T5J 1A7

780.885.9609
edmonton@hcma.ca

curiosity applied
hcma.ca

SAN DIEGO
Seniors Community
FOUNDATION

San Diego Master Plan For Senior Centers:

Every Community Deserves a Modern Senior Center

A Comprehensive Overview to Achieve a
Sophisticated Network of
Regional Senior Centers

Spring 2022

www.sdscf.org/seniorcentermasterplan

WHO WE ARE

The ***San Diego Seniors Community Foundation*** was founded in December 2016 and qualified as a 501(c)(3) nonprofit organization.

Our mission is to transition San Diego seniors from vulnerable to vibrant, through the power of philanthropy, so that no local senior is left without access to the resources to thrive. We envision a world where the senior population of San Diego County is nurtured into a healthy, dynamic way of life; where they are socially connected, physically active and a vital element of our community. We provide leadership in the San Diego older adult network with a goal of ensuring that every senior has someone they can turn to and trust.

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Joe Gavin
Chief Programs and Community Engagement Officer

Kris Kelly
Director of Philanthropy and Partnerships

Principal Authors

Joe Gavin
Chief Programs and Community Engagement Officer,
San Diego Seniors Community Foundation

Jerry Ray
Co-Founder, Chief Financial and Operating Officer,
San Diego Seniors Community Foundation

Contributing Authors

Bob Kelly
Founder
San Diego Seniors Community Foundation

Ashley Lewis
Former Creative Director and Marketing Manager,
San Diego Seniors Community Foundation

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INTRODUCTION

We are upon the threshold of an unprecedented epoch. An aging society and all of its consequences are becoming manifest. There is no blueprint to follow, no history to fall back on. What is created, developed, and engineered will be imagined and implemented from this time forward. The ***San Diego Master Plan for Senior Centers (the "Master Plan")*** is an effort to create momentum and consensus relying on multiple community stakeholders to begin drafting a blueprint **to ensure every region in San Diego has modern, innovative, and resource-rich senior centers**. This model envisions centers that move beyond the baseline of nutrition services and social events into a dynamic community entity that engages the physical, mental, intellectual, and creative to empower older adults to realize a higher quality of life of health, wellness, and independence. Moreover, these are hopes and wishes we hold for future generations of older adults. Each of us aspires to a long, healthy life of happiness and purpose; what we begin to build today for others will create the foundation that will be there for tomorrow's senior.

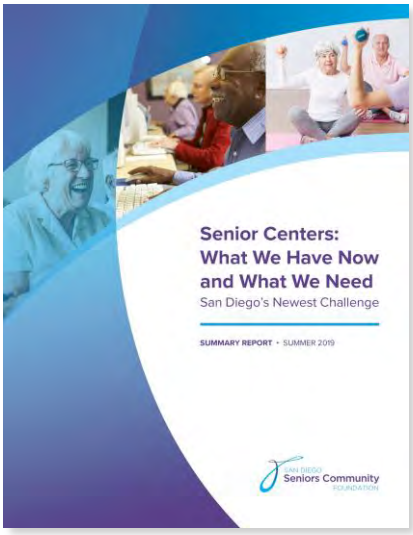
> ***The purpose of this visionary plan is to set the foundational stone in a transformation of San Diego County senior centers.***

The purpose of this Master Plan is to set the foundational stone in a transformation of San Diego County senior centers, to those locations where they currently exist as well as to communities that currently go without. There are enough numbers, statistics, figures, and percentages that fill the following pages to support what we envision as the elevation of an under- utilized, under-resourced, and understaffed entity, the neighborhood senior center, into a dynamic community anchor to serve older adults.

Overview of 2019 San Diego Senior Center Assessment Report

To establish a baseline of information on senior centers, research was conducted in the spring and summer of 2019 on the existing senior center infrastructure in San Diego.

In August 2019, SDSCF published a report titled *The State of San Diego Senior Centers.* It was produced to serve as guidepost on our journey to realize the vision of comprehensive, dynamic senior centers as essential community infrastructure. Senior centers have the potential to become centers of innovation to enhance the lives of community dwelling older adults. This report served as a snapshot in time to understand how far we have to go to bring a vision to a reality.



In order to learn what could be done in this sector, it was imperative that we understood where we have been and where we are, as the coming decade will produce an explosive growth of older adults never seen before and most likely never to be seen again.

Senior centers have traditionally operated within a recreational model of services complemented with congregate lunch meals

programs. Some centers have responded to a demand of a new cohort of retirees in the production of broader programs and services that are relevant for their clientele and speak to the changing perceptions of aging.

Senior centers who have responded to this shift are delivering programs of greater variety that touch upon the multiple domains that comprise holistic health. Extending beyond the physical and social, evolving senior centers offer services with greater attention to the creative, intellectual, emotional, and existential.

Along with learning of the ways senior centers were embarking on the transition to integrative programming, it was deemed relevant to understand the physical environment where these services were being provided.

The following questions were raised in context of this assessment:

- Are center activities provided in modern attractive facilities with amenities that connect with the population – buildings on the order of new YMCA's, new libraries or new Boys and Girls Clubs that have arisen recently throughout San Diego?
- Or – are promising new program initiatives being offered in older buildings with obsolete fixtures and furnishings, and unappealing and drab aesthetics?

Elements of the 2019 assessment report included information on senior centers general operations, funding sources, transportation services and the identifying of special projects and programs that made particular senior centers stand apart and indicated evidence of transformative practices.

KEY FINDINGS OF THE 2019 ASSESSMENT REPORT

- 75% of the buildings that are home to the region's senior centers are more than 30 years old. Over half of these buildings are 40+ years old.
- The use of senior centers by eligible participants across the region was estimated to be about 8%
- Senior centers are directed by a limited staffing pool. Nearly three-quarters of regional centers have only one or two full-time employees leading day-to-day operations.
- 22% of regional senior centers are managed without any full-time employees
- Financial resources are scant and resulting budgets force senior centers into service delivery heavily dependent on large volunteer bases and in-kind support from community agencies
- Aggregate budgets for the region's senior centers pale in comparison to two nonprofit entities that serve the community. The Boys and Girls Club of San Diego operate with a budget *three times* that of local senior centers; the YMCA of San Diego network provides services with a budget *twenty times* that of the aggregate of the County's senior centers.



75%

of San Diego senior centers are more than 30 years old



22%

of San Diego senior centers have no full-time employees

- Small budgets also influence hours of operations with only very few senior centers offering standard early morning, evening, or weekend hours.
- Over 50% of senior centers are in areas with poor or limited public transportation options.
- Four centers are located in areas with no public transportation option
- Eleven senior centers provide a transportation program to help seniors attend the congregate meal lunch program and other key sites within the community

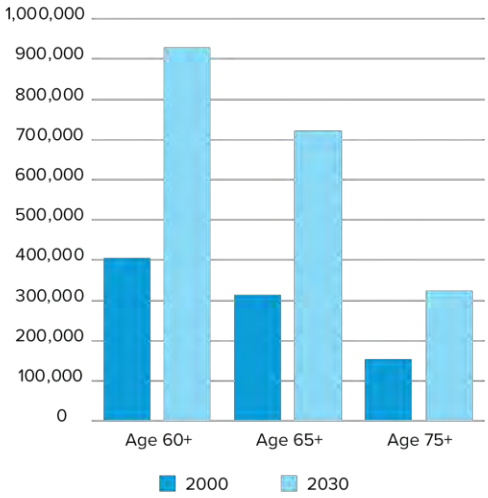


50%

of senior centers have poor access to public transportation

- Congregate and/or home delivered meals programs are offered at 18 of the region's 28 senior centers
- Outreach programs to identify and support the growing population of senior orphans are scant due to limited staffing and funding
- Only 21% of senior centers have a dedicated computer lab with appropriate levels of hardware
- Only 18% of senior centers have an equipped fitness room and only one senior center has a gymnasium on site
- The consistent struggle for survival limits the abilities of senior centers to look beyond the maintenance of daily operations. Despite the adverse environment, **senior center directors and their staff tirelessly work to move the senior center experience forward and, when given the proper resources, have created innovative and impactful programming.**

Between 2000 and 2030, San Diego's 60+ population will increase by more than half a million people



During research and development of the 2019 assessment report, it was observed that a number of communities with a high-density population of older adults are without a senior center including, but not limited to, the Eastlake area of Chula Vista, El Cajon, Santee, City Heights, and Pacific Beach.

Distribution of the assessment report was focused upon delivery to the entities that comprise the older adult network, local government, and County agencies that serve the older adult population. While delivering a better understanding of the environment in which senior centers are operating, it served a purpose to create a foundation to launch this follow-up report. This initiative builds upon the learning to create a platform for a more focused and deeper dive into what a transformation of the senior center model could look like.

From 2000-2030, SANDAG population forecasts indicate that the region will see an increase of more than 525,000

people over the age of 60[1]. To give a sense of heft to that figure, this 30-year trajectory of population growth represents more people than the current population of the city of Atlanta**.**

We are more than two-thirds through this incredible growth interval of older adults. Before we know it, 2030 will be upon us. Will stakeholders committed to the support and care for our region's seniors have been able to move the needle in increasing the needed infrastructure? To the purpose of this report and the preceding report, can senior centers be positioned to become the preeminent solution in every region of San Diego in the delivery of comprehensive and holistic services? This report strives to become a foundational piece for a coalition of senior centers to achieve these measures and more. Why do senior centers matter? It is the mission of this foundation that, at some point in the future, the benefits of a comprehensive, sophisticated network of senior centers in San Diego will be so apparent that the question itself will be rendered unnecessary.

EXECUTIVE SUMMARY

The San Diego Seniors Community Foundation (SDSCF) 2019 assessment of senior centers throughout the region focused on the condition and needs of each facility, staffing and operational levels and constraints, transportation logistics, oversight authority, sources of funding, the role of philanthropy, programming, partnerships and innovation.

Based upon the response to this report from senior center leadership and community stakeholders, SDSCF team members and community partners agreed that a comprehensive Master Plan was needed to build interest and momentum for a regional initiative to create a sophisticated network of modern, innovative, well-staffed and well-resourced community-based senior centers serving the entire San Diego region.

To achieve this objective, additional research on local senior centers and relevant community factors was conducted, to include:

- Demographic analysis
- Identification of local supports and services for seniors
- Current issues facing senior center leadership
- Technology challenges, virtual capacity, and potential for remote services for older adults
- San Diego communities with a high population density of seniors but without a senior center
- Existing senior centers sites with insufficient capacity to meet the current and/or future needs of older adults in their communities
- Optimal senior center models and configurations that would best serve each region
- Cost factors for renovation, refurbishment, new construction, and equipment

In-person and virtual meetings were held with senior center directors to further inform the process, resulting in valuable insights, perspective, and information.

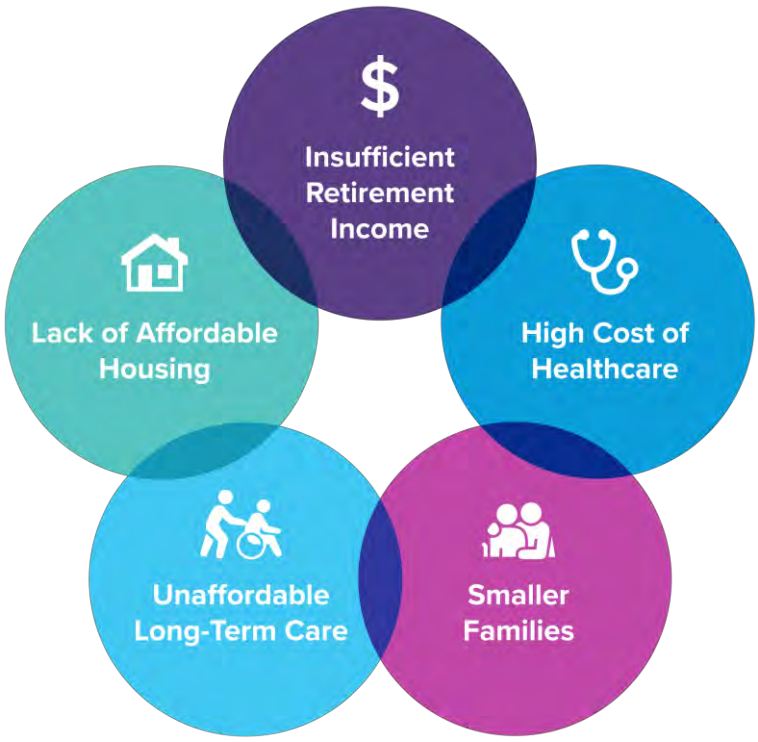
[1] County of San Diego Health & Human Services Agency, Demographics - Aging and Independence, 2020

Why Do Senior Centers Matter?

What do we hope for when looking upon an older family member, an older neighbor, or a senior we encounter in the public spaces we traverse every day? A home that is safe and secure, opportunities to connect with others, basic necessities met, support to meet the challenges that older adulthood can bring and a sense of belonging to the communities they call home. These may be the first thoughts that come to mind. These hopes do not appear too fanciful and can be reasonably expected to be achievable goals in a modern society.

However, threats are evolving that will impact the ability of some older adults to realize these goals.

- **Financial stress** associated with fixed incomes, adverse conditions for employment, unrealistic savings for the longer lifespan, uncertainties around Social Security and now, the impact of not one, but two recent economic cataclysms, the 2008 great recession and the COVID-19 pandemic.
- The **cost of healthcare** that annually outpaces inflation.
- The growing issues around the scarcity of **affordable housing** for older adults.
- The exploding costs of **long-term care** that is becoming more and more out of reach for more older adults.
- The **smaller nuclear families** that will result in less support for older adults in need of assistance.



This environment, influenced by long-acting variables and emerging ones, is creating a perfect storm that will alter our ability to ensure that older adults have the support to realize a quality of life that a country as wealthy as the United States should be able to provide.

In the coming years there will be more and more older adults. Where you may see one in the checkout line at the grocery store, tomorrow there will be two, where there are two awaiting the arrival of a bus on a street bench, next week there will be three, where there three at a table at a local coffee shop, next month there will be four.

Does a society that has never experienced such a dramatic shift in demographics have the means and infrastructure at current disposal to ensure older adults have the resources to live healthy and independent lives within the communities they call home?

Family support may not be enough, fraternal support may not be enough, certainly market-rate supports will not be enough. As we ponder the means to create solutions to give every senior the means to thrive to the best of their abilities, we return to the titular question, why senior centers matter.

In the creation of a new paradigm to enrich the aging experience, SDSCF views the *senior center* and its untapped potential as a path forward to be the counterbalance to the challenges that reside on the horizon. Macro issues such as economic, health care, housing, and long-term care require macro-level solutions. It is not suggested that reimagined senior centers will be critical in the creation of adaptive policy to remedy the many problems associated with these issues. What is proffered is in lieu of transformative social policy, a dynamic community-based senior center can be a critical element of social infrastructure to mitigate deficient policy responses that jeopardize everyday lives of our country's older adults. There are any number of ways to present the purposes, objectives, and possibilities of modern senior centers. To provide a tangible idea to support a vision, we define a **dynamic senior center** as:

- The preeminent community location that becomes the **trusted source for all things related to healthy aging** at the individual level and the driver for an age-friendly environment at the population level. Modern facilities with improved amenities that reflects the needs, identities and cultures of the population served and leadership and staff with background in social work and gerontology will be the foundation upon which these transformative centers will be built.
- Supported by a grounding philosophy that views health and wellness as a synergistic confluence of multiple factors, senior centers will produce programs, services, and resources to build a framework that **allows every older adult within their communities the opportunity to thrive.**
- Dynamic senior centers can move beyond their walls to become the community's advocate, champion, and leader in altering the public sphere that ensures **equity, representation, and purpose for older adults.** By improving the policies that positively affect older adults, senior centers will join other stakeholders to become leading disruptors to collectively work for a more just and inclusive society.

With investment, support, and community-based organizing initiatives to remake senior centers into the primary resource for older adults and their loved ones in each community, senior centers can be transitioned from a recreational model to a multi-disciplined dynamic model.

The social programming of a senior center will still certainly be a core focus, but it will be strengthened by programs and services that support the:

- **Physical/Health Care**
  - Fitness center with adaptive equipment, group exercise, yoga, dancing, walking groups, sporting events
  - Nursing and care coordination services, workshops on chronic disease management, nutrition education, health fairs, telemedicine
- **Behavioral**
  - Support groups, counseling services, connection to community mental health resources
- **Intellectual**

- Classes tailored to the practical and educational, connections to university programs, lecture series, book clubs

➢ **Creative**

- Journaling, creative writing, painting, expanded arts and crafts, theater, talent shows, musical classes

➢ **Technology**

- Computer labs, classes, support for hand-held and in-home technical devices

➢ **Financial**

- Access to professionals for consultation, budget development, job training/employment assistance

➢ **Altruistic/Existential**

- Volunteerism, civic engagement, peer advocacy, grass roots organizing, and building a community network that brings greater opportunities to build sense of belonging and purpose

These centers for innovation and total wellness will be entities where seniors will not just be fed, but nourished. Not just socialized but engaged. Not just a name, but a vibrant and essential part of the community.

What the subsequent report calls for is bold, but the variables detailed within demand such action. It would be simpler and perhaps more accurate to describe the pathway ahead of us as challenging, but the preference lies with describing the future as full of opportunity.

“These centers for innovation and total wellness will be entities where seniors will not just be fed, but nourished. Not just socialized but engaged. Not just a name, but a vibrant and essential part of the community.

Philanthropy is mentioned numerous times throughout the report as an essential driver to a fully realized vison of robust and well-supported senior centers in San Diego. This is called for not only as a means to create the necessary seismic shift in required funding, but to address the economic climate that governments at all levels will be experiencing in the foreseeable future. While Federal and State governments have intervened with multiple financial initiatives to stem the economic fallout of COVID-19 and currently there are funds flowing to County and Local government, this surge in funding is temporary. And it remains to be seen how much of this funding will be allocated to services and infrastructure to support older adults. Though financial support will forever be a challenge with stakeholders and advocates engaged in endless advocacy efforts, government and affiliated agencies will be always be essential allies in leadership and policy development to hasten the progress that still can be made.

The Older American Act (OAA), enacted in 1965, has been an essential federal program that has enabled millions of older Americans to continue to live in the community and live healthy and independent lives. Services supported by the OAA include congregate and home-delivered meals, case management, specialized transportation services, employment and volunteer programs, adult day care, ***senior centers and activities***, personal care, homemaker and chore services, legal support, health

promotion, and disease prevention. In the reauthorization of the law in March 2020, language germane to the SDSCF initiative of a sophisticated network of senior centers demonstrates an alignment of vision put forth by the federal government and our purpose:

- The Area Agency will designate, where feasible, a focal point for comprehensive service delivery in each community, giving special consideration to designating multipurpose senior centers (including multipurpose senior centers operated by organizations referred to as such focal point)
- The term ‘‘focal point’’ means a facility established to encourage the maximum collocation and coordination of services for older individuals.
- The term ‘‘multipurpose senior center’’ means a community facility for the organization and provision of a broad spectrum of services, which shall include provision of health (including mental health), social, nutritional, and educational services and the provision of facilities for recreational activities for older individuals. "

Funding from the OAA flows to regional Area Agencies on Aging that distribute funds to various local agencies that deliver the programs and services highlighted above. In San Diego, the agency responsible for oversight is the County’s Aging and Independence Services (AIS). As part of a collaborative effort with AARP and Live Well San Diego, the County produced the *Age Well San Diego Action Plan.* This comprehensive blueprint provides a vision to transform the region where healthy aging is a possibility for all. It is a valuable resource that has helped SDSCF in the development of this complementary report to construct the building blocks of that vision.

In January 2021, the state of California released its *Master Plan for Aging*, the result of an 18-month multi-disciplinary effort directed by Governor Gavin Newsom. The Master Plan will serve as a blueprint that can be used by state government, local communities, private organizations, and philanthropy to build environments that promote an age-friendly California. Five primary goals of the initiative include:

- **Goal One: Housing for All Stages & Ages** – We will live where we choose as we age in communities that are age-, disability-, and dementia-friendly and climate- and disaster-ready.
- **Goal Two: Health Reimagined** – We will have access to the services we need to live at home in our communities and to optimize our health and quality of life.
- **Goal Three: Inclusion & Equity, Not Isolation** – We will have lifelong opportunities for work, volunteering, engagement, and leadership and will be protected from isolation, discrimination, abuse, neglect, and exploitation.
- **Goal Four: Caregiving That Works** – We will be prepared for and supported through the rewards and challenges of caring for aging loved ones.
- **Goal Five: Affording Aging** – We will have economic security for as long as we live.

Utilizing these frameworks, the authors of this report find tremendous synergy in what is to be presented on the following pages. These government-led blueprints help ground our framework so as to arrive at a meaningful confluence of abstract vision and tangible action. While government faces uncertain financial waters in the near future, their intangible support in forms of leadership and innovative policy will be instrumental in changing the landscape of the senior support infrastructure in general and the evolution of dynamic senior center in specific.

Thought leadership provided by government agencies in these collective blueprints all speak to transformation. There lies much potential in the addition of a variety of new and innovative programmatic practices that can anchor an expanded suite of services. In addition to the direct benefits of more comprehensive services at the individual level, three intangible benefits are introduced for consideration to support the argument of how a senior center can help influence societal issues of prominence:

1. HEALTH AND WELLNESS

The evolution of the American healthcare system continues to be bolstered through research, interventions, and public health level planning that looks beyond the walls of the doctor's office and hospitals. A sustained emphasis placed upon the social determinants of health (SDOH) has brought new approaches that have created a fundamental shift in the definition of health. Rather than simply measuring health as the absence of disease, wellness and quality of life metrics present a picture that weaves multiple domains into a clearer understanding of what older adults are experiencing in their daily lives.

There is an evolution of new factors associated with overall health that include housing, transportation, nutrition, social, intellectual and the built environments of communities as critical categories that contribute to a more robust multi-disciplined approach to ensuring overall health and wellness. As the population of older adults soar in the United States over the next decades, there is a growing necessity, and with that, hopefully growing opportunity, for health care and the potential community proxies of a redefined health care system to form partnerships to meet the rising needs. In the subsequent pages, we hope to demonstrate the senior center of the future as a critical piece of this new paradigm.

2. SUPPORT NETWORK FOR LOW-INCOME SENIORS AND OLDER ADULTS OF MINORITY GROUPS

San Diego is home to older adults of numerous cultures and ethnicities. Many have borne the brunt of a lifetime of facing discrimination and having to overcome the inherent biases and outright roadblocks to progress and a better life. As these populations age, they become members of another marginalized subset of the population. As COVID-19 has illustrated all too well, older adults have been portrayed in various demeaning ways, with some suggestions going as far as to deem them expendable and call into question their very existence and purpose as sentient human beings.

Older adults, and particularly older adults of minority groups, will continue to face explicit and implicit barriers of a society out of balance. The senior center models proposed in the report will create the infrastructure to become the local solution for older adults of all means and backgrounds to receive the support, services, and resources to thrive.

3. EQUITY TO ENSURE ALL HAVE THE PROSPECTS FOR HEALTHY AGING

A global pandemic has once again been a large-scale event that has created momentum for a reckoning of the long-standing systemic racism and structural injustice that has long been an anchor weighing down the promise of an American society constructed for the inclusion of all.

Long-standing financial, educational, vocational, and environmental barriers have been the experiences of numerous ethnicities in the United States. A seminal event such as the COVID-19 pandemic can provide the oxygen for real and meaningful change in the country. Senior centers led by

exceptional thought leaders can become a community focal point where inclusion is paramount, outreach to marginalized populations is priority, and the adoption of advocacy efforts that commit to building the environment where older adults of all backgrounds are welcomed and empowered is essential.

Most everyone that gazes upon their future would be at their happiest to live in their homes, in the communities they love and be supported with resources and supports that maximize this period of life to whatever is desired.

Opportunity is there for a society that is able to create a new narrative for what healthy aging is and what can be done to ensure it is in place for every San Diego senior. It is the purpose of this foundation to ensure that all San Diegans can age with dignity and have access to the resources they need to thrive. In that context, this visionary blueprint is offered to be the catalyst so that **senior centers are a place where every older adult has someone they can turn to and trust,** and where community-based senior centers become the bedrock to support a new era of healthy aging.

> ***It is the purpose of this foundation to ensure that all San Diegans can age with dignity and have access to the resources they need to thrive.***

Senior Centers of Excellence – What is Possible

Contemporary senior centers embrace modern facilities and equipment designed for today's seniors, as well as innovation, entrepreneurialism, and a spirit of excellence. Studies conducted by the National Institute of Senior Centers (NISC) have identified exemplary models of new senior centers that place a high priority on excellence in design, health and wellness, innovative programming, social ventures providing job opportunities for low-income seniors and revenue to the senior center, community civic engagement, and the evolving needs and preferences of contemporary seniors. Today's older adults are increasingly diverse, and they *expect* service agencies to strive for excellence.

The following graphic provides a visual representation of what is possible (click to view larger).



The following two examples of modern "senior centers of excellence" in other U.S. locations are provided for additional perspective of what is possible.

THE LOU WALKER SENIOR CENTER – LITHONIA GEORGIA

www.louwalkercenter.com



The Lou Walker Senior Center is a multipurpose facility for active seniors age 55 and older, with a vision to become a "world-class" Senior Center where seniors are valued, respected, and age well.

The 40,000 square foot facility offers spaces and amenities to meet the needs and interests of today's active older adults with activities that stimulate the mind and body to remain active. The senior center includes numerous facilities for active seniors, including a swimming pool, a gym, an on-site hair salon and barber shop, vegetable gardens, and cooking classes

THE OPC CENTER, ROCHESTER, MI

www.opcseniorcenter.org





The OCP Center in Rochester MI is a 90,000 square foot Wellness Center Model with state-of-the-art fitness facilities that include a full-size gymnasium, an indoor walking track, a lap pool, a therapy pool for exercise classes (water temperature 92°F), cycling classes, circuit training, yoga, tai chi, Pilates, ballet, Zumba and more. The facility also has a café, garden, woodshop, computer lab, pottery studio, and auditorium. OPC Leisure Travel offers local, overnight, and extended trips in the U.S. and overseas. It is funded by multiple partnerships and funding sources.

In 2017, a study was conducted by the National Institute of Senior Centers (NISC) on evolving national trends in senior centers of excellence, focusing on emerging innovation and entrepreneurial trends in senior centers nationwide, and capturing key information on modernization and "best practices" in cutting-edge senior centers. Key findings from the NISC report are outlined in the section titled ***"Senior Centers of Excellence – A Study by the National Institute of Senior Centers"*** later in this document.

Senior Demographics – Our Current and Pending Reality

San Diego County will be home to over 1 million people over the age of 60 by 2050[2]. From today forward, the region's population growth will be driven largely by the increase of these older adults. Of the county's 18 cities, only Escondido (39%) and Vista (27%) will have growth percentages (of total population growth) of older adults under 40%.



1 in 4

San Diego County residents will be 60 or older in 2050

In five cities, Coronado (181%), Carlsbad (142%), Encinitas (139%), Oceanside (97%), and Poway (92%), the increase in the number of total residents is due entirely, or nearly so, to the aging population. Accounting for the entire region, no age cohort under 60 has a percentage in growth greater than 20%. The three largest percentage increases are:

- Age 75-79: 69% increase
- Age 80-84: 118% increase
- Age 85 plus: 157% increase

The sheer numbers are enough reason for considerable concern, but what makes the situation so challenging is that American society has never had to address this transformative demographic reality. There was never a need to produce an infrastructure that accounted for a population that is living longer, well beyond what is the traditional retirement age, and is redefining and, in some cases, inventing the concepts of healthy aging.

To bring context to the raw numbers, demography needs to be viewed through the prism of the environment to accurately gauge what exists and where adaptation of new policies can ensure a populace has the means to enjoy a high quality of life.

Environmental factors:

- **Financial**
  - There are 50 million adults age 50 and over in the U.S. who fall into the low to moderate income category. Over 80% of these individuals struggle with some or all components of their financial lives.[3]
  - In 2019, half of Medicare beneficiaries lived on less than $29,650 a year. One in four lived on less than $17,000. One in four had savings less than $8,500.[4]



$1,543

the amount of the average Social Security monthly benefit

[2] SANDAG, Series 13 Regional Growth Forecast, 2013

[3] Center for Financial Services Innovation, Redesigning the Financial Roadmap for the LMI 50+ Segment, 2019

[4] Kaiser Family Foundation, Medicare Beneficiaries' Financial Security Before the Coronavirus Pandemic, 2020

- **Affordable housing**
  - The average Social Security monthly benefit is $1,543[5]
  - Only 8% of the apartment inventory in San Diego is available for less than $1,500 a month.[6]
  - The average rent in San Diego County is $1,850[7]
- **Social Security and Medicare:**
  - Social Security is solvent until 2034. If nothing is done, only 76% of scheduled benefits will be able to be paid[8]
  - Medicare Part A (hospital costs) will remain solvent until 2026, at which point, only 90% of benefits can be paid[9]
- **Long-Term Care**
  - In 2017 in San Diego, a semi-private nursing home room costs $100,000 per year. By 2035, the annual cost will jump to a projected $174,000. A private nursing home room will see an increase from $136,000 per annum to $233,000.[10]
  - Less than 5% of San Diego adults carry long term care insurance[11]



$100K

annual cost of a semi-private nursing home room in San Diego

See the report section titled ***San Diego Regional Senior Demographics and Key Factors*** (pg. 35) for additional information on regional demographics.

Optional Senior Center Models

Senior centers come in many sizes and shapes. The optimal configuration of a given senior center depends upon multiple variables including the local population of older adults, location, existing senior supports and services in the surrounding area, availability of land and facilities, and financial funding. In order to support and standardize recommendations for this Master Plan, three potential senior center models are presented:

1) A **smaller-sized**, yet modern and well-equipped, senior center based in a community with a relatively low population density of seniors (average 6,000-9,000 square feet)

[5] AARP, How Much Social Security Will I Get?, 2020

[6] RENTCafé, San Diego, CA Rental Market Trends, 2020

[7] San Diego Union-Tribune, San Diego Rents Down for the First Time Since Great Recession, 2020

[8] Social Security Administration, Annual Social Security and Medicare Trust Fund Report, 2020

[9] 2020 Annual Report of the Boards of Trustees of the Federal Hospital Insurance and Federal Supplementary Medical Insurance Trust Funds

[10] Live Well San Diego, San Diego County Senior Cost of Living (Ages 65 and Over) By Subregional Area, 2018

[11] Live Well San Diego, San Diego County Senior Cost of Living (Ages 65 and Over) By Subregional Area, 2018

2) A **moderate-sized** senior center for communities with a higher population of seniors, often including a small fitness center with exercise equipment and open space for floor exercises (average 17,000-22,000 square feet)

3) A **larger-sized** multi-generational center with a dedicated space for seniors, and access to a fully equipped fitness center, gymnasium, and community aquatics center (average 28,000-35,000 square feet)

This Master Plan suggests construction of 22 new senior centers of excellence in the San Diego region. In some situations, a new senior center will be suggested to replace the existing center. For communities that have a high-density population of older adults but are without an existing senior center, a new senior center is suggested. Where new senior center construction is recommended, a suggested model will be presented as an option for consideration by local stakeholders.

For additional details on the specific configuration, space allocation, amenities, and square footage for these three models, see the section titled ***Senior Center Models*** later in this document.

FITNESS CENTERS AND AQUATICS CENTERS AS TOOLS FOR HEALTHY SENIORS

It is essential for senior centers of the future to consider the needs and preferences of today's older adults, both those who are accustomed to an active lifestyle with access to multiple amenities, as well as those who are physically challenged and may benefit from customized exercise options supervised by qualified professionals. In this context, SDSCF believes it is important that consideration be given to amenities typically offered by YMCA facilities, including a fitness center and optional gymnasium, and an aquatics center. These amenities may be available at a larger multi-generational community center campus contiguous to a dedicated senior center, or as a part of the senior center complex itself. The rationale behind presenting these options attached to a modern senior center is that a) not every community has the same access to alternative fitness resources and b) an overall objective of comprehensive senior centers is the co-location of as many services as possible to reduce mobility and transportation issues faced by many older adults.

An essential amenity of modern senior centers is a fitness center. Staying active is a defining trait of the new generation of older adults. Physical fitness, along with services and programs that account for mental, emotional, social, and intellectual well-being, are critical for older adults to maintain overall health. Good health not only is important for the individual, but it also provides a social benefit in terms of reduced medical expenditures and pressures upon the social medical payer system. A well-equipped fitness center represents an investment in older adults.

Aquatics centers offer older adults low-impact options for exercise, as well as recreation. A modern and well-equipped aquatics center is also likely to attract more seniors to enjoy the other amenities and program offerings of a senior center.

High quality and well-equipped fitness and aquatics centers also offer senior center management the opportunity to open limited access to those facilities to the general public for a fee, helping to pay for operating and overhead costs.

Where new construction of a senior center is recommended in this report, a fitness center and aquatics center is also proposed with the intention of creating a new paradigm of full-featured senior centers with not only ample programs and services, but also first-class amenities that contribute to each older adult's health.

For additional details on optional senior center amenities, including a fitness center, aquatics center, in-house commercial kitchen, and in-house theater, see the section titled ***Senior Center Optional Amenities – Aquatics, Fitness, Kitchen, Theater*** later in this document.

Overview of Recommendations for Senior Center Facilities

Based on the key observations and strategies outlined above, each San Diego city and community was examined to determine the density and location of seniors residing in those communities, the existing local infrastructure of supports and services for older adults, and the senior center environment in that community. Data from the 2019 assessment was expanded and additional research conducted to provide statistics and other relevant source information to enable an informed recommendation. Proposed interventions for each community generally fall into four primary categories:

1) Existing Senior Center – Recommending minor refurbishment and/or upgrades
2) Existing Senior Center – Recommending major renovation or expansion
3) Existing Senior Center – Recommending replacement with a new modern senior center
4) Community with No Senior Center – Recommending construction of new senior center

The ***Recommendations by Location*** section of this report provides a *concise* overview of observations, recommendations, and cost factors for each city or community. A *detailed* analysis for each community is presented in ***Appendix "1***" of this report.

Where construction of a new senior center is recommended, one of the senior center options defined in the ***Senior Center Models*** section of this report will be proposed.

All recommendations in this Master Plan are presented as options for consideration by community stakeholders. The authors acknowledge and emphasize that custom solutions will be required for each community after a deeper-dive community-specific business plan is developed, and that the ultimate decision for that community's senior center solution may vary from the recommendations suggested in this report.

The following provides a high-level summary of recommended community solutions, for perspective:

NEW SENIOR CENTER CONSTRUCTION – NO PREVIOUS SENIOR CENTER OR ADDITIONAL SENIOR CENTER SITE

Demographic research and population density maps clearly indicated communities in the San Diego region with large populations of older adults, but no local senior center to serve them. In two cases, an existing senior center is serving a portion of the older adult population, but a second senior center is recommended in an underserved area of that community. ***Nine*** new senior centers (one small size, five moderate-sized and three larger-sized) are suggested for the following communities:

- The Eastlake/Otay Mesa area of Chula Vista
- El Cajon
- Santee (also serving Lakeside)
- Pacific Beach/Mission Beach
- Mission Hills (also serving Hillcrest)

- Barrio Logan
- City Heights
- Carlsbad (second site in southeast area of Carlsbad)
- Vista (second site in southwest area of Vista)

NEW SENIOR CENTER CONSTRUCTION – REPLACE (OR COMPLEMENT) EXISTING SENIOR CENTER

As previously mentioned in this report, the targeted objective is to realize a robust network of modern, innovative, well-funded and well-staffed senior centers of excellence throughout the San Diego region.

As each existing senior center was examined, questions raised included: Can the senior center in its current condition continue to serve a burgeoning population of older adults? And if a larger and more modern senior center is needed, is renovation and expansion appropriate, or is construction of a new senior center the better option? Factors that led to a specific recommendation for each community included the age, condition, and location of the facility, the facility's footprint (room for expansion?), potential municipal bureaucratic red tape, and cost/value considerations.

Additionally, seniors in some locations are being served by a multi-purpose recreational facility or an agency that provides limited services to seniors – but there is no senior center dedicated exclusively to serving the older adult population.

Based on numerous variables, this report recommends construction of ***thirteen*** new senior centers (five small-sized, and eight moderate-sized) in the following communities:

- Alpine (replaces existing facility)
- Borrego Springs (replaces existing facility)
- Clairemont/Kearny Mesa (replaces existing facility)
- Escondido (two new moderate-sized at new sites)
- Fallbrook (replaces existing facility)
- Imperial Beach (replaces existing facility)
- Lemon Grove (replace existing facility) (also serving Spring Valley)
- Mira Mesa (replaces existing facility) (also serving Scripps Ranch)
- Point Loma/Ocean Beach (dedicated senior center) (does not replace Peninsula Shepherd Ctr)
- Rancho Bernardo (replaces existing facility)
- San Ysidro/Otay Mesa (replaces existing facility)
- Solana Beach (replaces existing facility) (also serving Del Mar) (does not replace Del Mar Community Connections)

EXPANSION, RENOVATION, OR UPGRADES

Based on the research, analysis and considerations outlined in the previous section, ***five*** senior centers are recommended for expansion, renovation, or upgrades.

- La Mesa (renovate and modernize existing facility; expand by adding square footage)

- Oceanside Country Club Senior Center (minor renovation)
- College Avenue Center (minor upgrades)
- Neighborhood House Senior Center (refurbishment and minor upgrades)
- Vista (minor upgrades)

Please see the ***Recommendations by Location*** section of this report for a concise summary for each of these locations along with costing factors, and ***Appendix #1*** for full analysis of each community.

Regional Senior Center Capital Campaign – What Will All This Cost?

As indicated elsewhere in this report, large philanthropic investments have been made over the years in the infrastructure of supports and services for children and youth. Successful capital campaigns have been launched and large amounts of money raised to build and maintain modern and well-funded YMCA's and Boys and Girls Clubs. It is now imperative that the same level of infrastructure be developed for older adults.

An overall regional capital campaign budget sufficient to build a network of modern senior centers may at first appear intimidating. The principals and board of the San Diego Seniors Community Foundation believe this vision is both fully realizable and essential to serve our growing older adult population. As each community rises to the challenge and as philanthropic investors are identified and recruited, a Senior Center Master Plan regional budget is necessary to provide a funding target to achieve.

Successful capital campaigns have been launched and large amounts of money raised to build and maintain modern and well-funded YMCA's and Boys and Girls Clubs. It is now imperative that the same level of infrastructure be developed for older adults.

Since a stated goal of this effort is to ensure that each senior center provides an environment of excellence to effectively serve today's seniors, each recommended new senior center includes:

- New furnishings and equipment
- A fitness center
- An in-house commercial kitchen

Moderate-sized and large-sized senior centers also include an in-house theater.

Extensive work was done to provide a framework for estimated costs of construction, renovation, and equipment recommended in this regional Master Plan.

Underscoring that the costs presented in this report are general estimates, and that actual costs will be heavily dependent upon numerous variables, the following capital budget is presented to provide a big-picture capital campaign goal for the entire region of San Diego city and county.

Construction of 22 new senior centers (varying models) .....$141 million
Renovation and upgrades for five senior centers (including equipment) .....$6 million
Provision for Contingencies ..... $3 million
Total Senior Center Capital Campaign..... $150 Million

Key Strategies for Sustainable Senior Centers

The following sections summarize the key findings, observations, conclusions, recommended solutions and interventions, cost factors, and implementation strategies to achieve a robust network of modern, innovative, and well-resourced senior centers of excellence throughout the San Diego region.

PHILANTHROPY AS AN ESSENTIAL STRATEGY

Institutional philanthropy contributes to a myriad of causes to support critical social infrastructure and programming. Causes associated with older adults receive only a small fraction of total giving, ranging from 2-3%. Despite the enormous growth of the older population, this percentage has remained unchanged for 20 years.[12] This reality becomes even more profoundly disconcerting when looking at the performance of the stock market, a key guide of philanthropic wherewithal, over the last 10 years. In June of 2010, the market stood at 10,400; as of mid-January 2022, the index was over 35,000.



<3%

of charitable giving in the U.S. goes to causes associated with seniors

COVID-19 and the associated health and economic crises may yet have a deleterious effect upon the market, but one area where there is no doubt of economic ramification is in the budgets of federal, state, county, and municipal governments. Senior centers and the extended network of social supporting service agencies rely on all levels to provide financial support for the work undertaken. As mentioned, temporary financial stopgaps are in place but long-term funding prospects for nutrition, housing, transportation, health care, caregiving, supplemental income, and staffing and operations support face significant cuts that will not only impact entities supporting older adults, but the older adults themselves.

Now, more than ever, it is imperative for the older adult network to harness the power of philanthropy through a commitment to creating a sea change in the relationship between their missions and how they are perceived by donors. What exists in the present simply cannot abide. Senior centers in specific and the aging network in general must complete some internal examination of why they have been relatively unrecognized by large-scale philanthropy and just as important, create a narrative with compelling data to move the needle. It is not only about the viability of the centers, but also about the creation of an environment where older adults can be engaged and supported and quality of life is the goal, not just mere survival.

Key points and strategic vision:

- Philanthropy committed to the older adult network is minimal and the percentage of total giving has remained unchanged over the last twenty years.
- Government budgets at the federal, state, county and local levels will be negatively impacted by the known and yet-to-be determined impacts of the COVID-19 pandemic.

[12] Journal of the American Society on Aging, Engaging Private Philanthropy in Aging: It's Time for a New Approach, 2015

- Senior centers conduct operations with threadbare budgets. The ongoing and open-ended pandemic will further decimate senior center and nonprofit agencies budgets as fees for programming and special classes, periodic fundraising, and annual galas have been cancelled that threaten sustainability.
- Sheer numbers: from 2000 to 2030, San Diego County will have grown by a little over one million people. One of every two residents representing that growth is over the age of 60.
- Senior centers, nonprofit agencies, and the caregiving network are heavily subsidized with volunteer services in the case of the first two entities and unpaid family care for the latter. This informal infrastructure will further strain under the pressure of the growing older adult population. In the case of centers and agencies, it makes things difficult. For the family caregiver model, demographics indicate it will be unsustainable.
- Stakeholders must join together to find answers for and create a strategic plan to address:
  - Do perceptions and attitudes toward aging contribute to philanthropic indifference?
  - Do outcomes and impacts require clearer articulation and in a manner that satisfies data-driven foundations?
  - Can senior centers effectively communicate their impact on the overall health of their clientele and position themselves as a proxy to the health care system?
  - Philanthropy is grounded in the principle of empowerment. How can the aging network demonstrate how their work empowers older adults?

This upcoming decade is unique in American history. At no time before and most likely, at no time in the future, will the country experience a more dramatic population shift. The action must commence now. History has shown that philanthropy has been instrumental in developing civic infrastructure and responding to civic need. The graying of America represents a historic need on par with other societal transformations. It is imperative that as the older adult network begins to fully feel the impact of this transformation, that philanthropy will be there to join the fight.

For a more thorough discussion of this important topic, see the report section titled ***Harnessing the Power of Philanthropy – An Essential Strategy*** *(pg. 76)*.

ENDOWMENTS AS A KEY TO SUSTAINABLE OPERATIONS

Senior center operations are generally under-resourced. The reality of these financial constraints requires senior center directors to limit programs and services, hire part-time staff to meet a bare minimum of service needs, and defer facility maintenance. Over time, senior center facilities deteriorate and become outdated and drab, and equipment breaks down. Those adults entering their senior years are looking for modern and innovative senior centers with ample program offerings that reflect new perceptions on aging, but what they often find is a place that primarily focuses on serving congregate meals, providing limited programs, and playing bingo – a facility that ultimately develops the stigma of “a place where older people go.”

As indicated in the previous section, engaging, and harnessing the power of philanthropy is an essential ingredient to the successful and entrepreneurial senior center of the future. An effective fundraising strategy is an ongoing campaign to build a pipeline of faithful donors and to continue to cultivate those relationships for regular and annual gifts. Yet many senior centers embarking on sustained fundraising efforts fail to consider a longer-view approach to sustainable revenue from permanent endowment funding, most often raised through a planned-giving strategy.

Initiating and growing a permanent endowment fund has the advantage of providing long-term earnings for the charitable institution. Those earnings may be designated for specific programs or general operational expenses. A well-managed endowment provides a stable source of passive income.

> ***Initiating and growing a permanent endowment fund has the advantage of providing long-term earnings***

Endowment fund assets are best managed by outside investment professionals, with the allocation of investments constructed to yield adequate income to maintain the endowment against inflation and also produce operating income for the senior center.

The following is an example of the potential for sustainable income from an endowment:

- **$2,000,000** endowment fund w/ **5%** annual spending policy = **$100,000/year** for Operations

Typically, most endowment funding is received from estate gifts. The cultivation of such gifts requires nurturing ongoing relationships with donors and encouraging them to include a large bequest to the senior center in the donor's will or living trust. Unlike other nonprofit entities that have developed such relationships, senior centers have gained little traction within this type of philanthropic engagement. To parallel the efforts of senior center leadership in the transformation of the senior center model, the level of sophistication of revenue-generating ideas needs to be transformed as well. A long-term strategic initiative to build permanent endowment assets is a core function to produce an additional source of dependable annual operating revenue for the senior center.

For additional details, see the section titled ***Operating Endowments – A Key to Sustainability*** (pg. 79) later in this document.

THE EMERGING ROLE OF TECHNOLOGY AND MODERN FACILITIES

To find a silver lining amidst the COVID-19 public health crisis, perhaps the experiences of today in adapting to the pandemic will provide a blueprint for new mechanisms of programs and service-delivery systems to take form that can help a larger number of older adults.

In any sector, technology is synonymous with innovation and it is no different in the older adult network. COVID-19 has brought the issue to the fore a bit quicker than what the demographics indicated, but the necessity of taking action in the here and now may be of benefit in the long run.

Two areas of focus are how to make senior center services more accessible within a digital environment and how the physical structure of the senior center can be enhanced to adapt to changing circumstances and the demands of a new retirement cohort.

The digital environment:

- More seniors are utilizing smartphones, engaging in social media and have home internet access
- Like many issues, when looked at across the entire population, sizeable barriers exist when discerning by age, educational attainment, and income
- Aside from accessibility to devices due to costs, access to broadband service is a challenge for many older adults
- San Diego is home to a large number of tech and biotech companies. Can support for older adults to bridge the digital divide be found through partnering efforts with the local leaders of innovation?



59%

of U.S. seniors have home broadband

The Senior Center: Design and virtual expansion

- Transformation of the physical plant through adaptation and technology upgrades
  - "Smart" buildings that maximize energy usage, equipped with the latest security and safety features and state-of-the-art ventilation systems
  - Advanced audio-visual capacity to accommodate multiple languages
  - Computer labs with well-supported hardware and software features
- Enhancing the senior center digital footprint
  - Data collection software to better understand client preferences and to improve comprehensive information gathering
  - Partnering with regional senior centers to host digital fairs to complement existing tech knowledge or introduce computer basics to seniors
  - Exploring potential partnerships with regional medical centers for the promise held by telemedicine that improves access to healthcare services particularly in lieu of the COVID-19 pandemic
  - Develop a regional coalition with other centers to advocate for the technology needs of older adults

See the report section titled ***Technology and Virtual Capacity – The New Normal*** (pg. 74) for additional discussion on the evolving need of technology and virtual/remote capacity as necessary infrastructure to effectively serve today's older adults.

Local Supports and Services for Seniors

Senior centers deliver critical supports, services, and programs for older adults in San Diego. However, significant shortages of resources and staff require directors to seek partnerships in the community to

complement and increase the amount and variety of activities. These collaborations can occur within the center or be delivered at partnering offices.

While it is a critical entity in each community, the senior center alone is not the only key element in how a community creates an age-friendly environment for its older adult residents. How well a city or region is equipped to create an effective infrastructure is dependent on the impact of the aforementioned partnering agencies that provide medical, legal, nutrition, transportation, and other services.

Later in this document, an inventory of such an age-friendly environment is provided for each current senior center location as well as for areas with potential for new construction. In addition to the service environment, each locale is examined for the current level of affordable housing, assisted living and long-term care facilities and public transportation accessibility.

There are entities with scopes of services that encompass larger service areas or models that include the entire County. These older adult agencies may support many or all of the area's senior centers with either specific programmatic functions or services that address a variety of client needs. The network-wide organizations are comprised of:

- The County of San Diego Aging and Independence Services (AIS)
- Nonprofit agencies exclusively dedicated to serving older adults
- Nonprofit agencies who serve older adults as part of a larger mission

See the report section titled ***Agencies Providing Regional Supports and Services for Seniors*** (pg. 81) for a more detailed presentation of these agencies.

Implementation of the Master Plan

Beyond the publishing of this senior center Master Plan, SDSCF plans a Phase II that will aggressively market the document as a working tool to assist San Diego older adult network stakeholders in pursuit of a sophisticated collective of modern senior centers. The visionary report is designed to inspire, inform, and guide advocates in the development of a multi-tiered approach that develops consensus with iterative action steps.

PHASE II – MASTER PLAN ROLLOUT

In Phase II, an outreach campaign will be designed and launched to reach out to key stakeholders, community influencers, and all levels of local governance. SDSCF will seek meetings to discuss the vision of the report, to establish the formative steps of consensus-building, and to call for action.

A component off Phase II is the retention of a marketing and public relations firm to plot out a media campaign that will bring the findings of the report to the San Diego community. Television, radio, newspaper, and social media platforms will be utilized to bring awareness to the challenges laid out and the solutions proposed.

ENGAGING LOCAL GOVERNANCE

Offices of County supervisors and municipal officials are viewed as critical advocates in helping the process of consensus building. The formation of a coalition creates unified voices that in turn build political power.

The senior population, as evidenced later in this report, is significantly outpacing growth in every other age demographic. These growing numbers of voters, and seniors vote more than any other age group, will have an ally in SDSCF leading initiatives to ensure that every community in San Diego has the infrastructure for healthy aging. Political leaders will be essential in helping this effort along.

ENGAGING THE COMMUNITY

Harnessing input, feedback, and ideas from a wide range of individuals and entities in the community is essential as the current and future cohort of older adults bring a greater diversity of attitudes, perceptions, and ideas around what healthy aging means. This Master Plan contains data on multiple domains and provides a pathway for a regional campaign to build or rebuild senior centers into modern, attractive centers of innovation. An additional intent of the report is to be a catalyst for communities to take the findings and move forward with a more intensive and comprehensive market analysis.

Senior Center directors, with their board of directors or parks and recreation management, are critical stakeholders to join the campaign and to champion the cause to their communities. This phase will benefit from the current work of SDSCF in convening monthly meetings of senior center directors as we are currently building the internal mechanism of a County-wide coalition. Senior centers, with marginal budgets and limitations of staffing, are not positioned to undertake an effort on their own accord. But together, they possess the potential of truly effective grassroots campaigning efforts to bring the messaging to the communities they serve.

The older adults who attend senior centers and rely on the essential services will be part of community forums to gain insight into what their vision of healthy aging is in maintaining their wellbeing and independence in the communities they call home. Focus groups are essential in building capacity. Authors of reports such as this can prescribe and envision what things should look like. Without engagement of the seniors themselves, a critical element of consensus building is lacking. In Phase II, SDSCF will facilitate events and engagement opportunities to further inform the proposed action steps.

Each community is home to leaders and influencers that may not be directly linked to the work of the older adult network. Civic groups, businesses, faith-based organizations, and nonprofit groups who specialize in civic organizing are essential allies in the effort. They will be especially critical for areas where there are currently no senior centers. This Master Plan contains ideas for multiple communities to move forward with the building of new modern senior centers. SDSCF will invite leaders of these entities into community forum events to invite feedback and learn of the uniqueness of each community and the needs of their older adults.

IMPLEMENTATION AND PHILANTHROPY

The earliest work of this report was initiated just prior to the onset of the COVID-19 pandemic. Suffice to say, an effort to transform San Diego senior centers to modern facilities of innovation and total wellness is not immune to the devastation wrought by this terrible affliction. As the pandemic winds down, seniors are beginning to safely return to the region's 28 senior centers to reap the benefits of the programs and services offered.

A key strategy of the Phase II efforts of this Master Plan is the engagement of large-scale philanthropy. In the original vision of the creation of a sophisticated network of senior centers in San Diego, philanthropy was viewed as the primary funding mechanism of the effort with public dollars leveraged.

It appears to be nearing certainty that access to public dollars will be dramatically affected for at least the next few years.

Philanthropy is envisioned as the primary driver to bring the recommendations of this plan to fruition. Later in the report, we discuss harnessing the power of philanthropy to benefit a cause that has traditionally been ignored by individual donors or foundations. There are embedded reasons as to why this is the case, but it is difficult to ignore the grim statistic that only 2-3% of institutional giving is committed to older adult causes and, despite an enormous jump in population, that percentage has remained unchanged for over 20 years.

But things can change. Philanthropy has previously responded to large-scale social needs. Libraries, YMCA's, Boys and Girls Clubs, hospitals and schools are civic assets that have benefitted from massive philanthropic investment. Before they came to pass, perhaps doubt and uncertainty threatened the will to fund such elements of civic transformation. The following pages suggest a new paradigm to care, support and ensure that current and future seniors are provided an environment where they can thrive and where senior centers can become the newest in a long line of institutions that have made the most of philanthropic investment.

In spite of an adverse economic environment in a time of pandemic and social upheaval with the full brunt of an unprecedented demographic shift arriving to announce its presence, the challenges are extraordinary. But with commitment, dedication, and perseverance the opportunities are extraordinary as well.

COMMUNITY-SPECIFIC SENIOR CENTER BUSINESS PLANS

Momentum to pursue a deeper dive that builds upon the enclosed data is an objective of the Phase II strategy. Data provides stakeholders of each community with cursory findings around demographics, the supporting infrastructure of senior supports, and ancillary agencies and nonprofits that deliver services. The status of each city's or region's senior center is detailed with observations made on possible paths forward.

Granular detail on the above factors in addition to land usage, traffic patterns, area income, civic organizations and the built environment of business, faith-based organizations, schools, parks, and entities unique to each community will provide the data needed to determine feasibility of the proposals mentioned within the report body.

The ultimate solution for each community will require a customized senior center business plan that considers that region's demographics, existing supports and services for older adults, transportation, community infrastructure, financial capacity and sources of funding, key stakeholder buy-in and involvement, and numerous other factors unique to that community.

At this writing, a number of communities have already engaged with SDSCF to consider the optimal senior center approach for their locale. These include:

Borrego Springs: This community engaged the services of SDSCF to develop a comprehensive senior center business plan. The result included detailed analysis of demographics, key factors unique to the Borrego Springs community, and a recommendation for construction of a new small senior center adjacent to the new Borrego Springs library and central shopping mall.

Mission Hills: SDSCF has been approached by a community stakeholder group to consider conversion of the existing Mission Hills library into a local senior center. Discussions are underway.

Preliminary Conversations: Various indications and preliminary discussions have taken place with the following communities:

- ***Fallbrook:*** Preliminary indications of interest in a new Fallbrook senior center
- ***Imperial Beach:*** Preliminary indications of interest in a new Imperial Beach senior center
- ***Escondido:*** Initial meetings with city officials to consider the best long-term approach for senior center(s) that would meet the needs of Escondido's large population of older adults
- ***Alpine:*** Initial discussions with local key stakeholder

SDSCF's leadership is available for discussions with key stakeholders and governance to consider a community's existing senior center and senior supports infrastructure, and to determine if a detailed and customized local senior center business plan is warranted.

BUILDING THE STAKEHOLDER NETWORK

Solutions that seek transformation of a societal paradigm find their start in the minds of a few but can only be brought to fruition with the collective power of community buy-in, consensus and commitment. It is the responsibility of the primary stakeholders to bring the vision to the public domain in a way that resonates to those outside the field. The message and the promise must move beyond the insular and into the communal. The impending demographic shift will not merely impact those in the later stages of life, but those who love and care for them and the society that is charged with their health, happiness, and security.

> ***"The impending demographic shift will not merely impact those in the later stages of life, but those who love and care for them and the society that is charged with their health, happiness, and security.***

The senior centers of today possess immense potential to become the foundational stone in the creation of an expanded infrastructure built to meet the challenges that the coming decades will bring. Aside from those leading the way in the older adult network, entities across the societal spectrum will be vital collaborators.

- **Government**
  - Elected officials at the federal, state, county, and municipal level recognize the population shift and the need for immediate action.
    - Take on the mantle as a "champion" of older adults
    - Create and accept disruptive policy recommendations
    - Commit to greater public investment in infrastructure to support older adults
  - Departmental Agencies
    - Continue to explore innovative practices and deliver policy recommendations to elected leaders

- Build robust public awareness campaigns to counter the debilitating impact of stigmas and pervasive ageism
- Increase outreach and provide additional support to the local communities where change is happening

➢ **Hospitals/Physician Groups**

- Continue the redefining of what health and wellness is in the older adult population
- Taking health care outside the walls of the hospital and doctor's office and into the communities
- Seeking naturally aligned stakeholders, such as local senior centers, in building partnerships to create an enhanced culture of health and wellness

➢ **Managed Care Organizations (MCO)**

- Build innovative platforms that address the social determinants of health and the impact upon individual health
- Greater investment in the delivery of ancillary health care interventions at the community level
- Innovation and implementation of wrap-around services essential to "person-centered" care

➢ **Universities**

- Advance research initiatives to inform on the current and emerging demographic shift and the ripple effects of an aging society
- Utilize research to bring policy recommendations to government
- Adaptation in curriculum to create skill sets for a workforce equipped to provide greater quality of support to older adults

➢ **Nonprofit Agencies**

- Continue the strengthening of collaborative network that offsets the current levels of inadequate investment
- Build and lead an advocacy network that turns individual voices into a powerful collective
- Partner with senior centers to bring services directly to older adults so to maximize the co-location of as many resources under one roof as possible.

➢ **Senior Centers**

- Create a coalition of County-wide senior centers
- Present the senior center as a place where health and wellness happens and become a primary stakeholder in the evolving definition of what is needed for a healthy community
- Aspire to become the definitive community source for all things related to healthy aging
- Work towards accreditation from the National Institute of Senior Centers (NISC)

- **Corporate/Business Community**
  - Sponsor/support job training programs that provide new or updates skills for older adults seeking employment
  - Acknowledge the growing demands upon the workforce of caregiving responsibilities and create an internal culture and benefits programs responsive to the unique needs
  - Emphasize and champion a volunteer culture within the business to support older adult nonprofits and senior centers
- **Civic Groups/Churches**
  - The glue of thriving communities that possess the power to bring awareness of civic needs to a wider audience
  - Essential partners in building consensus and buy-in
  - Sources of potential additional programming and services to local senior centers
- **Philanthropy**
  - Opportunity for monumental change for a traditionally overlooked population that has been of little priority to institutional or large-scale giving
  - Opportunity to become a championing foundation for older adults
  - Essential piece to building sustainable advocacy and thought leadership
- **Older Adults**
  - Build a unifying message on healthy aging
  - Leaders of building a new vision of aging….one community at a time
  - Destroy the prevalent stereotypes and stigmas on aging
  - Elevate fellow older adults…empowering oneself as a means to empower others
- **Everybody**
  - Older adults are part of nearly everyone's lives. By building a community that embraces and supports older adults, everyone benefits.
  - Senior centers can become the local trusted resource for everything related to the older adult network, including for community members who may inquire on behalf of a loved one or neighbor
  - What we begin to build now will be there for tomorrow's older adult

SAN DIEGO SENIOR DEMOGRAPHICS AND KEY FACTORS – A REGIONAL VIEW



2034

the year when the U.S. will have more people over age 65 than under 18

Key Demographics

Within the older adult network, there are a few "go to" data points that have become integral parts of the broader messaging that advocates shout into the crowded public sphere.

"Every day in the U.S., 10,000 people celebrate their 65th birthday"[13]

"The fastest growing segment of the population is age 85 and over"[14]

"One day in 2034, a seminal day in U.S. history will arrive, there will be more people over the age of 65 than under the age of 18"[15]

If demography is indeed destiny then powerful changes to the societal fabric lie before us. San Diego County will be home to over 1,000,000 people over the age of 60 by 2050. Aside from the sheer numbers, there are variables such as longevity, financial challenges, lack of retirement savings, lack of affordable housing, decreasing numbers of potential caregivers, potential decreases to government funded safety nets, health care costs and exploding costs for long term care that will require innovative community-based solutions to at least mitigate the burdens of the rising demand.

The table on the next page illustrates the impending and unprecedented demographic shift in the San Diego region's older adult population. Information was obtained from SANDAG's forecast growth from 2020 through the year 2050 (30 years).[16]

While the overall population is projected to grow by an estimated 18% over the next 30 years, the following growth statistics related to older adults are noteworthy:

- **Adults 60+ ..... 44% increase**
- **Seniors 75-79 ..... 69% increase**
- **Seniors 80-84 ..... 118% increase**
- **Seniors 85+ ..... 157% increase**

Contrast these substantial increases in the population of older adults with the relatively low population growth rate of those who are typical caregivers to the aged:

- The average age of a caregiver is 49 years old
- 47% of caregivers are 18-49 years old
- 19% of caregivers are 65+ years old.[17]

[13] U.S. Census Bureau, 2020 Census Will Help Policymakers Prepare for the Incoming Wave of Aging Boomers, 2019

[14] Administration for Community Living, 2019 Profile of Older Americans, 2020

[15] U.S. Census Bureau, Demographic Turning Points for the United States: Population Projections for 2020 to 2060, 2020

[16] SANDAG, Series 13 Regional Growth Forecast, 2013

Table 1

	SANDAG Population Forecast for San Diego County - 2020-2050				
	2020	2035	2050	Change from 2020 to 2050	Percent Change
Under 5	249,664	249,946	264,303	14,639	6%
5 to 9	221,314	236,324	251,624	30,310	14%
10 to 14	202,154	229,037	239,297	37,143	18%
15 to 17	118,241	136,489	138,249	20,008	17%
18 to 19	91,073	103,488	102,604	11,531	13%
20 to 24	269,290	279,283	284,157	14,867	6%
25 to 29	274,363	262,591	279,781	5,418	2%
30 to 34	244,077	251,167	274,426	30,349	12%
35 to 39	238,694	258,045	259,230	20,536	9%
40 to 44	206,996	262,748	240,488	33,492	16%
45 to 49	199,633	234,945	232,777	33,144	17%
50 to 54	202,209	228,277	238,920	36,711	18%
55 to 59	211,617	197,422	245,188	33,571	16%
60 to 61	83,248	74,148	87,070	3,822	5%
62 to 64	117,516	111,734	129,246	11,730	10%
65 to 69	168,009	181,255	202,533	34,524	21%
70 to 74	132,000	178,430	165,815	33,815	26%
75 to 79	84,267	155,940	142,493	58,226	69%
80 to 84	55,437	113,994	120,970	65,533	118%
85 and over	65,911	108,435	169,588	103,677	157%
	3,435,713	3,853,698	4,068,759	633,046	18%
Growth of age cohort 60+	706,388	923,936	1,017,715	311,327	44%
Total Ages 75 and older	205,615	378,369	433,051	227,436	111%
Total Ages 80 and older	121,348	222,429	290,558	169,210	139%

The table on the next page utilizes community-specific data from the San Diego Association of Governments (SANDAG) to illustrate how the region's population will change over the course of the next 30 years. The County's 18 cities and the County Unincorporated area are reviewed, and population forecasts are presented with percentage of growth for the population 60 and over.

General review of above data

The 18 municipalities and the aggregation of all the unincorporated communities of San Diego County all face significant growth of the 60 and over population.

Five cities: Coronado, Carlsbad, Encinitas, Oceanside, and Poway will see the 60 and over cohort account for all or nearly all of their population growth.

Twelve cities/regions: Chula Vista, Del Mar, El Cajon, Imperial Beach, La Mesa, Lemon Grove, National City, San Diego, San Marcos, Santee, Solana



Nearly all of the population growth in Coronado, Carlsbad, Encinitas, Oceanside, and Poway between now and 2050 will be due to adults age 60 and older.

[17] National Alliance for Caregiving and AARP, Caregiving in the U.S., 2020

Beach, Unincorporated San Diego will see the 60 and over cohort account for over half or nearly half of their population growth.

Only two cities, Escondido, and Vista, will see a population growth of less than 40% of individuals over the age of 60.

The data in Table 1 allows additional inferences to be made on the demographic shift. No demographic cohort under the age 60 is forecasted to grow by more than 20%. The age cohorts of 60-74 show similar growth levels with the 65-69 and 70-74 becoming the first subsets to breach the 20% growth marker. It is the following three cohorts where the explosion of growth is fully evident. The three oldest age cohorts account for the largest percentage growths: 75-79 at 69%, 80-84 at 118% and 85 and older at 157%. In raw numbers, San Diego County will be home to an additional 227,000 older adults in 2050 than currently reside in the region.

Table 2

SANDAG Series 13 Regional Growth Forecast 2020-2050

	Population Net Growth		% Growth
Community	**2020-2050**	**Residents 60+**	**Residents 60+**
Carlsbad	6,068	8,615	**142%**
Chula Vista	58,413	35,188	**60%**
Coronado	585	1,060	**181%**
Del Mar	333	266	**80%**
El Cajon	12,704	5,633	**44%**
Encinitas	3,762	5,241	**139%**
Escondido	8,411	3,283	**39%**
Imperial Beach	4,185	2,776	**66%**
La Mesa	16,779	7,735	**46%**
Lemon Grove	4,019	2,439	**61%**
National City	22,779	10,499	**46%**
Oceanside	11,537	11,161	**97%**
Poway	3,123	2,885	**92%**
San Diego	324,669	144,986	**45%**
San Marcos	14,100	6,153	**44%**
Santee	6,816	4,661	**68%**
Solana Beach	1,494	1,275	**85%**
SD County Unincorp.	103,807	49,496	**48%**
Vista	29,462	7,975	**27%**

In the 2019 SDSCF Senior Center Assessment Report, it was found that the average age of attendees of the regions 25+ senior centers was 74 years old. The above numbers provide insight as to why the SDSCF vision of a vibrant infrastructure of supports is anchored by new, modern, and dynamic senior centers.

Raw population numbers alone do not provide for the impetus on which to promote and advocate for a substantial public/private investment. Why, if every one of these 227,000 older adults that will

gradually add to the population numbers possessed economic security, then calling for a campaign to strengthen and improve community-based services that come at little or no cost to the end user would not be the optimal solution.

If housing and transportation were accessible to all, why would there be a need to find solutions within the creation of a county-wide coalition?

If health care and long-term care were available to all, then what would be the urgency to create alternative means to which to address that which is resolved by those entities?

Population growth that has never been experienced by American society in a traditionally small segment of the population is certainly worth monitoring just on that fact alone. But in order to project what needs will arise, what situations lurk in the shadows that require further investigation or frankly simply guessing on scenarios that we just cannot foresee, takes additional layers to add on to the raw numbers. To accurately assess the growth in the older adult population, we need to view some environmental signs that may alter the strategies we undertake to account for the greying of the United States.

Financial

While the Baby Boomer generation taken as a whole possess an unprecedented degree of wealth, the distribution of that wealth mirrors the society-wide reality of wealth disparity.

Almost 50 million Americans over the age of 50 fall into a low to moderate income category. Of these, 83% struggle somewhat or completely with components of their financial lives from living check to check, having outstanding debt, and not being able to accumulate adequate savings.[18]

In 2019, half of Medicare beneficiaries lived on less than $29,650 a year. One in four lived on less than $17,000. One in four had savings less than $8,500.[19]

Nearly half of single Social Security recipients rely on the benefit for 90% or more of their income.[20]

39% of low to moderate income adults 50 and over report having debt that is unmanageable.[21]

From 1999 to 2019, total debt for individuals over the age of 70 increased 543%, the largest of any age group.[22]



45%

of single Social Security recipients rely on it for at least 90% of their income

The Elder Economic Security Standard™ Index (Elder Index), was developed by the Gerontology Institute at the University of Massachusetts Boston. The Elder Index is a measure of the income that older adults need to meet their basic needs and age in place with dignity. The Elder Index is specific to household size, location,

[18] Center for Financial Services Innovation, Redesigning the Financial Roadmap for the LMI 50+ Segment, 2019

[19] Kaiser Family Foundation, Medicare Beneficiaries' Financial Security Before the Coronavirus Pandemic, 2020

[20] Social Security Administration, Fact Sheet, 2020

[21] Center for Financial Services Innovation, Redesigning the Financial Roadmap for the LMI 50+ Segment, 2019

[22] CNBC, Debt Among Oldest Americans Skyrockets 543% in Two Decades, 2020

housing tenure, and health status. When viewed in comparison to the Federal Poverty Level (FPL), the official measurement of economic security utilized by the federal government, it portrays a very different illustration of need among the older adult population. The following presents the stark contrast between what is recognized as poverty by the government and what is needed to meet basic expenses according to the Elder Index. The disparity is presented through a breakdown along racial groups:

Under FPL (single older adults and couples):

- White: 7%
- Asian: 10 % - 16%
- Black: 19%
- Latino: 17%

Under Elder Index (singles older adults)

- White: 47%
- Asian: 59%
- Black: 64%
- Latino: 72%

Under Elder Index (older adult couples)

- White: 21%
- Asian: 36%
- Black: 34%
- Latino: 49%

In 2019, the distribution of savings among seniors is reflective of the growing divide of haves and have-nots in the U.S. The top five percent of seniors had savings of more than $1.4 million per person. However, even before the economy started to falter due to COVID-19, half of all seniors had savings of $83,850 or less, a quarter had less than $9,650, and about one in ten (12%) no had no savings at all.[23]

Now it is noted that the oldest baby boomer is 74 years old, so recent financial data includes previous generations of older adults as well. But there are more ominous signs for the younger generation of the current retirement cohort and those that follow that include the ramifications of 50 years of wage stagnation in the U.S., the disappearance of the employer defined pension system, explosive cost increases in housing, education and health care, a longer retirement period to budget for and the impact of not one, but two major economic cataclysms in a span of 12 years, the 2008 recession and the 2020 COVID-19 pandemic.

If individuals cannot provide for themselves, it is the social safety net and its degree of strength that can determine the environment and the quality of life enjoyed by the citizenry. There exist indicators that both current and past episodes in American society will impact the quality of life for community-dwelling older adults.

[23] Kaiser Family Foundation, Medicare Beneficiaries' Financial Security Before the Coronavirus Pandemic, 2020

Affordable housing

Only 8% of apartment inventory is available at rents of $1,500 or less in San Diego. As of November 2019, average rent in San Diego County was $1,852. In 2020, the average amount received by a Social Security recipient is $1,496.[24]

From 2006-2016, housing costs inflated by 24%. If this trajectory holds a similar course, by 2055, seniors will be paying over $3,000 a month for housing.[25]



A recent report published by the San Diego Housing Commission stated that nearly half of the city's 70,000 affordable housing units are at risk of being lost by 2040.[26] And this estimate does not include erosion of single room occupancy hotel units and mobile home parks, two under-the-radar types of housing that provide low-cost options for older adults.

While there are plans for both city and county to hit benchmarks in terms of affordable units per year over the next two decades, net gains will hardly put a dent into the affordable housing crisis that envelops all of San Diego and particularly impacts older adults living on fixed incomes.

Creating a County-wide initiative for the development of modern, dynamic senior centers to be community anchors for healthy aging will mean little if older adults cannot afford to live near them.

Social payer systems

According to the most recent report issued by the trustees of the Social Security and Medicare Trust Funds (it did not account for the impact of COVID-19) both programs face long-term financing shortfalls now and through the middle of the 2030's due to the aging population.

The fund that pays retirement and survivor's benefits will be solvent until 2034. Upon that date, only 76% of scheduled benefits will be able to be paid.[27]

The fund that pays for Medicare Part A inpatient expenses will retain solvency through 2026 at which point only 90% of total scheduled benefits can be expected to be paid.[28]

Medicaid, (Medi-Cal in California), is a federal/state health insurance program that provides medical benefits to low income, disabled and older adults. In addition to health care, Medi-Cal provides significant supports to older adults through In-Home Support Services, Assisted Living Waivers, community-based adult services (CBAS), multi-purpose senior service programs (MSSP), and the Program for All Inclusive Care for the Elderly (PACE). It has only been a few years since the damage of

[24] RENTCafé, San Diego, CA Rental Market Trends, 2020

[25] Live Well San Diego, San Diego County Senior Cost of Living (Ages 65 and Over) By Subregional Area, 2018

[26] San Diego Union-Tribune, Half of San Diego's 70K 'Affordable' Rental Units Could Be Gone by 2040, Report Says, 2020

[27] Social Security Administration, Annual Social Security and Medicare Trust Fund Report, 2020

[28] 2020 Annual Report of the Boards of Trustees of the Federal Hospital Insurance and Federal Supplementary Medical Insurance Trust Funds

the 2008 recession was mitigated and allowed for these programs to be able to expand to serve the growing needs.

Now in the light of the COVID-19 and the impending damage awaiting the state's budgets, many of these critical support services are in line for significant cuts, at a time when society is just beginning to feel the impact of an aging society.

Long term care costs

With population gains being most pronounced in the oldest aging cohorts, caregiving and institutionalized care will present enormous challenges that will reverberate across all sectors of society. There is projected to be over 433,000 people over the age of 75 in San Diego County in 2050.[29] It is likely that a good majority of these individuals will require some period of institutionalized care.

The County of San Diego Health and Human Services Live Well San Diego issued a report on current long-term care costs and what is to come.

In 2017, the average annual cost for in-home homemaker and home health aide services for one senior was $54,000.[30] The costs were approximately the same for an older adult residing in an assisted living facility. Requirements for institutionalized nursing home care is where costs really begin to escalate.

In 2017, a semi-private room in a nursing home was just over $100,000 annually. For a private room, it was $136,000.

By 2035, the annual costs of a semi-private room and a private room are forecasted to be $174,000 and $233,000, respectively.

The growth in these costs are staggering and when factoring in previously mentioned variables of longevity, limited savings, and even greater costs for care associated with ADRD (Alzheimer's Disease and related dementias), this type of care will seemingly be unsustainable or unattainable for a large majority of the senior population.

One way to pay for such care would be the purchasing of long-term care insurance. But the report indicates that few San Diegans have the means or the desire to procure such protection. The 2017 data shows that less than 5% of adults in San Diego have purchased appropriate insurance.

While long-term care will be inevitable for some older adults, there are ways for it to be delayed or in some cases even averted for some through a combination of factors. As society seeks alternative solutions to nursing home placement, the benefits of senior center programming, events, activities, and the emphasis on a holistic approach to overall wellness holds significant promise as a viable investment in prevention.

[29] SANDAG, Series 13 Regional Growth Forecast, 2013

[30] Live Well San Diego, San Diego County Senior Cost of Living (Ages 65 and Over) By Subregional Area, 2018

SENIOR CENTER MODELS

Proposed Senior Center Configurations – Small, Moderate, and Large

Research of senior centers throughout the United States revealed three primary types of successful senior center models:

- A **smaller-sized**, yet modern and well-equipped, senior center based in a community with a relatively low population density of seniors
- A **moderate-sized** senior center for communities with a higher population of seniors, often including a small fitness center with exercise equipment and open space for floor exercises
- A **larger-sized** multi-generational center with a dedicated space for seniors, and access to a fully equipped fitness center, gymnasium, and community aquatics center

The following chart outlines possible configurations for each of these three models, acknowledging that each community would offer a customized facility solution based on their unique needs, local senior demographics, and funding capacity. The components of the following chart are offered for perspective and to stimulate the reader's vision of what a modern senior center layout might look like.

One of these three models will be proposed as an option for each San Diego City/County location where a new senior center is recommended, along with supporting observations and conclusions.

San Diego Seniors Community Foundation Senior Center Models Estimates in Square Footage			
	Senior Center Models		
	Small	Moderate	Large *
Senior Center Components			
Main Facility			
Entrance and reception lobby area with seating	350	600	1,000
Main office	400	600	1,000
Small office/meeting rooms (ranging from 125-250 sq ft each)	250	600	1,200
Multi-purpose room with partitions (dual rental usage)	2,500	3,600	4,800
Dining room	800	1,500	2,500
Classrooms (500 sq ft each)	500	1,000	2,500
Game room (pool tables/ping pong, etc)	750	1,000	1,500
Commercial kitchen	750	1,000	1,500
Storage space	200	600	1,000
Restrooms	500	1,000	1,500
Contingency for Structural Common Areas	1,000	2,000	4,000
(Hallways, outdoor seating/rec area, landscaping, bldg peripherals)			
Computer Lab		500	500
Senior Lounge		750	1,000
In-house library or reading room		750	1,500
Courtyard gathering/socialization/quad space (dual rental usage)	1,000	1,500	2,500
Sub-Total - Senior Center Facility	**9,000**	**17,000**	**28,000**
Optional Facilities			
Fitness Room (exercise equipment, weights, etc.)		1,500	5,000
Exercise Room (floor exercise, zumba, aerobics, etc)		1,000	2,000
Gymnasium (basketball, pickleball, etc.)			
Half-Court		3,500	
Full-Court (optional viewing stands)			7,500
In-house theater (education, entertainment, rental income options)		1,500	3,000
Sub-Total - Optional Facilities	**0**	**7,500**	**17,500**
Other Optional Outdoor Areas			
Community Garden	1,000	2,000	5,000
Sub-Total - Outdoor Areas	**1,000**	**2,000**	**5,000**
Optional Social Enterprise (potential income sources)			
In-house gift/thrift shop		500	500
Business enterprise (café, salon, catering business, etc.)		1,000	2,000
Sub-Total - Optional Social Enterprise	**0**	**1,500**	**2,500**
Total Estimated Square Footage	**10,000**	**28,000**	**53,000**
Parking Provision			
Number of parking places	30	60	100
Parking lot (1 space per 300 square feet)	**9,000**	**18,000**	**30,000**
	Potential Size (range)		
Optional Aquatics Center	*Square Footage*		
Aquatics Center Pool, Deck, and Locker Rooms	*From*	*To*	
Outdoor pool with deck and covering	8,000	10,000	
Locker rooms/restrooms, storage, mechanical	1,500	2,500	
	9,500	**12,500**	

* Potentially a multi-generational facility including exercise and recreational options, with seniors-only areas

Senior Centers of Excellence – A Study by the National Institute of Senior Centers

In August 2017, SDSCF researched an evolving national trend toward senior centers of excellence, and produced a report titled *SDSCF Report on Senior Centers* which reviewed emerging innovation and entrepreneurial trends in senior centers nationwide. The report captured key information on modernization and "best practices" in cutting-edge senior centers from a previous report published by the National Institute of Senior Centers (NISC). In 2009, a taskforce of NISC completed an ambitious project to identify examples of new models in the senior center field, envision senior centers of the future, position NISC as the leader in defining the 21st century senior center and disseminate what they learned. The result was a 55-page report titled "*New Models of Senior Centers.*"

Eight models of emerging senior centers were highlighted by the nationwide study:

- Centers of Excellence
- Community Center
- Wellness Center
- Lifelong Learning/Arts
- Continuum of Care/Transitions
- The Next Chapter
- Entrepreneurial Model
- Café Model

The NISC study also identified additional innovation in Projects and Programs, summarized in their report in the following categories:

- Facility Design
- Multi-generational Programming
- Civic Engagement and Volunteering
- Utilization and Incorporation of New Technology
- Attracting the Baby Boomers
- Innovative Marketing
- Innovative Fund Development
- Collaborations and Partnerships
- Innovative Programs
- Pursuing Recognition of Excellence

Local senior centers serve a critical role in addressing the complex needs of their clientele and tailor programs and services to meet those needs. Yet, lack of adequate funding, staffing and equipment limits their capacity to incorporate new initiatives. In recognition of the burden facing managers to simply maintain their day-to-day operations, SDSCF has identified promising initiatives that have been introduced in senior centers across the country. The following examples represent innovative efforts to address the changing needs of an increasingly diverse, burgeoning older adult population. Several local senior centers are already providing some of these programmatic options:

Intergenerational

- Sporting events
- Walking groups
- Community garden projects
- Community service projects for high school/college students
- "Adopt a class"
- Photographic scrapbook project
- ABCs of finance

Wellness/Socialization

- Talent show competition among local senior centers
- Hands-on healthy cooking
- Cooking for chronic disease management
- Fitbit wellness training
- Fitness room with enhanced accessibility and physical therapy
- Ethical wills
- Virtual lecture series/museum tours
- Grad student lecture series
- Brain fitness
- Virtual game room
- Evening programs

Social enterprise

- Job training with emphasis on technology skills
- Catering service
- Thrift store
- Hair salon
- Day care
- Arts and crafts
- Community health workers
- Financial education
- Respite caregiving

Common practices and philosophies exist that help establish increasing levels of excellence in senior center management. Whatever challenges may be unique to each senior center location, common themes in their work and approach emerge that result in a culture of excellence. Some of these strategies are already being incorporated in San Diego senior centers, while others remain as promising pathways that can increase the demand for senior center services. Here is an overview of practices that can lead to higher standards of excellence and performance:

Strong community networking practices

- Commitment to consistent outreach practices to reach targeted populations so that the senior center is truly representative of the community it serves
- Professional marketing materials and utilization of social media
- Establishment of relationships and continued cultivation of those relationships with municipal/county governance
- Identification of potential community partners and development of recruitment practices that can create collaborations to enhance center programming
- Creation of the senior center as a community hub for all things related to the older-adult environment
- Recruitment of the local business community to become supporters of the center through sponsorship programs and special events
- Recognition and cultivation of relationships with local universities or community colleges and the benefits of in-kind support and/or research that these institutions can provide
- Creation of a collaborative environment for companion senior centers in their regions

Modern facilities and amenities

- New construction of multipurpose centers or significant modernization of existing structures
- State of the art energy efficiency, safety and security features and ventilation systems required
- Maximize the availability of outdoor spaces for programs, classes, and group events where applicable
- Fitness centers complemented with a gymnasium, outdoor exercise space and aquatics
- Rental space in multipurpose rooms for use by the general community with some of the revenue going toward senior center operations
- Newer facilities with office and meeting spaces for rental to community businesses or as means to provide for social enterprises for their senior clientele
- Commitment to modernization viewed as an investment in their communities
- Space dedicated and equipped to enhance participation in the creative arts
- Newer centers constructed with an emphasis on the specific needs of the residents in their areas

Responsive and adaptive programming

- Consistent evaluation practices to gauge program efficacy. If something is not well received by clientele, program or activity is scuttled to allow for a new idea
- Consistent evaluation of programs and services for cost effectiveness
- Experimentation with senior center hours to respond to the needs of older adults, specifically those of the Baby Boomer cohort who continue to be part of the workforce
- Willingness to continue to expand center programming to broaden the appeal to the many cultures and ethnicities that comprise the rich diversity of San Diego County
- Recognizing the language barriers that exist within communities and providing engagement opportunities and support mechanisms for older adults that respond to this issue
- Complementing congregate meal service program with additional food security measures, such as partnerships with local food banks, pantries, and farmer's markets
- Recognize the importance of transportation services and create various partnerships to maximize options for their clientele
- Develop partnerships with local businesses in conjunction with upgraded worker training programs to increase opportunity for seniors to gain employment
- Utilize technology to bring senior-related programming to isolated homebound seniors
- Develop intergenerational programming to connect their communities

Operational standards

- Development of engaged and involved advisory boards
- Consistent evaluation and adaptation of strategic planning initiatives

- Management and line staff expected to create annual action plans to strengthen competencies and improve the client experience at center
- Conduct biannual community needs assessments to stay current with changing preferences and stakeholder and community member feedback
- Consistent internal focus groups with clientele in a continuous quality improvement approach
- Create a culture of "senior ownership" of the center through peer-driven programming and client involvement on what they want their center to be
- Center directors adapt the "steward" leadership approach to integrate organizational and clientele needs with a focus on impacting the wider society.
- Willingness to take risks and incorporate innovative practices into the centers
- Thorough and comprehensive manuals for volunteer programs that extols the virtues of the giving of one's time to achieve communal gains. Points of emphasis include recruitment, training, support, and recognition protocols.
- Create a welcoming environment in the center, with special sensitivity for members of minority communities or for individuals coming to a center for the first time. A "new member" protocol provides orientation and a supporting hand to ensure that a senior's first experience at a center is a pleasant one

Financial practices

- Create diversified sources of funding
- Aggressive pursuit of grant opportunities and other periodic revenue sources
- Create membership models but recognize the financial limitations of the populations served
- Develop advocacy efforts to petition local government for a tax levy to help fund operations

RECOMMENDATIONS BY LOCATION

Introduction

In 2019, the San Diego Seniors Community Foundation ("SDSCF") conducted an assessment of senior centers throughout the San Diego region, focusing on the condition and needs of each facility, staffing and operational levels and constraints, transportation logistics, oversight authority, sources of funding and the role of philanthropy, programming, partnerships and innovation. A full report on the assessment was published in the summer of 2019.

Based upon the response to this report from senior center leadership and community input, SDSCF team members and community partners agreed that a comprehensive Master Plan for San Diego Senior Centers was needed to build interest and momentum for a regional initiative to create a robust network of modern well-staffed and well-funded community-based senior centers serving the entire San Diego region.

To achieve this objective, additional research on local senior centers and relevant community factors was conducted, to include:

- Demographic analysis
- Identification of local supports and services for seniors
- Current issues facing senior center leadership
- Technology challenges, virtual capacity, and potential for remote services to the elderly
- San Diego communities with a high population density of seniors but without a senior center
- Existing senior centers sites with insufficient capacity to meet the needs of older adults in their communities
- Optimal senior center models and configurations that would best serve each region
- Cost factors for renovation, refurbishment, new construction, and equipment

In-person and virtual meetings were held with senior center directors to further inform the process, resulting in valuable insights, perspective, and information.

A full analysis for each city and/or community is presented in ***Appendix "1***" of this report.

The following summaries are designed to provide a concise overview of the factors and resulting conclusions that lead to recommendations for each location. The authors emphasize that the recommendations presented are *options* for each community's officials and key stakeholders to consider, with a view to ultimately realizing a network of sophisticated and effective senior centers throughout the San Diego region. Local variables and realities will certainly result in the need for flexibility and adaptiveness to determine the best solution for each unique community.

Where construction of new senior centers is proposed the authors have included a new gym/fitness center and aquatics center in the estimated budget. While these amenities are optional, they are also optimal to best serve the health needs of older adults as well as to create opportunities for income to the senior center if these facilities are opened to the public for a fee.

The methodology for estimated costs is described in a later section of this report. It is worth noting here that the cost of land is not included in cost estimations provided in the following sections. Please see the "Methodology for Estimated Costs" section of this report for further details.

Concise Summaries of Recommendations by Location

Alpine

Forecasts indicate that from 2020 to 2050 the population of Alpine senior residents age 65+ will increase by 79%, with seniors 80-84 increasing by 161% and seniors 85+ by 260%. Additionally, it is estimated that almost one in four Alpine seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The current Alpine Community Center is an 8,000 square foot multi-purpose facility built in 1999. It is part of a civic complex that includes the library, playground, and park. The center offers a broad menu of services to the entire community; services dedicated to the older adult community are only a small portion of the overall offerings. Alpine has no affordable housing, poor public transportation, and minimal medical and caregiving services.

Recommendation: The growth forecast of the Alpine area suggests an addition of 3,000 people age 60 and over by 2050. Given that the community is under resourced and senior services represent only a small fraction of programs delivered at the community center, it is suggested that a new, small senior center be considered by the community leadership to create a cultural and community hub for older adults in Alpine.

New Construction – Estimated Costs

- Senior Center 6,000-9,000 sq ft, with FF&E and commercial kitchen.....$2,090,000
- Gym/Fitness Center and Aquatics Center..... 2,150,000

Total Estimated Cost..... $4,240,000

Borrego Springs

Forecasts indicate that from 2020 to 2050, the population of Borrego Spring's senior residents age 65+ will increase by 46%, with seniors 85+ increasing by 218%. Additionally, it is estimated that almost one-third of Borrego Springs seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

In 2019, the Borrego Valley Endowment Fund ("BVEF") commissioned the San Diego Seniors Community Foundation ("SDSCF") to conduct a needs assessment for the older adult population of Borrego Springs.

Business Plan: Based on the assessment results, BVEF subsequently retained SDSCF to prepare a full business plan for a new modern Borrego Springs Senior Center that will serve the expanding population of both permanent senior residents and seasonal visitors. The business plan indicated the following estimated costs for a new senior center, complete with a commercial kitchen, and adjacent fitness and aquatics centers.

New Construction – Estimated Costs

- Senior Center 6,000-9,000 sq ft, with FF&E and commercial kitchen.....$1,950,000
- Gym/Fitness Center and Aquatics Center..... 2,150,000

Total Estimated Cost $4,100,000

Carlsbad

Forecasts indicate that from 2020 to 2050 the population of Carlsbad senior residents age 65+ will increase by 44%, with seniors 80-84 doubling (103%) and seniors 85+ increasing by 172%. Contrast that with an average 7% *decline* in the population of ages 18-39 (ages 18-24 will *decline* 17%). Additionally, it is estimated that almost one in four Carlsbad seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

Carlsbad is a community with a large geographical footprint and a current population of over 30,000 older adults 60+, and yet this area is served by only one senior center.

The Carlsbad Senior Center – Current Site

The Carlsbad Senior Center, located near the town center of Carlsbad, is well-supported by the community. The facility is large with multiple rooms that can accommodate large-scale programmatic offerings. The building is 30 years old, maintains pleasing aesthetics with plenty of natural light, and is aging well. Consistent upgrades keep the structure viable and modern.

Conclusion: No action or accompanying budget is suggested for the current Carlsbad Senior Center.

Carlsbad Southeast– Proposed New Site

The Carlsbad community will have an estimated population of almost 40,000 residents over the age of 60 by 2050, and as such will outgrow its current location. The growth in Carlsbad's older adult population is a primary driver in suggesting an additional site be developed in an underserved area of Carlsbad to serve this expanding demographic.

Recommended Solution: The proposed solution for a second senior center site in the southeast area of Carlsbad contemplates construction of a new moderate-sized dedicated senior center, with new furnishings and equipment, a commercial kitchen, in-house theater and gym/fitness and aquatics centers.

New Construction – Estimated Costs

- Senior Center 17,000-22,000 sq ft, with FF&E and commercial kitchen.....$4,580,000
- Gym/Fitness Center and Aquatics Center..... 2,150,000

Total Estimated Cost $6,730,000

Chula Vista

Forecasts indicate that from 2020 to 2050 the population of Chula Vista senior residents age 65+ will almost double (91%), with seniors 80-84 increasing by 163% and seniors 85+ by 171%. Contrast that with an average 3% *decline* in the population of ages 18-39 (ages 18-24 will *decline* 9%). Additionally, it is estimated that almost one in four Chula Vista seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

By 2050, Hispanics will comprise approximately 80% of the Chula Vista population. A local senior center must consider an environment and programs that are ethnically relevant, appropriate, and desired.

The Chula Vista Norman Park Senior Center is located near the older city center. In 2021, the Norman Park Senior Center completed a major renovation project with an approximate budget of $1 million. A complete overhaul of the interior of the building has brought the structure, constructed in 1963, into a brighter and more modern design.

Conclusion: With such a level of investment into the existing structure, it will be several years before any additional refurbishment will likely be needed. Despite the age of the building, it appears that the leadership of Chula Vista is satisfied with this location to continue to service the town's older adults.

Clairemont, Kearny Mesa, Linda Vista

The *Kearny Mesa sub-regional area* includes the communities of Clairemont, Kearny Mesa and Linda Vista.

Forecasts indicate that from 2020 to 2050 the population of senior residents age 65+ in these communities will increase by 67%, with seniors 80-84 increasing by 124% and seniors 85+ by 166%. Over 25% of seniors in these communities live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The SANDAG population forecast for these communities suggest a population of over 40,000 people age 60 and over by the year 2050.

Clairemont/Kearny Mesa – Current Site

Author's Note: The Cathy Hopper Friendship Center in Clairemont closed as of July of 2021. The following information on the previous facility is still included in the report to serve as a reference for a possible future senior center in Clairemont.

The Cathy Hopper Clairemont Friendship Center, located in the North Clairemont area, is currently the only center exclusively serving the older adult population in this community. The building is owned by the City of San Diego. Lutheran Social Services of Southern California, the organization that manages the facility, has been granted a special use permit to operate the center. The building is obsolete with an institutional feel and any attempts to refurbish the building will likely face significant regulatory requirements that will make the process difficult.

Recommended Solution: The proposed solution for the Clairemont/Kearny Mesa area is construction of a new moderate-sized dedicated senior center, with a commercial kitchen, in-house theater, and new furnishings and equipment.

New Construction – Estimated Costs – TBD based on future construction costs

Linda Vista – Current Site

The Bayside Community Center serves the entire community of Linda Vista. The Center offers some senior programming as part of a large-scale community organization, but the older adult population represents only a portion of those served.

Conclusion: As a comprehensive social service agency, this Linda Vista center does not fit within the SDSCF model of a dedicated senior center. While its importance is unquestioned in fulfilling the needs of the community members, for the purpose of this document, this center will not be considered in the refurbishment timeline.

Coronado

Forecasts indicate that from 2020 to 2050 the population of Coronado senior residents age 65+ will increase by 27%, with seniors 80-84 increasing by 68% and seniors 85+ will double (116%). Contrast that with an average 3% *decline* in the population of ages 18-39 (ages 18-24 will *decline* 5%). Additionally, it is estimated that about 30% of Coronado seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The Coronado John D. Spreckels Senior Center is a bright, modern 9,000 square foot facility that opened in 2017. It is strategically located on a main Coronado artery adjacent to a library and across the street from a large park. The facility is sufficient to serve the older adults of Coronado over the next few decades.

Conclusion: No action or accompanying budget is suggested for the Coronado Senior Center at this time.

Del Mar

Forecasts indicate that from 2020 to 2050 the population of Del Mar senior residents age 65+ will increase by 23%, with seniors 80-84 increasing by 75% and seniors 85+ by 141%.

The Del Mar Community Connections organization supports the Del Mar senior population. As a decentralized entity, Del Mar Community Connections does an admirable job in supporting older adults of the community. Given the small current and projected senior population of the town, even a small senior center may not be feasible. If the town leadership deliberates on the need to provide a permanent home for the DMCC, a partnership with the neighboring community of Solana Beach would provide an important additional population base to make the construction of a new center practical.

Conclusion: No action or accompanying budget for the existing Del Mar Community Connections center is suggested at this time. Please see the Solana Beach section for a recommended solution that would also serve residents of Del Mar.

El Cajon

Forecasts indicate that from 2020 to 2050 the population of El Cajon senior residents age 65+ will increase by 38%, with seniors 80-84 almost doubling (93%) and seniors 85+ increasing by 128%. Additionally, it is estimated that one in four El Cajon seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

There is no existing senior center in the City of El Cajon. Some services and activities for seniors are managed by the El Cajon City Parks and Recreation department at decentralized locations and by the Salvation Army. By 2050, according to SANDAG population forecast, the city will be home to over 26,000 residents over the age of 60. A city with this population size is an excellent candidate for the development of a new senior center.

Recommended Solution: The proposed solution for El Cajon is construction of a new large 28,000 – 35,000 square foot dedicated senior center that incorporates as many elements of a 21st century senior center as feasible, with new furnishings and equipment, a commercial kitchen, in-house theater and gym/fitness and aquatics centers.

New Construction – Estimated Costs

- Senior Center 18,000-35,000 sq ft, with FF&E and commercial kitchen.....$7,637,500
- Gym/Fitness Center and Aquatics Center..... 2,150,000

Total Estimated Cost..... $9,787,500

Encinitas

Forecasts indicate that from 2020 to 2050 the population of Encinitas senior residents age 65+ will increase by 48%, with seniors 80-84 almost doubling (94%) and seniors 85+ increasing by 161%. Contrast that with an average 6% *decline* in the population of ages 18-39 (ages 18-24 will *decline* 16%). Additionally, it is estimated that one in four Encinitas seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The Encinitas Senior Center is located near a primary Encinitas artery and is part of a large municipal complex that includes a school, park, and other recreational space. The senior center is part of the larger Community Center that welcomes all ages, with its own dedicated entrance for seniors while still having the ability to access the amenities of the entire complex. The facility is relatively new with a bright, modern design. The physical plant is in excellent shape.

Conclusion: The Encinitas Senior Center is suitable to serve both current and future older adults of Encinitas in its current state. No action or accompanying budget is suggested for the Encinitas Senior Center at this time.

Escondido

Forecasts indicate that from 2020 to 2050 the population of Escondido senior residents age 65+ will increase by 20%, with seniors 80-84 increasing by 54% and seniors 85+ by 76%. Contrast that with an average 1% *decline* in the population of ages 18-39. Additionally, it is estimated that one in four Escondido seniors live alone, suggesting the potential for a significant number of socially isolated

older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The current Escondido Senior Center is comprised of 3 buildings, all older and outdated, with buildings dating back to 1908, 1958, 1994, and having been built and/or renovated progressively over time. The location of the center is in the central district and the town has an adequate infrastructure of supports for older adults. Refurbishment is an option for this campus, but with the age of all 3 structures, the merits of such an undertaking are questionable.

SANDAG population forecasts suggest that Escondido will be home to over 32,000 residents over the age of 60 by the year 2050, and given the large geographical footprint of the city, it is suggested that two moderate-sized senior centers be considered for the city's planning needs.

Recommended Solution: It is recommended that community leaders consider two moderate-sized senior centers to be developed in locations that are more convenient for Escondido's 60 and over population clusters. The new facilities would incorporate as many elements of a 21st century senior center as feasible, with new furnishings and equipment, a commercial kitchen, in-house theater and gym/fitness and aquatics centers.

New Construction – Estimated Costs

- Senior Center 18,000-35,000 sq ft, with FF&E and commercial kitchen.....$7,637,500
- Gym/Fitness Center and Aquatics Center..... 2,150,000

Total Estimated Cost..... $9,787,500

Fallbrook

Forecasts indicate that from 2020 to 2050 the population of Fallbrook senior residents age 65+ will increase by 39%, with seniors 80-84 doubling (98%) and seniors 85+ increasing by 149%.

The Fallbrook Senior Center is located on a main artery near the city center of Fallbrook. The site is part of a larger public area consisting of parks and recreational space and an all-ages community center. There is no public transportation servicing the center. The senior center building is older but has a sense of intimacy and charm that may be preferred by the members of the community. The presence of the Foundation for Senior Care is an asset to the community and a great source of additional support for the senior center. The infrastructure of senior supports (health care, social service agencies, transportation) in Fallbrook is below average in relation to other towns in San Diego County.

Recommended Solution: Community leaders of Fallbrook may wish to consider construction of a new small to moderate senior center in a location nearby (or next to) the current center's location. The increase in total size would provide space for additional classrooms and a multi-purpose space as well as a computer lab and a fitness center. Space can be provided for the continuation of thrift store operations and perhaps space to bring in-house the Foundation for Senior Care.

New Construction – Estimated Costs

- Senior Center 6,000-9,000 sq ft, with FF&E and commercial kitchen.....$2,090,000
- Gym/Fitness Center and Aquatics Center..... 2,150,000

Total Estimated Cost..... $4,240,000

Imperial Beach

Forecasts indicate that from 2020 to 2050 the population of Imperial Beach senior residents age 65+ will increase by 68%, with seniors 80-84 increasing by 128% and seniors 85+ by 147%. Contrast that with an average 1% *decline* in the population of ages 18-39. Additionally, it is estimated that almost one in four Imperial Beach seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The Imperial Beach Senior Center was constructed in 1968. It is part of a municipal complex that is relatively close to public transportation. There is street parking available but given the center's proximity to other agencies and services, there may be times of high demand for the limited spaces. There is little external space that would allow for expansion of the current physical plant footprint. Equipment is extremely limited, and the IBSC has a very limited menu of services and minimal hours of operation.

The city currently has below average supports for older adults and with the projected increase in the 60 and over population to over 8,200 by 2050, a new senior center will be needed to address the emerging challenges.

Recommended Solution: It is recommended that community and city leaders consider construction of a small senior center for Imperial Beach.

New Construction – Estimated Costs

- Senior Center 6,000-9,000 sq ft, with FF&E and commercial kitchen.....$2,090,000
- Gym/Fitness Center and Aquatics Center..... 2,150,000

Total Estimated Cost..... $4,240,000

Jamul

Forecasts indicate that from 2020 to 2050 the population of Jamul senior residents age 65+ will increase by 55%, with seniors 80-84 increasing by 124% and seniors 85+ by 231%.

While the growth rate of the senior population in Jamul is substantial, forecasts indicate a relatively low population count of older adults, even to the year 2050. New construction of a senior center even of the smallest model would likely face significant financial challenges and issues around usage and participants.

Conclusion: No action or accompanying budget is suggested for the Jamul area at this time

La Jolla, Pacific Beach, Mission Beach

La Jolla, Pacific Beach, and Mission Beach comprise the *Coastal North Central* sub-regional area. Forecasts indicate that from 2020 to 2050 the population of these community's senior residents age 65+ will increase by 47%, with seniors 80-84 increasing by 87% and seniors 85+ by 146%.

Analysis and optional recommendations were considered separately for La Jolla vs. the Pacific Beach/Mission Beach areas.

La Jolla Senior Center – Current Site

With recent refurbishments, the La Jolla Senior Center is in excellent shape and provides a pleasant atmosphere for the clientele. The 7,200 square foot facility has a limited footprint for any potential expansion needs. Any thought of new construction would have to account for the cultural aspects of the community as well as the price of real estate.

Conclusion: No action or accompanying budget is suggested for the La Jolla Senior Center at this time.

Pacific Beach / Mission Beach – Proposed New Site

The infrastructure for older adults in the Pacific Beach and Mission Beach communities is poor and is further compromised by lack of a senior center in the community. By 2050, SANDAG population forecast suggests the two communities will have over 9,000 residents over the age of 60.

Recommended Solution: The proposed solution for the Pacific Beach / Mission Beach area is construction of a new moderate-sized dedicated senior center, with a commercial kitchen, in-house theater, and new furnishings and equipment.

New Construction – Estimated Costs

- Senior Center 17,000-22,000 sq ft, with FF&E and commercial kitchen.....$4,580,000
- Gym/Fitness Center and Aquatics Center..... 2,150,000

Total Estimated Cost $6,730,000

La Mesa

Forecasts indicate that from 2020 to 2050 the population of La Mesa senior residents age 65+ will increase by 69%, with seniors 80-84 doubling (116%) and seniors 85+ increasing by 174%. Additionally, it is estimated that almost one in four La Mesa seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The La Mesa Adult Enrichment Center was constructed in 1965 and is managed by the La Mesa City Parks and Recreation department. Interior aesthetics are dated and the facilities are generally uninviting with the feel of a basic governmental building. This ambience is supported by staff's comments that the LMAEC has a stigma within the community as a place for older people, "not hip or appealing to the Baby Boomer generation". Deferred maintenance needs include large-scale projects such as window replacement, roofing, and HVAC system. Substantial upgrades to campus facilities is required to bring them up to a modern and appealing environment that will attract today's older adult population.

Recommended Solution: It is recommended that city leaders consider renovation and expansion of the existing senior center to achieve a modern motif and amenities that appeal to today's older adult generation and taking care of all deferred maintenance needs. This proposal would consider expanding the existing facility from roughly 6,000 square feet to 9,000 square feet, adding more rooms for education and meetings, a game room, and other amenities, or a social enterprise such as a salon. The option to expand would depend on the availability of space within the existing

campus and an architect's ability to configure a modified facility with additional square footage within that footprint.

Renovation and Expansion – Estimated Costs

- Refurbishment and expansion of current senior center facility and equipment....$1,125,000
- Gym/Fitness Center and Aquatics Center..... 675,000

Total Estimated Cost..... $1,800,000

Lakeside

Forecasts indicate that from 2020 to 2050 the population of Lakeside senior residents age 65+ will increase by 71%, with seniors 80-84 increasing by 146% and seniors 85+ by 238%. Additionally, it is estimated that almost one in five Lakeside seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

There is no senior center in Lakeside, and the local infrastructure of senior supports is limited. SANDAG forecasts a large increase in the population of adults 60 and over by 2050. The Lakeside sub-regional area stats indicate the region will be home to about 22,000 people over the age of 60.

With such a large demographic taking shape, the region would benefit from the construction of a large senior center serving both Lakeside and Santee.

Recommended Solution: See narrative in Santee section outlining a new shared senior center facility.

Lemon Grove

Forecasts indicate that from 2020 to 2050 the population of Lemon Grove senior residents age 65+ will increase by 60%, with seniors 75-79 doubling (100%), seniors 80-84 increasing by 166% and seniors 85+ by 119%. Additionally, it is estimated that almost one in four Lemon Grove seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The Lemon Grove Senior Center is located on municipal property and consists of three buildings, two of which are used for the services provided to Lemon Grove seniors. The structures are over 40 years old and are located in a residential area of Lemon Grove. The center is an under-utilized, under resourced senior center in a poor location in terms of accessibility by its target population. The buildings are outdated, and the interior is dull, furnishings and fixtures need upgrade, and the physical plant requires modernization. The buildings are owned by the City of Lemon Grove and the merit of undertaking a major refurbishment of city-owned buildings in a poor location is questionable.

The SANDAG population forecast for Lemon Grove and the Spring Valley areas (combined) indicate that over 30,000 people over the age of 60 will reside in this general area by 2050.

Recommended Solution: The suggestion for this area is the construction of a new moderate-sized dedicated senior center, with a commercial kitchen, in-house theater, and new furnishings and equipment. The proposed senior center site would be situated to serve both the Lemon Grove community and the nearby community of Spring Valley as well.

New Construction – Estimated Costs

- Senior Center 17,000-22,000 sq ft, with FF&E and commercial kitchen.....$4,580,000
- Gym/Fitness Center and Aquatics Center..... 2,150,000

Total Estimated Cost..... $6,730,000

Mira Mesa and Scripps Ranch

The Mira Mesa area is technically a part of the *Del Mar sub-regional area*, and Scripps Ranch area is a part of the *Poway sub-regional area*. Accordingly, the authors did not find extensive demographic statistics unique to these communities. However, given their proximity to nearby Poway where demographic stats are available, it is probable that by the year 2050 this region's population of seniors 80-84 will more than double, and the population of seniors 85 and over will almost triple.

The Mira Mesa Scripps Ranch region has a below average level of infrastructure for older adults for such a densely populated area, specifically, no affordable housing and below average public transportation options. The Mira Mesa Senior Center is located on the grounds of a large municipal park complex owned by the City of San Diego and, as such, there are significant hurdles in completing major renovation work on the structure.

Recommended Solution: Given the potential population growth for the area, the suggestion is for construction of a new moderate-sized dedicated senior center, with a commercial kitchen, in-house theater, and new furnishings and equipment.

New Construction – Estimated Costs

- Senior Center 17,000-22,000 sq ft, with FF&E and commercial kitchen.....$4,580,000
- Gym/Fitness Center and Aquatics Center..... 2,150,000

Total Estimated Cost..... $6,730,000

National City

Forecasts indicate that from 2020 to 2050 the population of National City senior residents age 65+ will increase by 118%, with seniors 75-79 increasing by 151%, seniors 80-84 by 186% and seniors 85+ by 183%. Additionally, it is estimated that almost one in four National City seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

By 2050, Hispanics will comprise over 70% of the National City population. A local senior center must consider an environment and programs that are ethnically relevant, appropriate, and desired.

The Kimball National City Senior Center is an approximately 5,000 square foot facility. The structure was built in 1987 and is dedicated exclusively to senior activities. The Center is strategically situated

across the street from a park and adjacent to 2 9-story senior HUD buildings that provide 300 units of affordable housing for seniors 62 and over.

A city initiative was recently approved for development of a comprehensive "city center" model for older adults. The plan is to be implemented fairly close to the present location and will include new affordable senior housing, a health center managed by San Ysidro Health Center, and a new senior center. Completion of the project is scheduled for 2022.

Conclusion: The city is to be commended for their foresight in addressing the current and growing needs of its older adult residents with the launch of this bold initiative. Given the contemplated level of investment, no action or accompanying budget is suggested for the National City Senior Center at this time.

Oceanside

Forecasts indicate that from 2020 to 2050 the population of Oceanside senior residents age 65+ will increase by 40%, with seniors 80-84 increasing by 84%, and seniors 85+ by 122%. Additionally, it is estimated that almost one in four Oceanside seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

According to SANDAG population forecast, the city of Oceanside will have an estimated population of 50,000 people over the age of 60 by 2050. The current estimated population for 2020 in Oceanside for the same cohort is approximately 38,000.

Oceanside El Corazon Senior Center – Current Site

The El Corazon Senior Center is located in the southeastern region of Oceanside in an area of commercial development and open space. It sits on a 6-acre city-owned parcel of land that will be further developed for public use. The ESCSC was built in 2009 as a response by city planners to prepare for the growing population of older adults in Oceanside and to provide a secondary option to complement the programs and services of the Country Club Senior Center in the older area of Oceanside.

Recommended Solution: This building was constructed in 2009 and recently underwent a major renovation to develop space for a commercial kitchen with repurposing capacity. The interior and exterior are modern and it is an appealing physical plant. Accordingly, no action or accompanying budget for the El Corazon Senior Center is suggested at this time.

Oceanside Country Club Senior Center – Current Site

The Oceanside Country Club Senior Center is part of a municipal complex with the senior center constructed in 1985. The site is older but maintains the promise of reinvigoration through refurbishment and facility upgrades. Infrastructure for older adults in this area of Oceanside is poor.

Recommended Solution: The proposed solution for the Oceanside Country Club Senior Center, given the building's age and recent construction of a new center in another area of town, is for the completion of a renovation project.

New Construction – Estimated Costs

- Refurbishment of Existing Senior Center – 10,000 sf, Level 3 provision$ 1,750,000
- New Equipment – and replacement of outdated equipment 75,000

Total – Senior Center Refurbishment..... $1,825,000

Point Loma, Ocean Beach

Forecasts indicate that from 2020 to 2050 the population of Point Loma/OB senior residents age 65+ will increase by 66%, with seniors 80-84 doubling (113%), and seniors 85+ increasing by 183%. Additionally, it is estimated that almost one-third of Point Loma/OB seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The Peninsula Shepherd Center Senior Center operates decentralized programs at various sites throughout the Point Loma and Ocean Beach communities. As such, Point Loma and Ocean Beach is one of the more densely populated areas in the region that is without a dedicated senior center. The level of infrastructure support for seniors is poor for these communities. Aside from the lack of a bricks and mortar senior center, there is no affordable housing and a lack of caregiving services.

Recommended Solution: It is recommended that city leaders consider construction of a new moderate-sized dedicated senior center, with a commercial kitchen, in-house theater, and new furnishings and equipment.

New Construction – Estimated Costs

- Senior Center 17,000-22,000 sq ft, with FF&E and commercial kitchen..... $4,580,000
- Gym/Fitness Center and Aquatics Center..... 2,150,000

Total Estimated Cost $6,730,000

Poway

Forecasts indicate that from 2020 to 2050 the population of Poway senior residents age 65+ will increase by 38%, with seniors 80-84 doubling (101%) and seniors 85+ increasing by 153%. Contrast that with an average 5% *decline* in the population of ages 18-39 (ages 18-24 will *decline* by 12%). Additionally, it is estimated that almost one in five Poway seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The Poway Senior Center is in the midst of a transition period. The city of Poway approved the construction of a new multi-purpose community center that will replace the current Poway Senior Center structure. For the next two years, the senior center will move to a temporary home in Poway and continue to deliver services while construction of the new facility is completed.

Conclusion: Since the City of Poway has approved construction of a new 12,000 square-foot community and senior center scheduled for completion in the summer of 2021 no additional recommendations are suggested for Poway at this time.

Ramona

Forecasts indicate that from 2020 to 2050 the population of Ramona senior residents age 65+ will increase by 53%, with seniors 80-84 increasing by 130%, and seniors 85+ tripling (204%).

The Ramona Senior Center facility was constructed in the 1990's and is two blocks from a main thoroughfare in the Ramona Community Park. The exterior and interior aesthetics are reflective of the building's age and is a typical municipal parks and recreation style building.

Plans have been approved for construction of a multi-generation community center which will have multiple amenities including a senior center and possibly an affordable housing development for seniors.

Conclusion: Given that a new senior center is planned as an amenity of the new multi-generational community center, no additional recommendations are suggested for Ramona at this time.

San Carlos, Del Cerro, Allied Gardens, Tierrasanta

The *Elliott Navajo sub-regional area* includes the communities of San Carlos, Del Cerro, Allied Gardens and Tierrasanta.

Forecasts indicate that from 2020 to 2050 the population in these communities of senior residents age 65+ will increase by 51%, with seniors 80-84 doubling (109%), and seniors 85+ increasing by 169%. Additionally, it is estimated that almost one in four seniors in these communities live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The analysis below considers three distinct areas of these communities:

Del Cerro - The College Avenue Senior Center – Current Site

The College Avenue Senior Center is located on the campus of Temple Emanu-El and occupies two buildings of a complex that also includes a pre-school and the synagogue. Public transportation is limited and not within easy walking distance of the campus. As part of a larger campus anchored by a synagogue, the primary building is relatively new and though it has a formal appearance and feel, there is little in the way of renovation required at this time.

The second smaller building containing classrooms is in a condition where some refurbishment options may be helpful, along with selected equipment upgrades.

Recommended Solution: The recommendation is to consider minor structural and cosmetic refurbishment to bring the classrooms up to date with a more modern design and transitioning to a modern computer lab and inclusion of audio-visual capacity.

Refurbishment and Equipment – Estimated Costs

- Senior Center cosmetic and basic upgrade renovations $250,000
- Provision for A/V and miscellaneous FF&E upgrades 50,000

Total Estimated Cost $300,000

San Carlos/Allied Gardens – Potential Future Site

San Carlos and Allied Gardens are primarily bedroom communities of single-family homes and limited public transportation. While there is a considerable density of older adults in areas of San Carlos, its proximity to the College Avenue Center in Del Cerro renders suggestion of a new senior center in these areas redundant.

Recommended Solution: No action or accompanying budget is suggested for San Carlos at this time.

Tierrasanta – Potential Future Site

The Village Model that has been incorporated in the Tierrasanta community is a great source of community pride and works for this particular community. Any suggestion of amending the manner in which services for older adults are delivered in this community would require significant community feedback and buy-in.

Recommended Solution: The grass roots village model currently in place works fine for the community and no recommendation to alter the practice is suggested.

San Diego Central

Forecasts indicate that from 2020 to 2050 the population of San Diego Central senior residents age 65+ will double (103%), with seniors 75-79 increasing by 124%, seniors 80-84 tripling (209%), and seniors 85+ increasing by 254%. Additionally, it is estimated that about 40% of San Diego Central seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The analysis below considers three communities within the San Diego Central area.

Downtown San Diego – Current Site

The Gary and Mary Senior Wellness Center is a modern, bright facility that opened in April of 2010. The interior matches the vibrancy of the exterior with plenty of light colors and natural lighting. This innovative community space has earned the designation of a Wellness Center and offers an extensive menu of services, programs and supports for older adult.

The building underwent a major renovation ten years ago to transition into its current layout. There is no external space available for any expansion vertically or horizontally.

Recommended Solution: Given that the GMWSWC is already a senior center of excellence and is serving the intended purpose, no action or accompanying budget is suggested at this time.

Mission Hills – Proposed New Site

The Uptown Community Plan Area contains the communities of Mission Hills, Hillcrest, and most of University Heights. The infrastructure for senior support services is very good in the area, but there is a glaring gap without the services of a modern senior center. By 2050, this region will have approximately 17,000 adults age 60 and over.

Currently, SDSCF has been in preliminary talks with a civic group in the Mission Hills community to repurpose a library into a modern senior center. Supportable estimated costs for renovation/conversion of the potential site are not available at this time. In lieu of having specific details on the building and site and what would be required to complete a major renovation, construction of a new moderate-sized dedicated senior center with new FF&E is proposed for Mission Hills as a cost placeholder.

Recommended Solution: The recommendation is to continue discussions with Mission Hills civic leaders to repurpose the existing potential site into a moderate-sized dedicated senior center, with a commercial kitchen, in-house theater, and new furnishings and equipment, serving the residents of Mission Hills, Hillcrest, and University Heights. If the existing site does not work out, the recommendation for a moderate-sized senior center in Mission Hills still holds.

New Construction – Estimated Costs

- Senior Center 17,000-22,000 sq ft, with FF&E and commercial kitchen.....$4,580,000
- Gym/Fitness Center and Aquatics Center..... 2,150,000

Total Estimated Cost $6,730,000

Hillcrest/University Heights – Potential Future Site

There is no dedicated senior center serving the Hillcrest/University Heights areas, although the LGBT Center in Hillcrest does offer programming and services for older adults.

The model proposed for the Mission Hills area is considered to be sufficient for these two collaring communities.

Recommended Solution: No action or accompanying budget is suggested for the Hillcrest and University Heights areas at this time.

Barrio Logan – Potential Future Site

Forecasts indicate that from 2020 to 2050 the population of Barrio Logan senior residents age 65+ will increase by 360%, with seniors 75 and older increasing by 560%. As a whole, the community projects for an enormous increase in population; from a current estimate of 5,370 to a forecast of nearly 13,000 by 2050. An increase in population of such proportion will require innovative community-based solutions to meet the needs of all its residents and certainly the seniors who call Barrio Logan home.

The community is served by a City of San Diego Recreation Center that offers programming and services with a primary focus on youth. There is no dedicated senior center within the Barrio Logan community.

Recommendation: The growth forecast of the Barrio Logan area suggests the community will have 2,700 people age 60 and over by 2050. The vast majority of this population will be Hispanic. Given that the community is under resourced and senior services represent only a small fraction of programs delivered at the community center, it is suggested that a new, small senior center be considered by the community leadership to create a cultural and community hub for older adults in Barrio Logan and the surrounding communities.

New Construction – Estimated Costs

- Senior Center 6,000-9,000 sq ft, with FF&E and commercial kitchen.....$2,090,000
- Gym/Fitness Center and Aquatics Center..... 2,150,000

Total Estimated Cost $4,240,000

San Diego Mid-City

The *San Diego Mid-City sub-regional area* includes the communities of City Heights, Kensington, Talmadge, Normal Heights, and a number of smaller communities.

Forecasts indicate that from 2020 to 2050 the population of San Diego Mid-City senior residents age 65+ will increase by 61%, with seniors 75-79 doubling (113%), seniors 80-84 increasing by 152%, and seniors 85+ by 124%. Additionally, it is estimated that one in four San Diego Mid-City seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

There are no existing senior centers in the San Diego Mid-City/East San Diego area. The analysis below considers options for two communities.

City Heights – Proposed New Site

Demographic stats reveal that City Heights has a high-density population of seniors 60+. According to SANDAG population forecast, the City Heights area will have 14,200 residents over the age of 60 by 2050. The current population of adults within the same age cohort is 8,800.

The neighborhood has an excellent support structure for older adults in place, with a new YMCA and the Joan Kroc Center, and the City of San Diego AgeWell services offering older adult programs. The only thing lacking is a dedicated senior center.

With the existing level of supporting infrastructure, it may be a difficult proposition to propose a new senior center. But since the mission of this foundation is to support dedicated senior centers, a moderate sized senior center would be ideal in serving the rapidly expanding population of older adults in the City Heights area.

Recommended Solution: It is recommended that community leaders consider construction of a new moderate-sized dedicated senior center, with a commercial kitchen, in-house theater, and new furnishings and equipment

New Construction – Estimated Costs

- Senior Center 17,000-22,000 sq ft, with FF&E and commercial kitchen.....$4,580,000
- Gym/Fitness Center and Aquatics Center..... 2,150,000

Total Estimated Cost $6,730,000

Kensington/Talmadge – Potential Future Site

The Kensington and Talmadge areas have a high density of seniors 60+, however, they are relatively small communities. With a projected population of just over 3,000 adults over the age of 60 by 2050, there does not appear to be a population forecast that would justify the

development of a new senior center in these neighboring communities. These neighborhoods can be included in the possible development of a refurbished or new senior center serving the Mission Hills or the City Heights neighborhoods.

Conclusion: No action is suggested for Kensington/Talmadge at this time.

San Diego North/Rancho Bernardo

The *San Diego North sub-regional area* includes the communities of Rancho Bernardo, 4S Ranch, Rancho Penasquitos, and Carmel Mountain Ranch.

Forecasts indicate that from 2020 to 2050 the population of San Diego North senior residents age 65+ will increase by 67%, with seniors 80-84 increasing by 80%, and seniors 85+ by 125%. Contrast that with an average 8% *decline* in the population of ages 18-39 (ages 18-29 will decline 11%). Additionally, it is estimated that one in four San Diego North seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The Ed Brown Center for Active Adults in Rancho Bernardo is part of a large municipal park complex owned by the City of San Diego. EBSCRC has a special use permit (SUP) to utilize the building and grounds. Athletic fields, open green space, an all-ages recreation center, playgrounds and large tennis court complex are primary attractions. There is no public transportation serving the primary road adjacent to the facility.

The EBSCRB is a 5,200 square foot facility that was constructed in 1989. Most of the structure is comprised of a multipurpose community room with a stage where most of the programs are offered. Lease terms are very favorable for the center, but bureaucratic issues pose significant challenges in other areas that make the arrangement a challenge for the nonprofit. The current center is located in the northern part of the RB area, and while the setting is pleasant, a new building in the heart of the region may be of greater utility.

Recommended Solution: The supportive infrastructure for older adults in the region is subpar with limited affordable housing and minimal public transportation services. With a forecast of 15,000 people over 60 by 2050 and a current center that has significant challenges, a new moderate-sized senior center in a more geographically centered site is the recommendation.

New Construction – Estimated Costs

- Senior Center 17,000-22,000 sq ft, with FF&E and commercial kitchen.....$4,580,000
- Gym/Fitness Center and Aquatics Center..... 2,150,000

Total Estimated Cost..... $6,730,000

San Diego Southeast

The *San Diego Southeast sub-regional area* includes the communities of Encanto, Valencia Park, Skyline, Bay Terraces, Paradise Hills, and a number of other small neighborhood communities.

Forecasts indicate that from 2020 to 2050 the population of San Diego Southeast senior residents age 65+ will increase by 72%, with seniors 75-79 doubling (100%), seniors 80-84 increasing by 140%, and seniors 85+ by 164%. Contrast that with an average 4% *decline* in the population of ages 18-39 (ages 18-24 will *decline* 9%).

The analysis below considers options for two existing facilities.

The 4th District Senior Center – Current Site

The Fourth District Senior Resource Center in the San Diego Southeast area is a LEED certified structure that was opened in March of 2006. It is in good condition and no major renovation is needed.

Recommended Solution: No action or accompanying budget is suggested for the 4th District Senior Center at this time

Neighborhood House Senior Center – Current Site

The Neighborhood House Senior Center in the San Diego Southeast area was constructed in 1980 with minor remodeling occurring in 2006. The physical plant is approximately 2500 square feet, making it one of the smaller senior centers in the region. NHSC leases the building from the City of San Diego. The structure has a typical layout of a parks and recreation building with fixtures and furnishings of utilitarian design.

Given its condition and with a significant population increase of adults 60 and over forecasted, new construction would be a recommendation, but given that the building is part of a larger complex that includes other NHA programs, the best option may be to renovate the existing structure, the bureaucratic challenges of working with the city of San Diego notwithstanding.

Recommended Solution: While a candidate for new construction, the NHSC location as part of the larger NHA campus makes renovation the more viable option. The building interior would benefit from a complete refurbishment with new equipment and furnishings. There is limited external space available for expanding the physical plant.

Refurbishment and Equipment – Estimated Costs

- Provision for refurbishment of existing Senior Center $500,000
- Provision for new equipment, and replacement of outdated equipment 75,000

Total Estimated Cost $575,000

San Marcos

Forecasts indicate that from 2020 to 2050 the population of San Marcos senior residents age 65+ will increase by 43%, with seniors 80-84 increasing by 80%, and seniors 85+ by 122%. Additionally, it is estimated that one in four San Marcos seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The San Marcos Senior Center is located just off of a main San Marcos artery, with plentiful parking available. The outside grounds are visually appealing and entry into the lobby reveals a bright, modern-looking facility with vibrant coloring and plenty of natural light. Construction of the building occurred in the late 1980's.

The region is above average for its level of supportive infrastructure for older adults. The current senior center is in excellent condition.

Recommendations: Minor upgrades to the facility and some of the fixtures and furnishings are the only necessary steps at this time.

FF&E Upgrades – Estimated Costs

- Provision for equipment and other upgrades $100,000

San Ysidro, Otay Mesa (and South Bay)

San Ysidro: Forecasts indicate that from 2020 to 2050 the population of San Ysidro senior residents age 65+ will increase by 134%, with seniors 75-79 increasing by 184%, with seniors 80-84 by 238%, and seniors 85+ by 219%. Contrast that with an average 2% *decline* in the population of ages 18-39 (ages 20-29 will *decline* 8%).

Otay Mesa: SANDAG confirmed that this sparsely populated area will likely experience explosive growth over the next 30 years. Forecasts indicate that from 2020 to 2050 the population of Otay Mesa senior residents age 65+ will increase by 423%, with seniors 80-84 increasing by 814%, and seniors 85+ by 892%.

Over one in four South Bay seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The San Ysidro Senior Center (SYSC) is part of the San Ysidro Community Park complex operated by the City of San Diego's Park and Recreation Department. The building, constructed in 1986, sits adjacent to the community library and play ground and athletic fields. The physical plant is approximately 2,000 square feet.

- One option to better serve the older adults of San Ysidro and other parts of the South Bay region would be the construction of a new senior center in the northern part of the San Ysidro community that borders the city of Chula Vista. There is a large population tract of older adults in the South Chula Vista area who may be better served with the development of a center in this location.
- A second option, and perhaps more feasible due to explosive population growth, is for the construction of a new senior center that would serve residents from San Ysidro and Otay Mesa, the community on San Ysidro's eastern border.

The 60 and over population of San Ysidro is projected to double in size over the next 30 years. The Otay Mesa projections make that growth seem inconsequential as SANDAG estimates indicate that the same age cohort in Otay Mesa will double…. then double again. The current senior center services and physical plant are well below a standard that will be needed to accommodate and support the area's seniors, a vast majority of whom are Hispanic.

By 2050, Hispanics will comprise over 85% of the San Ysidro and Otay Mesa population. The senior center must consider an environment and programs that are ethnically relevant and appropriate.

Recommended Solution: The proposed solution for San Ysidro is construction of a new small dedicated senior center with new furnishings and equipment, and a gym/fitness center and aquatics center, shared by the residents of Otay Mesa.

New Construction – Estimated Costs

- Senior Center 6,000-9,000 sq ft, with FF&E and commercial kitchen.....$2,090,000
- Gym/Fitness Center and Aquatics Center..... 2,150,000

Total Estimated Cost..... $4,240,000

Santee (Also Serving Lakeside)

Forecasts indicate that from 2020 to 2050 the population of Santee senior residents age 65+ will increase by 51%, with seniors 80-84 doubling (114%) and seniors 85+ increasing by 193%. Contrast that with a *flat* growth (1%) in the population of ages 18-39. Additionally, it is estimated that one in four Santee seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

There is no existing senior center in the City of Santee. The infrastructure of senior supports is limited in both Santee and Lakeside. SANDAG projects that both communities will see a large increase in the population of adults 60 and over by 2050. With such a substantial demographic taking shape, the region would benefit from the construction of a large senior center.

Recommended Solution: The proposed solution for Santee is construction of a new large dedicated senior center that incorporates as many elements of a 21st century senior center as feasible, with new furnishings and equipment, a commercial kitchen, in-house theater and gym/fitness and aquatics centers.

New Construction – Estimated Costs

- Senior Center 18,000-35,000 sq ft, with FF&E and commercial kitchen.....$7,637,500
- Gym/Fitness Center and Aquatics Center..... 2,150,000

Total Estimated Cost..... $9,787,500

Solana Beach

Forecasts indicate that from 2020 to 2050 the population of Solana Beach senior residents age 65+ will increase by 39%, with seniors 80-84 doubling (101%) and seniors 85+ increasing by 171%. Contrast that with *flat* growth (0%) in the population of ages 18-39 (ages 18-24 will *decline* 8%). Additionally, it is estimated that one in four Solana Beach seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The Solana Beach Community Senior Center is an outreach program operated by the Solana Beach Presbyterian Church. There is no dedicated senior center space; programs and activities take place in various sites of the church campus. These services are offered only once each week.

The cities of Del Mar and Solana Beach are without a bricks and mortar senior center. With a similar population size and geographic proximity, the construction of small senior center would serve both communities.

Recommended Solution: The proposed solution for Solana Beach is construction of a new small dedicated senior center with new furnishings and equipment, and a gym/fitness center and aquatics center, shared by the residents of Del Mar.

New Construction – Estimated Costs

- Senior Center 6,000-9,000 sq ft, with FF&E and commercial kitchen.....$2,090,000
- Gym/Fitness Center and Aquatics Center..... 2,150,000

Total Estimated Cost..... $4,240,000

Spring Valley

Forecasts indicate that from 2020 to 2050 the population of Spring Valley senior residents age 65+ will increase by 38%, with seniors 80-84 increasing by 82% and seniors 85+ by 111%. Contrast that with an average 2% *decline* in the population of ages 18-39 (ages 20-29 will *decline* 6%). Additionally, it is estimated that one in five Spring Valley seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

There is no senior center in Spring Valley. Limited programming for seniors is currently available at Spring Valley Community Center, a parks and recreation facility operated by the County.

Recommended Solution: This community is adjacent to the City of Lemon Grove, and accordingly may best be served by a shared senior center. Please see the Lemon Grove section of this report for details.

Sweetwater, Eastlake, Otay Ranch

The *Sweetwater sub-regional area* includes the communities of Eastlake, Otay Ranch, Rancho del Ray, and Bonita.

Forecasts indicate that from 2020 to 2050 the population of senior residents age 65+ in these communities will increase by 76%, with seniors 75-79 doubling (107%), seniors 80-84 increasing by 148% and seniors 85+ by 154%.

There is no senior center currently serving the Sweetwater region of eastern Chula Vista.

Apart from the City of El Cajon, there is no other community with such a glaring need of a senior center than this region of Chula Vista. By 2050, the region will be home to 34,000 adults over the age of 60. The current Chula Vista senior center is not a feasible option for many older adults in this region given that it is a 20-30 minute drive or a considerably longer commute via public transportation. There is a below-average level of supporting infrastructure for seniors as well.

Recommended Solution: The proposed solution for Sweetwater is construction of a new large dedicated senior center that incorporates as many elements of a 21st century senior center as feasible, with new furnishings and equipment, a commercial kitchen, in-house theater and gym/fitness and aquatics centers. The best location for the new senior center is likely in census

tract 134.18, with a seniors 60+ density of 1,922 per square mile. This is the *Eastlake* area of the Sweetwater region.

New Construction – Estimated Costs

- Senior Center 18,000-35,000 sq ft, with FF&E and commercial kitchen.....$7,637,500
- Gym/Fitness Center and Aquatics Center..... 2,150,000

Total Estimated Cost $9,787,500

University City/UCSD

Forecasts indicate that from 2020 to 2050 the population of University City senior residents age 65+ will increase by 11%, with seniors 80-84 increasing by 34% and seniors 85+ by 60%. It is estimated that about one-third of University City seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

The Lawrence Family Jewish Community Center located just south of UCSD offers a program curriculum tailored to older adult members of this all-ages facility. The entire campus is a 97,000 square foot multi-purpose facility with outstanding amenities.

The area will see very minimal growth of the older adult population over the next 30 years. This expansive community center is in excellent condition with numerous amenities and is sufficient to serve the needs of older adults in the region.

Conclusion: No action is suggested for the University City/UCSD area at this time.

Vista

Forecasts indicate that from 2020 to 2050 the population of Vista senior residents age 65+ will increase by 62%, with seniors 80-84 doubling (104%) and seniors 85+ increasing by 141%. Additionally, it is estimated that over one in five Vista seniors live alone, suggesting the potential for a significant number of socially isolated older adults to be connected with a local senior center to provide support, services, socialization, and civic engagement opportunities.

According to SANDAG population forecast, the City of Vista will have an estimated population of 25,000 adults age 60 and over by 2050. As of 2020, the similar age cohort accounts for 16,800 residents of the city.

The analysis below considers options for two facilities.

The Vista Senior Center – Current Site

The Vista Senior Center consists of two 8,100 square-foot buildings of similar design located on the 39-acre Brengle Terrace Park that contains multiple recreation sites. Building 1 is the primary entrance to the facility. This building recently underwent significant renovation with new flooring, remodeled bathrooms, upgraded tables and chairs and improvements to make the building more accessible for seniors with mobility challenges. Building 2 is located immediately north, no more than a 20-foot walk from building 1. It is not an identical floor plan but is of similar interior and external design.

Recommendations: The existing Vista Senior Center needs a renovation project to create space for a fitness room to utilize a donation of various exercise equipment. There is additional need for minor maintenance projects as well, but nothing on the order of significant renovation.

Refurbishment and Equipment – Estimated Costs

- Provision for Senior Center Renovation for Fitness Center space $175,000
- Provision for potential new or upgraded FF&E 25,000

Total Estimated Cost $200,000

Vista Southwest – Proposed New Site

The City of Vista has grown to the point that the existing senior center may not be able to address the needs of all older adults in the community. The director mentioned areas to the south and west of city center that are a twenty-minute drive away. This region is home to more "younger seniors", according to the director, who have different needs and circumstances and may find the GMAARC inconvenient with programming that does not resonate with this population.

Recommended Solution: To address Vista's growing demographic and to better serve older adults in the community, a recommendation for adding a second site is suggested, consisting of a new moderate-sized dedicated senior center, with a commercial kitchen, in-house theater, and new furnishings and equipment.

New Construction – Estimated Costs

- Senior Center 17,000-22,000 sq ft, with FF&E and commercial kitchen.....$4,580,000
- Gym/Fitness Center and Aquatics Center..... 2,150,000

Total Estimated Cost $6,730,000

CONSOLIDATED REGIONAL SENIOR CENTER MAP

The map on the following page plots the location of senior centers throughout the San Diego region contemplated in this Master Plan. Centers are identified in three categories:

1. Existing centers that would remain in the same location, perhaps with some refurbishment
2. Locations for which new construction is suggested, replacing the existing senior center
3. Locations currently without a senior center, at which construction of a new center is suggested

Proposed Senior Center Locations

Existing Senior Center · Rebuilt Senior Center · Proposed New Location



North Coastal

1. Country Club Senior Center
2. El Corazon Senior Center
3. Carlsbad Senior Center
4. Carlsbad Southeast
5. Encinitas Community & Senior Center
6. Rancho Santa Fe Senior Center
7. Solana Beach
8. Del Mar Community Connections

North Inland

9. Fallbrook
10. Borrego Springs
11. Gloria McClellan Senior Center
12. Vista Southwest
13. San Marcos Senior Activity Center
14. Escondido
15. Rancho Bernardo
16. Ramona
17. Poway

Central

18. Mira Mesa
19. Lawrence Family Jewish Community Center
20. La Jolla Community Center
21. Clairemont
22. Pacific Beach / Mission Beach
23. Bayside Community Center
24. College Avenue Center
25. Mission Hills
26. City Heights
27. Balboa Park Senior Lounge
28. Ocean Beach / Point Loma
29. Serving Seniors' Gary and Mary West Senior Wellness Center
30. Neighborhood House Senior Center
31. Fourth District Senior Resource Center

East

32. Santee / Lakeside
33. Alpine
34. El Cajon
35. La Mesa Adult Enrichment Center
36. Lemon Grove

South

37. John D. Spreckels Center
38. National City
39. Norman Park Senior Center
40. Sweetwater / Eastlake / Otay Ranch
41. Imperial Beach
42. San Ysidro

TECHNOLOGY AND VIRTUAL CAPACITY – THE NEW NORMAL

Building the Tech Capacity for Senior Centers and Older Adults

Creativity is needed to properly address the challenges that will manifest as the population of older adults dramatically increases. Traditional means of service delivery have to be expanded and new channels developed to accommodate a time of rapidly increasing need that will continue to expand and gain intensity over the next 30 years.

To find a silver lining amidst the COVID-19 public health crisis, perhaps the experiences of today in adapting to the pandemic will provide a blueprint for new mechanisms of programs and services delivery systems to take form.

In any sector, technology is synonymous with innovation and it is no different in the older adult network. COVID-19 has brought the issue to the fore a bit quicker than what the demographics indicated, but the necessity of implementing quicker action may be of benefit in the long run.

COVID-19 has disproportionately impacted older adults. People over the age of 65 were instructed to isolate in place causing significant potential problems in terms of the adverse effects of social isolation and disconnection to the community. Senior centers were shuttered, congregate meals program transitioned to home-delivery, classes and activities cancelled, visits to doctor's jeopardized, religious services moved to an online format and even the opportunities to see families and close friends were significantly reduced.

The crisis still remains with us with no discernible timeline as to when normal life can resume. In lieu of being able to conduct the normal activities of daily life over the last two years, all have been transitioned to some degree to a virtual reality. This required adaptation impacted older adults significantly as there exists several barriers to technology for seniors.

Of course, there are older adults who are quite at ease with technology and the numbers who utilize digital networks is growing. According to the Pew Research Center, in 2017, 42% of people 65 and over owned a smartphone. In 2013, that percentage was only 18%. Home access to internet services has also grown significantly rising from 14% of older adults in 2000 to 67% of people over 65 having internet access in 2017.



42%

of adults age 65 and older own a smartphone

Differences within age, education attainment and income levels demonstrate the divide that exists within the older adult cohort on access and usage of technology. Smart phone usage drops significantly after the age of 75 with 31% of the 75-79 cohort possessing the equipment and only 17% of individuals over the age of 80 having a smart phone. The percentage of people who utilize the internet age 65-70 is 82%. For those over the age of 80, usage drops to 44%.

Educational levels demonstrate a significant difference in smart phone ownership. Percentage breakdown is[31]:

- Seniors with bachelors or advanced degrees: 67%

[31] Pew Research Center, Tech Adoption Climbs Among Older Adults, 2017

- Some College: 45%
- High School or less: 27%
- For internet use and home internet service, the percentages are:
  - Seniors with bachelors or advanced degrees: 92% and 82%
  - High School or less: 49% and 30%
- Income levels illustrate similar differences amongst the older adult cohort:
- Smart phone ownership
  - Individuals with incomes greater than $75,000: 81%
  - Individuals with incomes less than $30,000: 27%
- Use of internet and home internet service:
  - Individuals with incomes greater than $75,000: 94% and 87%
  - Individuals with incomes less than $30,000: 46% and 27%
- Other key findings from the report include:
  - Percentage of seniors who use social media: 34%
  - Percentage of seniors who are confident in using technology: 26%
  - Percentage of seniors who needs assistance with new devices: 73%
  - Percentage of disabled senior who have home internet service: 33%
  - Percentage of seniors who utilize the internet that go online everyday: 76%
  - Percentage of seniors stating that technology has had a mostly positive impact on society: 58%

While the use of technology is growing with each passing day within the older adult cohort, barriers are in place for those without the technology or the means to utilize. Growing emphasis on technology will provide little difficulty for a segment of the senior population, but stakeholders need to be mindful of those that for numerous reasons do not have the means to adapt to a dramatic technological shift. Senior centers can become critical players in helping older adults with tech limitations gain competency and support in accessing this critical piece of social infrastructure.



26%

of seniors say they are confident using technology

Senior centers have multiple opportunities to embrace technology with physical plant upgrades and utilizing the digital environment through enhanced learning practices and program implementation.

The physical structure can be transformed through modern fixtures and equipment. Examples of how senior centers can become tech friendly:

- Automatic entryways
- Flooring that reduces trip hazards and fall risks
- Design principles with emphasis on brighter coloring and natural light exposure
- Updated audio-visual equipment with multi- language capability
- Specialty furniture designed for use for older adults
- Modern and well-equipped computer labs that signal the center's prioritization of technology use and support

- Updated data collection practices utilizing scanners and barcoded identification cards that can create greater understanding of operations and present more comprehensive data for reporting and grant request submittals

When generating ideas for creating new forms of programming, senior centers can utilize technology to broaden their appeal to the target population. Directors should be cognizant of the changing attitudes around aging and that the daily schedules of many older adults, whether occupied by work, caregiving, raising grandchildren, volunteering or other endeavors demand alternative styles of programming. While continuing to provide the traditional services that have been a staple of the organization, striving to become a tech hub for older adults is becoming a more common practice of innovative centers. Examples include:

- Develop more programming, classes, and lectures for an online platform that can bring in seniors that are unable to come to a center during normal operating hours
- Schedule consistent hours of computer tutoring and instruction for use of smart phones, iPads and other portable devices
- Create an all-senior volunteer "digital corps" to provide instruction on tech use for home bound clients
- Create "digital fairs" to help older adults and other members of the community gain greater competency in tech usage
- Partner with other senior centers to create a regional coalition of tech centers to provide shared purpose and develop an advocacy effort to ensure that everyone has access to basic technology implements and services
- Partner with local hospital systems to become a center with telemedicine capabilities
- San Diego is home to a multitude of tech and biotech companies. Potential partnerships abound for centers that seek out such opportunities

HARNESSING THE POWER OF PHILANTHROPY – AN ESSENTIAL STRATEGY

Each day, senior center and nonprofit senior leaders are faced with the daunting challenge of delivering a maximum level of services to accommodate senior needs within a minimal budgetary structure. Most senior centers rely on a mix of funding streams such as municipal general funds, grants, contracts, federal and state grants, membership dues, fees for selected programming and donations to sustain operations.

Centers create appeals campaigns, unique donor engagement practices and fundraising events to complement the larger revenue streams. However, the donations typically support a relatively small portion of the budget.

In the philanthropy space, funding for issues and causes pertaining to older adults have received limited attention. Nationally, only 2% of institutional philanthropy is provided to the aging network, and despite the current demographic shift, this percentage has not changed over the last 20 years.

Like YMCAs, Boys and Girls Clubs and the public library system, senior centers represent a community resource committed to the public good. Yet, unlike these entities, senior centers have not been the beneficiaries of large-scale philanthropy.

This has been the environment in which senior centers have operated over the last several decades. During this era, macro-economic conditions ebbed and flowed, but the financial challenges facing senior centers and, by extension, the older adult network, remained roughly the same throughout; in a constant state of survival and focused merely on staying above water.

The pandemic produced conditions have come together that will fundamentally threaten economic survival of multiple sectors of society with the older adult network being one of the more likely immediate casualties and certainly one of the more vulnerable ecosystems.

We have exited a decade with one of the longest economic expansions in U.S. history. In June 2010, the Dow Jones Index was at 10,400; in mid-January 2022, the index is above 35,000. Since a significant amount of philanthropy is linked with market performance, it would follow that organizations reliant upon donations have been beneficiaries of increased largesse. This may be so for some sectors of giving, but as noted above, little has changed for causes that support older adults.

Now, with the advent of a once-a-century crisis event of the COVID-19 outbreak and with ominous demographic trends on the horizon, now more than ever stakeholders must find ways to bring attention to the inevitable societal shift and find a way to connect with large-scale philanthropy.

While the older adult sector does receive some support from private and public foundations, it is relatively minor compared to other beneficiaries. The sector is heavily reliant upon three other forms of support: federal, state, and local government programs, donations, and fees from end users of services and in-kind donations and support.

COVID-19 and demographic consequences are going to put significant strain upon all three of these traditional support means for the senior center and older adult network.

While the stock market has stabilized from damage caused from the onset of COVID-19, the same cannot be said for municipal budgets that have borne significant costs due to the outbreak while simultaneously seeing a precipitous drop in tax revenue due to the public health lockdowns. It took several years for states and cities to recover from the 2008 recession. A similar timeline, if not a greater one, is likely the same for the balance of this decade for government entities.

With reduction in resources, cuts will have to be made and if history is a guide then layers of the social safety net will be the amongst the first casualties. What is in the community that can help fill this void? Philanthropy.

With public health edicts emphasizing the importance of social distancing and, for seniors in particular, isolation in their own homes, senior centers and nonprofits with community programming have not been immune to interruption or loss of revenue streams. Budgets dependent on fees from activities, classes and events that have been cancelled due to the public health crisis have added considerable strain. Major fundraising events that represent a significant a portion of revenue have been shelved. In some cases, agencies and centers have transitioned to a scaled-down online environment in lieu of the primary fundraising event, but the scaled-down offerings have not come close to matching proceeds that are realized from a live event. These entities face serious peril in their abilities to weather the crisis and come out the other side in whole and sustainable. What is in the community that can help fill this void? Philanthropy.

Large swaths of the older adult sector are propped up by the enormous in-kind donations of volunteer support that blur the true costs of what is entailed for society to properly care for older adults. To

further compromise this model of service delivery is the impending demographic shift that threatens to overwhelm this fragile system. In the U.S, the decade of 2020 will see an increase of over 18 million people over the age of 65 with the fastest growing segment of the population those 85 and over.[32] At no time in history, neither past nor most likely future, will the Unites States have faced a decade with such an enormous growth in the older adult population.

To continue to rely on volunteer services to fill the vast chasm is not a sustainable solution. Looking back to data from 2017, 41 million Americans provided 34 billion hours of care; $470 billion was the estimated the value of these unpaid caregiving services. That figure exceeded the value of paid home care and total Medicaid spending in the same year and was $100 billion more than the total of all out-of-pocket health expenditures in the U.S. in 2017[33]. In addition to these in-kind costs, caregivers in 2017 spent $7,000 annually in out-of-pocket costs when providing caregiver services.[34]

With these types of costs that will only continue to grow in the future into a demographic reality that will present more seniors with fewer, if any, available caregivers, what exists in the community to bridge this divide? Philanthropy…and some innovative public policy.

An already tilted battleground for philanthropic resources for the older sector is further burdened with the long-term consequences of COVID-19 and demographic certainties. How do leaders in the older adult network alter this landscape and inform and inspire charitable entities and individuals with the capacity for significant investment about the emerging needs of older adults and the community infrastructure that supports them? To capture the attention of philanthropic organizations, stakeholders dedicated to serving older adults must find answers to the following questions:

- Why has the older adult space been excluded from significant philanthropic investment?
- Do perceptions and attitudes toward aging contribute to philanthropic indifference?
- Do organizations clearly articulate the impact of the demographic shift on all levels of society?
- Are outcomes and impacts of senior programs and projects too vague to generate interest?
- Have senior centers been able to demonstrate the impact of their work as a complementary component in the reduction of rising health care costs?
- COVID-19 has starkly reminded society of the vulnerability of the older adult population. Can leaders in the senior center and nonprofit sector demonstrate to philanthropy that the current crisis is a harbinger of things to come and now is the time to begin to broaden the weakened and incomplete infrastructure?
- Large-scale philanthropy has provided massive financial support to public entities such as universities, hospitals, libraries, and community centers. Why have senior centers been unable to gain equal status?
- Are senior center managers supported by their board of directors or municipal managers to think strategically in terms of long-term sustainable funding and deferred giving, and if not, what can be done to change that paradigm?

[32] U.S. Census Bureau, Projects of the Size and Composition of the U.S. Population: 2014 to 2060, 2015

[33] AARP Public Policy Institute, Valuing the Invaluable, 2019

[34] AARP, Family Caregiving and Out-Of-Pocket Costs, 2016

- Philanthropy is grounded in the principle of empowerment, i.e. a resource is provided for a disadvantaged individual so that they may acquire the capacity to thrive in the world. How do older adult service providers create new narratives and strategies that can demonstrate the impact of empowerment of seniors to funders?

SDSCF is pleased to help as a strategic partner within San Diego's older adult network to promote strategies that engage and inspire the philanthropic community to invest in the empowerment of the region's older adults.

OPERATING ENDOWMENTS – A KEY TO ACHIEVING SUSTAINABILITY

The term *Endowment* has various meanings. For this report we will define an endowment as follows:

> A contribution where the original gift amount is permanently restricted and as such cannot be expended for operational support, programs, or grant awards, and where investment earnings from the endowment may be either added to the endowment in order to grow the principal balance or expended for the intended charitable purpose.

Initiating and growing a permanent endowment fund has the advantage of providing long-term earnings for the charitable institution. Those earnings may be designated for specific programs or general operational expenses. A well-managed endowment provides a stable source of passive income.

Endowment funds are required to be managed in a prudent manner, ensuring that investment assets are well-diversified and professionally managed. Endowment investments are designed to produce sufficient income to grow the endowment corpus (principal) against inflation and also provide a targeted annualized income sufficient to fund the designated programs or operations. The income allocated for expenditures is typically referred to as a *spending policy*.

For example, endowment assets may be invested to achieve a long-term total return of 7%, with the goal of allocating 2% per year to the endowment to hedge against inflation, and 5% per annum to a spending policy that funds the intended programs or operational expenses.

To achieve these objectives, most nonprofit organizations retain an outside professional investment consultant and utilize one or more investment firms with the requisite expertise to manage various classes of investment assets. The mix of specific investments is designed to achieve the desired long-term total return, and may consist of domestic and international equities, fixed income instruments, and alternative investments. A qualified outside investment advisor should be retained to help ensure that investment assets are diversified with an acceptable level of market risk and return.

For the purpose of this report, the authors note that most senior centers are financially constrained and would benefit greatly from a long-term stable source of operational income to supplement program support revenues, ongoing donations, and municipal support.

The following provides an example of what an endowment fund might achieve for a senior center:

Desired Annual Operating Income from Endowment Earnings:		**200,000**
Endowment Fund:		
Original Principal Balance		4,000,000
Targeted Annual Income from Investment earnings	7%	280,000
Allocation of earnings:		
Add to endowment principal balance	2%	80,000
Allocate to spending policy - for operations	5%	**200,000**
Endowment Balance - End of Year 1		**4,080,000**

In this example, for every $1,000,000 of endowment principal, $50,000 per year is generated for operational expenses. And allocation of a portion of earnings to endowment principal means that the spending policy amount will gradually increase over the years as the endowment corpus grows.

It is important to observe that actual earnings will fluctuate each year depending upon the investment market. Some years may have large investment gains, and other years will experience losses. To compensate for these fluctuations, the spending policy amount is “smoothed” by utilizing a multi-year rolling average of the endowment principal balance. An example of a method that is often used by nonprofits with substantial endowment assets is to employ a 36-month rolling average. In the example above, the nonprofit organization would average the endowment principal balance over 36 months and calculate 5% of that amount for the annual spending policy. In essence this means that when annual investment earnings are high, most of those earnings are set aside for years when investment earnings decline or are negative (losses). This smoothing technique provides a measure of stability and dependability of spending policy amounts, contributing to a more effective budgeting process.

The amount of endowment principal that is needed to achieve significant spending policy amounts may at first appear intimidating. However, a permanent endowment is exactly the type of leveraged philanthropic investment that many donors are interested in funding. Sophisticated donors know that the stability and sustainability of a nonprofit organization can be assured through the instrument of a permanent and well-managed endowment. Often the donor’s name(s) will be associated with the endowment, giving them a named legacy that lives beyond their lifetime. Such gifts may be given during the donor’s lifetime, but more often are included in a donor’s estate plans.

Endowments may be held by the beneficiary nonprofit organization, or they may be donated to a community foundation for safeguarding. There are at least two benefits of placing an endowment at a community foundation: (1) A community foundation has specific and extensive experience in managing the investment assets of multiple endowment funds, with well-diversified pools of professionally managed investments overseen by an independent investment committee. (2) The nonprofit agency remains the permanent beneficiary of spending policy distributions, but the endowment itself becomes an asset of the foundation, ensuring that the endowment principal is protected in perpetuity even if the beneficiary nonprofit experiences any future financial difficulty or even insolvency.

The authors encourage the directors of 501c3 senior centers to actively engage in cultivating and building a donor pipeline, designed both to raise current gifts and to develop a long-term planned giving strategy for larger endowment gifts that build operational capacity. The San Diego Seniors Community Foundation will work in partnership with local senior centers to create an improved system-wide philanthropic strategy.

AGENCIES PROVIDING REGIONAL SUPPORTS AND SERVICES FOR SENIORS

Older Adult Supporting Services Network

San Diego County senior centers are just one of the entities within the regional infrastructure of services and supports available to older adults. A host of other nonprofit agencies, some exclusively committed to the senior population, others that provide programs as part of a larger mission, and County and municipal departments form a loosely connected effort to create the foundation for healthy aging in the community.

Senior centers complement and benefit from the mission of the other stakeholders in the network. To gain a better understanding of how a changing demographic will impact this collective effort and help stakeholders strategize on optimal partnerships, it is critical to gain insight into the current inventory of entities working towards the same goals as senior centers. SDSCF published a report in August 2019 to identify what the landscape of regional senior centers was at that point in time. In order to establish a vision for the future, it was imperative to know what exists in the present.

To build upon the knowledge base of the current inventory of ancillary senior supports, that same approach is taken here to see what is available now so that we can better understand what will be needed in the future. We envision senior centers to become much more dynamic, comprehensive, and holistic in the approach to serve a community's older adults. Yet, this effort will not succeed without the incorporation of partners in the community that work toward similar goals.

Economic challenges, negative perceptions and stigma around aging, low prioritization of needs within the philanthropic community and a host of other challenges are daunting for all stakeholders in the aging network and present existing and growing pressures to accommodate a more diverse and larger senior population. As such, to counter the inertia of these compromising forces, senior centers and the other agencies committed to serving the older adult population must pursue a strategic mission that maximizes partnerships and the leveraging of the limited resources available.

Appendix #2 of this report provides greater detail on the ancillary support structure that senior centers can tap into as well as providing reciprocal support. The appendix is separated into three categories of entities:

The County of San Diego Aging and Independence Services (AIS)

An Area Agency on Aging (AAA) is a public or private non-profit agency, designated by the state to address the needs and concerns of all older persons at the regional and local levels. "Area Agency on Aging" is a generic term—specific names of local AAAs may vary. AAAs are primarily responsible for a geographic area, also known as a PSA, that is either a city, a single county, or a multi-county district. AAAs may be categorized as: county, city, regional planning council or council of governments, private, or non-profit. In San Diego County and within the department of Health and Human Services, the entity that is responsible for the operations of the regional support for older adults is Aging and Independence Services (AIS).

The department is charged with the delivery of a variety of key services including:

- The development of a regional AgeWell plan that strives to make communities age-friendly and more accessible to older adults.

- Congregate and home-delivered meals programs.
- Adult Protective Services (APS) that conducts investigations into suspected elder abuse
- Family Caregiver Support Program that helps those who provide daily support to frail older adults with a litany of services to lighten the considerable toll that caregiving can bring about.
- Several care and case management programs that help older adults with low incomes and complex health conditions to maintain their health and independence.
- In Home Support Services (IHSS) that cover caregiving services for seniors with complex health conditions that are unable to afford market-rate services.
- Health promotion activities that include exercise classes and chronic condition management classes
- Outreach and Education team that provides presentations to inform the general public on the agency services
- Information and Referral service that connects older adults to the resources of the San Diego older adult network
- Choose Well SD, an online platform that allows the public to review and compare assisted living options in San Diego
- Senior Mental Health team that responds to inquiries from the community to help seniors who struggle with mental health issues
- Long Term Care Ombudsman is a volunteer program that provides an advocate for older adults who reside in nursing homes and other care facilities to ensure that the patient is receiving appropriate care.
- Project C.A.R.E. keeps seniors who live alone from being totally isolated. It provides referrals to community resources, assistance with completing a Vial of Life, reassurance and wellness check-in calls, plus other services.
- Senior Volunteer Program that gives older adults an opportunity to stay connected and give back to their communities.

Agencies Exclusively Dedicated to Older Adult Services

There are nonprofits that exist solely to realize a mission of assisting older adults through a variety of programs that address general community needs or specific, targeted efforts. Similar to the challenges of the area's senior centers, these entities exist in an environment that does not prioritize the issues of aging. Despite the barriers that limited resources presents, these agencies work in parallel and in collaboration with senior centers to bring programs that benefit the older adult population. These entities deliver critical services that help seniors stay in their own homes by maintaining independence through supportive services and continue to build an infrastructure of accessible community supports. With the foundation built upon maximizing autonomy and giving every senior a chance to thrive within their own communities, the programs and services include:

- Meal delivery and food assistance programs
- In home care services
- Case management
- Volunteer Transportation

- Housing services including the operation of affordable developments, navigation services, support services and home sharing programs
- Home modification and safety check-up
- Programs and services for homeless seniors
- Education, outreach, and advocacy efforts
- Technology and computer instruction services
- Lifelong learning opportunities and connection to higher education programs
- Volunteer programs that serve internal efforts as well as community causes
- Civic engagement programs that give seniors the opportunity to become involved in their neighborhoods and beyond through advocacy efforts and political involvement
- Caregiving initiatives, support programs and adult day health care for individuals with complex physical and cognitive conditions
- Information and referral service to the regional network
- Legal and health care advocacy
- Comprehensive medical services programs

Agencies That Support Older Adults as Part of a Larger Mission

San Diego is home to several large nonprofit organizations that have a comprehensive portfolio of services that address the needs of residents of all ages. Within these agencies exist specific programs that address the needs of their older adult cohort. These entities fill critical service area gaps in communities that may not have a senior center or a nonprofit agency serving older adults, or they may serve as a complementary service model that adds more options for seniors.

These agencies help seniors achieve independence and further connect to their neighborhoods and communities by providing opportunity and resources. Many of the programs and services listed in the preceding section comprise the menu of services offered in part by some of these large-scale agencies. Additional programmatic initiatives include:

- Foster grandparent support program
- Geriatric mental health outreach programs
- Employment assistance and job training
- Recovery services for mental health and/or substance abuse issues
- Community Health Worker Programs and use of the Promotore model
- Community Center services for LGBTQ seniors
- Advocacy programs for older adults and individuals with disabilities
- Physical and occupational therapy
- Support services for individuals suffering from vision and/or hearing loss
- Programs that help seniors with their pets
- Comprehensive transportation services

METHODOLOGY FOR ESTIMATING COSTS

This Master Plan for San Diego Senior Centers proposes that a robust network of community-based senior centers throughout the San Diego region will provide centralized hubs that effectively serve the needs of older adults in each community. This report is designed as a catalyst for communities to prompt a more focused community need assessment and business plan.

Senior Centers – Construction, Expansion, Renovation, and Equipment

Innovative senior centers throughout the United States have achieved standards of excellence by building new, modern, sophisticated, well-staffed and well-funded senior centers that are appealing and inviting to today's older adult population. Modern senior centers are typically larger well-appointed facilities, offering multiple programs designed for socialization, exercise, education, entertainment, civic engagement, and volunteer opportunities. Many provide amenities such as a commercial kitchen, fitness center, aquatics center, and often an in-house business (aka, "social enterprise") that provides revenue to the senior center and employment and/or job training for older adults.

> ***Innovative senior centers throughout the United States have achieved standards of excellence by building new, modern, sophisticated, well-staffed and well-funded senior centers that are appealing and inviting to today's older adult population.***

There are plentiful opportunities to bring San Diego senior centers to a level of aesthetic quality and facility upgrade that can transform the environment where services and programs are delivered. The emerging cohort of the Baby Boomer generation entering older adulthood will redefine healthy aging; senior center leadership must anticipate the influence new attitudes will have on their model. One thing is certain, the status quo will not do. Outdated, drab, and uninspiring facilities will fail to meet expectations of a retirement cohort with different expectations of aging. To create a vision and to start the conversation on remaking the built environment of senior centers of the 21st century, we present examples of how communities can remake, reinvigorate, or build anew:

- Construction of a new senior center
- Expansion of the existing senior center facility to a larger model
- Renovation of the existing senior center facility
- New FF&E (furnishings, fixtures, and equipment)

ESTIMATED COST OF NEW AND REVITALIZED SENIOR CENTERS

Author's note: Construction estimates in this report are based on average costs over the preceding three-to-five years. Actual costs may vary depending on construction booms/busts, environmental factors (such as the recent pandemic), and supply and demand.

In order to support estimated financial costs for the proposed recommendations, the authors researched various cost options, reached out to contractors for advice and estimates, and established a methodology that utilizes cost ranges and/or average costs to be applied to the three primary senior center models described in a previous section of this report. Estimated costs are also provided for

additional optional amenities, including a fitness/gym facility, an aquatics center, a commercial kitchen, and an in-house theater.

Research and discussions with industry professionals consistently observed the wide variability of cost estimates for new construction, facility expansion and renovation, based on numerous factors including, but not limited to: the condition of land, type and quality of materials and fixtures, age of an existing building, potential mitigation and abatement (e.g., asbestos, lead paint), building code compliance, extent of necessary repairs (including plumbing, electrical, and roofing), architect fees, and conforming the facility to consider the needs of older adults patrons. The cost range estimates presented in this report are intended to accommodate these variables.

The authors emphasize that the actual cost of new or renovated senior center facilities and FF&E will depend on custom quotes by professional contractors and the impact of construction boom cycles.

The following estimated cost factors will be applied to the recommended senior center solution for each community, in order to provide a total target amount for a region-wide capital campaign.

NEW CONSTRUCTION OR EXPANSION

As indicated above, research into the cost of new construction revealed a wide range of costs due to variable factors. Considerations included a comparison to the construction cost ranges for senior assisted care facilities, and the cost of labor and materials in the San Diego region.

- **Cost range for new senior center construction: ..... $175 - $250/sf**

The per-square-foot cost estimates will be applied as an average for most new construction but may vary for specific situations (such as wealthier communities that may expect upgraded facilities and fixtures).

Where expansion of an existing senior center facility is contemplated, the indicated square footage rates will be applied pro rata. For example, if a small 9,000 square foot senior center will be expanded to 15,000 square feet, cost of the additional 6,000 square feet will be estimated at the same rates as new construction.

FACILITY RENOVATION

The founder and principal of San Diego-based Ruttkay Development Corporation[35] graciously offered perspective on renovation costs. This firm has overseen renovation of numerous San Diego facilities over many years, including a current contract to renovate Seaport Village.

Consistent with the caveats expressed in this section's introduction, Mr. Ruttkay emphasized the substantial variability in renovation costs, including numerous factors such as demolition, age of the building, potential abatement, electrical and plumbing repairs, building and fire code upgrades, ADA compliance, and so forth. Accordingly, the following cost ranges are provided to gain an overall estimation of potential costs, while stressing the importance of obtaining a custom quote that considers the unique situation and characteristics of any given facility.

In order to ensure a consistent reference, the following definitions will be applied to the cost estimates for each community where a renovated senior center solution is proposed.

[35] John Rutkkay, Rukkay Development Corporation, 2535 Kettner Blvd, San Diego, CA 92101 (619) 237-2767

Level 1: ***Primarily cosmetic upgrades****:* Examples include new interior and/or exterior paint, upgraded flooring, repair or upgraded replacement of selected fixtures, moderate landscaping, minor construction upgrades (e.g., front portico, patio cover, additional divider wall, etc.).

- **Level 1 cost estimate range..... $75 -$125/sf**

Level 2: ***Moderate renovation****:* Includes cosmetic upgrades defined in Level 1, plus more extensive repair or replacement of fixtures, minor building/fire code upgrades, moderate structural improvements to provide appealing and contemporary environment.

- **Level 2 cost estimate range..... $125 -$175/sf**

Level 3: ***Major renovation with no abatement or major code/infrastructure upgrades****:* Includes all renovations described in Levels 1 and 2, plus additional structural upgrades to improve program offerings, more extensive infrastructure repairs, new fixtures (lighting, bathroom), moderate code upgrades, enhanced environment appealing to older adults.

- **Level 3 cost estimate range..... $150 -$200/sf**

Level 4: ***Major renovation, extensive code upgrades, provision for abatement:*** Typically, an older building – full gut, anticipated code upgrades, high potential for abatement costs, major structural changes, enhancement for modern inviting environment.

- **Level 4 cost estimate range..... $175 -$250/sf**

The reader may observe that Level 3 and 4 renovation costs approach or equal that of new construction, yet the facility would already include basic infrastructure, such as a foundation and structural materials. Some of the primary cost drivers not present in new construction include demolition, infrastructure repairs that may require additional upgrades (electrical, plumbing), building code and ADA upgrades, and abatement.

Since actual costs of a complete renovation may equal that of new construction, senior center leadership will want to assess all options in determining the best solution for their unique situation. For example, removing the existing building and constructing a new facility still entails demolition costs. And constructing a new facility in a different location may require purchase of land.

For communities that are considering a new senior center or a major renovation, the authors recommend that senior center leadership and governance, and/or local stakeholders, form a steering committee and consider development of a formal business plan that analyzes the community's unique demographics, needs and opportunities, existing local supports and services, capital and operational cost factors, and fundraising feasibility.

SENIOR CENTER FURNISHINGS AND EQUIPMENT

Furnishings and equipment for a new senior center include, but are not limited to, provision for the following potential locations: reception and lobby, office, classrooms, multi-purpose room with A/V equipment, dining room, computer lab, game room, entryway, outdoor gathering places (e.g., quad, patio), storage room, and emergency equipment.

Estimated costs for senior center furnishings and equipment follow:

- **Small Senior Center Model (10,000 sq ft) $75,000**
- **Moderate Senior Center Model (17,000 sq ft) $125,000**

- **Large Senior Center Model (28,000 sq ft) $200,000**

Senior Center Optional Amenities – Aquatics, Fitness, Kitchen, Theater

It is essential for Senior Centers of the future to consider the needs and preferences of today's older adults, both those who are accustomed to an active lifestyle with access to multiple amenities, as well as those with physical limitations who may benefit from customized exercise options supervised by qualified professionals. In this context, we believe it is important that consideration be given to amenities typically offered by YMCA facilities, including a fitness center and optional gymnasium, and an aquatics center. These amenities may be available at a larger multi-generational community center campus contiguous to a dedicated senior center, or a part of the senior center complex itself.

An essential amenity of modern senior centers is a fitness center. Staying active is a defining trait of the new generation of older adults. Physical fitness, along with actions and programs that account for mental, emotional, social, and intellectual well-being, are essential for older adults to maintain overall health. Good health not only is important for the individual, but it also provides a social benefit in terms of reduced medical expenditures and pressure upon the social medical payer system. A well-equipped fitness center represents an investment in older adults, one of many ways that our society can address health issues, namely, by doing what we can from a preventative standpoint. Biotech and pharma invest hundreds of billions into technology aids and drug interventions, after a condition comes into existence. The profit motive notwithstanding, can even a fraction of that investment be directed into a modality that addresses issues before rather than after the fact. In addition to biotech and pharma, health insurance companies, hospital systems, and the state and federal medical payer systems comprise a collective that should leave no stone unturned for finding solutions to lowering costs and improving population health. Fitness centers designed with older adults as the primary users have potential to be just that.

A challenge in making such a case is the diffusion of the proposed benefit to the healthcare system, without an explicit benefit to a specific entity, lack of motivation to change anything is an understandable reaction. That issue is difficult to overcome to be sure, but recognition of the enormous influence and power of preventive methods that have amassed tremendous gains in other areas of public health can serve as examples of what is possible through multi-disciplinary sectors working together.

Fitness and aquatics amenities, in addition to providing a valuable service to older adults, may also be made available for use by the public, attracting entire family groups to the campus and the older adults associated with those families. As such, these amenities can become valuable community assets.

The following sections provide a general overview of the potential factors and costs associated with these amenities. All dollar amounts presented in the following sections are generalized estimates provided for the reader's overall perspective. Specific costs would be dependent upon custom quotes from qualified professional contractors.

AQUATICS CENTER WITH LOCKER/SHOWER ROOMS AND RESTROOMS – CONSTRUCTION

For most senior centers, a five-lane commercial pool similar to the design below would accommodate the exercise needs of a senior center's older adult constituency. If the aquatics center will be made available to the public a larger pool may be necessary, depending on the size of the surrounding

community. An aquatics center of sufficient size open to the public can generate membership revenue to help offset the cost of pool service, repairs, and energy costs.



http://www.missionpools.com/san-diego-pool-builder-escondido/commercial-pool-project-photos/#foobox-1/8/geometric-commercial-swimming-pool.jpg

Construction costs for commercial pools vary widely, depending upon the type and quality of materials, including construction materials, plumbing, couplings, drainage, tile work, pumps, and other machinery, etc. Higher-grade construction materials and equipment are recommended for a commercial pool that welcomes the public. Quality of material and construction is especially important in communities that may experience high temperatures in summer.

Senior centers that desire to have an aquatics center would likely be well-served with a 3,500 square foot five-lane commercial pool, with ample decking, fencing, drainage, machinery and storage, for a total aquatics center footprint of 8,500 sq. ft. Additionally, it is recommended to consider including locker/shower rooms and restrooms comprising 1,500 sq. ft that can service both the aquatics center and an adjacent senior center. It is important to note that these facilities open to the public must be ADA compliant. The authors recognize Mission Pools for their help in estimating construction costs for an aquatics center. [36]

The following construction estimates are provided as ranges in order to accommodate potential designs, materials, fixtures, and equipment, in varying levels of quality. The estimates also include a "premium" to cover extra costs if the senior center is located in a remote location.

- ***Pool (3,500 sf, five-lane, with decking, fencing, and drainage) ..... $550,000 - $600,000***
- ***Deck cover (sails configuration) ..... $5,000 - $10,000***
- ***Locker/Shower Rooms and Restroom..... $250,000 - $400,000***

Total..... $805,000 - $1,010,000

When averaged, construction costs for the contemplated aquatics center pool complex are estimated at **$575,000**, and centralized locker/shower rooms and restrooms at **$325,000**. In rounded numbers, the entire aquatics center and locker rooms/restrooms may be estimated at an average cost of **$900,000**.

[36] Mission Pools, 755 W Grand Ave, Escondido, CA 92025, (760) 743-2605 miker@missionpools.com

AQUATICS CENTER – FURNITURE AND EQUIPMENT

Mechanical equipment for the contemplated aquatics center is included in the construction cost estimates in the previous section.

Aquatics furnishings primarily comprise lounge chairs, other tables with chairs, umbrellas, and a lifeguard station, plus accessory furniture, and pool accoutrements. The cost of furnishings and equipment depend on the quantity and quality selected. The estimated cost range is:

- ***Aquatics Center Furniture and Equipment ..... $35,000 - $70,000***

Based on these ranges, a reasonable allowance for aquatics furniture and equipment can be estimated at **$50,000 to $60,000**, inclusive of an ADA-compliant pool lift to help physically challenged individuals in and out of the pool.

FITNESS CENTER/GYMNASIUM – CONSTRUCTION

A fitness center can include stationary exercise equipment, an open area for floor exercises, and a half-court or full-court gymnasium.

The professional gym and fitness center envisioned for a Senior Center campus includes the following components:

- A 3,500 sq. ft gym accommodating half-court basketball with options for pickle ball and volleyball that is inclusive of appropriate flooring and installation. This gym facility can also accommodate floor exercises such as aerobics and Zumba.
- A 2,500 sq. ft fitness center completely outfitted with exercise equipment that includes installation

Research from various sources indicate that construction costs for a 6,000 sq ft gymnasium and fitness center range from $150/sf to $200/sf, resulting in total estimated construction costs ranging from $900,000 to $1,200,000. For purposes of this cost analysis, we will estimate the total gymnasium construction cost at mid-range for a total of just over **$1,000,000**.

GYM / FITNESS CENTER – EQUIPMENT

The principals at Fitness Direct of San Diego[37] went the "extra mile" in providing not only cost estimates for equipment and flooring for both the gymnasium and fitness center, but also a professional schematic, rendered below:

[37] Fitness Direct, 8063 Balboa Ave., San Diego, CA 92111 (800) 771-2730 nickv@fitdir.com (619) 248-8008



The footprint of the combined gym/fitness center model above is 5,500 sq. ft., which is an appropriate model for initial cost estimates to provide as a template for consideration.

Fitness Direct provided support for an estimated cost of **$200,000** that includes the fitness center equipment, flooring for both the gym and fitness center, and installation of all equipment and flooring. Actual costs would depend on the specific configuration, quantity and quality of equipment and flooring, and other optional enhancements.

They also had the foresight to suggest an optional juice bar depicted in the lower-right of the diagram above. While this option is not included in the 5,500 sq. ft, it is an ingenious suggestion. One of the goals in formulating revenue options for San Diego County senior centers is formation of "social enterprise" businesses within the senior center campus. This provides at least four potential benefits: (A) some social enterprises have the potential of attracting more seniors to the facility and its programs and services, such as an in-house salon, or in this case a juice bar, (B) certain social enterprise solutions may offer job training for seniors needing additional skills and income, such as a catering business utilizing a senior center's commercial kitchen, (C) a portion of the social enterprise net income may accrue to the benefit of the senior center's revenue, and (D) some social enterprises may pay a salary or stipend to the seniors involved in the business.

In this case, a juice bar, potentially run by volunteers, could provide some income to the senior center, offer a refreshing break to members utilizing the fitness center, and provide a healthy alternative for senior center patrons as well as nearby neighbors. The cost of this option was not determined during preparation of this report.

We recommend that the eventual project developers contact Fitness Direct for a more precise design and quote. Fitness Direct contact info is in the footnote on the previous page.

COMMERCIAL KITCHEN

An in-house commercial kitchen is presented in this report as an option for all three senior center models, ranging from 750 to 1,500 square feet. The inclusion of a commercial kitchen provides both programmatic and income opportunities.

Advantages of a commercial kitchen may include:

- ***Cost control:*** Senior centers purchasing food from outside vendors (e.g., restaurants or caterers) may be able to achieve cost savings with an in-house commercial kitchen run primarily by part-time cooks and/or volunteers.

- ***Customized nutrition menus and flexible service times:*** An in-house commercial kitchen can facilitate custom meals for seniors with specific dietary restrictions and offer additional food service at times not convenient to outside vendors.
- ***Rental Income:*** A fully equipped kitchen can enhance opportunities of renting the senior center's facilities for birthdays, bar mitzvah's, fundraising events, and business meetings, by offering limited and supervised usage of the commercial kitchen to renters.
- ***Job Training:*** A commercial kitchen can offer on-the-job training for seniors needing additional income by training them in food handling/preparation and service. Federal funding may be available to fund such job training for low-income seniors.
- ***In-house "social enterprise" business:*** A commercial kitchen may provide an opportunity for additional income to the senior center by launching a catering business operated out of the commercial kitchen. This strategy provides shared income opportunities from net revenue for both the seniors working there and the senior center itself.

Given the potential multiple benefits of a commercial kitchen, this report contemplates that where the recommended solution for a community includes construction, expansion, or renovation of a senior center, the eventual community-specific business plan will include space for a commercial kitchen. Accordingly, the cost factors presented below apply to standard kitchen fixtures and equipment, a small wares package, and kitchen design.

We express thanks to F.S.E. Kitchen Facilities Design of San Diego for offering an estimation of equipment pricing for a 750 sq. ft commercial kitchen. Senior center leaders planning to design and implement an in-house commercial kitchen may wish to contact F.S.E. for more precise kitchen design and equipment cost estimates once the project configuration is finalized. F.S.E. contact information is in the footnote below.[38]

The cost of outfitting a senior center's in-house commercial kitchen with new appliances, equipment, and accoutrements is estimated as follows:

- ***Small Senior Center (750 sq ft kitchen) $80,000***
- ***Moderate Senior Center (1,000 sq ft kitchen) $105,000***
- ***Large Senior Center (1,500 sq ft kitchen) $160,000***

For optional high-end kitchen equipment add 20%-25%

[38] F.S.E. San Diego, 3039 Hoover Ave., National City, CA 91950 (619)696-1699 marlene@fsesd.com

IN-HOUSE THEATER

The small- and moderate-sized senior center models proposed in this report include an optional in-house theater, providing a comfortable environment with audio/visual capabilities, and offering a number of potential benefits to serving older adults, including but not limited to the following:

- Educational seminars and video presentations
- Health workshops *
- Entertainment (e.g., movie night, comedy night)
- Virtual travel **
- Rental income ***

* With the burgeoning population of older adults, health seminars and workshops will be increasingly important. An in-house theater outfitted with quality audio/video equipment will facilitate both in-house presentations and remote communications and presentations by health experts who otherwise may not be able to be present physically.

** For many seniors, travel is no longer an option. Through the amenity of an in-house theater, seniors can be transported to any location in the world through travelogue video. Enhancements within this marketplace not only provide viewers virtual travel to countries, but to specific sites such as the world's great museums and natural wonders. This program can be implemented through the internal staffing of an activity coordinator or through a volunteer program.

*** An in-house theater can be made available as a rental option to businesses wanting a small yet comfortable venue for conferences, seminars, and corporate events.

The following options include estimated costs for theater-style seating, A/V screen/equipment, instructor podium, table, and chair, a quality high-end commercial AV projector, and A/V infrastructure, plus contingency funding:

- ***Moderate Senior Center (1,500 sf theater, 35 theater seats)..... $50,000***
- ***Large Senior Center (3,000 sf theater, 70 theater seats) $75,000***

Revenue and Expense Budget Models

The operational and programmatic budgets of a senior center vary considerably, depending on the size of the center, the number of senior patrons, the type and number of programs and services offered, the local climate (consider utility costs in Point Loma vs. Borrego Springs), the level of program revenue that can be generated, primary funding sources (e.g., government funding, philanthropic support), supplementary revenues, staffing, volunteer support, and the type and level of general operating costs.

The authors note that a detailed business plan customized for each senior center is necessary to estimate a comprehensive budget that considers the unique environment of that center, its revenue-producing options, and specific cost factors. Components to consider in a budget estimate for each locale include, but are not limited to:

- Programmatic revenue opportunities

- Philanthropic support from individuals and fundraising events
- Membership revenue (e.g., annual admission to aquatics or fitness center)
- Potential for other income, such as venue rentals and social enterprises (e.g., thrift shop)
- Support from the local municipality
- Support and costs of federal programs (e.g., nutrition program and subsidy)
- Number of FTE staff members – salaries and benefits
- Outsourced consultants and services (e.g., payroll)
- Volunteer support expenses
- Facility repair, maintenance, and operational costs (including utilities)
- Equipment upkeep and replacement
- Cost of outsourced programs (e.g., instructor fees)
- Food service costs and permits
- Other operational costs (insurance, supplies, printing, mailing, technology, etc.)

As previously indicated in this report, a long-term strategy to raise funding for a permanent operating endowment will eventually result in a steady stream of passive income for operational costs.

OVERVIEW OF REGIONAL CAPITAL BUDGET

As outlined in the preceding section, extensive work was done to provide a framework for estimated costs of construction, renovation, and equipment recommended in this regional Master Plan.

Since a stated goal of this effort is to ensure that each senior center provides an environment of excellence to serve the senior of today and tomorrow, each recommended new senior center includes new equipment and furnishings, a commercial kitchen, a fitness center, and an aquatics center. Large and moderate-sized senior centers also include an in-house theater. Underscoring that the costs presented in this report are general estimates, and that actual costs will be heavily dependent on numerous variables, the following summary of estimated costs is provided for each community.

San Diego Seniors Community Foundation
Senior Center Master Business Plan
Summary of Cost Estimates

	SENIOR CENTER				AMENDITIES					
	Construction				Construction					
	New Senior Center *	Renovation and Expansion	Equipment	TOTAL Senior Center	Fitness Center	Aquatics Center	Lckr/Shower Restrooms	Equipment	TOTAL Amenities	TOTAL COST
Alpine	1,935,000	0	155,000	2,090,000	1,000,000	570,000	320,000	260,000	2,150,000	4,240,000
Barrio Logan	1,935,000	0	155,000	2,090,000	1,000,000	570,000	320,000	260,000	2,150,000	4,240,000
Borrego Springs	1,750,000	0	200,000	1,950,000	1,000,000	570,000	320,000	260,000	2,150,000	4,100,000
Carlsbad - Existing Site	0	0	0	0	0	0	0	0	0	0
Carlsbad - NEW 2nd site	4,300,000	0	280,000	4,580,000	1,000,000	570,000	320,000	260,000	2,150,000	6,730,000
Chula Vista	0	0	0	0	0	0	0	0	0	0
Clairemont/Kearny Mesa	4,300,000	0	280,000	4,580,000	1,000,000	570,000	320,000	260,000	2,150,000	6,730,000
Linda Vista	0	0	0	0	0	0	0	0	0	0
Coronado	0	0	0	0	0	0	0	0	0	0
Del Carro (College Ave Ctr)	0	250,000	50,000	300,000	0	0	0	0	0	300,000
Del Mar (see Solana Beach narrative)	0	0	0	0	0	0	0	0	0	0
El Cajon	7,202,500	0	435,000	7,637,500	1,000,000	570,000	320,000	260,000	2,150,000	9,787,500
Encinitas	0	0	0	0	0	0	0	0	0	0
Escondido - Site #1	4,300,000	0	280,000	4,580,000	1,000,000	570,000	320,000	260,000	2,150,000	6,730,000
Escondido - Site #2	4,300,000	0	280,000	4,580,000	1,000,000	570,000	320,000	260,000	2,150,000	6,730,000
Fallbrook	1,935,000	0	155,000	2,090,000	1,000,000	570,000	320,000	260,000	2,150,000	4,240,000
Imperial Beach	1,935,000	0	155,000	2,090,000	1,000,000	570,000	320,000	260,000	2,150,000	4,240,000
Jamul	0	0	0	0	0	0	0	0	0	0
La Jolla	0	0	0	0	0	0	0	0	0	0
La Mesa	0	1,725,000	75,000	1,800,000	0	0	0	0	0	1,800,000
Lakeside (See Santee narrative)	0	0	0	0	0	0	0	0	0	0
Lemon Grove	4,300,000	0	280,000	4,580,000	1,000,000	570,000	320,000	260,000	2,150,000	6,730,000
Mira Mesa and Scripps Ranch	4,300,000	0	280,000	4,580,000	1,000,000	570,000	320,000	260,000	2,150,000	6,730,000
National City	0	0	0	0	0	0	0	0	0	0
Oceanside - El Corazon SC	0	0	0	0	0	0	0	0	0	0
Oceanside - Country Club SC	0	1,750,000	75,000	1,825,000	0	0	0	0	0	1,825,000
Pacific Beach, Mission Beach	4,300,000	0	280,000	4,580,000	1,000,000	570,000	320,000	260,000	2,150,000	6,730,000
Point Loma, Ocean Beach	4,300,000	0	280,000	4,580,000	1,000,000	570,000	320,000	260,000	2,150,000	6,730,000
Poway	0	0	0	0	0	0	0	0	0	0
Ramona	0	0	0	0	0	0	0	0	0	0
San Carlos, Tierrasanta	0	0	0	0	0	0	0	0	0	0
San Diego Central - Downtown	0	0	0	0	0	0	0	0	0	0
San Diego Central - Mission Hills	4,300,000	0	280,000	4,580,000	1,000,000	570,000	320,000	260,000	2,150,000	6,730,000
San Diego Mid-City (City Heights)	4,300,000	0	280,000	4,580,000	1,000,000	570,000	320,000	260,000	2,150,000	6,730,000
San Diego North/Rancho Bernardo	4,300,000	0	280,000	4,580,000	1,000,000	570,000	320,000	260,000	2,150,000	6,730,000
San Diego S.E. 4th District	0	0	0	0	0	0	0	0	0	0
San Diego S.E. Neighborhood House	0	500,000	75,000	575,000	0	0	0	0	0	575,000
San Marcos	0	0	100,000	100,000	0	0	0	0	0	100,000
San Ysidro, Otay Mesa	4,300,000	0	280,000	4,580,000	1,000,000	570,000	320,000	260,000	2,150,000	6,730,000
Santee	7,202,500	0	435,000	7,637,500	1,000,000	570,000	320,000	260,000	2,150,000	9,787,500
Solana Beach	1,935,000	0	155,000	2,090,000	1,000,000	570,000	320,000	260,000	2,150,000	4,240,000
Spring Valley (Lemon Grove narrative)	0	0	0	0	0	0	0	0	0	0
Sweetwater, Eastlake, Otay Ranch	7,202,500	0	435,000	7,637,500	1,000,000	570,000	320,000	260,000	2,150,000	9,787,500
Vista - Existing Site	0	175,000	25,000	200,000	0	0	0	0	0	200,000
Vista - NEW 2nd site	4,300,000	0	280,000	4,580,000	1,000,000	570,000	320,000	260,000	2,150,000	6,730,000
University City/UCSD	0	0	0	0	0	0	0	0	0	0
	88,932,500	4,400,000	6,320,000	**99,652,500**	22,000,000	12,540,000	7,040,000	5,720,000	**47,300,000**	**146,952,500**

* New Construction includes a Commercial Kitchen for all models, and an In-House Theater for moderate and large facilities

APPENDIX #1 – ANALYSIS BY LOCATION

ALPINE

Introduction:

The Alpine area includes the town of Alpine and the region to the east of Harbison Crest.

The County of San Diego's 2016 demographic profile estimated the total Alpine area population at 16,163, with 2,942 seniors 65+ (18.2% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of Alpine is projected to increase by 5,692, or 35%
- During that same 30-year time period:
  - Seniors 60+ will comprise 52% of Alpine population growth
  - The population of seniors 75+ is forecast to increase by 156%

Poverty Statistics:

- Over 20% of Alpine residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 4% are living below 100% of the federal poverty level
  - Almost one in five are living below 200% of the federal poverty level
  - One in five Alpine seniors 65+ are still working

Cultural Observations:

- Currently 16% of Alpine residents are Hispanic; SANDAG forecasts that Hispanics will comprise over 25% of Alpine population by the year 2050
  - A local senior center must consider ethnically appealing programs and environment

Potential Senior Orphans:

- Approximately 23% of Alpine seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:

- Over 17% of Alpine seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,790.
- The average cost of living for seniors 65+ in Alpine is:
  - $2,929 per month for single adults

- $3,683 per month for couples
- The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

According to census tract information, the density of Alpine seniors 60+ ranges from 46 to 399 per square mile, averaging about 200 per sq. mile.

- The ***Alpine Community Center*** is located at census tract 202.05, with a seniors 60+ density of 399 per square mile.



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- None

Assisted Living

- Alpine Vie Lodge – capacity 38
- Kasitz Kastle – capacity 12

Transportation

- MTS bus routes through Alpine run along Alpine Blvd and Tavern Road.

Caregiving

- None

Nutrition Assistance

- Alpine Community Center, 1830 Alpine Blvd., Alpine, CA 91901
- Meals on Wheels, 131 Chambers Street, Suite 100, El Cajon, California 92020
  - (619) 447-8782 eastcounty@meals-on-wheels.org
- Home delivered meal service provided by Serving Seniors (619-337-1425)
- San Diego Food Bank neighborhood distribution locations in East County:
  - Journey Community Church, 8363 Center Dr., Ste. 6C, La Mesa, CA 91942
  - El Cajon Seventh-Day Adventist Church, 1630 E. Madison Ave., El Cajon, CA 92019
  - Faith Chapel, 9400 Campo Rd., Spring Valley, CA 91977
- Feeding San Diego food distributions sites
  - Mobile Pantry Alpine, First Baptist Church, 1912 Arnold Way, Alpine, CA 91901

Entities/Programs unique to this community

- County Library, Alpine Branch: 1752 Alpine Blvd, Alpine, CA 91901
- Alpine View Lodge, Adult Day Care http://www.alpineviewlodge.com/

The Alpine Community Center:

The ***Alpine Community Center*** is located at 1830 Alpine Boulevard, Alpine, CA.

Observations on Existing Conditions:

- *Facility*
  - Multi-purpose community center built in 1999. The 8,000 square foot facility is part of a civic complex that includes the library, playground, and park.
  - The building consists of a 5,000 square foot large meeting room with 3 smaller meeting rooms and a conference room.
- *FF&E*
  - Typical features of a park and recreation community building that includes a certified kitchen
- *Staffing*
  - A director manages the community center. Senior programming is supported by volunteers.

Options for Capital Expenditures:

- *Refurbishment*
  - The building is 20 years old. Aside from regular maintenance and minor upkeep, the center is in good shape.
- *New Construction*
  - Executive staff of SDSCF has been approached by Alpine community leaders to begin discussions on the completion of a dedicated senior center.
- *Furnishings and Equipment*
  - The building does not have a fitness room nor computer lab.

Other Observations:

- According to SANDAG population forecast, the Alpine area will have 7,600 residents over the age of 60 by 2050. The current population of the same age cohort in the community is 4,700.

Recommended Model:

The level of supporting infrastructure for older adults in Alpine, in relation to other towns and communities in San Diego County, is below average. There is no affordable housing, poor public transportation, and minimal medical and caregiving services. However, this is to be expected of a small community located in the far eastern area of the County, and the older adult residents may be quite willing to sacrifice such a paucity of infrastructure for living in a bucolic, rural setting. Access to a larger scope of services is available in the city of El Cajon, 10 miles to the west of Alpine.

The services available to older adults at the current center, The Alpine Community Center, is minimal and part of the broader menu of services that is provided to the entire community. The Center is part of a larger complex that provides other public usage.

Upgrades and refurbishment to enhance senior services at the community center is a possibility. The building lacks a fitness center and a modern, well-equipped computer lab; both are amenities that can strengthen the supports to Alpine older adults.

Yet, the growth forecast of the Alpine area suggests an addition of 3000 people age 60 and over by 2050. Given that the community is under resourced and senior services represent only a small fraction of programs delivered at the community center, it is the suggestion that a new, small senior center be considered by the community leadership.

Original construction of a dedicated senior center with an approximate square footage of 6000 – 9,000 square feet that includes multi-purpose room with up to date audio visuals, classrooms, computer lab, arts program, exercise room, fitness center, and outdoor recreation or garden area will create the cultural and community hub for older adults in Alpine and nearby communities.

Estimated Capital and/or Refurbishments Costs:

The proposed solution for Alpine is construction of a new small dedicated senior center, with new furnishings and equipment. The "small" senior center model presented in this Master Plan contemplates a 9,000 square foot facility inclusive of a 750 square foot commercial kitchen.

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- ***Senior Center Construction (9,000 sf at $215/sf)..... $1,935,000***
- ***Provision for Senior Center FF&E..... 75,000***
- ***Provision for Small Commercial Kitchen Equipment..... 80,000***

  Sub-Total – Senior Center..... $2,090,000
- ***Gym/Fitness Center – Construction and Equipment..... 1,200,000***
- ***Aquatics Center – Construction and FF&E..... 630,000***
- ***Locker/Shower Rooms and Restrooms..... 320,000***

  Sub-Total – Gym/Fitness and Aquatics Amenities..... $2,150,000

  Total Estimated Budget..... $4,240,000

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $4.2M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.

BORREGO SPRINGS

Introduction:

Borrego Springs is a town located in the Anza-Borrego region east of San Diego.

The County of San Diego's 2016 demographic profile estimated the total Borrego Springs population at 3,219, with 1,063 seniors 65+ (33% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of Borrego Springs is projected to increase by 2,136, or 41%
- During that same 30-year time period:
  - Seniors 60+ will comprise 39 % of the Borrego Springs population growth
  - The population of seniors 75+ is forecast to double

Poverty Statistics:

- Over half of Borrego Springs residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 5 % are living below 100% of the federal poverty level
  - Over one-third are living below 200% of the federal poverty level
  - One in four Borrego Springs seniors 65+ are still working

Cultural Observations:

- Currently over two-thirds of Borrego Springs residents are Hispanic; SANDAG forecasts that Hispanics will comprise over two-thirds of the Borrego Springs population by the year 2050
  - A local senior center must consider ethnically appealing programs and environment

Potential Senior Orphans:

- Over two-thirds of Borrego Springs seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:

- Over 15 % of Borrego Springs seniors 65+ rent a house or apartment, at a median monthly rental rate of $741.
- The average cost of living for seniors 65+ in Borrego Springs is:
  - $1,844 per month for single adults
  - $2,596 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

According to census tract information, the density of Borrego Springs seniors 60+ averages less than 3 per square mile.

- The ***Borrego Springs Senior Center*** is located at census tract 210, with a seniors 60+ density of 1 per square mile.


Construction of new small senior center recommended
Palm Canyon Dr
Borrego Springs Rd
Borrego Valley Rd
Rango Way
Henderson
Borrego Springs Resort
Borrego Springs Park
Borrego Springs Park Golf Course
La Casa Del Zorro
Desert Willow Golf Resort
Country Club Rd
Yaqui Pass Rd
Di Giorgio Rd
Big Horn Rd
Ladera Dr
Circle J Dr
Smoke Tree Ln
Stirrup Rd
Pinyon Rd
Cactus Valley Rd
Palm Dr
Pine Ridge Rd
Mountain View Rd
Meadow Creek Rd
Hoberg Rd
Rams Hill Golf Club
Mail Park Trail
Indian Head Ridge Rd
Rango Valley Rd
Rango Springs Rd
Rango Springs Rd
Rango Springs

- Borrego Springs Branch Library: 2580 Country Club Road, Borrego Springs, CA 92004

The Borrego Springs Senior Center:

The ***Borrego Springs Senior Center*** is located at 580 Circle J Drive, Borrego Springs, CA. The BSSC shares a parcel of land with a pre-school and a little league baseball field. The building is of modular design and consists of one multipurpose room. There is no dedicated parking lot; an area just to the north and west is open space that provides 5-6 makeshift parking spaces. Parking is available along the street. A ramp has been constructed to accommodate individuals with ambulatory impairment as the building is elevated.

Observations on Existing Conditions:

- *Facility*
  - The building is a prefabricated modular rectangular structure. It is a 2,400 square foot one-room facility that has been in operation since 1991. There is no outdoor space available for recreational activities.
- *FF&E*
  - The BSSC received 2 computers and a printer through a donation to provide tech capacity for their participants. A piano is adjacent to the computer area. A large exercise bike has recently been donated, but there is no space at this time for utilization. A mounted TV is used for movie days and special events.
  - A large, commercial refrigerator is located within the main room and tables and chairs for 40 seniors for meals, card games and social events accounts for most of the center space. A small office for staff comprises the remaining space of the building. The building recently received an upgrade with the installation of 3 air-conditioning units.
- *Staffing*
  - The BSSC conducts operations with 2 part time staff and 15 volunteers who provide internal and external support.

Options for Capital Expenditures:

- *Refurbishment*
  - The senior center occupies a small parcel of land that limits the possibility of expansion. The modular building severely restricts the option or need to refurbish the existing physical plant. While Borrego Springs is a small town, the center is located several blocks to the north and west of the city center; the setting may deter or present barriers for older adults to access. For these reasons, refurbishment of the current senior center is not recommended.

- *New Construction*
  - The San Diego Seniors Community Foundation was retained to conduct a needs assessment and provided a report to the Borrego Valley Endowment Fund (BVEF). The report suggested that the area take advantage of a proposed land development in the city center adjacent to the new library. This proposal included affordable housing for seniors that could make the construction of a new senior center feasible.
  - BVEF approved a second report that laid out a business plan for the senior center that included multiple additional amenities including a fitness room/gymnasium and aquatics complex. The plan is under deliberation at this time.
- *Furnishings and Equipment*
  - The construction of a new senior center would not include any existing equipment or furnishings of the current senior center.

Recommended Model:

SDSCF has produced a business plan outlining the steps and options for a new senior center in Borrego Springs.

Estimated Capital and/or Refurbishments Costs:

The Borrego Springs detailed business plan (a separate document commissioned by the Borrego Valley Endowment Fund and the Borrego Springs Senior Center) contemplates construction of a new 9,000 square foot dedicated senior center inclusive of a 750 square foot commercial kitchen and in-house theater, with new furnishings and equipment. The Borrego Springs business plan also contemplates the addition of a gym and fitness center and an aquatics center with adjacent locker/shower rooms and restrooms.

Estimated costs for new construction and equipment are as follows:

- ***Senior Center Construction (9,000 sf) $1,750,000***
- ***Provision for Senior Center FF&E 70,000***
- ***Provision for Theater Equipment 50,000***
- ***Provision for Commercial Kitchen Equipment 80,000***

Sub-Total – Senior Center $1,950,000

- ***Gym/Fitness Center – Construction and Equipment 1,200,000***
- ***Aquatics Center – Construction and FF&E 630,000***
- ***Locker/Shower Rooms and Restrooms 320,000***

Sub-Total – Gym/Fitness and Aquatics Amenities $2,150,000

Total Estimated Budget $4,100,000

Local stakeholders have indicated that land for this project will be donated.

It is also noteworthy that consideration is underway to determine the feasibility of a new affordable housing project for low-income seniors in Borrego Springs that would include a new senior center in the same building complex. This concept would utilize low-income housing tax credits plus loan funding from the County of San Diego, resulting in a considerable reduction in the cost of a new senior center. While the details of this potential arrangement are not within the scope of this senior center regional Master Plan, those communities that consider construction of a new senior center facility may wish to check into the option of accessing tax credits and county loan funding for a campus that includes both a senior center and an increase in affordable housing inventory that is so badly needed for low income seniors in our region.

CARLSBAD

Introduction:

Carlsbad is a North County city encompassing roughly 39.11 square miles. The County of San Diego's 2016 demographic profile estimated the total Carlsbad population at 112,008, with 17,523 seniors 65+ (15.6% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of Carlsbad is projected to increase by 6,068, or 5%
- During that same 30-year time period:
  - While the overall Carlsbad population will increase by 6,068, the population of seniors 60+ will increase by 8,615, representing 142% of the total population growth
  - The population of seniors 75+ is forecast to more than double (103%)
  - However, a portion of the population that comprises a critical caregiving cohort to seniors (ages 20-40) is forecast to decrease over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:

- 16.4% of Carlsbad residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 5% are living below 100% of the federal poverty level
  - Almost one in seven are living below 200% of the federal poverty level
  - Almost one in six Carlsbad seniors 65+ are still working

Cultural Observations:

- Currently almost 15% of Carlsbad residents are Hispanic; SANDAG forecasts that Hispanics will comprise 18% of the Carlsbad population by the year 2050
  - A local senior center needs to include culturally appropriate programming and develop an environment that embraces the diversity of cultures in their communities

Potential Senior Orphans:

- Approximately 23% of Carlsbad seniors live alone
  - This raises the possibility of a significant number of senior orphans

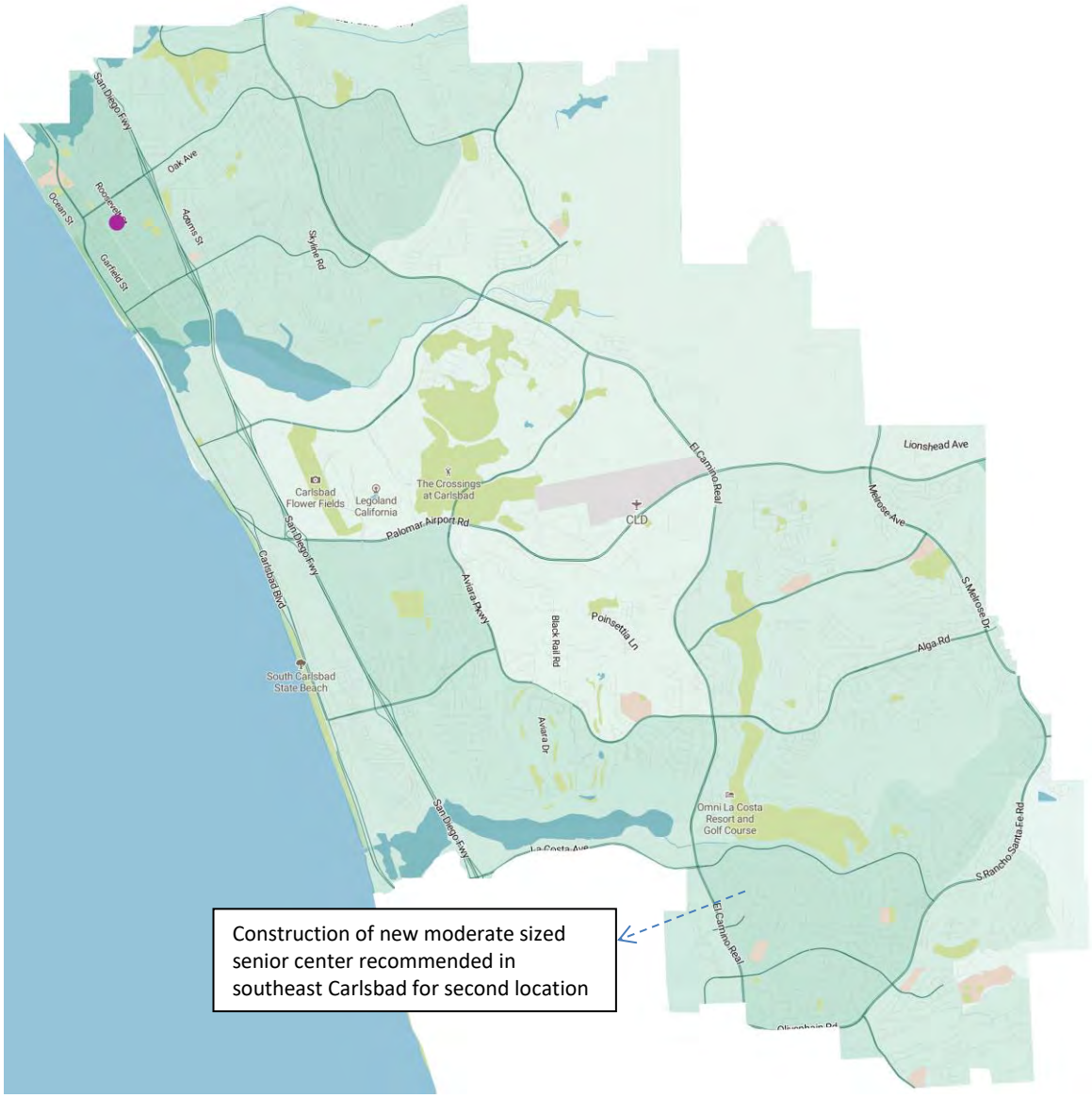
Cost of Living Factors:

- 17.9% of Carlsbad seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,830.
- The average cost of living for seniors 65+ in Carlsbad is:
  - $3,034 per month for single adults
  - $3,787 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

According to census tract information, the density of Carlsbad seniors 60+ ranges from about 300 up to 1,695 per square mile, averaging about 900 per sq. mile.

- The ***Carlsbad Senior Center*** is located at census tract 180, with a seniors 60+ density of 1,695 per square mile.



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- Carlsbad Sunset Seniors 1003 Chinquapin 92008, 36 units, waitlist 2-3 years
- Jefferson House I, 3090 Jefferson Street 92008, 48 units, waitlist N/A
- Jefferson House II, 2848 Jefferson Street 92008, 57 units, waitlist N/A
- Tavarua Senior Apartments 3568 Harding 92008, 50 units, waitlist closed
- Tyler Court Apartments 3363 Tyler Street 92008, 75 units, waitlist 2-3 years
- Portola Senior Apartments 2600 Gage Drive 92020, 101 units, waitlist open

Assisted Living

- 26 facilities with a capacity for 2203 residents

Transportation

- NCTD bus routes: Routes 101, 444, 445, 309, 315, 323, 325 (7)
- NCTD Sprinter: None
- Carlsbad Senior Center Nutrition Transportation Program
- City of Carlsbad Senior Transportation Program

Caregiving

- A Hand to Hold 300 Carlsbad Village Drive 92008
- Age Advantage 2910 Jefferson Street 92008
- Avenue Home Care 5115 Avenida Encinas 92008
- All Heart Home Care (Regional office in La Mesa 91942)
- Best of Care 6120 Paseo Del Norte 92011
- Heritage Senior Care 2755 Jefferson 92008
- Home Watch Caregivers 5731 Palmer Way 92010

Nutrition Assistance

- Carlsbad Senior Center Congregate and Home Delivered meals program
- San Diego Food Bank Senior Food program, Carlsbad Community Center 92008
- San Diego Food Bank Emergency Food Assistance Program 92008
- San Diego Food Bank Emergency Food Assistance Program 92011
- Feeding San Diego Food Distribution Program 92010

Entities/Programs unique to this community

- City of Carlsbad Senior Commission

THE CARLSBAD SENIOR CENTER – CURRENT SITE

The ***Carlsbad Senior Center*** is located at 799 Pine Street, Carlsbad, CA 92008. It is located near the town center of Carlsbad and shares a large public space with a park and an adjoining youth activity center. A large church is located across the street. The exterior of building is consistent with architectural styles of the area and is enhanced by its proximity to a vast green space. A large parking lot can accommodate over 100 vehicles. There is limited public transportation; the nearest bus stop is on a main artery approximately 4 blocks from the CBC.

Observations on Existing Conditions:

- *Facility*
  - The CBC is a large facility with multiple rooms that can accommodate large-scale programmatic offerings. The building is 30 years old and maintains pleasing aesthetics with plenty of natural light. A moderate-sized outdoor space is at the center of the building design. The location is complemented with its proximity to a large public park

with plenty of green space, athletic fields, and other amenities. A stand-out feature is the large community garden at the southern end of the complex. The 50-bed garden provides seniors with access to expert instruction and space to develop a green thumb.

- *FF&E*
  - CBC maintains a sizeable equipment inventory that includes a large computer room, game rooms, pool tables, ping pong, art studio with supplies including a kiln for ceramics, audio/visual equipment, fitness room and a commercial kitchen.
  - The most recent upgrade was the modernizing of the fitness room that included equipment that allows for interactive experience.
- *Staffing*
  - CBC is operated with 2 full-time employees and 15 part-time employees. Seniors are provided with opportunity to volunteer throughout the Center.

Options for Capital Expenditures:

- *Refurbishment*
  - The building was constructed in 1989 so there are opportunities for upgrade. The exterior of the building has satisfactory curb appeal and the surrounding green space make for a pleasant setting. There is opportunity for enhancement of the outdoor space of the CBC with patio furniture and outdoor accessories.
  - Upon completion of the upgrades to the fitness room, the next target for CBC upgrades was for common interior areas for flooring and windows.
- *New Construction*
  - The building is 30 years old but has satisfactory appeal. Given the location and surrounding space, the current center is in an ideal location. Continued upgrades and refurbishment where necessary would make a strategy of new construction unnecessary at this time.
- *Furnishings and Equipment*
  - The CBC maintains an above-average level of equipment. The furnishings are becoming outdated and is a primary focus for building enhancement.

Other Observations:

- *Additional Senior Center to serve Carlsbad*

- Between 2020 and 2050, Carlsbad is projected to see an increase of over 9,000 people over the age of 75 and an estimated population of 39,000 of residents 60 and over. There are regions of the city, particularly in the southeastern area, that may contain barriers for older adults to participate at the current location. With such estimated growth, a second senior center is a possible option.

Recommended Model:

The current senior center in Carlsbad is well-supported by the community and its elected officials. The building is over 30 years old, but it is aging well, and consistent upgrades keep the structure viable and modern. An updated and expanded fitness room and improvements to the fixtures and furnishings of the center keep the physical plant both utile and appealing. The city's older adults reside in a community with a good level of supports and services and a decent infrastructure.

Estimated Capital and/or Refurbishments Costs – Existing Site:

Per the narrative above, no action or accompanying budget for the existing Carlsbad Senior Center site is suggested at this time.

CARLSBAD SOUTHEAST– PROPOSED NEW SITE

The growth in Carlsbad's older adult population is a primary driver in suggesting an additional site be developed to serve this expanding demographic. A community that will have nearly 40,000 residents over the age of 60 by 2050 will outgrow its current location and benefit from a new site in an underserved area of the city. The city can look to the neighboring community of Oceanside who recently opened a 2nd senior center to serve its growing population.

A moderate size 17,000- 22,000 square foot facility that is highlighted by a fitness center and computer lab located in the southern and eastern part of Carlsbad is a suggested option for civic leaders to consider.

Estimated Capital and/or Refurbishments Costs – Second Site:

The proposed solution for a second senior center site in Carlsbad contemplates construction of a new moderate-sized dedicated senior center, with new furnishings and equipment as a second site in Carlsbad. The "moderate" senior center model presented in this report contemplates a 20,000 square foot facility inclusive of a 1,000 square foot commercial kitchen, a 1,500 square foot in-house theater, and provision of 1,500 square feet for a business "social enterprise" (e.g., gift shop, salon, catering business).

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- ***Senior Center Construction (20,000 sf at $215/sf)..... $4,300,000***
- ***Provision for Senior Center FF&E..... 125,000***
- ***Provision for Moderate-Sized Commercial Kitchen Equipment..... 105,000***
- ***Provision for In-House Theater Equipment 50,000***

Sub-Total – Senior Center..... $4,580,000

- ***Gym/Fitness Center – Construction and Equipment..... 1,200,000***
- ***Aquatics Center – Construction and FF&E..... 630,000***
- ***Locker/Shower Rooms and Restrooms 320,000***

Sub-Total – Gym/Fitness and Aquatics Amenities $2,150,000

Total Estimated Budget..... $6,730,000

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $6.7M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.

CHULA VISTA

Introduction:

Given the extensive population and geographical footprint of Chula Vista, the municipality has been split into two sub-regional areas by the County and SANDAG. This section pertains to the City of Chula Vista which includes the main city and western region. The area of Sweetwater in the eastern region that includes Otay Ranch, East Lake, Rancho Del Rey, and Bonita is technically a part of Chula Vista, but will be presented in a separate section of this report.

The County of San Diego's 2016 demographic profile estimated the total Chula Vista population at 117,463, with 16,095 seniors 65+ (13.7% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of Chula Vista is projected to increase by 23,711, or 20%
- During that same 30-year time period:
  - Seniors 60+ will comprise 76% of the Chula Vista population growth
  - The population of seniors 75+ is forecast to increase by 146%
  - However, a portion of the population that provides caregiving services to seniors (ages 20-40) is forecast to decline over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population.

Poverty Statistics:

- Almost half of Chula Vista residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 14% are living below 100% of the federal poverty level
  - Over 40% are living below 200% of the federal poverty level
  - Almost one in seven Chula Vista seniors 65+ are still working

Cultural Observations:

- Currently three out of every four Chula Vista residents are Hispanic; SANDAG forecasts that Hispanics will comprise 80% of the Chula Vista population by the year 2050
  - A local senior center must consider ethnically appealing programs and environment

Potential Senior Orphans:

- Approximately 25% of Chula Vista seniors live alone
  - This raises the possibility of a significant number of senior orphans

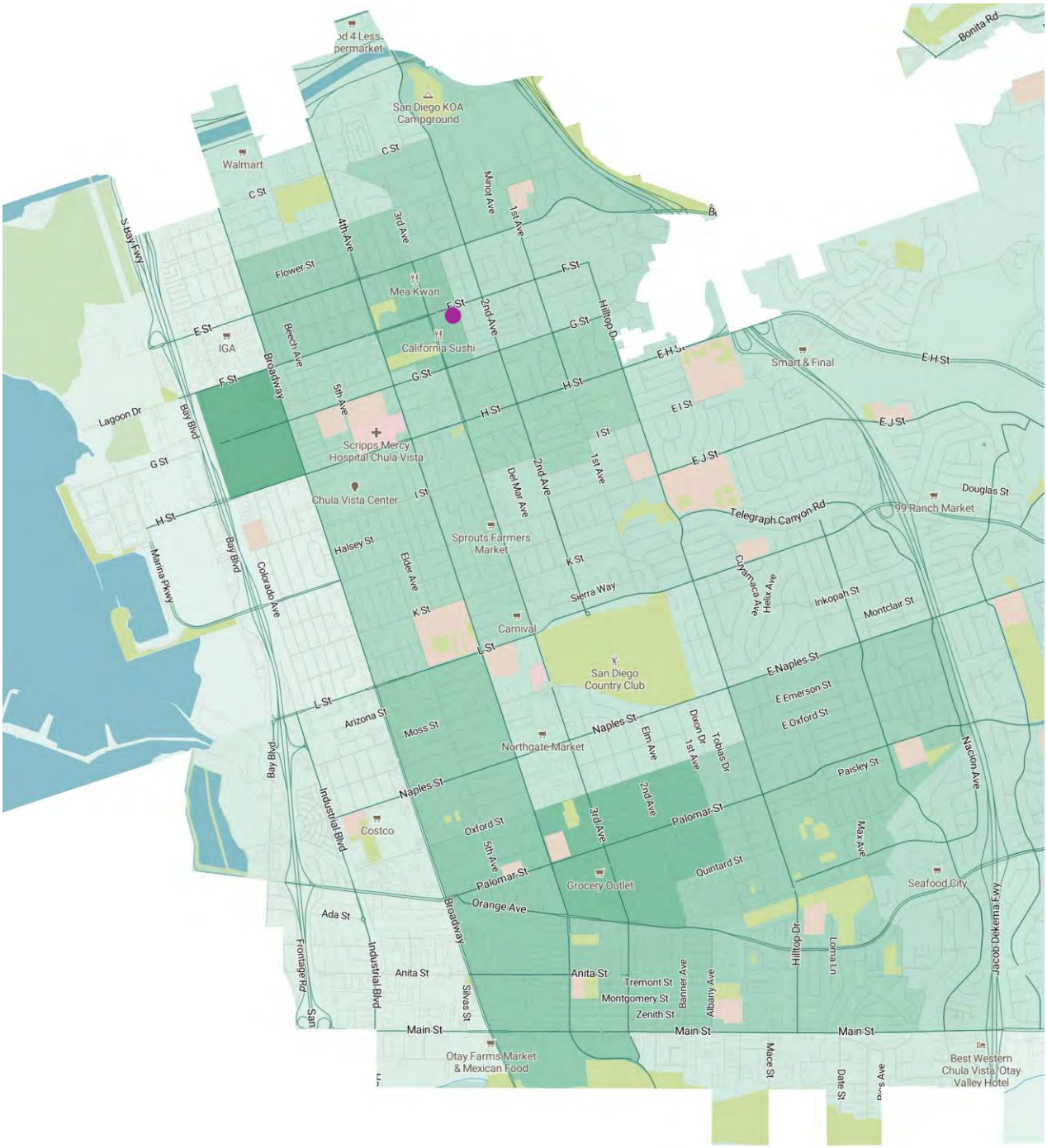
Cost of Living Factors:

- Over one-third of Chula Vista seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,291.
- The average cost of living for seniors 65+ in Chula Vista is:
  - $2,202 per month for single adults
  - $2,956 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

According to census tract information, the density of Chula Vista seniors 60+ ranges from 688 to 3,837 per square mile, averaging almost 2,000 per sq. mile.

- The ***Chula Vista Senior Center*** is located at census tract 123.02, with a seniors 60+ density of 2,573 per square mile.



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- Congregational Tower Apartments, 288 F street 91910, 186 units, waitlist closed
- Garden Villa Apartments, 1260 Third Avenue, 91911, 100 units, waitlist closed
- Seniors on Broadway, 845 Broadway 91911, 42 units, waitlist 4-5 years
- Silvercrest Chula Vista Apartments, 636 Third Avenue, 91910, 74 units, waitlist 5-6 years

- Town Center Manor, 434 F street 91910, 121 units, waitlist 2-3 years
- Villa Serena Senior Apartments, 1231 Medical Center Drive 91911, 132 units, waitlist N/A

Assisted Living

- 23 facilities with bed capacity of 8811

Transportation

- MTS bus routes interior of city: Routes 701, 704, 705, 707, 709, 712, 225, 929, 932 (9)
- MTS Trolley: Blue line with stops within city
- Renewing Life transportation services for Chula Vista older adults
- A Better Solution Transportation Services (private pay)
- A Caring Heart Transportation services (private pay)

Caregiving

- A Caring Heart 371 E. Millan Street 91910
- Absolute Senior Home Care 3450 Bonita Road 91910
- In Good Hands Care 916 4th Avenue 91911
- Genki Home Care 1260 3rd Avenue 91911

Nutrition Assistance

- Meals on Wheels 270 F Street 91910
- Salvation Army Congregate Meals Program 648 3rd Avenue 91910
- San Diego Food Bank Senior Food Program 91910 and 91911
- San Diego Food Bank Emergency Food Assistance Program 91910 and 91911
- San Diego Food Bank Neighborhood Distribution Program 91910
- Feeding San Diego Food Distribution Program 91910 (5 sites) and 91911 (3 sites)

Entities/Programs unique to this community

- Glenner Family Town Square Adult Day Health Center 2765 Main Street 91911
- St. Paul's PACE 630 L Street 91911
- South Bay YMCA 1201 Paseo Magda 91910
- City of Chula Vista Commission on Aging 91910
- Senior Volunteer Patrol 91910

The Chula Vista Senior Center:

The ***Chula Vista Norman Park Senior Center*** is located at 270 F Street, Chula Vista, CA 91910. The site is located near the older city center. Public transportation access is within 1 block from the building. There is no dedicated parking lot for visitors although there is ample street parking available. The physical plant is situated on 1.5 acres and was built in 1963. Exterior aesthetics are reflective of buildings from that era.

Observations on Existing Conditions:

- *Facility*
  - The building has dedicated classroom space for a variety of its education and social programming and a large multipurpose room to accommodate larger events. There is a second floor with additional office space and is currently in use by unaffiliated nonprofits. There is a commercial kitchen utilized for special nutritional programs and for use as an amenity for the building rental to the community. There have been lingering issues with the kitchen that has limited its availability, but a recent major renovation has restored the space to its full capacity. Despite the presence of the kitchen, there is no congregate meal program at the NPSC.

- *FF&E*
  - The NPSC includes a fitness center with an outdoor exercise space that has been recently added. The recent major renovation has included upgrades to the center's furnishings and amenities.

- *Staffing*
  - The NPSC staff consists of 14 employees with over 40 seniors volunteering at the site. The NPSC has a Senior Club Board to provide older adults opportunity to participate in Center business.

Options for Capital Expenditures:

- *Refurbishment*
  - The NPSC has recently completed a major renovation. The $1 million project has upgraded common areas, classrooms, kitchen, and the multipurpose room.

- *New Construction*

- With this investment, new construction of a senior center in this service area would not be a priority. There is a high-density area of older adults in the southern portion of the City that may face barriers in accessing the services of the NPSC. Despite a challenge of involving another community, a senior center in partnership with the community of San Ysidro is a possibility to address a regional need.

- *Furnishings and Equipment*
  - The renovation project included new furnishings and furniture throughout the building. The fitness room is adequately served with current inventory although the equipment is older and will eventually need replacement. The space that constitutes the computer lab is small with very limited hardware.

Other Observations:

- *Chula Vista Geography and Population Forecast*
  - As mentioned earlier in this section, the City of Chula Vista presents challenges given the expansion of the community over the last 30 years and the way data is categorized by local government. The NPSC, with the current renovation project delivering a significant positive upgrade to the facility, adequately serves the "traditional" area of Chula Vista.
  - The "newer" areas of Chula Vista; Eastlake and Otay Ranch, and the current support environment for those areas' seniors will be addressed in a separate section of this report.
  - Whether reviewed as a region or as discrete locales, the City of Chula Vista currently has one senior center to serve its population. With a population forecast of 88,000 people over the age of 60 by 2050, movement is needed to begin to address this pending demographic reality that will result in increased demand for services and supports.

Recommended Model:

With such a level of investment into the existing structure, it will be several years before any additional refurbishment will likely be needed. Despite the age of the building, it appears that the leadership of Chula Vista is satisfied with this location to continue to service the town's older adults for the next few decades.

Minor upgrades may be needed over the next decade. This scenario places the NPSC as a low priority on our refurbishment timeline.

Estimated Capital and/or Refurbishments Costs:

Per the narrative above, no action or accompanying budget is suggested for the Chula Vista Senior Center at this time.

CLAIREMONT, KEARNY MESA, LINDA VISTA

Introduction:

The *Kearny Mesa* sub-regional area includes the following communities.

- Clairemont
- Kearny Mesa
- Serra Mesa
- Linda Vista
- Bay Park

The County of San Diego's 2016 demographic profile estimated total population at 164,467, with 22,023 seniors 65+ (13.4% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population is projected to increase by 40,630, or 24%
- During that same 30-year time period:
  - Seniors 60+ will comprise 46% of the population growth
  - The population of seniors 75+ is forecast to more than double (115%)

Poverty Statistics:

- Almost 30% of residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 10% are living below 100% of the federal poverty level
  - Over one in four are living below 200% of the federal poverty level
  - One in six seniors 65+ are still working

Cultural Observations:

- Currently one in four of residents are Hispanic; SANDAG forecasts that Hispanics will comprise over one-third of the population by the year 2050
  - A local senior center needs to embrace the diversity of the community they serve and develop culturally appropriate programming and services.

Potential Senior Orphans:

- Approximately 26% of seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:

- About 20% of seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,670.
- The average cost of living for seniors 65+ is:
  - $2,526 per month for single adults
  - $3,279 per month for couples
  - The estimated cost of living exceeds average social security income

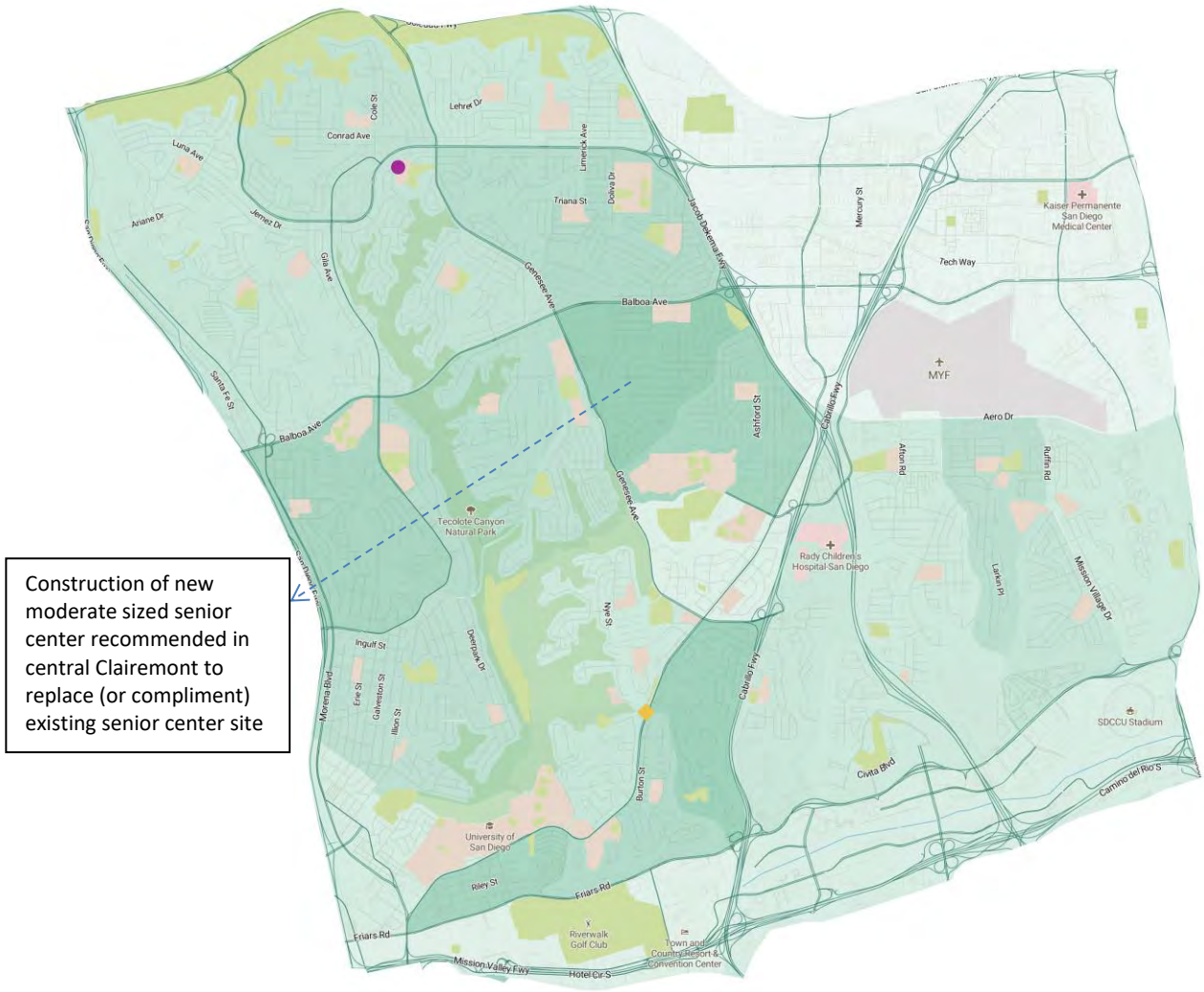
Population Density – Seniors 60+:

Census tract information indicates the density of seniors 60+ at:

- Clairemont: Ranges from 1,071 to 2,444 per square mile, averaging about 1,500 per sq. mile.
- Kearny Mesa is a single census tract with a senior density of 217 per square mile
- Serra Mesa: Ranges from 826 to 1,426 per square mile, averaging about 1,000 per sq. mile.
- Linda Vista: Ranges from 408 to 2,209 per square mile, averaging about 1,500 per sq. mile.
- Bay Park: Ranges from 1,325 to 1,980 per square mile, averaging about 1,600 per sq. mile.

There is one community center and one senior center currently in the area:

- The ***Bayside Community Center*** is located in Linda Vista at census tract 90, with a seniors 60+ density of 1,015 per square mile.
- The ***Cathy Hopper Clairemont Friendship Center*** is located in North Clairemont at census tract 85.04, with a seniors 60+ density of 1,161 per square mile.
  - **NOTE: Cathy Hopper Center was closed in July 2021**



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- La Casa Balboa 6106 Beadnell Way 92117, 88 units, Seniors 55 and over, waitlist N/A
- The Orchard Apartments 4040 Hancock Street, 92110, 563 units, Seniors 55 and over, waitlist closed
- Sorrento Tower 2875 Cowley Way 92110, 184 units, Seniors 62+, waitlist closed
- Village North Senior Garden Apartments 7720 Belden Street 92111, 120 units, Seniors 55 and over, waitlist N/A
- Belden Village Apartments 7705 Belden Street 92111, 240 units, Seniors 55 and over, waitlist 1-2 years

Assisted Living

- 3 facilities with a capacity of 179 in 92110
- 6 facilities with a capacity of 36 in 92111
- 11 facilities with a capacity of 413 in 92117

- 8 facilities with a capacity of 45 in 92123

Transportation

- MTS Bus Routes: 50, 105, 44, 120, 20, 60, 27, 25, 928, 41 (10)
- MTS Trolley: Multiple stops for Green Line at far southern end of SRA

Caregiving

- 1st Meridian Homecare 4545 Murphy Canyon Road 92123
- 1CallforCare 8305 Vickers Street 92111
- Always Best Senior Home Care 3665 Ruffin Road 92123
- All Valley Home Care 3665 Ruffin Road 92123
- Home Instead Senior Care 8775 Aero Drive 92123
- Nurse Next Door Home Care Services 8328 Clairemont Mesa Boulevard 92111
- Right at Home Senior Care Services 8369 Vickers Street 92111

Nutrition Assistance

- Salvation Army Congregate Meals program 92117
- Jewish Family Services Home Delivered Meals program 92110, 92111, 92117, 92123
- San Diego Food Bank Emergency Food Assistance Program 92123 (2 sites), 92117, 92110
- San Diego Food Bank Neighborhood Distribution program 92111
- San Diego Food Bank Senior Food Distribution program 92110, 92117, 92111
- Feeding San Diego Food Distribution program 92117, 92111 (2 sites), 92123 (2 sites)

Entities/Programs unique to this community

- Mission Valley YMCA 5505 Friars Road 92110
- Toby Wells YMCA 5105 Overland Way 92123
- Alzheimer's San Diego 6632 Convoy Ct. 92111
- Bayside Community Center 2202 Comstock St. 92111

CLAIREMONT/KEARNY MESA – CURRENT SITE

The ***Cathy Hopper Friendship Center*** is located at 4425 Bannock Avenue, San Diego, CA, in the North Clairemont area.

Author's Note: The Cathy Hopper Friendship Center in Clairemont closed as of July of 2021. The following information on the previous facility is still included in the report to serve as a reference for a possible future senior center in Clairemont.

Observations on Existing Conditions:

- *Facility*

- The operator of the senior center is Lutheran Social Services of Southern California (LSSSC), a 501c3 organization with a 70-year history of providing services to the San Diego region. The organization became the administrator of the CHCFC in 2017 in response to a City of San Diego Request for Proposal seeking an entity to reopen the property for senior services after the closure of the previous center in 2015. The city is the owner of the building and leases the location to LSSSC. The building is available for rental space to the community and is home to evening meetings of various associations in the Clairemont community.
- The CHCFC is located within the North Clairemont Community Park. The building was constructed in 1988 and is adjacent to the community recreation center. There is sufficient parking available to older adults who utilize the CHCFC, but public transportation provides a challenge as the nearest MTS bus stop is approximately 3 blocks from the park grounds.
- Building consists of a moderate-sized community meeting room with several smaller classrooms.

- *FF&E*
  - The center has a small inventory of equipment with an outdated aesthetic and furnishings.
- *Staffing*
  - One full-time employee and 2 part-time employees who are responsible for operations are employees of LSSSC

Options for Capital Expenditures:

- *Refurbishment*
  - The building is lacking in physical appeal and needs significant upgrades to lighting, floor planning and fixtures. However, as a city-owned building, the barriers to conducting a renovation project would be numerous.
- *New Construction*
  - Given the condition of the building and a public transportation system that does not adequately serve the location, construction of a new center for this region should be a priority.
- *Furnishings and Equipment*

- If new construction were undertaken, there is nothing in the current building that would be transferable to new location.

Other Observations:

- According to SANDAG population forecast, the Clairemont Mesa and Kearny Mesa area will have 30,000 residents over the age of 60 by 2050. The current population of the same age cohort in the plan area is 21,300.

Recommended Model:

The SANDAG population forecast for the areas of Clairemont, Kearny Mesa and Linda Vista (combined) suggest a population of over 40,000 people age 60 and over in these communities by 2050. There is a good infrastructure of supports and services within the community. The Bayside Community Center offers some senior programming as part of a large-scale community organization, but the older adult population represents only a portion of those served.

The Cathy Hopper Clairemont Friendship Center was closed as of July 2021. It was the only center exclusively serving the older adult population in the area. The building is owned by the City of San Diego and the organization managing the facility was the Lutheran Social Services of Southern California, who had been granted special use permit to operate.

The building is obsolete with an institutional feel and, as mentioned, any attempts to refurbish the building will face significant regulatory requirements that will make the process difficult.

Given the substantial growth projected for the area and the presence of one center that does not exclusively focus on seniors and another that does but is in a dated and bland physical plant, it is suggested that new construction of a moderate-sized senior center 17,000- 22,000 square feet be developed on a new site to better serve the current and future older adults of this region.

Estimated Capital and/or Refurbishments Costs:

The proposed solution for the Clairemont/Kearny Mesa area is construction of a new moderate-sized dedicated senior center, with new furnishings and equipment. The “moderate” senior center model presented in this report contemplates a 20,000 square foot facility inclusive of a 1,000 square foot commercial kitchen, a 1,500 square foot in-house theater, and provision of 1,500 square feet for a business “social enterprise” (e.g., gift shop, salon, catering business).

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- ***Senior Center Construction (20,000 sf at $215/sf)..... $4,300,000***
- ***Provision for Senior Center FF&E..... 125,000***

- ***Provision for Moderate-Sized Commercial Kitchen Equipment 105,000***
- ***Provision for In-House Theater Equipment 50,000***

Sub-Total – Senior Center $4,580,000

- ***Gym/Fitness Center – Construction and Equipment 1,200,000***
- ***Aquatics Center – Construction and FF&E 630,000***
- ***Locker/Shower Rooms and Restrooms 320,000***

Sub-Total – Gym/Fitness and Aquatics Amenities $2,150,000

Total Estimated Budget $6,730,000

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $6.7M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.

LINDA VISTA – CURRENT SITE

The ***Bayside Community Center*** is located at 6882 Linda Vista Road, San Diego, CA.

Observations on Existing Conditions:

- *Facility*
  - SDSCF has not conducted a site visit with this multi-purpose center

Other Observations:

- According to SANDAG population forecast, the Linda Vista area will have approximately 11,000 adults over the age of 60 by 2050. The current population of the same age cohort is 6,100.

Recommended Model:

Bayside Community Center serves the entire community of Linda Vista, senior programs and services are just a part of what they do to accomplish their mission. As a comprehensive social service agency, this center does not fit within the SDSCF model of a dedicated senior center. While its importance is unquestioned in fulfilling the needs of the community members, for the purpose of this document, this center will not be considered in the refurbishment timeline or assigned a level of priority.

Estimated Capital and/or Refurbishments Costs:

Per the narrative above, no action or accompanying budget is suggested for the Bayside Community Center at this time.

CORONADO

Introduction:

Coronado is an independent city encompassing roughly 32.67 square miles. The County of San Diego's 2016 demographic profile estimated the total Coronado population at 24,852, with 4,639 seniors 65+ (18.7% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of Coronado is projected to increase by 585, or 2%
- During that same 30-year time period:
  - While the overall Coronado population will increase by 585, the population of seniors 60+ will increase by 1,060, representing 181% of the total population growth
  - The population of seniors 75+ is forecast to increase by two-thirds (64%)
  - However, a portion of the population that typically provides caregiving assistance to seniors (ages 20-40) is forecast to decline over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:

- One in six Coronado residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - Almost 5% are living below 100% of the federal poverty level
  - About one in seven are living below 200% of the federal poverty level
  - Almost one in six Coronado seniors 65+ are still working

Cultural Observations:

- Currently 15% of Coronado residents are Hispanic; SANDAG forecasts that Hispanics will comprise 18% of the Coronado population by the year 2050
  - A local senior center must consider ethnically appealing programs and environment

Potential Senior Orphans:

- Approximately 28 % of Coronado seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:

- Almost 24% of Coronado seniors 65+ rent a house or apartment, at a median monthly rental rate of $2,268.
- The average cost of living for seniors 65+ in Coronado is:
  - $3,606 per month for single adults
  - $4,357 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

According to census tract information, the density of Coronado seniors 60+ ranges from 1,229 to 3,521 per square mile, averaging about 2,400 per sq. mile.

- The ***Coronado Senior Center*** is located at census tract 108, with a seniors 60+ density of 2,188 per square mile.



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- Coronado Senior Apartments, 550 Orange Avenue, 92118, 30 units, waitlist closed

Assisted Living

- Coronado Retirement Village 299 Prospect Place, 92118, 120 resident capacity

Transportation

- MTS bus routes interior of city: Routes 901, 904 (2)
- MTS Trolley: None
- City of Coronado Seniors Out and About Volunteer Driver Program

Caregiving

- Always There 1224 10th Street, 92118
- Comfort Keepers 830 Orange Avenue, 92118
- Home Care Assistance 1330 Orange Avenue, 92118

Nutrition Assistance

- None

Entities/Programs unique to this community

- Sharp Coronado Hospital Sewall Fitness Center 250 Prospect Place, 92118
- Coronado Senior Association 1079 7th Street, 92118
- Coronado Lawn Bowling Club 1079 7th Street, 92118

The Coronado Senior Center:

The ***Coronado Senior Center*** is located at 1019 Seventh Street, Coronado, CA 92118. The COCSC is a bright, modern 9,000 square foot facility that opened in 2017. It is strategically located on a main Coronado artery adjacent to a library and across the street from a large park. A bowling green, managed by a volunteer association, is located on the COCSC property. There is no dedicated parking lot on site, but some street parking is available within a short walk of the COCSC. Public transportation is accessible and within a short walk of the building.

Observations on Existing Conditions:

- *Facility*
  - The interior of the complex is bright, modern and possesses a most welcoming environment. There is a large multipurpose room that can be partitioned to accommodate various needs. A beautiful, well-appointed lounge with fireplace

overlooks the adjacent park and provides a setting for social engagement. A pool table and two outdoor gathering areas are additional building amenities. The building also includes a catering kitchen that is utilized for special events and is a key amenity for the purpose of facility rental for the general community.

- *FF&E*
  - There is no gym, fitness room or pool on-site, but the infrastructure within Coronado allows for easy access to these entities within a manageable distance from the COCSC.
- *Staffing*
  - Programs and services under the direction of the recreation services department are supported by 2 full time employees and 7 part-time staff. The events led by the Coronado Senior Association are under the direction of 2 part-time staff and are crafted with a focus on the older cohort of the senior population.

Options for Capital Expenditures:

- *Refurbishment*
  - The John D Spreckels Center was opened in 2017. No suggested refurbishment proposed.
- *New Construction*
  - None
- *Furnishings and Equipment*
  - See Above

Other Observations:

- According to SANDAG population forecast, about 7,000 Coronado residents will be over the age of 60 by 2050. As of 2020, the population of the same age cohort is 5800.

Recommended Model:

The John D. Spreckels Center was constructed in 2017. The facility is sufficient to serve the older adults of Coronado over the next few decades. No action required in the immediate future. This center is a low priority on our refurbishment/new construction timeline.

Estimated Capital and/or Refurbishments Costs:

Per the narrative above, no action or accompanying budget is suggested for the Coronado Senior Center at this time

DEL MAR

Introduction:

Del Mar is an independent city encompassing roughly 1.77 square miles. The County of San Diego's 2016 demographic profile estimated the total Del Mar population at 4,312, with 1,015 seniors 65+ (23.5% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of Del Mar is projected to increase by 333, or 8%
- During that same 30-year time period:
  - Seniors 60+ will comprise 80% of the Del Mar population growth
  - The population of seniors 75+ is forecast to increase by 69%
  - However, a portion of the population that traditionally provides caregiving assistance to seniors (ages 20-40) is forecast to decline over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:

- 8.2% of Del Mar residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 3% are living below 100% of the federal poverty level
  - Almost one in four Del Mar seniors 65+ are still working

Cultural Observations:

- SANDAG forecasts that Hispanics will comprise 18% of the Del Mar population by the year 2050, so a key to serving the entire Del Mar senior population should involve ethnically appealing programs and services

Potential Senior Orphans:

- About 20% of Del Mar seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:

- The median monthly rental rate in Del Mar is $1,987
- The average cost of living for seniors 65+ in Del Mar is:
  - $3,154 per month for single adults
  - $3,907 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

According to census tract information, the density of Del Mar seniors 60+ ranges from 492 to 912 per square mile, averaging about 700 per sq. mile.

- The ***Del Mar Community Connections*** organization supports the Del Mar senior population, and is located at census tract 172, with a seniors 60+ density of 836 per square mile.



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- None

Assisted Living

- Coastal Breeze Assisted Living 1040 Solana Drive, 92014, 6 units

Transportation

- NCTD bus routes interior of city: Routes 101 (1)
- NCTD Sprinter: None
- Del Mar Community Connections "Del Mar Seniors on the Go" multi-faceted transportation program

Caregiving

- Advanced Home Health 1155 Camino Del Mar 92014

Nutrition Assistance

- Feeding San Diego Food Distribution Program 92014

Entities/Programs unique to this community

- None

The Del Mar Senior Center:

The ***Del Mar Community Connections*** organization supports the Del Mar senior population and is located at 225 Ninth Street, Del Mar, CA 92014.

Observations on Existing Conditions:

- *Facility*
  - There is no specific "senior center" building. The programs and services are delivered in several locations in Del Mar with the Del Mar Community Building as a primary site.
- *FF&E*
  - As a "decentralized" senior center, DMCC holds little inventory. Primary equipment includes two vans that provide the bulk of the transportation services
- *Staffing*
  - 2 full time staff members oversee the operations.

Options for Capital Expenditures:

- *Refurbishment*
  - This not applicable to DMCC as they do not operate their services at a dedicated location.
- *New Construction*
  - Del Mar is a small coastal community with more access to additional resources and support than most San Diego communities. It is noted that the DMCC has been providing services in the community for nearly 20 years and there is no current effort to alter the delivery method. A decentralized network providing services in a unique, insular community may be the optimal strategy.
  - Given demographic projections, if a new senior center is constructed, it would probably require a partnering effort with the adjacent community of Solana Beach. Combining the two municipalities, forecast of the 60 and over population by 2050 is estimated to be 7,800.
- *Furnishings and Equipment*
  - If a new senior center is constructed, a complete inventory of new furnishings and equipment would need to be procured.

Recommended Model:

As a decentralized entity, Del Mar Community Connections does an admirable job in supporting older adults of the community. Given the small current and projected senior population of the town, even a small senior center may not be feasible. If the town leadership deliberates on the need to provide a permanent home for the DMCC, a partnership with the community of Solana Beach would provide an important additional population base to make the construction of a new center practical.

Estimated Capital and/or Refurbishments Costs:

Per the narrative above, no action or accompanying budget for the existing Del Mar Senior Center is suggested at this time. Please see the Solana Beach section for a recommended solution that would also serve residents of Del Mar.

EL CAJON

Introduction:

El Cajon is an independent city encompassing roughly 14.49 square miles. The County of San Diego's 2016 demographic profile estimated the total El Cajon population at 102,894, with 11,806 seniors 65+ (11.5% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of El Cajon is projected to increase by 5,633, or 27%
- During that same 30-year time period:
  - Seniors 60+ will comprise 44% of the El Cajon population growth
  - The population of seniors 75+ is forecast to increase by 81%
  - However, a portion of the population that traditionally provides caregiving assistance to seniors (ages 20-40) is forecast to increase by an average of only 3% over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population.

Poverty Statistics:

- Almost half (47%) of El Cajon residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - Over 12% are living below 100% of the federal poverty level
  - One out of every three are living below 200% of the federal poverty level
  - One in eight El Cajon seniors 65+ are still working

Cultural Observations:

- Currently over 25% of El Cajon residents are Hispanic; SANDAG forecasts that Hispanics will comprise roughly 50% of the El Cajon population by the year 2050
  - A local senior center must consider ethnically appealing programs and environment

Potential Senior Orphans:

- Approximately 23% of El Cajon seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:

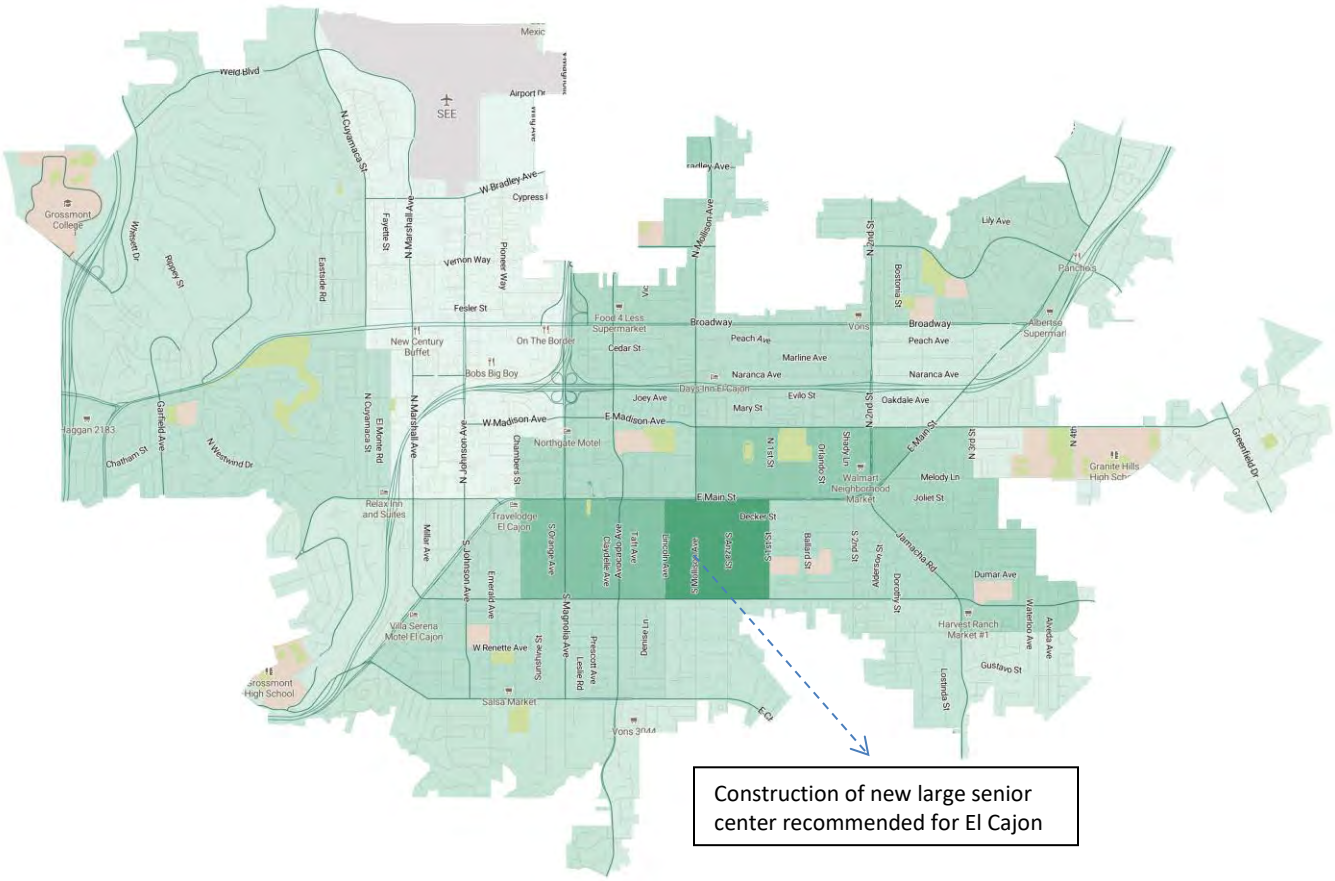
- One-third of El Cajon seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,137.
- The average cost of living for seniors 65+ in El Cajon is:

- $2,484 per month for single adults
- $3,236 per month for couples
- The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

According to census tract information, the density of El Cajon seniors 60+ ranges from 863 to 5008 per square mile, averaging about 1,900 per sq. mile.

- El Cajon does not currently have a senior center. The highest population density of seniors 60+ in El Cajon is 5,008 per sq. mile, indicating the need for a vibrant senior center located in the central area of the city.



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- El Cajon Senior Towers, 180 Ballantyne Street, El Cajon 92020
  - 90 one-bedroom units; section 8 program, subsidized low-rent
- Lexington Senior Apartments, 250 E. Lexington Avenue, El Cajon 92020
  - 88 one-bedroom and 12 two-bedroom units

- Silvercrest El Cajon Apartments, 175 S. Anza Street, El Cajon 92020
  - 18 studio units, 56 one-bedroom units, subsidized for low-income residents

Assisted Living

- Capacity – more than 6
  - Carrolls Residential Care – capacity 144
  - Parkway Gardens Retirement Care Home – capacity 15
  - Silvercrest Guest Home – capacity 15
  - California Home For Seniors – capacity 15
  - Casa El Cajon – capacity 99
  - Good Samaritan Retirement Home – capacity 70
  - La Vida Real – capacity 177
  - Lo-Har Senior Living – capacity 68
- Capacity – six or less
  - Care Plus Mansion
  - Evening Shade Manor, Inc.
  - Jobeth Home Care
  - Meadow Creek Villa
  - New Dawn Senior Care Home
  - Noble Living II LLC
  - Pine Tree Villa
  - La Estancia
  - Lexington House, LLC
  - Lucie's Cozy Cottage
  - Renaissance Living II
  - Senior Care & Comfort Living
  - Serene Sunset I
  - Shaded Arbor Groveland Terrace
  - Summer Place
  - Aerie Meadows Care Home
  - Bosworth Gardens RCFE II
  - Bosworth Gardens, RCFE
  - El Cajon Senior Care Home
  - Granite Hills Care Facility
  - La Cruz Senior Care, Inc

- La Valhalla Residential Care
- Mountain View Healthcare
- Rancho San Diego Board & Care
- Rancho San Diego Board And Care II
- Serene Greenfield Manor
- Villa Alegre

Transportation

- MTS Bus Routes run along Broadway, West/East Main Street, Magnolia Ave, and Mollison, and connect to the MTS Trolley green line on Marshall Ave.
- El Cajon does not offer any specialized transportation services for older adults
- RideFACT and Rides4Neighbors offer transportation options for seniors 60+
  - https://factsd.org/listing/ridefact/
  - https://factsd.org/listing/rides4neighbors-discount-taxi-program/

Caregiving

- Visiting Angels , 523 Parkway Plaza, El Cajon, CA 92020
- Assisted Living Specialists, 8373 Jackson Heights Court, El Cajon, CA 92021
- El Cajon Family Resource Center, 220 S. First St, El Cajon, CA 92019
- St. Paul's PACE, 1306 Broadway, El Cajon, CA 92021
- Absalem Home Health Agency, 1283 E. Main St. #201, El Cajon, CA 92021
- Western Adult Day Health Care Center, 240 S. Magnolia Ave, El Cajon, CA 92020

Nutrition Assistance

- Meals on Wheels, 131 Chambers Street, Suite 100, El Cajon, California 92020
- Home delivered meal service provided by Serving Seniors (619-337-1425)
- San Diego Food Bank neighborhood distribution locations in East County:
  - Journey Community Church, 8363 Center Dr., Ste. 6C, La Mesa, CA 91942
  - El Cajon Seventh-Day Adventist Church, 1630 E. Madison Ave., El Cajon, CA 92019
  - Faith Chapel, 9400 Campo Rd., Spring Valley, CA 91977
- Feeding San Diego food distributions sites
  - Salvation Army El Cajon, 1011 E. Main Street, El Cajon, CA 92021
  - Chaldean and Middle-Eastern Social Services, 436 S. Magnolia Avenue #201 El Cajon, CA 92020
  - Bethlehem Food Pantry, 737 Grant Avenue, El Cajon, CA 92020
  - CRF East Corner Clubhouse, 1060 Estes Street Suite 104, El Cajon, CA, 92020

- Meridian Baptist Church, 660 South 3rd Street, El Cajon, CA, 92019
- El Cajon SDA, 1630 E Madison
- East County Transitional Living Center, 1523 East Main St., El Cajon, CA 92021
- Saint Joseph Pantry of Saint Kieran Church, 1510 Greenfield Drive, El Cajon, CA 92021

Entities/Programs unique to this community

- County Libraries:
  - El Cajon Branch: 201 E. Douglas, El Cajon, CA 92020
  - Crest Branch: 105 Juanita Lane, El Cajon, CA 92021
  - Fletcher Hills Branch: 576 Garfield Ave., El Cajon, CA 92020
- City-run programs for seniors
  - https://www.cityofelcajon.us/your-government/departments/recreation/for-seniors
- El Cajon Retired Senior Volunteer Patrol:
  - https://www.cityofelcajon.us/your-government/departments/police/your-police-department/rsvp
- Salvation Army: 1011 E. Main Street, El Cajon, CA 92021 (619)-593-1077

The need for a Senior Center in El Cajon:

There is no existing senior center in the City of El Cajon. Some services and activities for seniors are managed by the El Cajon City Park and Rec department, at decentralized locations and by the Salvation Army. The city has an above average level of supporting infrastructure for older adults. By 2050, according to SANDAG population forecast, the city will be home to over 26,000 residents over the age of 60. A city with this population size is an excellent candidate for the development of a new senior center and this area will be a priority for SDSCF to create a viable path forward.

Recommended Model:

A large senior center ranging from 28,000-35,000 square feet that incorporates as many elements of a 21st century senior center as feasible. This model includes multi-purpose gathering room, exercise and fitness room, computer lab, classrooms, commercial kitchen, meeting and conference space and a community room available for public rentals. Optional space includes ability for the center to create a social enterprise that can employ seniors and generate revenue for the center.

Estimated Capital and/or Refurbishments Costs:

The proposed solution for El Cajon is construction of a new large dedicated senior center, with new furnishings and equipment. The “large” senior center model presented in this report contemplates a 33,000 square foot facility inclusive of a 1,500 square foot commercial kitchen, a 3,000 square foot in-house theater, and provision of 2,500 square feet for a business “social enterprise” (e.g., gift shop, salon, catering business).

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- ***Senior Center Construction (33,000 sf at $215/sf))..... $7,202,500***
- ***Provision for Senior Center FF&E..... 200,000***
- ***Provision for large Commercial Kitchen Equipment 160,000***
- ***Provision for In-House Theater Equipment 75,000***

  Sub-Total – Senior Center..... $7,637,500
- ***Gym/Fitness Center – Construction and Equipment..... 1,200,000***
- ***Aquatics Center – Construction and FF&E..... 630,000***
- ***Locker/Shower Rooms and Restrooms 320,000***

  Sub-Total – Gym/Fitness and Aquatics Amenities $2,150,000

  Total Estimated Budget..... $9,787,500

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $9.8M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.

ENCINITAS

Introduction:

Encinitas is an independent city encompassing roughly 20 square miles. The County of San Diego's 2016 demographic profile estimated the total Encinitas population at 62,160, with 10,134 seniors 65+ (16.3% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of Encinitas is projected to increase by 3,762, or 6%
- During that same 30-year time period:
  - Seniors 60+ will comprise 139% of the Encinitas population growth, indicating that the population of other age-cohorts will decrease during this same time period.
  - The population of seniors 75+ is forecast to double (103%)
  - However, a portion of the population that traditionally provides caregiving assistance to seniors (ages 20-40) is forecast to decline over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:

- 17.3% of Encinitas residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 6% are living below 100% of the federal poverty level
  - Almost one in six are living below 200% of the federal poverty level
  - Over one in five Encinitas seniors 65+ are still working

Cultural Observations:

- Currently over 12% of Encinitas residents are Hispanic; SANDAG forecasts that Hispanics will comprise almost 20% of the Encinitas population by the year 2050
  - A local senior center must consider ethnically appealing programs and environment

Potential Senior Orphans:

- Approximately 27% of Encinitas seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:

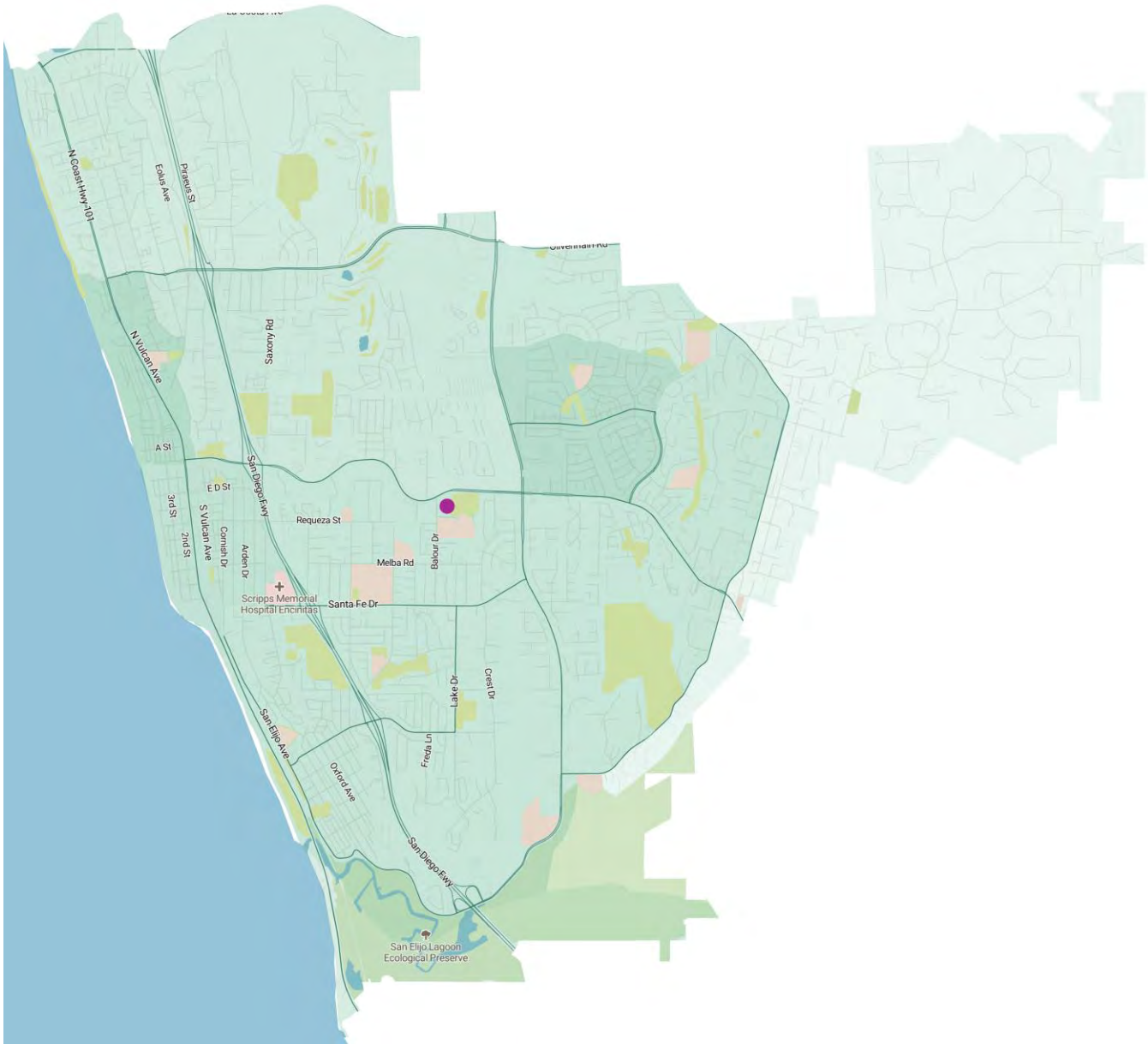
- 24% of Encinitas seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,791.

- The average cost of living for seniors 65+ in Encinitas is:
  - $3,203 per month for single adults
  - $3,956 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

According to census tract information, the density of Encinitas seniors 60+ ranges from 748 to 1,596 per square mile, averaging about 1,075 per sq. mile.

- The ***Encinitas Senior Center*** is located at census tract 174.03, with a seniors 60+ density of 1,019 per square mile.



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- Cantebria Senior Apartments, 645 Via Cantebria 92024, 45 units, waitlist closed

Assisted Living

- 11 facilities with capacity of 659

Transportation

- NCTD bus routes: Routes 101, 304, 309 (3)
- NCTD Sprinter: None
- City of Encinitas Out and About transportation program
- Encinitas Senior Center nutrition transportation program

Caregiving

- Seacrest At Home 211 Saxony Road 92024
- At Home Care 531 Encinitas Boulevard 92024
- Home Care Assistance 2025 San Elijo 92027

Nutrition Assistance

- Encinitas Senior Center Congregate and Home Delivered Meals program 92024
- San Diego Food Bank Neighborhood Distribution Program 92024
- San Diego Food Bank Senior Food program 92024
- Feeding San Diego Community Resource center 92024
- Feeding San Diego Food program 92024

Entities/Programs unique to this community

- Glenner Family Alzheimer's Adult Day Care 335 Saxony Road, 92024
- Ecke Family YMCA 200 Saxony Road 92024
- City of Encinitas Senior Citizen Commission 92024

The Encinitas Senior Center:

The ***Encinitas Senior Center*** is located at 1140 Oakcrest Park Drive, Encinitas, CA 92024. ECSC is near a primary Encinitas artery and is part of a large municipal complex that includes a school, park, and other recreational space. The ECSC is part of the larger Community Center that welcomes all ages. However, the ECSC has its own dedicated entrance, lobby area and classrooms while providing seniors with the ability to access the amenities of the entire complex.

There is a public transportation line that serves Encinitas Blvd. and a bus stop located about 2 blocks from the ECSC entrance. There is a considerable grade leading up to the ECSC so there could be many seniors who are unable to use the bus service due to mobility and ambulatory impairment.

There is a large parking area so those that arrive by their own vehicle have little issue with access. The exterior is of modern design with the feel of a multi-purpose civic facility. There is limited outdoor seating at front of building with a touch of natural landscaping. The entryway is handicap-accessible with automatic sliding doors that lead to an attractive lobby with modern artistic pieces and a reception desk immediately to the right.

Observations on Existing Conditions:

- *Facility*
  - The ECSC and adjoining Community Center complex is a 39,000 square-foot facility that was built in 2002. The condition of the facility is excellent with bright colors, high ceilings and artistic décor sprinkled throughout the site. There is a lounge that doubles as a library, computer lab with 5 stations, scanner and printer (volunteers provide tutoring), audio/visual capacity in multiple locations, 5 classrooms, pool room with 3 high-quality tables, and a large room that is home to the lunch meal service that also contains a stage and a large dance floor.
- *FF&E*
  - ECSC recently received upgrades to the plant with new interior paint and carpeting in 2018. On the schedule for the next upgrade is a renovated dance floor at a price of $63,000. This investment not only serves the purpose of day-to-day senior activities, but as an upgrade to maximize the room as a rental location.
  - Other planned upgrades include new wood flooring, new computer workstations, chairs, and tables for library, resurfacing of gymnasium floor, gym divider, and four large-screen TV's in Banquet Hall and conference room. A large, commercial kitchen is used for the daily lunch service and as a catering station for when the room is in use for a private event.
  - The large gymnasium features significant space for multiple sports activities. Pickleball is an especially popular program for the senior population.
  - Of note, despite significant space dedicated to the gymnasium, there is no fitness room or aquatics at the facility.
  - In October 2019, ECSC was a recipient of a Sahm Family Foundation grant to upgrade an underutilized outdoor space and turn it into a recreational outdoor area for senior clientele.
- *Staffing*

- This staff consists of a manager, assistant manager and 6 part time staff of recreation supervisors and program assistants who split time between the older adult services and the general population who utilize the gymnasium. In addition, 2 p/t nutrition coordinators, 3 p/t kitchen staff, 2 p/t van drivers and 1 p/y recreation coordinator. ECSC receives the assistance of over 150 volunteers that assist with numerous efforts including lunchroom aide, program assistant, computer tutoring, customer service assistant, class instructor, program facilitator and volunteer driver.

Options for Capital Expenditures:

- *Refurbishment*
  - The ECSC is executing a plan that delivers some level of upgrade to areas of the building annually. An identified gap at the ECSC is a lack of an equipped fitness room to complement the large multi-purpose gymnasium. The size of the gymnasium would not require a significant renovation to account for a fitness room.
- *New Construction*
  - The building was constructed in 2002 and is in excellent condition with a well-maintained and modern feel. Given the population forecast for Encinitas, 22,000 people over the age of 60 by 2050, it is unclear if another site within the City is necessary to account for increased demand. The size and condition of the current senior center may be suitable for the emerging needs.
- *Furnishings and Equipment*
  - Aside from equipment that would be needed for fitness room and annual minor upgrades to furnishings, the ECSC is in a good position.

Recommended Model:

The ESC is a relatively new community center with a bright, modern design. The physical plant is in excellent shape. The center is designated a low priority on the SDSCF refurbishment timeline, needing only continued minor upgrades in order to maintain the buildings' utility.

The city has an adequate infrastructure for older adults and the population forecast growth for older adults is not as daunting as it is for other areas of the County. The ESC is suitable to serve both current and future older adults of Encinitas in its current state. The construction of an additional site is not suggested.

Estimated Capital and/or Refurbishments Costs:

Per the narrative above, no action or accompanying budget is suggested for the Encinitas Senior Center at this time.

ESCONDIDO

Introduction:

Escondido is an independent city encompassing roughly 37.25 square miles. The County of San Diego's 2016 demographic profile estimated the total Escondido population at 149,912, with 16,544 seniors 65+ (11% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of Escondido is projected to increase by 8,411, or 5%
- During that same 30-year time period:
  - Seniors 60+ will comprise 39% of the Escondido population growth
  - The population of seniors 75+ is forecast to increase by 53%
  - However, a portion of the population that traditionally provides caregiving assistance to seniors (ages 20-40) is forecast to decline over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:

- Over 43% of Escondido residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 10% are living below 100% of the federal poverty level
  - Almost one in three are living below 200% of the federal poverty level
  - Roughly 15% of Escondido seniors 65+ are still working

Cultural Observations:

- Currently half of Escondido residents are Hispanic; SANDAG forecasts that Hispanics will comprise 75% of the Escondido population by the year 2050
  - A local senior center needs to account for the cultural diversity in their communities and tailor programs and services to meet the needs

Potential Senior Orphans:

- Approximately 24 % of Escondido seniors live alone
  - This raises the possibility of a significant number of senior orphans

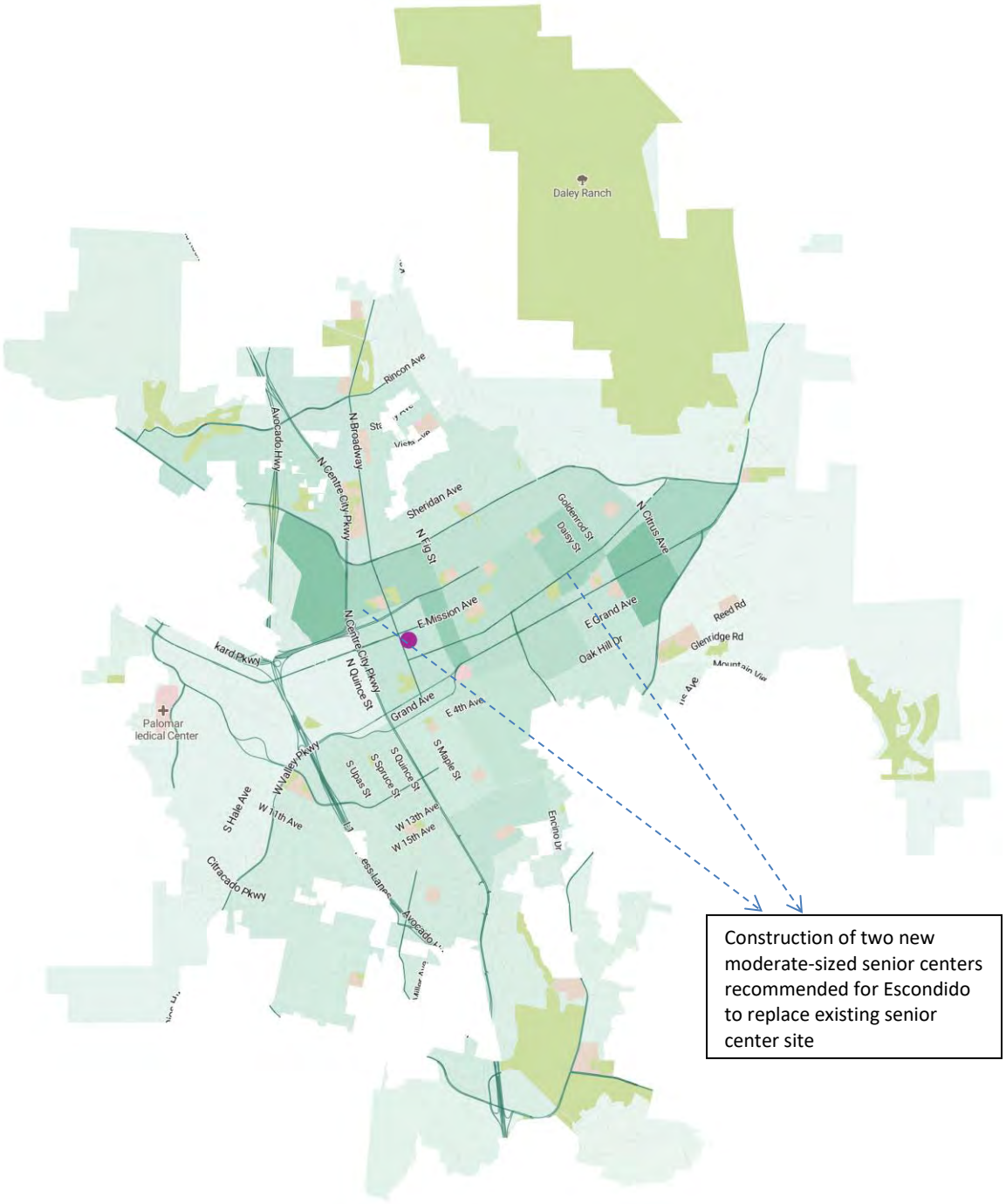
Cost of Living Factors:

- Over 29% of Escondido seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,237.
- The average cost of living for seniors 65+ in Escondido is:
  - $2,556 per month for single adults
  - $3,307 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

According to census tract information, the density of Escondido seniors 60+ ranges from 257 to 3,059 per square mile, averaging almost 1,300 per sq. mile.

- The ***Escondido Senior Center*** is located at census tract 202.14, with a seniors 60+ density of 1,070 per square mile. The highest senior 60+ density is 3,059 in census tract 202.09, indicating that the existing Escondido Senior Center may not be ideally located to serve the larger population areas.



- The geographical footprint of Escondido is extensive, presenting a real challenge in serving the needs of the local senior population. Multiple areas of high-density senior populations present transportation and logistical issues that are better served with multiple senior centers, rather than a large, centralized center. These multiple senior centers could be run independently or overseen by centralized management. The following map zeros-in on areas with a higher concentration of seniors 60+ that need to be served.



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- Escondido Apartments, 500 N. Midway Drive 92027, 92 units, waitlist N/A
- Juniper Senior Village, 215 E. Washington Street 92025, 60 units, 6-12 months
- Villa Escondido Apartments 511 East Grand Avenue 92025, 112 units, waitlist 6-12 months
- Windsor Gardens Senior Apartments, 1600 W. 9th Street 92029, 132 units, waitlist N/A
- Escondido Silvercrest Senior Housing, 1303 Las Villas Way 92026, 75 units, waitlist 3-5 years

Assisted Living

- 87 facilities with capacity of 2,514 residents

Transportation

- NCTD bus routes; Routes 305, 308, 350, 351/352, 353, 354, 355/357, 356, 358/359, 371/372, 388 (11)
- NCTD Sprinter: One stop in city
- Escondido Senior Center nutrition transportation program 92025
- After Dawn Transportation Services 1130 Portola Avenue 92026

Caregiving

- Cura Home Health 2922 Panorama Crest 92029
- Brightstar Care 504 W. Mission 92025

Nutrition Assistance

- Escondido Senior Center Congregate and Home Delivered meals program 92025

- Salvation Army Congregate meals program 92026
- Meals on Wheels drop site 92025
- San Diego Food Bank Senior Food program 92025 and 92029
- San Diego Food Bank Neighborhood Distribution program 92025 and 92026
- San Diego Food Bank Emergency Food Assistance Program 92027
- Feeding San Diego Food distribution program 92025, 92026 (2 sites), 92027 (2 sites)

Entities/Programs unique to this community

- Palomar Family YMCA 1050 N. Broadway 92026
- Senior Service Council 728 N. Broadway 92025

The Escondido Senior Center:

The ***Escondido Senior Center*** is located at 210 East Park Avenue, Escondido, CA 92025. An immediate observation was that the Escondido Senior Center facilities were older. The director confirmed that buildings dated back to 1908, 1958, 1994, having been built and/or renovated progressively over time. The aesthetics of the lobby reflected the age of the building and had an institutional feel with dull colors and limited lighting, but a recent refurbishment has improved the aesthetics greatly. The center is conveniently located, 1 block off of a main Escondido artery and multiple bus stops within a 2-block walk. There is ample parking available all around the complex. The physical plant size is 3 acres. There is a senior apartment complex within 2 blocks of the Center.

Observations on Existing Conditions:

- *Facility*
  - The Center has a large meeting hall for senor activities that doubles as rental space for the community. A small non-commercial kitchen provides supporting infrastructure for community events. The Center has several classrooms located across 3 independent buildings, an enclosed dedicated space for shuffleboard courts that serves as the locale for the San Diego Senior Games and a billiard room with 6 tables.
  - The Center has recently shuttered a small senior-operated thrift store that provided individuals with limited economic means to purchase clothing and other materials. Additional support for seniors with limited means is provided through a small food pantry consisting of non-perishable items.

- *FF&E*

- Consistent with the aesthetics of the buildings, the common area furnishings and equipment are outdated and the plant requires a significant level of upgrade.
- In October 2019, the ESC was a recipient of a Sahm Family Foundation grant to complete upgrades to common spaces.

➢ *Staffing*

- The ESC consists of 2 full-time employees and 3 part-time employees.

Options for Capital Expenditures:

➢ *Refurbishment*

- The age of the buildings of the ESC campus raises questions on the merits of a major refurbishment.
- Physical plant upgrades are desperately needed as lighting, chairs and tables, and aesthetics are all outdated.

➢ *New Construction*

- Given the factors of the state of the current physical plant, size of the municipality and growth forecast of the senior population, Escondido would certainly qualify as a candidate for a new senior center. The current location is centrally located, yet there are areas of the city with higher density levels of older adults.

➢ *Furnishings and Equipment*

- There is little in the current center that would be utile for use in a refurbished setting or a new site. In addition to the lack of modern fixtures and furnishings, there is little computer equipment and no dedicated space to expand a technology initiative.

Recommended Model:

The current center is comprised of 3 buildings, all old and outdated. The location of the center is excellent, and the town has an adequate infrastructure of supports for older adults. Refurbishment is an option for this campus, but with the age of all 3 structures, the merits of such an undertaking are questionable.

With SANDAG population forecasts suggesting that Escondido will be home to over 32,000 residents over the age of 60 by 2050 and a physical plant that is in need of a complete renovation, it is recommended that ***two*** moderate-sized senior centers be considered by city leaders. Two 17,000-20,000 square foot facilities with all the amenities of a senior center of the 21st century in locations that are more convenient for the 60 and over population clusters would better serve the growing population of a city with the geographic footprint of Escondido.

Estimated Capital and/or Refurbishments Costs:

The proposed solution for Escondido is construction of two new moderate-sized dedicated senior centers, with new furnishings and equipment. The "moderate-size" senior center model presented in this report contemplates a 20,000 square foot facility inclusive of a 1,000 square foot commercial kitchen, a 1,500 square foot in-house theater, and provision of 1,500 square feet for a business "social enterprise" (e.g., gift shop, salon, catering business).

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

Escondido Site #1 – New Moderate-Sized Senior Center

- ***Senior Center Construction (20,000 sf at $215/sf)..... $4,300,000***
- ***Provision for Senior Center FF&E..... 125,000***
- ***Provision for Moderate-Sized Commercial Kitchen Equipment..... 105,000***
- ***Provision for In-House Theater Equipment..... 50,000***

Sub-Total – Senior Center..... $4,580,000

- ***Gym/Fitness Center – Construction and Equipment..... 1,200,000***
- ***Aquatics Center – Construction and FF&E..... 630,000***
- ***Locker/Shower Rooms and Restrooms..... 320,000***

Sub-Total – Gym/Fitness and Aquatics Amenities..... $2,150,000

Total Estimated Budget..... $6,730,000

Escondido Site #2 – New Moderate-Sized Senior Center

- ***Senior Center Construction (20,000 sf at $215/sf)..... $4,300,000***
- ***Provision for Senior Center FF&E..... 125,000***
- ***Provision for Moderate-Sized Commercial Kitchen Equipment..... 105,000***
- ***Provision for In-House Theater Equipment..... 50,000***

Sub-Total – Senior Center..... $4,580,000

- ***Gym/Fitness Center – Construction and Equipment..... 1,200,000***
- ***Aquatics Center – Construction and FF&E..... 630,000***
- ***Locker/Shower Rooms and Restrooms..... 320,000***

Sub-Total – Gym/Fitness and Aquatics Amenities..... $2,150,000

Total Estimated Budget..... $6,730,000

These budget estimates do not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $6.7M estimated budget at each location based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.

FALLBROOK

Introduction:

The Fallbrook area includes the following communities:

- Fallbrook
- Bonsall
- Rainbow
- Pala Mesa

The County of San Diego's 2016 demographic profile estimated the total Fallbrook population at 49,296, with 9,770 seniors 65+ (19.8% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of Fallbrook is projected to increase by 11,473, or 21%
- During that same 30-year time period:
  - Seniors 60+ will comprise 41% of the Fallbrook population growth
  - The population of seniors 75+ is forecast to increase by 88%

Poverty Statistics:

- Over one-third of Fallbrook residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 7% are living below 100% of the federal poverty level
  - One in five are living below 200% of the federal poverty level
  - One in six Fallbrook seniors 65+ are still working

Cultural Observations:

- Currently over one-third of Fallbrook residents are Hispanic; SANDAG forecasts that Hispanics will comprise 58% of the Fallbrook population by the year 2050
  - A local senior center must reflect the cultural diversity of their communities and provide programs and services tailored to meet the needs of all residents

Potential Senior Orphans:

- Approximately 18% of Fallbrook seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:

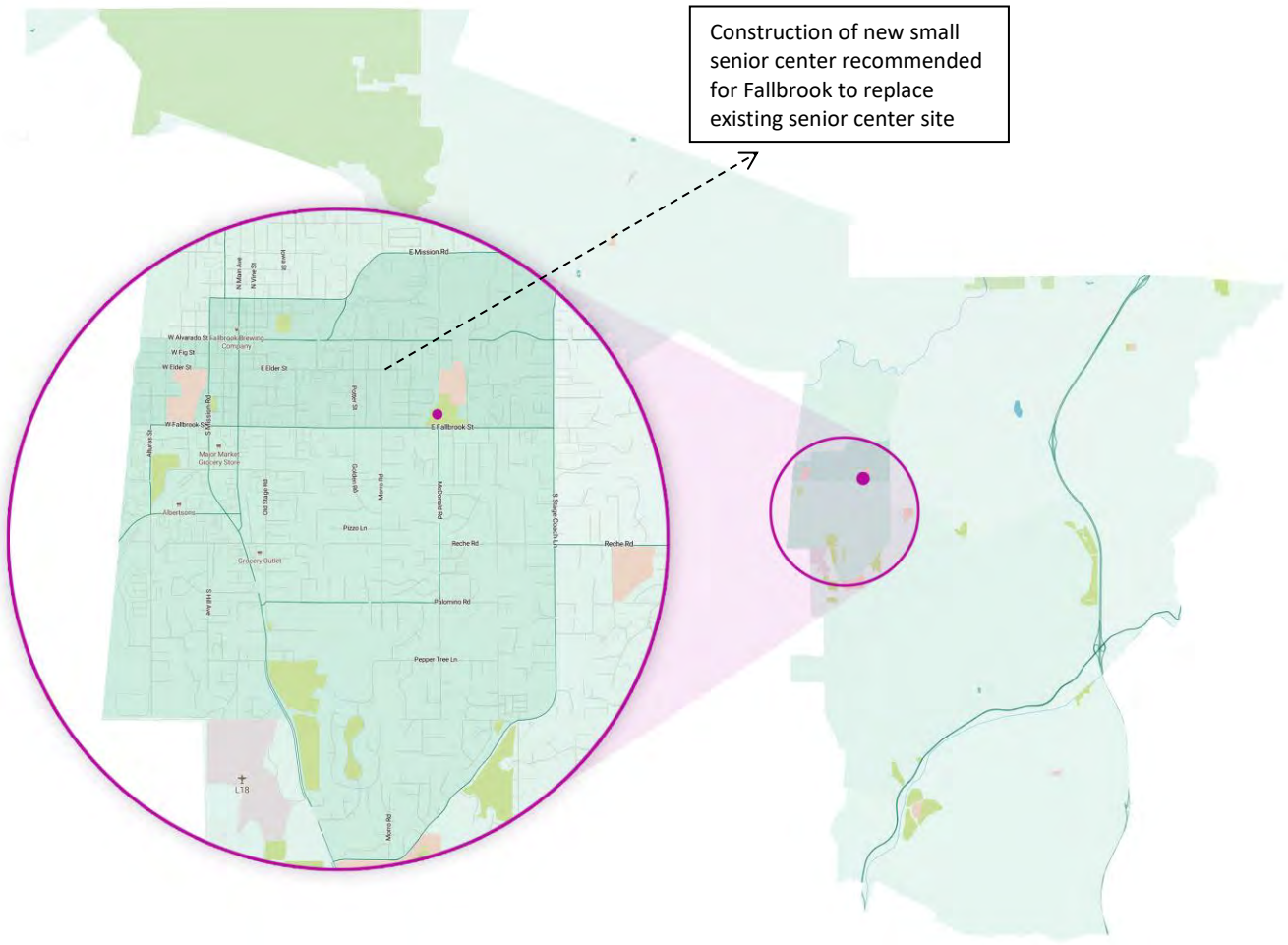
- Over 12% of Fallbrook seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,153.

- The average cost of living for seniors 65+ in Fallbrook is:
  - $2,888 per month for single adults
  - $3,642 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

According to census tract information, the density of Fallbrook seniors 60+ ranges from 31 to 701 per square mile, averaging about 300 per sq. mile.

- The ***Fallbrook Senior Center*** is located at census tract 189.05, with a seniors 60+ density of 701 per square mile.



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- None

Assisted Living

- 11 facilities with capacity of 286

Transportation

- NCTD bus routes: Routes 306 (1)
- NCTD Sprinter: None
- Foundation for Senior Care Transportation program 92028

Caregiving

- None

Nutrition Assistance

- Fallbrook Senior Center Congregate Meals and Home Delivered meals Program 92028
- San Diego Food Bank Senior Food Distribution Program 92028
- San Diego Food Bank Neighborhood Distribution Program 92028 (3 sites)
- Feeding San Diego Food Distribution Program 92028

Entities/Programs unique to this community

- Foundation for Senior Care Advocacy and Services Program 135 S. Mission Road 92028
- Foundation for Senior Care Adult Day Health Care Center 135 S. Mission Road 92028

The Fallbrook Senior Center:

The ***Fallbrook Senior Center*** is located at 399 Heald Lane, Fallbrook, CA 92028, on a main artery near the city center of Fallbrook. The site is part of a larger public area consisting of parks and recreational space and an all-ages community center. There is no public transportation servicing the center. While there is no dedicated parking on-site, street parking and a community lot adjacent to the property provide ample spaces. There is a school and a church located within one block of FSC. The exterior of FSC is consistent with architectural design of surrounding area and presents a welcoming, small-town feel.

Observations on Existing Conditions:

- *Facility*
  - FSC is a 4,000 square-foot facility that was constructed in 1972. FSC owns the building that sits on County-owned land. The annual lease of the land is $1. The interior consists of lobby, office space for staff, lounge, 2 classrooms, pool room and a multi-purpose room.

- *FF&E*
  - The FSC recently created a canopied, outdoor exercise area complete with 8 pieces of equipment. A large television is scheduled to be added to enhance the experience for those utilizing the treadmills. There is no computer equipment made available to the seniors.
  - The building has undergone a recent renovation with the installation of new windows and new flooring. There are plans for the development of solar capacity for the FSC in the near future.
  - A unique element of FSC is a large and thriving thrift store located in the back of the property. While thrift stores have been chronicled in a couple of other senior centers in the region, the FSC store stands out in sheer size, selection and as a source for revenue for FSC. The store consists of 2 floors of typical thrift store wares and maintains a covered outdoor setting and sheds to store large furniture.
- *Staffing*
  - FSC program and services are supported by 1 full-time employee and 5 part-time employees. Seventy senior volunteers support staff in various FSC activities including lunch service, activity coordination and in the thrift store.

Options for Capital Expenditures:

- *Refurbishment*
  - The building has an interior that makes it feel like one is in the interior of a house that was modified to serve a public purpose. Other than typical upgrades such as new furniture, flooring and windows, the building layout is not conducive to a major refurbishment that would dramatically alter the physical plant.
- *New Construction*
  - The current building is nearly 50 years old. SANDAG forecasts project that the Fallbrook area will be home to over 20,000 people age 60 and over by 2050. Fallbrook is a candidate for further evaluation for construction of a new site.
- *Furnishings and Equipment*
  - The exercise equipment is functional but is dated. The center has no computer equipment.

Recommended Model:

The infrastructure of senior supports (health care, social service agencies, transportation) in Fallbrook is below average in relation to other towns in San Diego County. The presence of the Foundation for Senior Care is a terrific asset to the community and a great source of additional support for the senior center.

The building is older but has a sense of intimacy and charm that may be preferred to the members of the community. It is also home to a thrift store operation that provides a considerable amount of revenue to the center.

It is suggested that the community leaders of Fallbrook consider the construction of small to moderate senior center 9,000-12,000 square feet in a location nearby the current location. The increase in size can provide space for additional classroom and a multi-purpose space as well as a computer lab and a fitness center. Space can be provided for the continuation of the thrift store operations and perhaps space to bring in the Foundation for Senior Care.

Estimated Capital and/or Refurbishments Costs:

The proposed solution for Fallbrook suggests construction of a new small senior center complex with new furnishings and equipment, adjacent to the existing senior center facility to increase the total square footage and amenities. The "small" senior center model presented in this report contemplates a 9,000 square foot facility inclusive of a 750 square foot commercial kitchen.

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- ***Senior Center Construction (9,000 sf at $215/sf)..... $1,935,000***
- ***Provision for Senior Center FF&E..... 75,000***
- ***Provision for Small Commercial Kitchen Equipment..... 80,000***

  Sub-Total – Senior Center..... $2,090,000
- ***Gym/Fitness Center – Construction and Equipment..... 1,200,000***
- ***Aquatics Center – Construction and FF&E..... 630,000***
- ***Locker/Shower Rooms and Restrooms..... 320,000***

  Sub-Total – Gym/Fitness and Aquatics Amenities..... $2,150,000

  Total Estimated Budget..... $4,240,000

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $4.2M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.

IMPERIAL BEACH

Introduction:

Imperial Beach is an independent city encompassing roughly 4.48 square miles. The County of San Diego's 2016 demographic profile estimated the total Imperial Beach population at 27,180, with 2,789 seniors 65+ (10.3% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of Imperial Beach is projected to increase by 4,185, or 15%
- During that same 30-year time period:
  - Seniors 60+ will comprise 66% of the Imperial Beach population growth
  - The population of seniors 75+ is forecast to more than double (116%)
  - However, a portion of the population that provides caregiving services to seniors (ages 20-40) is forecast to decline over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:

- Almost half (44.9%) of Imperial Beach residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - Over 15% are living below 100% of the federal poverty level
  - Over one in three are living below 200% of the federal poverty level
  - Almost one in seven Imperial Beach seniors 65+ are still working

Cultural Observations:

- Roughly half of Imperial Beach residents are Hispanic; SANDAG forecasts that Hispanics will comprise almost 80% of the Imperial Beach population by the year 2050
  - A local senior center needs to reflect the diversity of the community and provide programs and services tailored to meet the wide range of needs

Potential Senior Orphans:

- Approximately 23% of Imperial Beach seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:

- Over one in three of Imperial Beach seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,255.

- The average cost of living for seniors 65+ in Imperial Beach is:
  - $2,353 per month for single adults
  - $3,107 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

According to census tract information, the density of Imperial Beach seniors 60+ ranges from 440 to 2,127 per square mile, averaging about 1,800 per sq. mile.

- The ***Imperial Beach Senior Center*** is located at census tract 103, with a seniors 60+ density of 1,968 per square mile.



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- St. James Plaza 1052 Ninth Street 91932, 100 units, waitlist closed

Assisted Living

- Sun and Sea Assisted Living 740 7th Street 91932, capacity for 32 residents

Transportation

- MTS bus routes interior of city: Routes 901, 933, 934 (3)
- MTS Trolley: None

Caregiving

- None

Nutrition Assistance

- Serving Seniors Home Delivered Meals Program 91932
- San Diego Food Bank Senior Food Program 91932
- San Diego Food Bank Emergency Food Assistance program 91932

Entities/Programs unique to this community

- None

The Imperial Beach Senior Center:

The ***Imperial Beach Senior Center*** is located at 1075 Eighth Street, Imperial Beach, CA, 91932.

Observations on Existing Conditions:

- *Facility*
  - The current facility was constructed in 1968. It is part of a municipal complex that is relatively close to public transportation. There is street parking available but given the center's proximity to other agencies and services, there may be times of high demand for the limited spaces. There is little external space that would allow for expansion of the current physical plant footprint.
- *FF&E*
  - Extremely limited inventory of equipment. The IBSC has a very limited menu of services and has limited hours of operation.
- *Staffing*

- One part-time staff member manages the operation of IBSC.

Options for Capital Expenditures:

- *Refurbishment*
  - The current center is a single room building of approximately 800 square feet. To account for a growing population and potential for increased service demand, refurbishment of the space is impractical.
- *New Construction*
  - In looking to the future, the city has already commissioned architectural renderings of a proposed new building at a different site in the city. The plans call for a senior center plant many times the size of the current center. With a population forecast of over 8,200 people age 60 and over by 2050, Imperial Beach is a good candidate for the construction of a new senior center.
- *Furnishings and Equipment*
  - Nothing in the current building would warrant inclusion in a new building so all new equipment and furnishings would need to be acquired.

Recommended Model:

The construction of a small senior center with a footprint of 7,000 – 9,000 square feet is the suggested model for Imperial Beach. The city currently has below average supports for older adults and with the projected increase in the 60 and over population to over 8,200 by 2050, a new senior center will be needed to address the merging challenges.

Estimated Capital and/or Refurbishments Costs:

The proposed solution for Imperial Beach is construction of a new small dedicated senior center, with new furnishings and equipment. The "small" senior center model presented in this report contemplates a 9,000 square foot facility inclusive of a 750 square foot commercial kitchen.

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- ***Senior Center Construction (9,000 sf at $215/sf)..... $1,935,000***
- ***Provision for Senior Center FF&E..... 75,000***
- ***Provision for Small Commercial Kitchen Equipment..... 80,000***

Sub-Total – Senior Center..... $2,090,000

- ***Gym/Fitness Center – Construction and Equipment 1,200,000***
- ***Aquatics Center – Construction and FF&E..... 630,000***
- ***Locker/Shower Rooms and Restrooms 320,000***

Sub-Total – Gym/Fitness and Aquatics Amenities $2,150,000

Total Estimated Budget $4,240,000

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $4.2M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.

JAMUL

Introduction:

Jamul includes the areas east of Sweetwater and Spring Valley, South of Alpine, and west of the Cleveland National Forest, and includes the communities of Jamul, Delzura and Barrett Junction.

The County of San Diego's 2016 demographic profile estimated total Jamul population at 19,407, with 2,633 seniors 65+ (13.6% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of Jamul is projected to increase by 4,130, or 19%
- During that same 30-year time period:
  - Seniors 60+ will comprise 47% of the Jamul population growth
  - The population of seniors 75+ is forecast to more than double (127%)
  - However, a portion of the population that traditionally provides caregiving services to seniors (ages 20-40) is forecast to increase by an average of only 8% over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:

- Over 15% of Jamul residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 6% are living below 100% of the federal poverty level
  - 15% are living below 200% of the federal poverty level
  - Almost one in six Jamul seniors 65+ are still working

Cultural Observations:

- Currently one-third of Jamul residents are Hispanic; SANDAG forecasts that Hispanics will comprise almost half (47%) of the Jamul population by the year 2050
  - A local senior center needs to address the cultural diversity of their communities and provide programs and services tailored to meet the wide range of needs

Potential Senior Orphans:

- Approximately 7% of Jamul seniors live alone

Cost of Living Factors:

- 4% of Jamul seniors 65+ rent a house or apartment, at a median monthly rental rate of $2,197.

- The average cost of living for seniors 65+ in Jamul is:
  - $3,334 per month for single adults
  - $4,084 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

According to census tract information, the density of Jamul seniors 60+ ranges from 22 to 72 per square mile, averaging about 50 per sq. mile.



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- None

Assisted Living

- 1 facility with a capacity for 6 residents 91935

Transportation

- MTS Bus Route: 894 (1)

- MTS Trolley: None

Caregiving

- None

Nutrition Assistance

- Mountain Health Community Services Congregate and Home Delivered meals program
- San Diego Food Bank Senior Food Distribution program 91935
- Feeding San Diego Food Distribution Program 91935

Entities/Programs unique to this community

- Mountain Health and Community Services Center, Admin office in Campo 91906

Senior Center:

There is no existing senior center in Jamul and the surrounding area. According to SANDAG, the Jamul area will have about 6,000 residents over the age of 60 by 2050. For such a large geographic region with a small population, new construction of a senior center even of the smallest model will face significant financial challenges and issues around usage and participants.

Recommended Model:

SDSCF offers no recommendation for this area.

Estimated Capital and/or Refurbishments Costs:

Per the narrative above, no action or accompanying budget is suggested for Jamul at this time.

LA JOLLA, PACIFIC BEACH, MISSION BEACH

Introduction:

The *Coastal North Central* sub-regional area includes the following communities.

- La Jolla/Torrey Pines
- Pacific Beach
- Mission Beach

The County of San Diego's 2016 demographic profile estimated the total population for these municipalities at 78,231, with 13,345 seniors 65+ (17.1% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of these municipalities is projected to increase by 16,074, or 20%
- During that same 30-year time period:
  - Seniors 60+ will comprise 48% of the population growth
  - The population of seniors 75+ is forecast to almost double (90%)

Poverty Statistics:

- About 23% of residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 5% are living below 100% of the federal poverty level
  - One in eight are living below 200% of the federal poverty level
  - One in four seniors 65+ are still working

Cultural Observations:

- Currently about 12% of residents are Hispanic; SANDAG forecasts that Hispanics will comprise 13% of the population by the year 2050

Potential Senior Orphans:

- Approximately 27% of seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:

- Roughly one in four of seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,899.
- The average cost of living for seniors 65+ is:
  - $3,067 per month for single adults
  - $3,820 per month for couples

- The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

Census tract information indicates the density of seniors 60+ at:

- La Jolla/Torrey Pines: Ranges from 451 to 2,361 per square mile, averaging about 1,400 per sq. mile.
- Pacific Beach: Ranges from 711 to 2744 per square mile, averaging about 1,500 per sq. mile.
- Mission Beach: One census tract at 144 per sq. mile.

The existing senior center is located in La Jolla at census tract 81.01, with a seniors 60+ density of 1,878 per square mile.



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- The League House, 7465 Olvetas Avenue 92037, 50 units, lottery system, 1-2 vacancies per year

Assisted Living

- La Jolla: 13 facilities with a capacity of 679
- Pacific Beach/Mission Beach: 5 facilities with a capacity of 745

Transportation

- La Jolla: MTS bus routes interior of city: Routes 30 (1)
- MTS Trolley: None
- Pacific Beach/Mission Beach: MTS bus routes 8, 9, 27, 30 (4)
- MTS Trolley: None

Caregiving

- Home Care Assistance 7521 Fay Avenue 92037

Nutrition Assistance

- San Diego Food Bank Emergency Food Assistance Program 92109

Entities/Programs unique to this community

- McKinney Family YMCA 8355 Cliffridge Avenue 92037
- Seniors Computer Group 2404 Loring Street 92109

La Jolla / Pacific Beach / Mission Beach Senior Centers:

LA JOLLA SENIOR CENTER – CURRENT SITE

The ***La Jolla Senior Center*** is located at 6811 La Jolla Blvd, La Jolla, CA.

Observations on Existing Conditions:

- *Facility*
  - The 7,200 square foot recently remodeled facility was originally constructed in 1986.
  - With board rooms, classrooms, a large multipurpose room, and kitchen, the LJCC is available to the community as rental space.
- *FF&E*
  - The interior has recently undergone renovation producing a very modern looking plant with modern fixtures.

- There is no computer lab or fitness/exercise room in the complex

- *Staffing*
  - 4 staff members include an executive director, transportation coordinator, director of marketing and a front desk administrative assistant.
  - LJCC has a roster of over 40 instructors for their wide-ranging programs and activities.

Options for Capital Expenditures:

- *Refurbishment*
  - Center has been recently refurbished.
  - LJCC was an October 2019 recipient of a Sahm Family Foundation grant to upgrade its solar energy capacity.

- *New Construction*
  - The building is 35 years old. There is limited open space in the physical plant that would make expansion difficult.

- *Furnishings and Equipment*
  - Possible enhancements to the physical plant include a development of a computer lab and a fitness room.

Other Observations:

- SANDAG growth forecasts for the La Jolla Community Planning Area (CPA) estimates that the area will be home to over 18,000 people age 60 and over by 2050, up from a current estimate of just under 13,000.

Recommended Model:

With recent refurbishments, the LSC is in excellent shape and provides a pleasant atmosphere for the clientele. The infrastructure of supports is below average for the region and the estimated population increase of people over 60 shows a reasonable rate of growth. The 7,200 square foot facility has a limited footprint for any potential expansion needs. Any thought of new construction would have to account for the cultural aspects of the community as well as the price of real estate. The LJC is a low priority on the refurbishment timeline.

A Pacific Beach/Mission Beach model is discussed in the next section of this report.

Estimated Capital and/or Refurbishments Costs:

Per the narrative above, no action or accompanying budget is suggested for the La Jolla Senior Center at this time.

PACIFIC BEACH – PROPOSED NEW SITE

There is no existing senior center in the Pacific Beach/Mission Beach area

Recommended Model:

The infrastructure for older adults in these communities is poor and is further compromised by a lack of a senior center in the community. By 2050, SANDAG population forecast suggests the two communities will have over 9,000 residents over the age of 60.

A new, moderate size senior center of 17,000- 22,000 square feet with the amenities that have been previously stated throughout the report is the suggested model. The ideal location may be considered in census tract 77.01 with the highest area density of seniors 60+ (2,744 per sq. mile).

Estimated Capital and/or Refurbishments Costs:

The proposed solution for Pacific Beach/Mission Beach is construction of a new moderate-sized dedicated senior center, with new furnishings and equipment. The "moderate" senior center model presented in this report contemplates a 20,000 square foot facility inclusive of a 1,000 square foot commercial kitchen, a 1,500 square foot in-house theater, and provision of 1,500 square feet for a business "social enterprise" (e.g., gift shop, salon, catering business).

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- ***Senior Center Construction (20,000 sf at $215/sf)..... $4,300,000***
- ***Provision for Senior Center FF&E..... 125,000***
- ***Provision for Moderate-Sized Commercial Kitchen Equipment..... 105,000***
- ***Provision for In-House Theater Equipment 50,000***

  Sub-Total – Senior Center..... $4,580,000
- ***Gym/Fitness Center – Construction and Equipment..... 1,200,000***
- ***Aquatics Center – Construction and FF&E..... 630,000***
- ***Locker/Shower Rooms and Restrooms 320,000***

  Sub-Total – Gym/Fitness and Aquatics Amenities $2,150,000

  Total Estimated Budget..... $6,730,000

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $6.7M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.

LA MESA

Introduction:

La Mesa is an independent city encompassing roughly 9.1 square miles. The County of San Diego's 2016 demographic profile estimated the total La Mesa population at 59,125, with 8,774 seniors 65+ (14.8% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of La Mesa is projected to increase by 16,779, or 27%
- During that same 30-year time period:
  - Seniors 60+ will comprise 46% of the La Mesa population growth
  - The population of seniors 75+ is forecast to more than double (121%)

Poverty Statistics:

- Over 30% of La Mesa residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - Almost 10% are living below 100% of the federal poverty level
  - More than one in four are living below 200% of the federal poverty level
  - One in seven La Mesa seniors 65+ are still working

Cultural Observations:

- Currently one in four La Mesa residents are Hispanic; SANDAG forecasts that Hispanics will comprise over one-third of the La Mesa population by the year 2050
  - A local senior center needs to reflect the diversity within the community and tailor programs and services to meet the varied needs

Potential Senior Orphans:

- Approximately 35% of La Mesa seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:

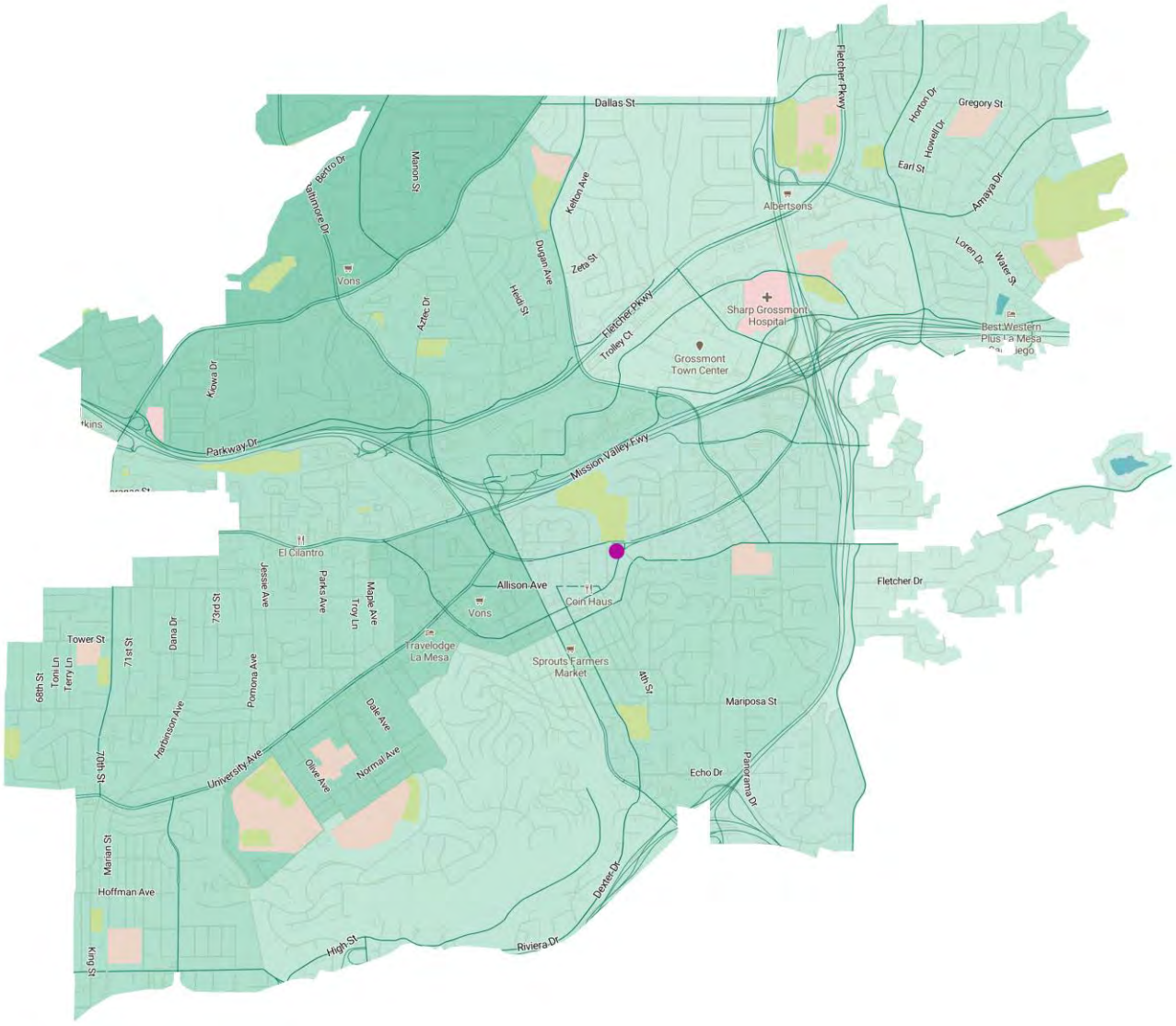
- Over one-third of La Mesa seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,312.
- The average cost of living for seniors 65+ in La Mesa is:
  - $2,431 per month for single adults
  - $3,185 per month for couples

- The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

According to census tract information, the density of La Mesa seniors 60+ ranges from 672 to 2,500 per square mile, averaging about 1,500 per sq. mile.

- The ***La Mesa Adult Enrichment Center*** is located at census tract 149.02, with a seniors 60+ density of 1,209 per square mile.



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- Guava Gardens Apartments, 5041 Guava Avenue
  - 40 studio and 41 one-bedroom units

- La Mesa Springs, 8070 Orange Avenue
  - 128 one-bedroom apartments

Assisted Living

- Capacity – more than 6
  - Elmcroft Of La Mesa – capacity 56
  - Grossmont Gardens – capacity 425
  - Mesaview Senior Assisted Living – capacity 30
  - The Montera – capacity 225
  - Westmont Of La Mesa – capacity 164
- Capacity – six or less
  - A Plus Loving Homes
  - Hillside Haven Guest Home
  - Le Jardin Guest Home
  - Mount Helix Care Home
  - Peppertree Guest Home II
  - Anshin Home Care
  - Casa De Vida Senior Living
  - Casa De Vida Senior Living II
  - Compassionate Care For Seniors
  - Lake Murray Terrace Guest Home
  - Maryam RCFE
  - Reina's Caring Cottage
  - Renaissance Living
  - Villa Alegre II
  - Whispering Palms

Transportation

- MTS bus routes through La Mesa run along University Avenue and La Mesa Blvd.
- RideFACT and Rides4Neighbors offer transportation options for seniors 60+
  - https://factsd.org/listing/ridefact/
  - https://factsd.org/listing/rides4neighbors-discount-taxi-program/
- Jewish Family Service's "On the Go Rides and Smiles" rideshare program is available to seniors. Rides are donation based for destinations up to 25 miles.
  - https://www.jfssd.org/our-services/older-adults/on-the-go-transportation-solutions-for-older-adults/

Caregiving

- Visiting Angels 7227 Broadway, Lemon Grove, CA 91945
- Sunshine HHA, 8469 La Mesa Blvd., La Mesa, CA 91942
- Sharp HospiceCare, 8881 Fletcher Parkway Suite 336, La Mesa, CA 91942
- Sharp Senior Resource Center, 9000 Wakarusa St., La Mesa, CA 91942
- All Heart Home Care, 7745 El Cajon Blvd. #1, La Mesa, CA 91942
- San Diego Costal Caregivers, LLC, 5575 Lake Park Way N100-11, La Mesa, CA 91942
- Preferred Care at Home, 7777 Alvarado Road #279, La Mesa, CA 91942

Nutrition Assistance

- La Mesa Adult Enrichment Center, 8450 La Mesa Blvd, La Mesa, CA 91942
- Meals on Wheels, 131 Chambers Street, Suite 100, El Cajon, California 92020
- San Diego Food Bank neighborhood distribution locations in East County:
    - Journey Community Church, 8363 Center Dr., Ste. 6C, La Mesa, CA 91942
    - El Cajon Seventh-Day Adventist Church, 1630 E. Madison Ave., El Cajon, CA 92019
    - Faith Chapel, 9400 Campo Rd., Spring Valley, CA 91977
- Feeding San Diego food distributions sites
    - Journey Community Church, 8363 Center Drive, La Mesa
    - Crosspointe Life Church, 8809 La Mesa Blvd., La Mesa, CA 91942
    - La Mesa SDA, 4207 Spring Gardens Rd., La Mesa, CA, 91941

Entities/Programs unique to this community

- John A. Davis Family YMCA, 8881 Dallas Street, La Mesa, CA 91942
- County Library, La Mesa Branch: 8074 Allison Ave, La Mesa, CA 91942
- La Mesa Retired Senior Volunteer Patrol
    - http://www.cityoflamesa.us/191/RSVP
- Joan Kroc Salvation Army – Next to La Mesa – 6845 University Avenue, San Diego, CA 92115

The La Mesa Senior Center:

The ***La Mesa Adult Enrichment Center*** is located at 8450 La Mesa Boulevard, La Mesa, CA.

Observations on Existing Conditions:

- *Facility*
    - The La Mesa Adult Enrichment Center was constructed in 1965 and is managed by the La Mesa City Park and Rec department. Interior aesthetics are dated, and the facilities

are generally uninviting with the feel of a basic governmental building. This ambience is supported by staff's comments that the LMAEC has a stigma within the community as a place for older people, "not hip or appealing to the Baby Boomer generation". Deferred maintenance needs include large-scale projects such as window replacement, roofing, and HVAC system. The annual city-funded budget of $130,000 is at the lower end of the spectrum when compared to other senior centers operated by municipalities, which makes it difficult to find money for needed upgrades and expansion.

- *FF&E*
  - Furnishings are also dated, and equipment needs upgrades or replacement.
- *Staffing*
  - The LMAEC operations are directed by 2 Full-time staff and 3 part time employees. Given the annual budget of $130,000, it is easy to conclude that the compensation level of these team members is low.

Options for Capital Expenditures:

- *Refurbishment*
  - The LMAEC sits on the corner of La Mesa Blvd. and University Ave. in La Mesa. The campus footprint includes approximately 40 parking spaces, an outdoor area with gazebo, and existing facilities, and does not appear to have room for much additional construction on that location. While ideally an expanded "mid-sized" senior center would be a more appropriate asset for La Mesa's older adults, refurbishment of the modest existing facility within constraints of the current campus footprint seems the more likely approach. As indicated above, substantial upgrades to campus facilities is required to bring them up to a modern and appealing environment that will attract today's older adult population.
- *Furnishings and Equipment*
  - Concurrent with facility refurbishment, it would be appropriate to upgrade furnishings to a motif suitable for today's baby boomer generation, and to ensure that equipment is modern and senior-friendly.
- *New Construction*
  - During our facility tour with Susan Richardson, Director, City of La Mesa Recreation Department, she indicated that the City of La Mesa has been considering development of a new Community Center directly across University Avenue. That site currently

includes the Kuhiken Ballfield on one end of the parcel, the La Mesa Municipal Pool on the other end of the parcel adjacent to I-8, and a good deal of vacant property in the middle – more than enough to build a substantial community center campus. However, at the time of our conversation there was no indication that senior-specific facilities are under consideration for this potential new complex. We suggest that such a project may be an ideal opportunity to build a modern mid-sized senior center adjacent to the municipal pool complex and other campus facilities.

Recommended Model:

Option 1 (preferred): As indicated above, an ideal situation for La Mesa seniors would be construction of a new moderate-sized 15,000-18,000 square foot senior center as a component of a new multi-generational community center under consideration by the City of La Mesa. The senior center would provide dedicated space for older adults, who would also have ready access to the fitness and aquatics amenities of the larger complex.

Option 2: Renovation and expansion of the existing senior center to achieve a modern motif and amenities that appeal to today's older adult generation and taking care of all deferred maintenance needs. This alternative would consider expanding the existing facility from roughly 6,000 square feet to 9,000 square feet, adding more rooms for education and meetings, a game room, and other amenities, or a social enterprise such as a salon. The option to expand would depend on the availability of space within the existing campus and an architect's ability to configure a modified facility with additional square footage within that footprint.

Estimated Capital and/or Refurbishments Costs:

Given that any specific plans for a new multi-generational community center in La Mesa are not known at this time, and thus the future of a potential senior center at that location is also unknown, this report contemplates renovation of the existing senior center, and if possible expansion of the center from its current 6,000 square feet to the 9,000 square foot model defined in this report, subject to the feasibility of adding facility square footage on the existing campus footprint.

- ***Refurbishment of Existing Senior Center – Level 3 (for substantial provision)... $ 1,050,000***
- ***Expansion (add approx. 3,000 sf) to achieve small-sized senior center model..... 675,000***
- ***New Equipment – for expanded space and replacement of outdated equip 75,000***

Total – Senior Center Refurbishment and Expansion $1,800,000

LAKESIDE

Introduction:

Lakeside includes the communities of Lakeside, Riverview, Lakeview, and Johnstown

The County of San Diego's 2016 demographic profile estimated the total Lakeside population at 58,356, with 7,772 seniors 65+ (13.3% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of Lakeside is projected to increase by 18,429, or 29%
- During that same 30-year time period:
  - Seniors 60+ will comprise 41% of the Lakeside population growth
  - The population of seniors 75+ is forecast to increase by 140%

Poverty Statistics:

- Over 25% of Lakeside residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - Almost 10% are living below 100% of the federal poverty level
  - One out of every four are living below 200% of the federal poverty level
  - One in five Lakeside seniors 65+ are still working

Cultural Observations:

- Currently 18% of Lakeside residents are Hispanic; SANDAG forecasts that Hispanics will comprise almost one-third of the Lakeside population by the year 2050
  - A local senior center needs to reflect the diversity within the community they serve and tailor programs and services to meet the varied needs

Potential Senior Orphans:

- Over 20% of Lakeside seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:

- Over 20% of Lakeside seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,523.
- The average cost of living for seniors 65+ in Lakeside is:
  - $2,503 per month for single adults
  - $3,257 per month for couples

- The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

According to census tract information, the density of Lakeside seniors 60+ ranges from 12 to 1,396 per square mile, averaging about 700 per sq. mile.



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- Lakeside Gardens, 12219 Roberts Way, Lakeside
  - 54 studio and 31 one-bedroom units
- The Village at Lakeside Apartments, 9703 Wintergardens Blvd, Lakeside
  - 100 one-bedroom units, in gated community
- Anja House I, 10045 Anja Place, Lakeside
  - Six units; project-based rental assistance – HUD apartment for Elderly with Developmental Disabilities

Assisted Living

- Capacity – more than 6
  - Deer Hill Estates – capacity 9
  - Island Grove Guest Home II – capacity 12
  - Lakeside Manor – capacity 15
  - Sunshine Care Home – capacity 21
- Capacity – 6 or less
  - Mountain Valley View
  - Sage Cottage
  - Sycamore Sunset

Transportation

- There are no MTS bus routes through central Lakeside, although a bus route runs on the north-western border of Lakeside, on Los Coaches Road.
- Rides4Neighbors offers transportation options for seniors 60+
  - https://factsd.org/listing/rides4neighbors-discount-taxi-program/

Caregiving

- Visiting Angels 7227 Broadway, Lemon Grove, CA 91945
- Lakeside Manor, 9308 Emerald Grove Ave., Lakeside, CA 92040

Nutrition Assistance

- Salvation Army, Lakeside Community Center, 9841 Vine Street, Lakeside, CA 92040
- Meals on Wheels, 131 Chambers Street, Suite 100, El Cajon, California 92020
- Home delivered meal service provided by Serving Seniors
- San Diego Food Bank neighborhood distribution locations in East County:
  - Journey Community Church, 8363 Center Dr., Ste. 6C, La Mesa, CA 91942
  - El Cajon Seventh-Day Adventist Church, 1630 E. Madison Ave., El Cajon, CA 92019
  - Faith Chapel, 9400 Campo Rd., Spring Valley, CA 91977
- Feeding San Diego food distributions sites
  - Lakeside Christian Helps Center, 9931 Channel Rd., Lakeside, CA,92040

Entities/Programs unique to this community

- County Library, Lakeside Branch: 9839 Vine St., Lakeside, CA 92040
- Lakeside Community Center – some senior activities

- http://www.sdparks.org/content/sdparks/en/park-pages/LakesideCommunityCenter.html

Senior Center:

There is no senior center in Lakeside.

Recommended Model:

The infrastructure of senior supports is limited in Lakeside. SANDAG forecasts a large increase in the population of adults 60 and over by 2050. The Lakeside sub-regional area stats indicate the region will be home to about 22,000 people over the age of 60.

With such a large demographic taking shape, the region would benefit from the construction of a large senior center serving both Lakeside and Santee, consisting of a 25,000- 30,000 square feet facility with the amenities that comprise a 21st century senior center.

Estimated Capital and/or Refurbishments Costs:

See narrative in Santee section outlining a new shared senior center facility.

LEMON GROVE

Introduction:

Lemon Grove is an independent city encompassing roughly 3.88 square miles. The County of San Diego's 2016 demographic profile estimated the total Lemon Grove population at 26,421, with 3,400 seniors 65+ (12.9% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of Lemon Grove is projected to increase by 4,019, or 15%
- During that same 30-year time period:
  - Seniors 60+ will comprise 61% of the Lemon Grove population growth
  - The population of seniors 75+ is forecast to more than double (116%)
  - However, a portion of the population that traditionally provides caregiving services to seniors (ages 20-40) is forecast to decrease over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:

- One-third of Lemon Grove residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - Almost 10% are living below 100% of the federal poverty level
  - One out of every four are living below 200% of the federal poverty level
  - One in seven Lemon Grove seniors 65+ are still working

Cultural Observations:

- Currently almost one-half of Lemon Grove residents are Hispanic; SANDAG forecasts that Hispanics will comprise almost two-thirds of the Lemon Grove population by the year 2050
  - A local senior center needs to reflect the diversity of the communities they serve and tailor programs and services to meet the varied needs

Potential Senior Orphans:

- Approximately 25% of Lemon Grove seniors live alone
  - This raises the possibility of a significant number of senior orphans

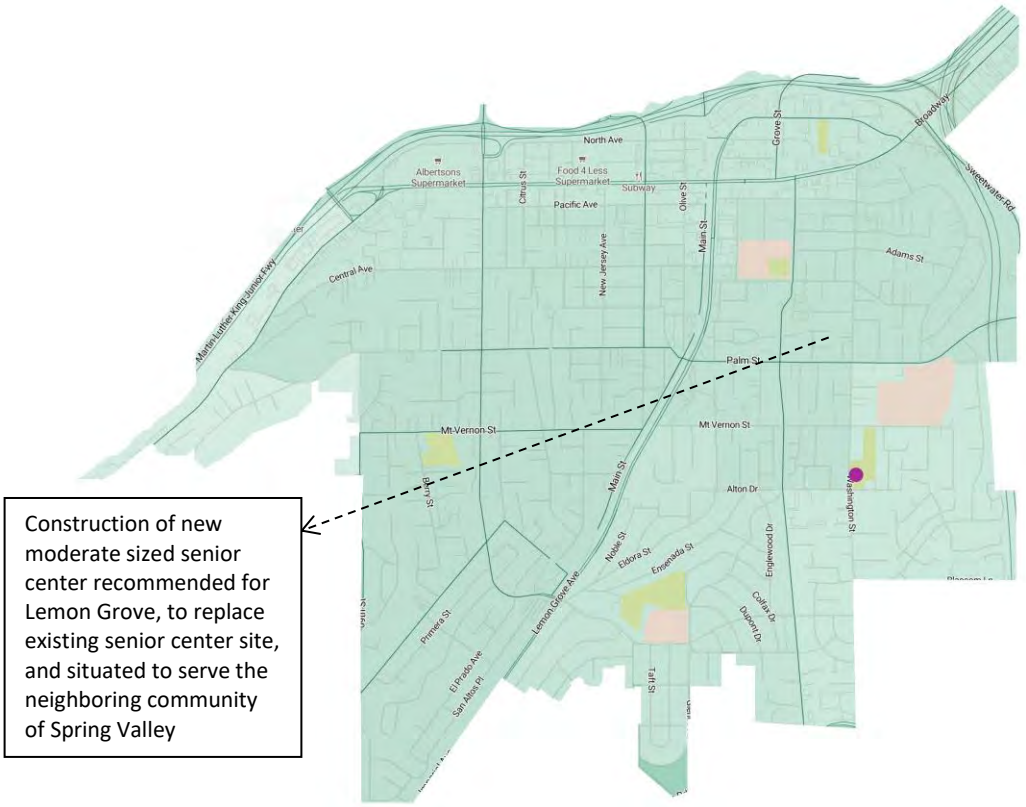
Cost of Living Factors:

- One-third of Lemon Grove seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,188.
- The average cost of living for seniors 65+ in Lemon Grove is:
  - $2,459 per month for single adults
  - $3,212 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

According to census tract information, the density of Lemon Grove seniors 60+ ranges from 913 to 1,347 per square mile, averaging about 1,200 per sq. mile.

- The ***Lemon Grove Senior Center*** is located at census tract 140.02, with a seniors 60+ density of 913 per square mile. This census tract has the lowest number of seniors in the Lemon Grove area, and the senior center is in a residential area.



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- St. John's Plaza 8150 Broadway, Lemon Grove, CA 91945

- 99 units

Assisted Living

- Monte Vista Village 2211 Massachusetts Avenue, Lemon Grove, CA 919145
- Sungarden Terrace 2045 Skyline Drive, Lemon Grove, CA 91945

Transportation

- Four MTS Bus Routes with connection to the Green and Orange Lines of the MTS Trolley system are the public transportation options for Lemon Grove seniors.
- Rides4Neighbors offers transportation options for seniors 60+
  - https://factsd.org/listing/rides4neighbors-discount-taxi-program/

Caregiving

- Visiting Angels 7227 Broadway, Lemon Grove, CA 91945

Nutrition Assistance

- Congregate meals for individuals 60 and over served 5 days a week at Lemon Grove Senior Center
- Home-delivered meal service provided by Serving Seniors
- The San Diego Food Bank Neighborhood Food Distribution program operates at 3 sites in Lemon Grove

Entities/Programs unique to this community

- None

The Lemon Grove Senior Center:

The ***Lemon Grove Senior Center*** is located at 8235 Mount Vernon St., Lemon Grove, CA 91945. The center is located on municipal property and consists of three buildings, two of which are used for the services provided to Lemon Grove seniors. The structures are over 40 years old and are located in a residential area of Lemon Grove. There is ample parking for seniors who have their own vehicles, but public transportation is a limited option as the nearest stop is three blocks away. The City of Lemon Grove contracts with Serving Seniors, a non-profit organization, to operate the center. Hours of operation are 8:30 a.m. to 2:00 p.m. Monday through Friday.

Observations on Existing Conditions:

- *Facility*
  - The buildings that comprise the senior center were built in 1977 and are owned by the City of Lemon Grove. The building exterior aesthetics are non-descript and the interior is drab and lacking appeal. There are no classrooms in the plant. The building's restrooms have recently been upgraded. There is need for additional building upgrades, but there are no plans to address at this time.

- *FF&E*
  - The center has a very limited equipment inventory. The city of Lemon Grove does not provide any additional funding to the center outside of the agreement with Serving Seniors to provide basic services and administer the congregate meals program.
  - There is no fitness equipment, computer lab/hardware, arts supplies/equipment, library, or classrooms.
- *Staffing*
  - Three part-time staff from Serving Seniors provide managerial oversight for the operation of the center.
  - Limited additional programming is provided through partnerships with various community entities

Options for Capital Expenditures:

- *Refurbishment*
  - The layout of the Lemon Grove Senior Center is fairly unique as a multi-structure facility. The buildings are 43 years-old and the interior of the buildings are lacking in modern features. The center is experiencing declines in attendance for the congregate meals service as well as the general programming. Multiple factors could be influencing this issue. For the consideration of refurbishment of the current center, condition/age of the building, the location, and transportation hurdles need to be accounted for to determine if upgrade to the current facility is of greater benefit than new construction at a different site.
- *New Construction*
  - Lemon Grove is a small municipality with moderate growth projections. Two possible scenarios for new development would consist of the new construction of a small to moderate size senior center that is more centrally located and on a main public transportation line. The second is to provide an option with a regional focus that would include the target populations of nearby communities such as Spring Valley. This region of San Diego is particularly lacking in services for seniors so a larger senior center serving a greater geographic area may be the optimal solution.
- *Furnishings and Equipment*

- The furnishings of the current center are outdated and in need of significant upgrade. Aside from the condition of the present inventory, the type and amount of equipment utilized in a well-supplied senior center is wholly lacking.

Other Observations:

- *None*

Recommended Model:

The LGSC is an under-utilized, under resourced senior center in a poor location in terms of accessibility by its target population. The buildings are outdated, and the interior is dull, furnishings and fixtures need upgrade, and the physical plant requires modernization. The buildings are owned by the City of Lemon Grove and the merit of undertaking a major refurbishment of city-owned buildings in a poor location is questionable.

The suggestion for this area is the construction of a moderate-sized senior center 17,000- 22,000 square feet with all the amenities that a 21st century senior center is designed to offer. The proposed senior center site would be situated to serve both the Lemon Grove community and the nearby community of Spring Valley as well. The SANDAG population forecast for the Lemon Grove and Spring Valley areas (combined) indicate over 30,000 people over the age of 60 will reside in this general area by 2050.

Estimated Capital and/or Refurbishments Costs:

The proposed solution for the Lemon Grove contemplates construction of a new moderate-sized dedicated senior center, with new furnishings and equipment, shared by the collaring community of Spring Valley. The "moderate" senior center model presented in this report contemplates a 20,000 square foot facility inclusive of a 1,000 square foot commercial kitchen, a 1,500 square foot in-house theater, and provision of 1,500 square feet for a business "social enterprise" (e.g., gift shop, salon, catering business).

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- ***Senior Center Construction (20,000 sf at $215/sf)..... $4,300,000***
- ***Provision for Senior Center FF&E..... 125,000***
- ***Provision for Moderate-Sized Commercial Kitchen Equipment..... 105,000***
- ***Provision for In-House Theater Equipment 50,000***

  Sub-Total – Senior Center..... $4,580,000
- ***Gym/Fitness Center – Construction and Equipment..... 1,200,000***

- ***Aquatics Center – Construction and FF&E..... 630,000***
- ***Locker/Shower Rooms and Restrooms 320,000***

Sub-Total – Gym/Fitness and Aquatics Amenities $2,150,000

Total Estimated Budget $6,730,000

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $6.7M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.

MIRA MESA and SCRIPPS RANCH

Introduction:

The ***Mira Mesa*** area is technically a part of the *Del Mar sub-regional area*. However, the authors observed that the City of Del Mar has a distinctive and community-centric identity and a substantially different demographic profile than that of Mira Mesa. As such the City of Del Mar's demographic profile is presented in a separate section of this report in order to focus on the service area of the ***Del Mar Community Connections*** senior service provider.

Similarly, the ***Scripps Ranch*** area is a part of the *Poway sub-regional area*, but the authors chose to present the City of Poway's demographic profile in a separate section of this report in order to focus more directly on the existing ***Poway Senior Center***.

Accordingly, although detail demographic stats unique to the adjacent Mira Mesa and Scripps Ranch areas are not available (that is, separate from the *Del Mar/Mira Mesa sub-regional area* and the *Poway sub-regional area*) the information presented below does apply specifically to Mira Mesa and Scripps Ranch so that attention is drawn to the senior 60+ density in those areas, and to focus on the potential of the ***Mira Mesa Senior Center*** to serve both communities.

Census tract information indicates the density of Mira Mesa seniors 60+ ranges from 751 to 2,692 per square mile, averaging about 1600 per sq. mile. The density of Scripps Ranch seniors 60+ ranges from 542 to 1,021 per square mile, averaging about 750 per sq. mile.

The Mira Mesa Senior Center is centrally located in Mira Mesa at census tract 83.57, with a seniors 60+ density of 2,717 per square mile, and in proximity to the Scripps Ranch area.



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- None

Assisted Living

- 27 facilities with a capacity of 158 in 92126
- 1 facility with a capacity of 403 in 92131

Transportation

- MTS Bus Routes: 20, 31, 110, 235, 237, 921, 964 (7)
- MTS Trolley: None

Caregiving

- SD Eldercare Solutions 8400 Miramar Road 92126
- ComforCare 9747 Businesspark Avenue 92131
- Casa Companion Home Care Services 10620 Treena Street 92131
- Genesis Home Health Care 9381 Mira Mesa Boulevard 92126
- Top Care Home Health 9683 Tierra Grande 92126

- Caregivers Unlimited 9747 Businesspark Avenue 92131
- Sunland Home Care 8400 Miramar Road 92126

Nutrition Assistance

- Mira Mesa Senior Center Congregate and Home Delivered Meals program 92126 and 92131
- San Diego Food Bank Senior Food Distribution program 92126
- San Diego Food Bank Emergency Food Assistance program 92126
- Feeding San Diego Food Distribution program 92126 (2 sites)

Entities/Programs unique to this community

- Hope Adult Day Health Center 11239 Camino Ruiz 92126

The Mira Mesa Senior Center:

The ***Mira Mesa Senior Center*** is located at 8460 Mira Mesa Blvd, San Diego, CA, 92126 in the Mira Mesa community of San Diego on the grounds of a large municipal park complex. Athletic fields, playgrounds, picnic grounds, a recreation center, and library are other amenities within the park. There is an MTS bus line that serves the area and stops are within 1 to 2 blocks of the facility.

There is a large parking lot that provides ample spaces for visitors to MMSC. The exterior of the building is accentuated with various small plant beds making for an attractive entrance. There is no dedicated lobby area upon entrance into the building.

Observations on Existing Conditions:

- *Facility*
  - MMSC is a 4,800 square foot facility that was constructed in 1986. The City of San Diego is the owner of the building and within the last couple of years have provided $400,000 for exterior upgrades to the building. Discussions between the MMSC and the City have begun to upgrade the grounds to enhance the outdoor space not only for the everyday visitors to the Center but to increase the appeal of the facility as a rental space for community gatherings.
  - The building is mainly comprised of a large community room where most programs are convened. There are two small classrooms that provide space for engagements with limited attendees and for rental to the community for meeting room space. There is a limited kitchen space that serves as the staging area for the congregate meal service and for the needs of the individuals who rent the space for private functions.
  - Adjacent to the kitchen is another small staging area that serves as the prep area for the fruits and vegetable program offered by MMSC through a partnership with the San Diego Food Bank. In addition, the MMSC partners with a local Trader Joe's market to

repurpose plants and flowers and provide arrangements to their older adult participants.

- There is a large outdoor area surrounded by garden beds and populated with benches. A local Eagle Scout troop recently donated an outdoor game board that is situated within this open space.

- *FF&E*
  - There is no fitness center with equipment and there is no computer lab. There is a technology class that is provided but that is restricted to personal devices owned by seniors. The tables, chairs and other furnishings need upgrading.
- *Staffing*
  - There is no paid staff that work at the MMSC. In addition to the five volunteers who operate the day-to-day, the MMSC is supported by many senior volunteers who provide support for various tasks throughout the center.

Options for Capital Expenditures:

- *Refurbishment*
  - Any suggested refurbishment plans must consider that the building is owned by the City of San Diego and there are significant barriers in place in engaging in such work.
- *New Construction*
  - The building is 35 years old and the 501c3 that operates the center has a friendly lease arrangement with the city. However, in reviewing SANDAG projections for the Mira Mesa Community Planning Area (CPA), a tremendous growth in the older adult population warrants additional review of the feasibility of a new senior center to serve the area. By 2050, it is forecasted that over 28,000 people age 60 and over will reside in the Mira Mesa CPA. This boundary includes the neighborhoods of Sorrento Valley and Sorrento Mesa. The adjacent community of Scripps Ranch, although a separate CPA and given its small population of older adults, could be a natural partner for the development of a regional senior center.
- *Furnishings and Equipment*
  - The current level of equipment is limited, and furnishings are dated and in need of updating.

Recommended Model:

The Mira Mesa Scripps Ranch region has a below average level of infrastructure for older adults for such a densely populated area, specifically, no affordable housing and below average public transportation options. The current center is owned by the City of San Diego and, as such, there are significant hurdles in completing major renovation work on the structure.

With the population growth projected for the area, a moderate sized senior center 17,000- 22,000 square feet with the amenities and features consistent with a 21st century senior center is the recommended model.

Estimated Capital and/or Refurbishments Costs:

The proposed solution for the Mira Mesa/Scripps Ranch is construction of a new moderate-sized dedicated senior center, with new furnishings and equipment. The "moderate" senior center model presented in this report contemplates a 20,000 square foot facility inclusive of a 1,000 square foot commercial kitchen, a 1,500 square foot in-house theater, and provision of 1,500 square feet for a business "social enterprise" (e.g., gift shop, salon, catering business).

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- ***Senior Center Construction (20,000 sf at $215/sf)..... $4,300,000***
- ***Provision for Senior Center FF&E..... 125,000***
- ***Provision for Moderate-Sized Commercial Kitchen Equipment..... 105,000***
- ***Provision for In-House Theater Equipment 50,000***

  Sub-Total – Senior Center..... $4,580,000
- ***Gym/Fitness Center – Construction and Equipment..... 1,200,000***
- ***Aquatics Center – Construction and FF&E..... 630,000***
- ***Locker/Shower Rooms and Restrooms 320,000***

  Sub-Total – Gym/Fitness and Aquatics Amenities $2,150,000

  Total Estimated Budget..... $6,730,000

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $6.7M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.

NATIONAL CITY

Introduction:

National City is an independent city encompassing roughly 9.12 square miles. The County of San Diego's 2016 demographic profile estimated the total National City population at 60,349, with 6,740 seniors 65+ (11.2% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of National City is projected to increase by 22,779, or 37%
- During that same 30-year time period:
  - Seniors 60+ will comprise 46% of the National City population growth
  - The population of seniors 75+ is forecast to increase by 172%

Poverty Statistics:

- Over half of National City residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - Almost 20% are living below 100% of the federal poverty level
  - Almost half (45%) are living below 200% of the federal poverty level
  - About one in seven National City seniors 65+ are still working

Cultural Observations:

- Currently 65% of National City XYZ residents are Hispanic; SANDAG forecasts that Hispanics will comprise roughly 72% of the National City population by the year 2050
  - A local senior center needs to reflect the diversity within the community they serve and tailor programs and services to meet the varied needs

Potential Senior Orphans:

- Approximately 23% of National City seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:

- Over 50% of National City seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,040.
- The average cost of living for seniors 65+ in National City is:
  - $2,189 per month for single adults
  - $2,942 per month for couples

- The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

According to census tract information, the density of National City seniors 60+ ranges from 855 to 4,945 per square mile, averaging about 2,100 per sq. mile.

- The ***National City Senior Center*** is located at census tract 117, with a seniors 60+ density of 2,630 per square mile. The highest density of seniors is in census tract 120.02 at 4,945 seniors 60+ per square mile, just south of Paradise Valley Hospital.



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- Kimball Towers, 1317 D Avenue 91950, 150 units, waitlist closed
- Morgan Towers, 1415 D Avenue 91950, 150 units, waitlist closed
- Plaza City Apartments, 1535 E Plaza Blvd 91950, 80 units, waitlist varies on rent, lowest rent waitlist 10+ years, highest rent, waitlist 6-12 months
- TELACU South Bay Manor, 650 E 14th Street 91950, 75 units, waitlist closed

Assisted Living

- 7 facilities with a bed capacity of 373

Transportation

- MTS bus routes interior of city: Routes 13, 929, 932, 955, 961, 962, 963, 967, 968 (9)
- MTS Trolley: Blue Line with stops within city
- Kimball Senior Center Nutrition Transportation Program for congregate meal

Caregiving

- None

Nutrition Assistance

- George H. Waters Congregate and Home Delivered Meals program 91950
- San Diego Food Bank Senior Food Program 91950 (2 sites)
- San Diego Food Bank Emergency Food Assistance program 91950
- Feeding San Diego Food Distribution Program (6 sites) 91950
- La Maestra Health Center Food Pantry 91950

Entities/Programs unique to this community

- Horizons Adult Day Care Center 1035 S. Harbison 91950

The National City Senior Center:

The ***Kimball National City Senior Center*** is located at 1221 D Avenue, National City, CA 91950. The Kimball Senior Center is an approximately 5,000 square foot facility. The structure was built in 1987 and is dedicated exclusively to senior activities. The Center is strategically situated across the street from a park and adjacent to two 9-story senior HUD buildings that provide 300 units of affordable housing for senior 62 and over. Public transportation is very accessible with several bus routes and stops located within 2 blocks of the Center. The aesthetics of the building are similar to a "park design" recreation center. It is a one-story building with good lot parking and ample street parking available.

Observations on Existing Conditions:

- *Facility*
  - The interior of the building is comprised mostly of one large open space. There is dedicated office space for staff, a small commercial kitchen that is rarely utilized and serves as more of storage space for the Center's 2 groups, other small storage areas and a small classroom that can accommodate 15-20 people.

- *FF&E*
  - There is little in the form of equipment. The Center has no computer room or devices. The Center has one treadmill in a small space that is currently not functioning. There are 2 billiards tables in the large community hall.
- *Staffing*
  - The staff of the Center consists of 1 full-time employee (30 hours/week) and 3 part-time employees (10 hours per week).

Options for Capital Expenditures:

- *Refurbishment*
  - Given the city's plan for a new "city center" model for older adult services, refurbishment of the existing location is moot.
- *New Construction*
  - A city initiative was recently received approved for development of a comprehensive "city center" model for older adults. The plan is to be implemented fairly close to the present location and will include new affordable senior housing, a health center managed by San Ysidro health and a new senior center. Completion of the project is scheduled for early 2022.
- *Furnishings and Equipment*
  - Nothing transferrable from current location to proposed new site other than the 2 billiards table.

Other Observations:

- *National City plans as model*
  - The city is to be commended for their foresight in addressing the current and growing needs of its older adult residents with the launch of this bold initiative. Creation of a new senior center surrounded by services and supports is a model to possibly be emulated in other municipalities in SD County.

Recommended Model:

N/A – See Above

Estimated Capital and/or Refurbishments Costs:

Per the narrative above, no action or accompanying budget is suggested for the National City Senior Center at this time.

OCEANSIDE

Introduction:

Oceanside is a North County city encompassing roughly 42.18 square miles. The County of San Diego's 2016 demographic profile estimated the total Oceanside population at 173,829, with 24,820 seniors 65+ (14.3% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of Oceanside is projected to increase by 11,537, or 6%
- During that same 30-year time period:
  - Seniors 60+ will comprise 97% of the Oceanside population growth, indicating an aggregate decline in other age-groups
  - The population of seniors 75+ is forecast to 81%
  - However, a portion of the population that traditionally provides caregiving services to seniors (ages 20-40) is forecast to decline over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:

- About one-third of Oceanside residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 10% are living below 100% of the federal poverty level
  - More than one in four are living below 200% of the federal poverty level
  - Over one in six Oceanside seniors 65+ are still working

Cultural Observations:

- Roughly one-third of Oceanside residents are Hispanic; SANDAG forecasts that Hispanics will comprise over half of the Oceanside population by the year 2050
  - A local senior center needs to reflect the diversity within the communities they serve and tailor programs and services to meet the varied needs

Potential Senior Orphans:

- Over 25% of Oceanside seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:

- About 21% of Oceanside seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,454.
- The average cost of living for seniors 65+ in Oceanside is:
  - $2,540 per month for single adults
  - $3,293 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

According to census tract information, the density of Oceanside seniors 60+ ranges from 390 to 2,953 per square mile, averaging about 1,300 per sq. mile. Oceanside has two senior centers:

- The ***Oceanside County Club Senior Center*** is located in census tract 185.09, with a seniors 60+ density of 769 per square mile. Note that this senior center is in close proximity to census tracts 184 and 182 with senior densities of 1,569 and 1,490, respectively.
- The ***El Corazon Oceanside Senior Center*** is located at census tract 186.13, with a seniors 60+ density of 476 per square mile.
  - It should be considered if the location of the Oceanside senior centers can adequately serve the high-density tracts 186.14 (2,951/sq mi) and 186.12 (2,552/sq mi.) to the north



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- Cape Cod Senior Villas, 1710 Maxson Street 92054, 36 units, waitlist N/A
- El Dorado Church of God, 115 S. Clementine Street 92054, 86 units, waitlist closed
- Lil Jackson Senior Community, 3512 Lake Blvd. 92056, 80 units, waitlist N/A
- Mar Vista El Dorado, 802 Topeka Street 92054, 72 units, waitlist closed
- Mission Cove Senior Apartments, 3229 Mission Cove Way, 92054, 138 units, waitlist 3-4 years
- Silvercrest Senior Apartments, 3839 Lake Blvd., 92056, 69 units, waitlist closed
- Vintage Pointe I Senior Apartments, 1701 Bush Street 92058, 136 units, waitlist 2-3 years
- Vintage Pointe II Senior Apartments, 1923 Bush Street 92058, 186 units, waitlist 2-3 years

Assisted Living

- 35 facilities with capacity of 1193

Transportation

- NCTD bus routes: Routes 101, 302, 303, 309, 311, 313, 315, 318, 323, 325 (10)
- NCTD Sprinter: Multiple stops within city
- City of Oceanside “Go Oceanside” multi-faceted senior transportation program 92054

Caregiving

- Always There Home Care 2103 S. El Camino Real Drive 92054
- Qualicare Family Homecare 2103 S. El Camino Real Drive 92054
- Amada Senior Care 2124 S. El Camino real Drive 92054

Nutrition Assistance

- Oceanside Country Club Senior Center Congregate and Home Delivered Meals Program 92051, 92054, 92056, 92057, 92058
- Salvation Army Congregate meals program 92056
- San Diego Food bank Senior Food Program 92054 and 92056
- San Diego Food Bank Emergency Food Program 92058
- San Diego Food Bank Neighborhood Distribution Program 92056 and 92058 (2 sites)
- Feeding San Diego Food Distribution Program 92057 (3 sites), 92056, 92054 (2 sites)

Entities/Programs unique to this community

- Mottino Family YMCA 4701 Mesa Drive 92056
- North County Coastal Career Center 1949 Avenida Del Oro 92056 (Federally funded Senior Community Employment Program)
- Brother Benno Foundation 3260 Production Avenue 92058. Nonprofit committed to serving the poor and homeless.
- Bread of Life Rescue Mission 1919 Apple Street 92054

Oceanside Senior Centers (Two Locations):

Oceanside El Corazon Senior Center – Existing Site:

The ***El Corazon Senior Center*** is located at 3302 Senior Center Drive, Oceanside, CA 92056. The ECSC is located in the southeastern region of Oceanside in an area of commercial development and open space. It sits on a 6-acre city-owned parcel of land that will be further developed for public use. The ESCSC was built in 2009 as a response by city planners to prepare for the growing population of older adults in Oceanside and to provide a secondary option to complement the programs and services of the Country Club Senior Center in the older area of Oceanside. There is limited public transportation in the area with a bus stop approximately 2 blocks from the building. However, there is a rather steep grade for those who walk to the ECSC from the stop which could pose significant challenge for those who rely on the public transportation option. There is a large parking lot to accommodate older adults who drive. The building makes use of the natural landscape of the area and possesses a modern design feel upon arrival.

Observations on Existing Conditions:

- *Facility*
  - ECSC is a 12,000 square foot multi-purpose facility that prominently offers use of the space for social or corporate gatherings. The building has a “U-shaped” design that features an attractive outdoor space in the middle with benches, tables, and a fireplace. There are 2 large open rooms that are utilized for the large exercise classes and other social events. One of the rooms has partitions that allow for a smaller breakdown to 4 individual classrooms.
- *FF&E*
  - The building has a resource library and access to four computer stations. Seniors are provided some limited training guidance.

- The fitness Center, "EC Fit" is a 900 square foot room with cardio and resistance equipment. Room is well designed to allow for easier accessibility and has newer machines with features designed with older adults in mind.
- The ECSC will be complemented by additional development of surrounding open space. A "Phase Two" development of the city-owned land will create an additional 15,000 square foot structure that will provide for additional meeting space and rental space. In addition, future use of the land will include the El Corazon Aquatics Center that will feature 2 pools and waterpark.

- *Staffing*
  - The ECSC is operated by 1 full-time staff member (another city employee is the full-time manager of both Oceanside senior centers) and 3 part-time recreation specialists. One half-time employee is responsible for the building maintenance.
  - There are ten senior volunteers who provide internal support such as manning information desk, giving tours to new seniors, some office work and helping with preparations for special events

Options for Capital Expenditures:

- *Refurbishment*
  - During the original construction phase, an originally planned commercial kitchen had to be abandoned due to a funding gap. For the last decade, the 2,000 square foot space has been used for a staging area for food prep and has provided additional storage space.
  - A new initiative, The El Corazon Sustainability and Culinary Arts Kitchen Capital Improvement Project was completed in July of 2019 that will enhance nutritional efforts at the center while also providing an additional amenity for their rental program.
- *New Construction*
  - Additional capacity to the multi-use civic development is in development by the City of Oceanside.
- *Furnishings and Equipment*
  - The buildings furnishings and fixtures are in good shape, the building has a pleasant aesthetic.

Other Observations:

- According to SANDAG population forecast, the city of Oceanside will have an estimated population of 50,000 people over the age of 60 by 2050. The current estimated population for 2020 in Oceanside for the same cohort is approximately 38,000.

Recommended Model:

This building was constructed in 2009 and recently underwent a major renovation to develop space for a commercial kitchen with repurposing capacity. The interior and exterior are modern, and it is an appealing physical plant. The center is a low priority on the refurbishment timeline.

Estimated Capital and/or Refurbishments Costs:

Per the narrative above, no action or accompanying budget for the El Corazon Senior Center is suggested at this time.

Oceanside Country Club Senior Center – Existing Site:

The ***Country Club Senior Center*** is located at 455 Country Club Lane, Oceanside.

Observations on Existing Conditions:

- *Facility*
  - Building is part of a municipal complex with the senior center constructed in 1985.
- *FF&E*

  There is no computer lab or fitness room in the center.
- *Staffing*
  - One full time staff member and 3 part time staff operate the center. A supervisor is responsible for this location as well as the El Corazon senior center in the eastern section of Oceanside.

Options for Capital Expenditures:

- *Refurbishment*
  - With the construction of a new senior center in Oceanside within the last decade, refurbishment of this property is the primary option.
- *New Construction*
  - The city of Oceanside constructed a second senior center in 2009 to support the area's growing population. There is currently no plan for major renovation or new construction to replace this site.
- *Furnishings and Equipment*

- Computer lab and fitness room would be beneficial additions to the center

Other Observations:

- According to SANDAG population forecast, the city of Oceanside will have an estimated population of 50,000 people over the age of 60 by 2050. The current estimated population for 2020 in Oceanside for the same cohort is approximately 38,000.

Recommended Model:

This location is the older of the two Oceanside senior centers. This center was built in 1985. Given the building's age, this location is more suitable for a renovation project.

Estimated Capital and/or Refurbishments Costs:

Given the narrative above, this report contemplates renovation of the existing Oceanside Country Club Senior Center, with the following budget provision:

- ***Refurbishment of Existing Senior Center – 10,000 sf, Level 3 provision..... $ 1,750,000***
- ***New Equipment – and replacement of outdated equipment..... 75,000***

Total – Senior Center Refurbishment $1,825,000

POINT LOMA, OCEAN BEACH

Introduction:

The *Peninsula* sub-regional area includes the communities of Point Loma and Ocean Beach.

The County of San Diego's 2016 demographic profile estimated total population at 64,248, with 7,859 seniors 65+ (12.2% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population is projected to increase by 19,335, or 30%
- During that same 30-year time period:
  - Seniors 60+ will comprise 35% of the population growth
  - The population of seniors 75+ is forecast to more than double (115%)

Poverty Statistics:

- Over 25% of residents live at or below 200% of the federal poverty level
- For seniors 65 or older:

- About 7% are living below 100% of the federal poverty level
- More than one in five are living below 200% of the federal poverty level
- About 19% of seniors 65+ are still working

Cultural Observations:

- Currently about 17% of residents are Hispanic; SANDAG forecasts that Hispanics will comprise 17% of the population by the year 2050

Potential Senior Orphans:

- Approximately one-third of seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:

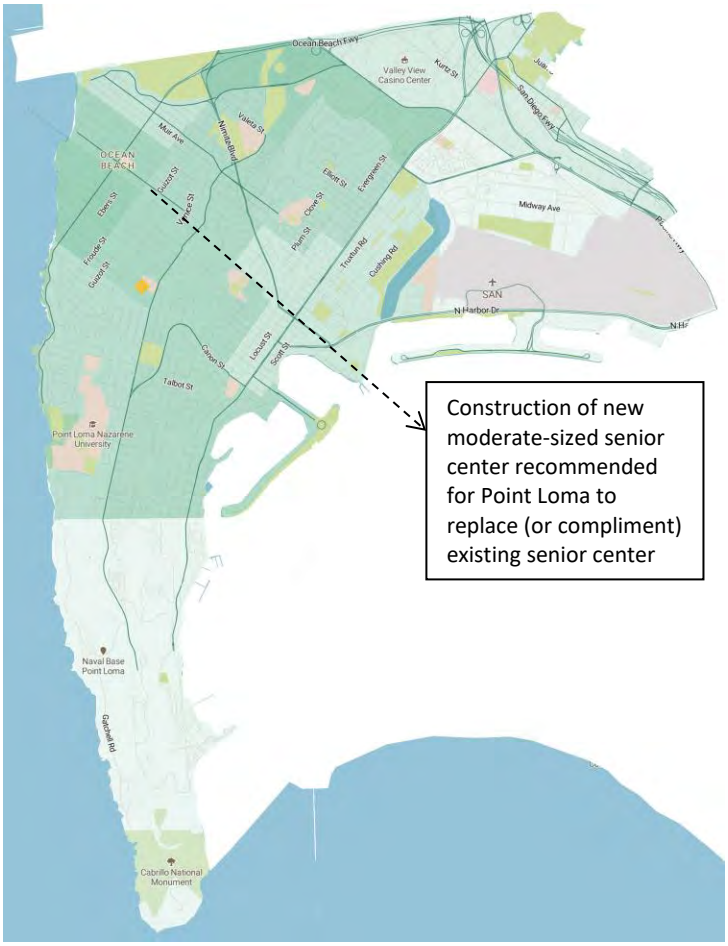
- About 30% of seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,773.
- The average cost of living for seniors 65+ is:
  - $2,926 per month for single adults
  - $3,678 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

Census tract information indicates the density of seniors 60+ at:

- Point Loma: Ranges from 834 to 2.422 per square mile, averaging about 1,600 per sq. mile.
- Ocean Beach: Ranges from 1,017 to 2,340 per square mile, averaging about 1,800 per sq. mile.

The ***Peninsula Shepherd Center*** is located in Point Loma at census tract 73.02, with a seniors 60+ density of 1,848 per square mile.



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- None

Assisted Living

- 4 facilities with a capacity of 33 residents, 92106

Transportation

- MTS Bus Routes: 8, 9, 28, 35, 84, 923 (6)
- MTS Trolley: None
- Peninsula Shepherd Center Out and About Senior transportation program

Caregiving

- None

Nutrition Assistance

- Jewish Family Services Home Delivered Meals Program
- Second Chances Bread of Life Congregate Meals 2083 Sunset Cliffs Boulevard 92107

- San Diego Food Bank Emergency Food Assistance Program 92106
- San Diego Neighborhood Food Distribution program 92106
- Feeding San Diego Food Distribution program 92107 (2 sites)

Entities/Programs unique to this community

- Ryan Family YMCA 4390 Valeta Street 92107

The Peninsula Shepherd Center Senior Center:

The ***Peninsula Shepherd Center Senior Center*** is located at 1475 Catalina Boulevard, San Diego. The PSC operates decentralized programs at various sites throughout the Point Loma and Ocean Beach communities.

Observations on Existing Conditions:

- *Facility*
  - The PSC has administrative offices in a church.
- *FF&E*
  - N/A
- *Staffing*
  - The PSC is led by an executive director, a programs director and volunteers who support the senior lounge as well as the transportations services.

Options for Capital Expenditures:

- *Refurbishment*
  - N/A
- *New Construction*
  - Since the PSC operates their programs and services without a physical structure, this community is a candidate for construction of a new center, optimally one that could be strategically located to serve the Ocean Beach community as well.
- *Furnishings and Equipment*
  - N/A

Other Observations:

- According to SANDAG population forecast, the Peninsula area (Point Loma, Ocean Beach) will have a population of almost 20,000 adults age 60 and over by 2050. The current number of residents of these areas of the same age cohort is 12,900.

Recommended Model:

Given that the Peninsula Shepherd Center is a decentralized social service org, Point Loma and Ocean Beach is one of the more densely populated areas in the region that is without a dedicated senior center. The level of infrastructure support is poor for these communities. Aside from the lack of a bricks and mortar senior center, there is no affordable housing and a lack of caregiving services.

The construction of a new senior center of moderate size 17,000-20,000 square feet is the recommendation for this region.

Estimated Capital and/or Refurbishments Costs:

The proposed solution for Point Loma/Ocean Beach contemplates construction of a new moderate-sized dedicated senior center, with new furnishings and equipment. The "moderate" senior center model presented in this report contemplates a 20,000 square foot facility inclusive of a 1,000 square foot commercial kitchen, a 1,500 square foot in-house theater, and provision of 1,500 square feet for a business "social enterprise" (e.g., gift shop, salon, catering business).

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- ***Senior Center Construction (20,000 sf at $215/sf)..... $4,300,000***
- ***Provision for Senior Center FF&E..... 125,000***
- ***Provision for Moderate-Sized Commercial Kitchen Equipment..... 105,000***
- ***Provision for In-House Theater Equipment 50,000***

Sub-Total – Senior Center..... $4,580,000

- ***Gym/Fitness Center – Construction and Equipment..... 1,200,000***
- ***Aquatics Center – Construction and FF&E..... 630,000***
- ***Locker/Shower Rooms and Restrooms 320,000***

Sub-Total – Gym/Fitness and Aquatics Amenities $2,150,000

Total Estimated Budget..... $6,730,000

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $6.7M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.

POWAY

Introduction:

Poway is an independent city encompassing roughly 39.16 square miles. The County of San Diego's 2016 demographic profile estimated the total Poway population at 49,675, with 7,312 seniors 65+ (14.7% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of Poway is projected to increase by 3,123 or 6%
- During that same 30-year time period:
  - Seniors 60+ will comprise 92% of the Poway population growth
  - The population of seniors 75+ is forecast increase by 94%
  - However, a portion of the population that traditionally provides caregiving services to seniors (ages 20-40) is forecast to decline by 9% over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:

- 18.7 of Poway residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - Almost 6% are living below 100% of the federal poverty level
  - One in five are living below 200% of the federal poverty level
  - One in six Poway seniors 65+ are still working

Cultural Observations:

- Currently about 20% of Poway residents are Hispanic; SANDAG forecasts that Hispanics will comprise over one-fourth of the Poway population by the year 2050
  - A local senior center needs to reflect the diversity within the communities they serve and tailor programs and services to meet the varied needs

Potential Senior Orphans:

- Approximately 15% of Poway seniors live alone
  - This raises the possibility of a significant number of senior orphans

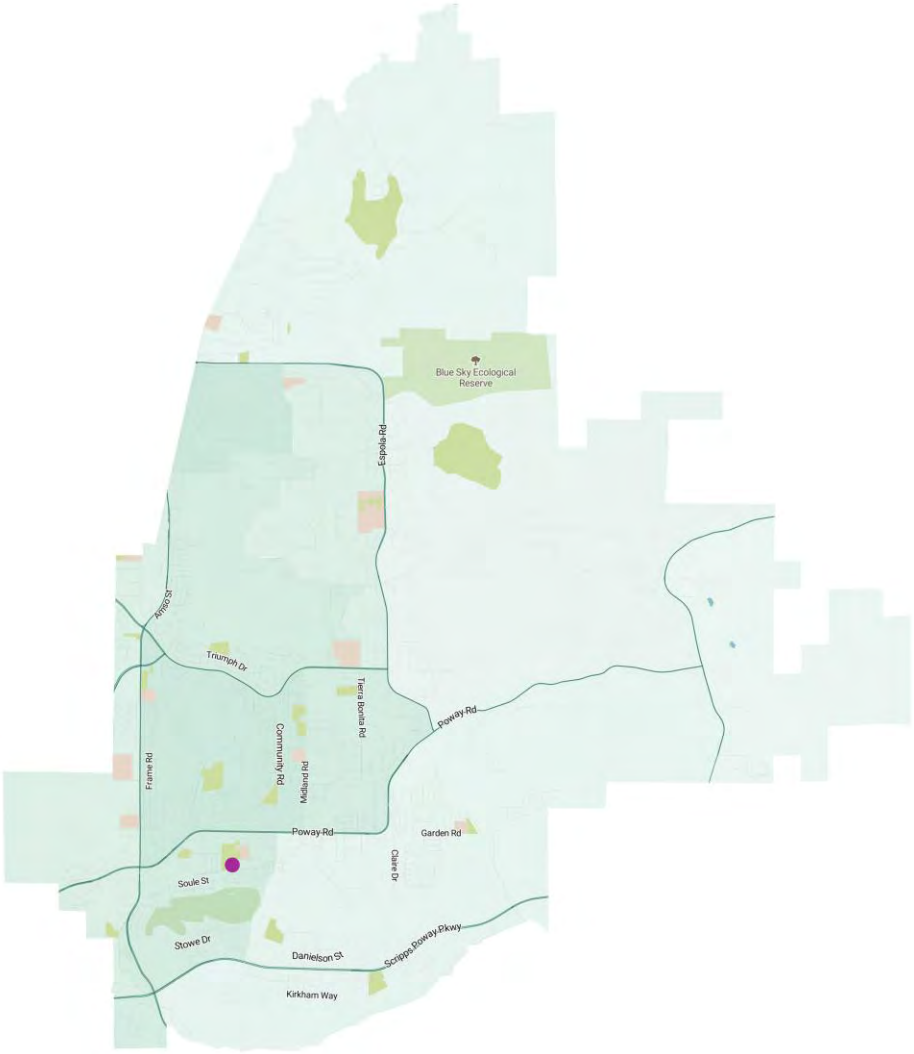
Cost of Living Factors:

- Almost 15% of Poway seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,497.
- The average cost of living for seniors 65+ in Poway is:
  - $3,222 per month for single adults
  - $3,976 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

According to census tract information, the density of Poway seniors 60+ ranges from 114 to 888 per square mile, averaging about 600 per sq. mile.

- The ***Poway Senior Center*** is located at census tract 170.48, with a seniors 60+ density of 641 per square mile.



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- Brookview Village Senior Apartments, 13150 Pomerado Road
  - 84 one-bedroom and 18 two-bedroom units
- Los Arcos Senior Apartments, 12740 Gateway Park Road
  - 83 one-bedroom units

Assisted Living

- Capacity more than six:
  - Gateway Gardens – capacity 72 – studio and one-bedroom units
  - Huntington Manor – capacity 21
  - Mountain Vistas – capacity 32
  - Pomerado Manor – capacity 15
  - Skyview Gardens – capacity 15
- Capacity six or less:
  - A New Haven Villa
  - Feel At Home Care
  - Gate Manor
  - Gate Manor II
  - Gate Manor III
  - Golden Ages
  - Golden Ages
  - Huntington Chateau
  - Huntington House
  - New World RCFE
  - North County Care Home
  - Parkview Gardens
  - RB Senior Residences II
  - Rose Of Poway, The
  - Solaris 28

Transportation

- An MTS bus route runs through Poway on Poway Road.
- The Poway Senior Center is located at 13094 Civic Center Drive near the Poway Civic Center and Poway Community Swim Center. MTS buses 944 and 945 serve that locale, but the

senior center is a bit of a walk from Poway Road to the actual senior center, creating a challenge for less-mobile seniors.

- RideFACT offers transportation options for seniors 60+
  - https://factsd.org/listing/ridefact/
- Jewish Family Service's "On the Go Rides and Smiles" rideshare program is available to seniors. Rides are donation based for destinations up to 25 miles.
  - www.jfssd.org/onthego

Caregiving

- Seniors Helping Seniors, 10755 Scripps Poway Parkway, Suite 426, San Diego, CA 92131
- Poway Adult Day Health Care Center, 12250 Crosthwaite Circle, Poway, CA 92064

Nutrition Assistance

- Poway Senior Center, 13094 Civic Center Drive, Poway, CA 92064
- Meals on Wheels, 131 Chambers Street, Suite 100, El Cajon, California 92020
- Home delivered meal service provided by Serving Seniors
- Feeding San Diego food distributions sites
  - St. Bartholomew's Episcopal Church. 16275 Pomerado Rd., Poway, CA 92064
  - The Community Food Connection, 14047 Twin Peaks Road., Poway, CA 92064

Entities/Programs unique to this community

- County Library, Poway Branch: 13137 Poway Road, Poway, CA 92064
- Seniors Helping Seniors, 10755 Scripps Poway Parkway, Suite 426, San Diego, CA 92131

The Poway Senior Center:

The ***Poway Senior Center*** is located at 13094 Civic Center Drive, Poway, CA 92064. The PSC is in the midst of a transition period. The city of Poway approved the construction of a new multi-purpose community center that will replace the current structure. For the next two years, the PSC will move to a temporary home in Poway and continue to deliver services while construction of the new facility is completed.

Observations on Existing Conditions:

- *Facility*
  - Currently under construction with targeted opening of Spring/Summer 2021.
- *FF&E*
  - New equipment and furnishings to be included in the new building

- *Staffing*
  - Five staff members, 1 full-time and 4 part-time, oversee the daily operations and 3 part-time staff manage the nutrition program.

Options for Capital Expenditures:

- *Refurbishment*
  - N/A
- *New Construction*
  - New construction underway
- *Furnishings and Equipment*
  - Other than some small, transferable furnishings and minor equipment, the Poway Senior Center will have new amenities.

Other Observations:

According to SANDAG population forecast, the city of Poway will have an estimated 15,500 people over the age of 60 by 2050. The current estimated population of the same age cohort in the city in 2020 is 12,600.

Recommended Model:

With a current project of the construction of a new 12,000 community and senior center scheduled for completion in the summer of 2021, there is no recommendation required.

Estimated Capital and/or Refurbishments Costs:

Per the narrative above, no action or accompanying budget is suggested for Poway at this time.

RAMONA

Introduction:

Ramona includes the communities of Ramona, Ballena, Four Corners and Shady Dell.

The County of San Diego's 2016 demographic profile estimated the total Ramona population at 37,387, with 4,704 seniors 65+ (12.6% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of Ramona is projected to increase by 6,742, or 18%
- During that same 30-year time period:
  - Seniors 60+ will comprise 49% of the Ramona population growth
  - The population of seniors 75+ is forecast to more than double (116%)
  - However, a portion of the population that traditionally provides caregiving services to seniors (ages 20-40) is forecast to increase only 8% over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:

- Almost 23% of Ramona residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 7% are living below 100% of the federal poverty level
  - Almost one in five are living below 200% of the federal poverty level
  - One in five Ramona seniors 65+ are still working

Cultural Observations:

- Currently one-fourth of Ramona residents are Hispanic; SANDAG forecasts that Hispanics will comprise about 38% of the Ramona population by the year 2050
  - A local senior center needs to reflect the diversity within the communities they serve and tailor programs and services to meet the varied needs

Potential Senior Orphans:

- Approximately 14% of Ramona seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:

- Almost 10% of Ramona seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,657.
- The average cost of living for seniors 65+ in Ramona is:
  - $3,046 per month for single adults
  - $3,799 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

According to census tract information, the density of Ramona seniors 60+ ranges from 21 to 450 per square mile, averaging about 175 per sq. mile.

- The ***Ramona Senior Center*** is located at census tract 208.09, with a seniors 60+ density of 140 per square mile.



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- Schmale Family Senior Residence 406 16th Street 92065, 62 units, waitlist 3-4 years

Assisted Living

- Ramona Senior Lodge Assisted Living, 15855 Marmac Dr, Ramona, CA 92065
- Ramona Senior Manor, 1236 D St, Ramona, CA 92065

Transportation

- MTS buses 891 and 892 transit from El Cajon through Ramona only one day each week. Aside from that, there is no public transportation in Ramona.

Caregiving

- None found specific to Ramona

Nutrition Assistance

- Ramona Senior Center, 434 Aqua Lane, Ramona, CA 92065
- Meals on Wheels, 131 Chambers Street, Suite 100, El Cajon, California 92020
- Home delivered meal service provided by Serving Seniors
- San Diego Food Bank neighborhood distribution locations in East County:
  - Journey Community Church, 8363 Center Dr., Ste. 6C, La Mesa, CA 91942
  - El Cajon Seventh-Day Adventist Church, 1630 E. Madison Ave., El Cajon, CA 92019
  - Faith Chapel, 9400 Campo Rd., Spring Valley, CA 91977
- Feeding San Diego food distributions sites
  - Ramona Food and Clothes Closet, 773 Main Street., Ramona, CA, 92065
  - Mountain View Community Church Ramona, 1191 Meadowlark Way., Ramona, CA,92075

Entities/Programs unique to this community

- County Library, Ramona Branch: 1275 Main St., Ramona, CA 92065

The Ramona Senior Center:

The ***Ramona Senior Center*** is located at 434 Aqua Lane, Ramona, CA 92065. The building was constructed in the 1990's and is two blocks from a main thoroughfare in the Ramona Community Park. The exterior and interior aesthetics are reflective of the building's age and is a typical municipal parks and recreation style building. There is a parking lot on the grounds. There is no public transportation serving the RSC.

Observations on Existing Conditions:

- *Facility*

- The physical plant includes a small meeting room, a mid-sized room that is used for socialization and small activities, a larger room that is used for various events, and a sizable dining room that can accommodate larger events and is the gathering site for the RSC congregate meals program. The building is owned by the local water district and is leased by Pacific Educational Facilities, the 501c3 that operates the senior center.

- *FF&E*
  - Since the senior center rents space in the recreation center, and other entities also rent the same space at different times, an inherent challenge is that the senior center cannot setup and organize permanent space. Staff is forced into a daily cycle of "set-up/break-down" that contribute additional burden and detracts from establishing the locale as the "community home" for Ramona older adults. Some of the building's amenities are shared with these other groups.
  - In October 2019, the RSC was a recipient of a Sahm Family Foundation grant for procurement of upgraded furnishings for the building.

- *Staffing*
  - The operations of the RSC are led by 3 full time employees and 7 part time staff. The RSC has a roster of 60 volunteers who provide support for various internal and external functions.

Options for Capital Expenditures:

- *Refurbishment*
  - Consideration should be given to eventually obtaining a dedicated "non-shared" space for the RSC, enabling them to permanently set up the facility in a way most beneficial to seniors, extend operating hours, and generate non-governmental supporting revenue. Given that the building is not owned by the municipality as a function of a parks and rec department nor owned by a 501c3, permission for substantial refurbishment would be a significant hurdle.

- *New Construction*
  - Plans have been approved of construction of a multi-generation community center that was led by SD County Board Supervisor Dianne Jacob. This complex will have multiple amenities including a senior center and possibly an affordable housing development for seniors. It is not known at this time if the County will invite PEF to submit a bid on the

operation of the proposed senior center. The community does not have a population that necessitates 2 senior centers.

- *Furnishings and Equipment*
  - New furnishings such as sofas, chairs and tables were procured throughout the SFF grant. A small computer lab would be a candidate for refurbishment and expansion.

Other Observations:

According to SANDAG population forecast, the Ramona area will have an estimated population of over 12,000 people over the age of 60 by 2050. As of 2020, the estimated population of the similar cohort is almost 9,000.

Recommended Model:

The plans for a new multi-generational center render any new plans for a senior center initiative led by the PEF as moot.

Estimated Capital and/or Refurbishments Costs:

Per the narrative above, no action or accompanying budget is suggested for Ramona at this time.

SAN CARLOS, DEL CERRO, ALLIED GARDENS, TIERRASANTA

Introduction:

The *Elliott Navajo* sub-regional area includes the following communities.

- San Carlos
- Del Cerro
- Allied Gardens/Grantsville
- Tierrasanta

The County of San Diego's 2016 demographic profile estimated this area's population at 92,755, with 14,663 seniors 65+ (15.8% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of these communities is projected to increase by 16,082, or 16%
- During that same 30-year time period:
  - Seniors 60+ will comprise 62% of the population growth
  - The population of seniors 75+ is forecast to double (101%)
  - However, a portion of the population that traditionally provides caregiving services to seniors (ages 20-40) is forecast to remain mostly flat over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:

- About 20% of residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - Almost 5% are living below 100% of the federal poverty level
  - About 18% are living below 200% of the federal poverty level
  - More than one in six seniors 65+ are still working

Cultural Observations:

- Currently 17% of residents are Hispanic; SANDAG forecasts that Hispanics will comprise 23% of the population by the year 2050
  - A local senior center needs to reflect the diversity within the communities they serve and tailor programs and services to meet the varied needs

Potential Senior Orphans:

- Approximately 25% of seniors live alone
    - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:

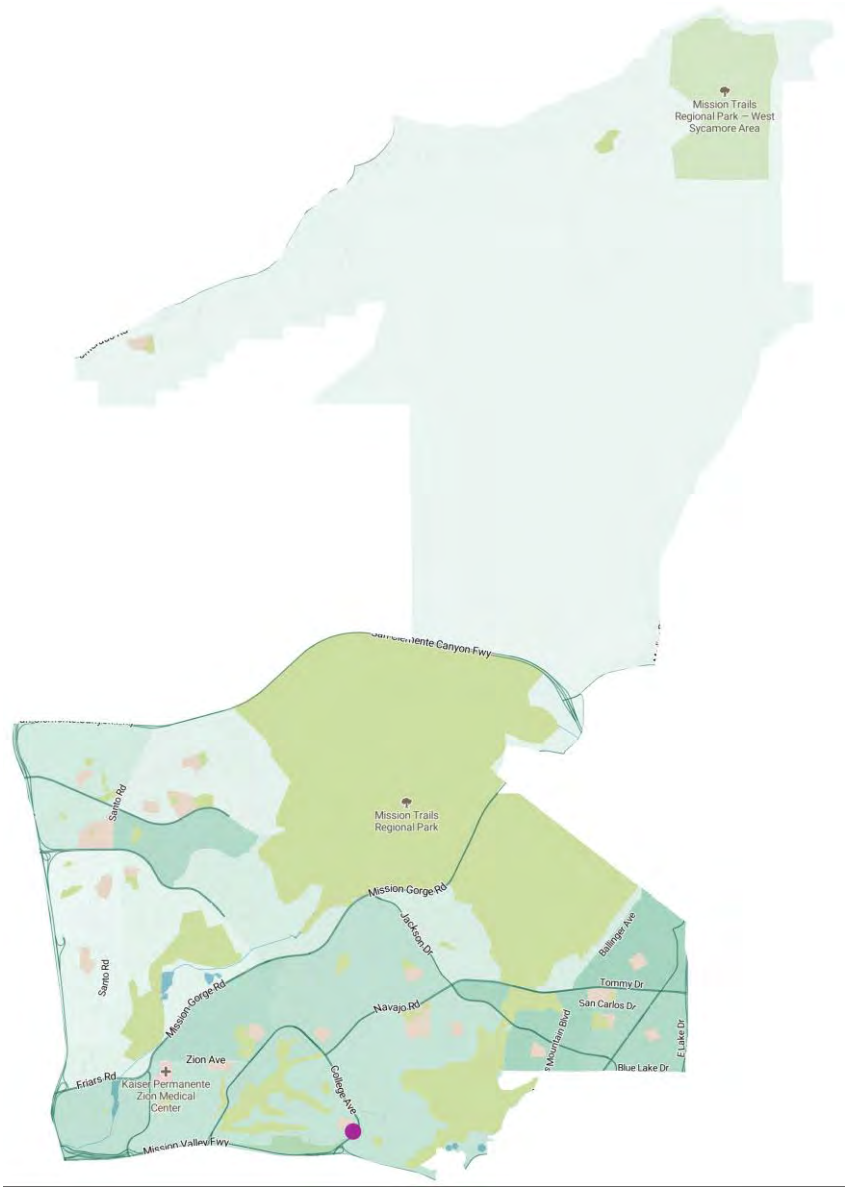
- Almost 16% of seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,774.
- The average cost of living for seniors 65+ is:
    - $2,624 per month for single adults
    - $3,378 per month for couples
    - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

Census tract information indicates the density of seniors 60+ at:

- San Carlos: Ranges from 217 to 2,009 per square mile, averaging about 1,400 per sq. mile.
- Del Cerro: Ranges from 1,068 to 1,267 per square mile, averaging about 1,150 per sq. mile.
- Allied Gardens: Ranges from 1,070 to 1,506 per sq. mile, averaging about 1,300 per sq. mile.
- Tierrasanta: Ranges from 217 to 1,680 per square mile, averaging about 700 per sq. mile.

The ***College Avenue Center*** is located in Del Cerro at census tract 97.05, with a seniors 60+ density of 1,068 per square mile.



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- Lakeshore Villa 6888 Golfcrest Drive 92119, 126 units, Seniors 62+, waitlist N/A

Assisted Living

- San Carlos 92119: 11 facilities with capacity of 65
- Del Cerro/Allied Gardens 92120: 9 facilities with capacity of 60
- Tierrasanta 92124: 2 facilities with a capacity of 12

Transportation

- MTS bus routes in region: 13, 14, 25, 115 (4)
- MTS Trolley: Green Line stop in Grantville
- JFS "On the GO" transportation service to College Avenue Center

Caregiving

- Comfort Keepers Home Care 4420 Rainier Avenue 92120

Nutrition Assistance

- Jewish Family Services Home Delivered Meals Program 92119 and 92120
- San Diego Food Bank Emergency Food Assistance Program 92124 and 92120
- San Diego Food Bank Senior Food Distribution Program 92120

Entities/Programs unique to this community

- Tierrasanta Village (grassroots community support model) 5275 Rimpark Lane 92124

THE COLLEGE AVENUE SENIOR CENTER – CURRENT SITE – DEL CERRO

The ***College Avenue Senior Center*** is located in the Del Cerro area at 6299 Capri Drive, San Diego, CA. The CAC is on the campus of Temple Emanu-El and occupies two buildings of a complex that also includes a pre-school and the synagogue. Public transportation is limited and not within easy walking distance of the campus. There is a moderately- sized parking lot, but with restrictions on use, it can be challenging to find spaces during peak operations. This is especially relevant as 90% of seniors who attend the CAC drive themselves. There is ample street parking to ease the burden and JFS has a variety of transportation options for seniors to come to the site. The building exterior is modern, and the grounds are attractive and well-maintained. A security guard is on site and all visitors must check-in and undergo a brief screening before gaining entry.

Observations on Existing Conditions:

- *Facility*
  - The wing of the synagogue campus occupied by CAC is a newer building constructed in the late 2000's. A second building that has 2 classrooms for CAC use was built in the 1970's. Together, the 2 buildings total approximately 6500 square feet. The CAC has only been an occupant at the current location since 2015, moving from another temple site a few miles to the south.
  - Upon entry into the main building, a small lobby area contains meeting space for casual gatherings and games. A reception desk is staffed by CAC volunteers who provide basic information and sign in seniors who will be engaging in that day's meal service. A large multipurpose room accounts for most of the space in the building. Most programs and

activities, special events and the lunch service take place in this location. The room is equipped with partitions to easily section off parts of the room to account for concurrent programming. An adjacent building is home to two classrooms where classes with more of an educational focus take place.

- *FF&E*
  - There is no fitness center on the premises and little in the way of recreational equipment. A well-stocked library doubles as a classroom when needed. There is no dedicated computer lab with desktops, yet CAC has ample opportunities for seniors to engage with technology.
  - The CAC has 16 laptops that are used for their computer classes that range from basic to advanced, for the brain fitness program that utilizes cutting-edge software designed to improve cognitive capacity and provide tutoring sessions on making the most of smart devices. The center also offers drop-in hours for those in need of immediate help with pressing tech issues.
  - The CAC has a commercial kitchen with significant capacity. However, for the purposes of the older adult programming, the kitchen is utilized as a staging area for the daily lunch service as meals are prepared and delivered by staff of JFS main commercial kitchen at their Balboa Avenue campus.
- *Staffing*
  - CAC is operated with a staff of 1 full-time program manager and 3 part-time staff who oversee a large menu of programs and special events.

Options for Capital Expenditures:

- *Refurbishment*
  - The primary building of the senior center is relatively new and in no need of refurbishment. The smaller second building is older and much smaller, consisting of only a few classrooms. The classrooms reflect the age of the structure and appear to be eligible for refinement, but it would be a minor renovation.
- *New Construction*
  - While this senior center conveniently serves older adults of the Del Cerro community, two nearby communities, Tierrasanta and San Carlos, have significant older adult populations but lack a nearby senior center. It is noted that Tierrasanta is an area with the designation of a naturally occurring retirement community (NORC) and is

represented with a service delivery called the "village model". It is a grass-roots community effort to provide support for the area's older adults. San Carlos is an area with a high density of older adults and may be an area where the construction of a new center could gain traction.

- *Furnishings and Equipment*
  - The building is relatively new and has good furnishings and excellent computer equipment. A fitness room is a possible addition that would benefit the center attendees.

Other Observations:

- According to the SANDAG population forecast, the communities that include Del Cerro and San Carlos, will have an estimated population of 36,000 people over the age of 60 by 2050. The current population in the region of the same age cohort is 26,000.

Recommended Model:

As part of a larger campus anchored by a synagogue, the primary building is relatively new and though it has a formal appearance and feel, there is little in the way of renovation required at this time.

The second smaller building containing classrooms are in a condition where refurbishment such as transitioning to a modern computer lab and inclusion of audio-visual capacity is a possibility. The upgrading would be structural and cosmetic, no expansion, bringing the classrooms up to date to a modern design.

Estimated Capital and/or Refurbishments Costs:

A budget provision for the indicated upgrades follows

- ***Senior Center Cosmetic and Basic Upgrade renovations (Level 1)..... $250,000***
- ***Provision for A/V and miscellaneous FF&E upgrades 50,000***

Total – Senior Center..... $300,000

SAN CARLOS/ALLIED GARDENS – POTENTIAL FUTURE SITE

There is currently no senior center in San Carlos/Allied Gardens

Recommended Model:

San Carlos and Allied Gardens are primarily bedroom communities of single-family homes and limited public transportation. While there is a considerable density of older adults in areas of San Carlos, its proximity to the College Avenue Center in Del Cerro renders a suggestion of a new senior center in these areas redundant.

Estimated Capital and/or Refurbishments Costs:

Per the narrative above, no action or accompanying budget is suggested for San Carlos at this time.

TIERRASANTA – POTENTIAL FUTURE SITE

The Village Model that has been incorporated in the Tierrasanta community is a great source of pride and works for this particular area. Any suggestion of amending the manner in which services for older adults are delivered in this community would require the feedback and buy-in of the residents.

Recommended Model:

The grass roots village model currently in place works fine for the community and no recommendation to alter the practice is suggested.

Estimated Capital and/or Refurbishments Costs:

Per the narrative above, no action or accompanying budget is suggested for Tierrasanta at this time.

SAN DIEGO CENTRAL

Introduction:

San Diego Central includes the following communities.

- Downtown San Diego
- Logan Heights/Sherman Heights/Grant Hill
- North Park
- South Park/Golden Hill
- University Heights
- Hillcrest/Banker's Hill
- Mission Hills

The County of San Diego's 2016 demographic profile estimated the total San Diego Central population at 171,939, with 18,136 seniors 65+ (10.5% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of San Diego Central is projected to increase by 69,389, or 39%
- During that same 30-year time period:
  - Seniors 60+ will comprise 38% of the San Diego Central population growth
  - The population of seniors 75+ is forecast to almost triple (187% increase)

Poverty Statistics:

- Over one-third of San Diego Central residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 19% are living below 100% of the federal poverty level
  - Roughly 43% are living below 200% of the federal poverty level
  - One in five San Diego Central seniors 65+ are still working

Cultural Observations:

- Currently one-third of San Diego Central residents are Hispanic; SANDAG forecasts that Hispanics will comprise one-half of the San Diego Central population by the year 2050
  - A local senior center needs to reflect the diversity within their communities and tailor programs and services to meet the varied needs

Potential Senior Orphans:

- Over 40% of San Diego Central seniors live alone

- This raises the possibility of a significant number of senior orphans

Cost of Living Factors:

- Over 50% of San Diego Central seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,230.
- The average cost of living for seniors 65+ in San Diego Central is:
  - $2,566 per month for single adults
  - $3,317 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

Census tract information indicates the density of San Diego Central seniors 60+ at:

- Downtown San Diego: Ranges from 835 to 4,148 per sq. mi., averaging about 2,500 per sq. mi.
- Logan Heights/Sherman Heights/Grant Hill: Ranges from 1,022 to 2,293 per square mile, averaging about 1,750 per sq. mile.
- North Park: Ranges from 981 to 2,654 per square mile, averaging about 1,850 per sq. mile.
- South Park/Golden Hill: Ranges from 933 to 2,099 per square mile, averaging about 1,500 per sq. mile.
- University Heights: Ranges from 1,357 to 1,812 per sq. mile, averaging about 1,600 per sq. mile.
- Hillcrest/Bankers Hill: Ranges from 833 to 3,759 per sq. mi., averaging about 2,950 per sq. mile.
- Mission Hills: Ranges from 1,279 to 2,392 per square mile, averaging about 1,800 per sq. mile.

The ***Gary and Mary West Senior Wellness Center*** is located in the downtown area at census tract 58, with a seniors 60+ density of 835 per square mile.

Note that the Balboa Park Senior Lounge is a small room – not an adequate senior center



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- Alabama Manor 3836 Alabama St 92104, 67 units, Seniors 55 and over, waitlist 2-3 years
- Cathedral Arms 3911 Park Blvd 92103, 207 units, Seniors 62+, waitlist 2-3 years
- Cathedral Plaza 1551 Third Ave 92101, 172 units, Seniors 62+, waitlist closed
- CCBA Senior Garden 438 Third Ave 92101, 44 units, Seniors 55+, waitlist 6-12 months
- Columbia Tower 904 State St 92101 619.696.0201 150 units, Seniors 62+, waitlist N/A
- Golden Age Garden Apts 740 S 36th St 92113, 76 units, Seniors 62+, waitlist 6-7 years
- Grace Tower 3955 Park Blvd 92103, 165 units, Seniors 62+, waitlist 3-4 years
- Green Manor 4041 Ibis St 92103, 150 units, Seniors 62+, waitlist 3- 4 years
- Horton House 333 G Street 92101, 150 units, Seniors 62+ waitlist 4-5 years
- Lincoln Park 440 S. 49th Street 92113, units N/A, Seniors 62+, waitlist N/A
- Lions Community Manor, 310 Market Street, 92101, 130 units, Seniors 62+ waitlist 3-5 years
- Luther Tower 1455 2nd Avenue 92101, 200 units, Seniors 55+, waitlist N/A

- Market Street Square 606 3rd Avenue 92101, 40 units, Seniors 62+, waitlist 1-2 years
- North Park Senior Apartments 4200 Texas Street 92104, 75 units, Seniors 62+, waitlist N/A
- Park Place Apartments 4033 33rd Street 92104, 32 units Seniors 62+, waitlist 1-2 years
- Potiker Family Senior residence 92101, 200 units, Seniors 62+, 6-12 months
- San Diego Square 1055 9th Street 92101, 150 units Seniors 62+, waitlist 1-2 years
- Silvercrest San Diego 727 E Street 92101, 123 units, Seniors 62+, waitlist 5-10 years
- Trinity Manor 3940 Park Blvd 92103, 98 units, Seniors 62+, waitlist Closed
- Vista Serena Apts 3155 L St 92102, 21 Seniors, Seniors 62+, waitlist 1-3 years
- Westminster Manor 1730 Third Ave 92101, 160 units, Seniors 62+, waitlist 2-3 years
- San Diego Housing Commission 3501 1st Avenue 92103, 22 units, Senior 62+, waitlist N/A
- San Diego Housing Commission 1301 5th Avenue 92101, 130 units, Senior 55+, waitlist N/A
- San Diego Housing Commission 4131 Maryland Street 92103, 24 units, Seniors 55+, waitlist N/A

Assisted Living

- 2 facilities with a capacity of 230 residents, 92101
- 2 facilities with a capacity of 300 in 92103

Transportation

- MTS Bus Routes: 1, 2, 3, 4, 5, 6, 7, 10, 11, 12, 20, 30, 50, 83, 110, 120, 150, 225, 235, 250, 280, 290, 901, 923, 929, 992 (26)
- MTS Trolley: Blue, Green, Orange and Silver Lines with multiple stops for each
- Traveler's Aid Society Senior Transportation program

Caregiving

- Complete Caregivers 1901 1st Street 92101
- Love 2 Live Care Services 3973 8th Avenue 92103
- Windward Life Care 2045 1st Avenue 92101
- Attentive Home Care 2333 1st Avenue 92101
- Constant Companions Home Care 4009 Park Boulevard 92103
- Delta Home Care 2534 State Street 92101
- Senior Helpers 928 Fort Stockton Drive 92103
- Synergy Home Care 3200 Fourth Avenue 92103

Nutrition Assistance

- Serving Seniors Gary and Mary West Congregate and Home Delivered Meals program 92101
- Serving Seniors Potiker Family Senior Residence Congregate Meals program 92101
- Salvation Army Congregate Meals program 92101

- San Diego Food Bank Emergency Food Assistance program 92101, 92102 (3 sites), 92104, 92113 (3 sites), 92116 (2 sites)
- San Diego Food Bank Senior Food Distribution program 92101, 92103, 92104, 92113,
- San Diego Food Bank Neighborhood Food Distribution program 92101, 92103
- Feeding San Diego Food Distribution program 92101 (6 sites), 92102 (3 sites), 92103 (3 sites), 92113 (2 sites), 92116

Entities/Programs unique to this community

- Glenner Family Adult Day Health Center 3686 4th Avenue 92103
- St Paul's PACE 111 Elm Street 92101
- St. Paul's Adult Day Health Center 328 Maple Street 92103
- Jackie Robinson Family YMCA 151 YMCA Way 92102
- Blind Community Center San Diego 1803 Upas Street 92103
- City of San Diego Senior Citizen Services 202 West C. Street 92101
- Union of Pan Asian Communities 1031 25th Street 92102

Senior Centers in Central San Diego

DOWNTOWN SAN DIEGO – CURRENT SITE

The ***Gary and Mary Senior Wellness Center*** is located at 1525 Fourth Avenue, San Diego. The GMWSWC is a modern, bright facility that opened for business in April of 2010. The interior matches the vibrancy of the exterior with plenty of light colors and natural lighting. This innovative community space has earned the designation of a Wellness Center and offers an extensive menu of services, programs and supports for older adults. Ample public transportation includes access to multiple MTS bus routes and two trolley stops within 6 blocks of the GMWSWC. There is no dedicated parking structure and given the location of the GMWSWC in downtown San Diego, street parking can be challenging.

Observations on Existing Conditions:

- *Facility*
  - The bulk of the classes and activities of the GMWSWC occur on the 1st floor of the two-story structure. A large lobby area with couches, a gathering place with chairs and sofas where seniors can socialize and watch television, a game room, a cyber café consisting of 15 work stations and tech support, a multipurpose room with audio/visual capacity, a commercial kitchen and a 200-seat dining room comprise the lower floor plan The 2nd floor is utilized for the social services team, activities coordinator and the West Senior Dental Center.
  - The building is LEED certified.
- *FF&E*
  - Fixtures and furnishings are in good shape. The building sees a tremendous amount of traffic 7 days a week. It is very well maintained.
- *Staffing*
  - 12-15 full time staff work at the center.
  - A large volunteer corps provides additional support, specifically in the serving of 350-400 meals a day in the congregate dining room.

Options for Capital Expenditures:

- *Refurbishment*
  - The building is only 10 years old. No current need for refurbishment of the physical plant.

- *New Construction*
  - N/A
- *Furnishings and Equipment*
  - The building does not have a fitness room and there is little space to accommodate any form of new addition. The cyber café is in excellent shape with up-to-date hardware and printing services offered to clients.

Other Observations:

- According to SANDAG population forecast, the Downtown and Uptown Community Plan Areas will have 34,100 residents over the age of 60 by 2050. The current population of these areas for the same age cohort is 18,600.

Recommended Model:

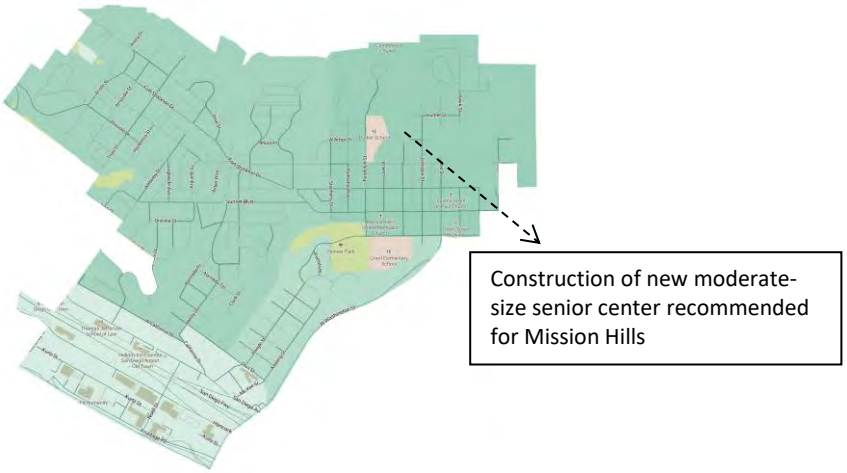
The building underwent a major renovation ten years ago to transition into its current layout. There is no external space available for any expansion vertically or horizontally. SANDAG population forecast indicates there will be a near doubling of the population in Central San Diego of individuals over the age of 60. Discussion of potential sites within the region for construction of new senior center(s) that will help serve the exploding demographic are discussed below.

Estimated Capital and/or Refurbishments Costs:

Per the narrative above, no action or accompanying budget is suggested at this time.

MISSION HILLS – PROPOSED NEW SITE

The Uptown Community Plan Area contains the communities of Mission Hills, Hillcrest, and most of University Heights. The infrastructure for senior support services is very good in the area, but there is a glaring gap without the services of a modern senior center. By 2050, this region will have approximately 17,000 adults age 60 and over. While there are other senior community entities in the area such as the LGBT Center, Balboa Park Senior Lounge and the Gary and Mary West Senior Wellness Center, a center serving this area and population size is a project worthy of discussion.



Recommended Model:

Currently, SDSCF has been in preliminary talks with a civic group in the Mission Hills community to repurpose an existing structure into a modern senior center. In lieu of having specific details on the building and site and what would be required to complete a major renovation, a moderate size new senior center of 17,000- 22,000 is the suggested model.

Estimated Capital and/or Refurbishments Costs:

As indicated above, supportable estimated costs for renovation/conversion of the potential Mission Hills Library site are not available at this time. Accordingly, construction of a new moderate-sized dedicated senior center with new FF&E is proposed for Mission Hills as a cost placeholder. The "moderate" senior center model presented in this report contemplates a 20,000 square foot facility inclusive of a 1,000 square foot commercial kitchen, a 1,500 square foot in-house theater, and provision of 1,500 square feet for a business "social enterprise" (e.g., gift shop, salon, catering business). This facility would support residents of Mission Hills and the collaring Hillcrest community.

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- ***Senior Center Construction (20,000 sf at $215/sf)..... $4,300,000***
- ***Provision for Senior Center FF&E..... 125,000***
- ***Provision for Moderate-Sized Commercial Kitchen Equipment..... 105,000***
- ***Provision for In-House Theater Equipment 50,000***

Sub-Total – Senior Center..... $4,580,000

- ***Gym/Fitness Center – Construction and Equipment..... 1,200,000***
- ***Aquatics Center – Construction and FF&E..... 630,000***
- ***Locker/Shower Rooms and Restrooms 320,000***

Sub-Total – Gym/Fitness and Aquatics Amenities $2,150,000

Total Estimated Budget..... $6,730,000

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $6.7M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.

HILLCREST/UNIVERSITY HEIGHTS – POTENTIAL FUTURE SITE

There is no dedicated senior center serving the Hillcrest/University Heights areas, although the LGBT Center in Hillcrest does offer programming and services for older adults.

Recommended Model:

The model proposed for the Mission Hills area is considered to be sufficient for these two collaring communities.

Estimated Capital and/or Refurbishments Costs:

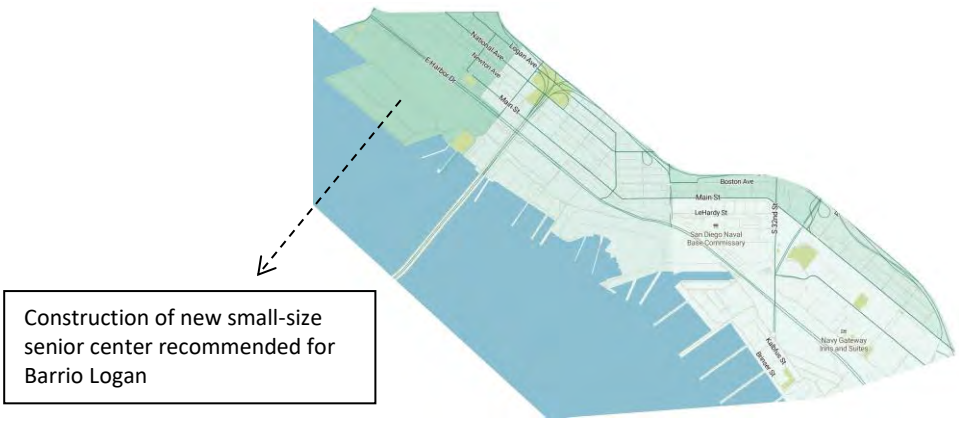
Per the narrative above, no action or accompanying budget is suggested for the Hillcrest and University Heights areas at this time.

BARRIO LOGAN – PROPOSED NEW SITE

By 2050, Barrio Logan will have almost 3,000 adults age 60 and over. The proportion of growth of the older adult population is significant as it indicates the amount of older adult residents will quadruple over the next 30 years. The following statistics are of major note:

- From 2020 to 2050:
  - The population of adults 60+ is forecast to increase by over 280%
  - The population of adults 65+ is forecast to increase by over 360%
  - The population of adults 75+ is forecast to increase by over 560%
- Hispanics currently comprise almost 80% of the Barrio Logan population
  - From 2020-2050, the population of Barrio Logan Hispanics is forecast to grow by 215%, compared with the total Barrio Logan population growth of 170%

The community is served by a City of San Diego Recreation Center that offers programming and services with a primary focus on youth. There is no dedicated senior center within the Barrio Logan community.



Recommended Model:

The Barrio Logan community is a densely populated neighborhood on the southern border of the downtown area. With the large majority of Hispanic residents, a senior center designed to reflect the culture and needs of older adults of could be a significant community asset. Given the growing, yet still relatively small population, the construction of small senior center with dimensions of 7,000-9,000 square feet is the recommendation.

Estimated Capital and/or Refurbishments Costs:

The proposed solution for Barrio Logan is construction of a new small dedicated senior center, with new furnishings and equipment. The "small" senior center model presented in this master business plan contemplates a 9,000 square foot facility inclusive of a 750 square foot commercial kitchen.

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- ***Senior Center Construction (9,000 sf at $215/sf)..... $1,935,000***
- ***Provision for Senior Center FF&E..... 75,000***
- ***Provision for Small Commercial Kitchen Equipment..... 80,000***

  Sub-Total – Senior Center..... $2,090,000
- ***Gym/Fitness Center – Construction and Equipment..... 1,200,000***
- ***Aquatics Center – Construction and FF&E..... 630,000***
- ***Locker/Shower Rooms and Restrooms..... 320,000***

  Sub-Total – Gym/Fitness and Aquatics Amenities..... $2,150,000

  Total Estimated Budget..... $4,240,000

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $4.2M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.

SAN DIEGO MID-CITY

Introduction:

San Diego Mid-City includes the following communities.

- Normal Heights
- Oakpark/Rolando/El Cerrito/College Heights
- Kensington
- Talmadge
- City Heights/East San Diego/Fairmont Park

The County of San Diego's 2016 demographic profile estimated the total San Diego Mid-City population at 172,188, with 14,147 seniors 65+ (8.2% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of San Diego Mid-City is projected to increase by 76,140, or 43%
- During that same 30-year time period:
  - Seniors 60+ will comprise 21% of the San Diego Mid-City population growth
  - The population of seniors 75+ is forecast to more than double (127% increase)

Poverty Statistics:

- Over half of San Diego Mid-City residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 13% are living below 100% of the federal poverty level
  - About 41% are living below 200% of the federal poverty level
  - Over one in six San Diego Mid-City seniors 65+ are still working

Cultural Observations:

- Currently over 40% of San Diego Mid-City residents are Hispanic; SANDAG forecasts that Hispanics will comprise two-thirds of the San Diego Mid-City population by the year 2050
  - A local senior center needs to reflect the diversity within the communities they serve and tailor programs and services to meet the varied needs

Potential Senior Orphans:

- Approximately 25% of San Diego Mid-City seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:

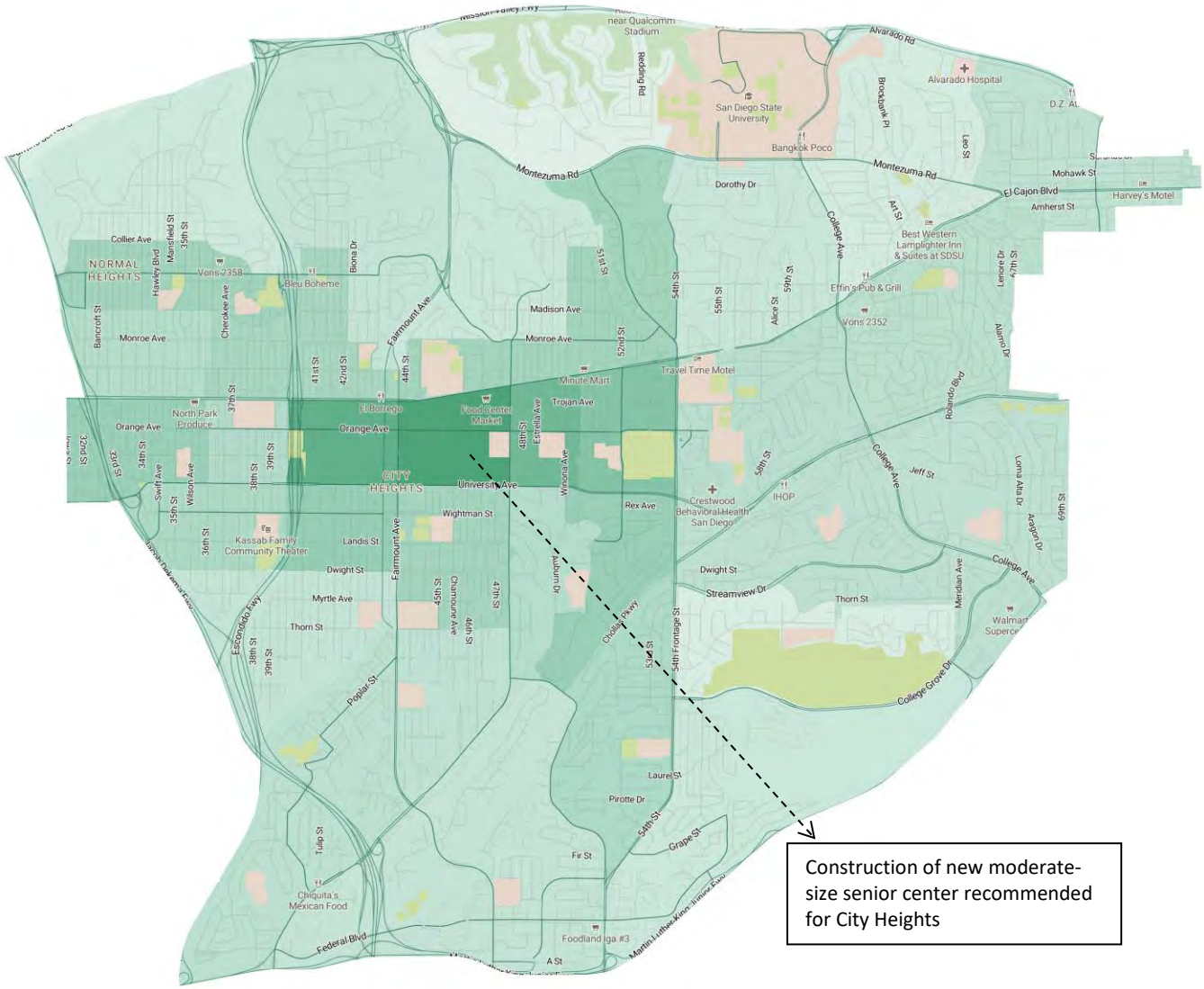
- Almost half (45%) of San Diego Mid-City seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,218.
- The average cost of living for seniors 65+ in San Diego Mid-City is:
  - $2,398 per month for single adults
  - $3,151 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

Census tract information indicates the density of San Diego Mid-City seniors 60+ at:

- Normal Heights: Ranges from 855 to 2,153 per square mile, averaging about 1,600 per sq. mile.
- Kensington: Ranges from 1,152 to 1,950 per square mile, averaging about 1,500 per sq. mile.
- Talmadge: Ranges from 973 to 2,141 per square mile, averaging about 1,750 per sq. mile.
- City Heights/East San Diego/Fairmont Park: Ranges from 1,165 to 5,108 per square mile, averaging about 2,500 per sq. mile.
- Other Areas: Oakpark/Rolando/El Cerrito/College Heights

There are no senior centers located in this high-density of seniors 60+ area of Mid-City East San Diego. The Park de la Cruz Community Center opened in 2021 that provides services for the community's older adults. The center is also the new home of the City of San Diego AgeWell Services formerly housed at the Balboa Park Senior Lounge.



Community Infrastructure Supporting Older Adults

Affordable Senior Housings

- Casa Colina De Sol 5207 52nd Place 92105, 75 units Seniors 62+ waitlist N/A
- City Heights Square 4065 43rd St 92105, 150 units, Seniors 62+, waitlist 3 years
- Colina Park North Apts 4333 Dawson Ave 92115, 64 units, Seniors 55+, waitlist N/A
- Courtyard Terraces 4321 52nd St 92115, 88 units, Seniors 62+, waitlist 4 years
- Guadalupe Plaza 4142 42nd St 92105, 124 units, Seniors 62+; waitlist closed
- Harmony Home Apartments 4251 44th Street 92105 12 units Seniors 62+, waitlist N/A
- Olivewood Gardens 2865 55th Street 92105, 60 units, Seniors 55+, waitlist N/A
- Redwood Villas 3060 53rd Street 92105, 90 units, seniors 55+, waitlist N/A
- San Diego Apartments 4085 44th Street 92105, 16 units, Seniors 55+, waitlist closed
- Talmadge Senior Village 5252 El Cajon Blvd 92115, 91 units, Seniors 55+, waitlist 3-4 years

- Villa Alta 4227 52nd St 92115, 69 units, Seniors 62+, waitlist N/A
- San Diego Housing Commission 5316 Meade Avenue 92115, 30 units, Seniors 62+, waitlist N/A
- San Diego Housing Commission 5330 Orange Avenue 92115, 71 units, Seniors 62+, waitlist N/A

Assisted Living

- 1 facility with a capacity of 40 residents
- 7 facilities with a capacity of 343 residents

Transportation

- MTS Bus Routes: 1, 7, 10, 11, 13, 14, 18, 52, 60, 115, 215, 852, 856, 916, 917, 955, 965 (17)
- MTS Trolley: Green Line with Multiple Stops at Northern end of region
- ITN Greater San Diego Transportation Services 92115

Caregiving

- Global Village Home Care 5952 El Cajon Boulevard 92115

Nutrition Assistance

- Serving Senior Congregate and Home delivered meal program 92105
- Jewish Family Services Home Delivered Meals Program 92115 and 92116
- San Diego Food Bank Emergency Food Assistance program 92105 (4 sites), 92115, 92116 (2 sites)
- San Diego Food Bank Senior Food Distribution Program 92105, 92115
- Feeding San Diego Food Distribution program 92105 (8 sites), 92115 (3 sites), 92116

Entities/Programs unique to this community

- Copley-Price Family YMCA 4300 El Cajon Boulevard 92105
- Joan Kroc Community Center 685 University Avenue 92115
- San Diego Center for the Blind 5922 El Cajon Boulevard 92115
- San Diego Futures Foundation 4283 El Cajon Boulevard 92105
- San Diego Hunger Coalition 4305 University Avenue 92105

Senior Centers in Central San Diego

There are no existing senior centers in the San Diego Mid-City/East San Diego area. The City of San Diego recently opened a senior-oriented recreation center at Park Delacruz 3901 Landis Street 92105.

CITY HEIGHTS – PROPOSED NEW SITE

Demographic stats reveal that City Heights has a high-density population of seniors 60+. According to SANDAG population forecast, the City Heights area will have 14,200 residents over the age of 60 by 2050. The current population of adults within the same age cohort is 8,800.

The neighborhood has an excellent support structure for older adults in place. The only thing lacking is a dedicated senior center. At this time, it is uncertain the extent of programs and services at the newly opened Delacruz recreation center. If it is similar to the City of San Diego senior services at other park sites, then the programming is most likely limited. The neighborhood also has a new YMCA and the Joan Kroc Center that offers older adult programs.

Recommended Model:

With the existing level of supporting infrastructure, it may be a difficult proposition to propose a new senior center. But since the mission of this foundation is to support dedicated senior centers, we suggest a moderate sized senior center 17,000 - 22,000 square feet as the model for community consideration.

The ideal location of a new senior center would likely be in the adjacent census tracts 22.02 (4,314 per sq. mi.) and 23.02 (5,108 per sq. mile). This location would serve the surrounding community with an average population density per square mile of about 2,500 seniors 60+.

Estimated Capital and/or Refurbishments Costs:

The proposed solution for City Heights is construction of a new moderate-sized dedicated senior center, with new furnishings and equipment. The "moderate" senior center model presented in this report contemplates a 20,000 square foot facility inclusive of a 1,000 square foot commercial kitchen, a 1,500 square foot in-house theater, and provision of 1,500 square feet for a business "social enterprise" (e.g., gift shop, salon, catering business). This location could potentially serve the neighboring communities of Kensington, Talmadge, and Normal Heights.

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- ***Senior Center Construction (20,000 sf at $215/sf)..... $4,300,000***
- ***Provision for Senior Center FF&E..... 125,000***
- ***Provision for Moderate-Sized Commercial Kitchen Equipment..... 105,000***
- ***Provision for In-House Theater Equipment 50,000***

  Sub-Total – Senior Center..... $4,580,000
- ***Gym/Fitness Center – Construction and Equipment..... 1,200,000***
- ***Aquatics Center – Construction and FF&E..... 630,000***
- ***Locker/Shower Rooms and Restrooms 320,000***

  Sub-Total – Gym/Fitness and Aquatics Amenities $2,150,000

Total Estimated Budget $6,730,000

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $6.7M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.

KENSINGTON/TALMADGE – POTENTIAL FUTURE SITE

The Kensington and Talmadge areas have a high density of seniors 60+. However, they are relatively small communities, with a projected population of just over 3,000 adults over the age of 60 by 2050

Recommended Model:

With a projected population of just over 3,000 adults over the age of 60 by 2050, there does not appear to be a population forecast that would justify the development of a new senior center in these neighboring communities. These neighborhoods can be included in the possible development of a refurbished or new senior center serving the Mission Hills and Hillcrest areas or the City Heights neighborhood.

Estimated Capital and/or Refurbishments Costs:

Per the narrative above, no action or accompanying budget is suggested for Kensington/Talmadge at this time.

SAN DIEGO NORTH/RANCHO BERNARDO

Introduction:

San Diego North includes the following communities.

- Rancho Bernardo
- 4S Ranch
- Rancho Penasquitos
- Carmel Mountain Ranch

The County of San Diego's 2016 demographic profile estimated the total San Diego North population at 114,907, with 15,742 seniors 65+ (13.7% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of San Diego North is projected to increase by 2,301, or 2%
- During that same 30-year time period:
  - Seniors 60+ will comprise 282% of the San Diego North population growth, due in large part to declines in the population of all age-groupings ranging from ages 18-64. In contrast age groupings 65 and above will increase by 37% for this same time period
  - The population of seniors 75+ is forecast to increase 82% with seniors 85+ increasing by 125%
  - A portion of the population that traditionally provides caregiving services to seniors (ages 20-40) is forecast to decline an average of about 10% over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:

- Almost one in seven of San Diego North residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 7% are living below 100% of the federal poverty level
  - One in five are living below 200% of the federal poverty level
  - More than one in six San Diego North seniors 65+ are still working

Cultural Observations:

- Currently over 25% of San Diego North residents are ***Asian***; SANDAG forecasts that ***Asians*** will comprise one-third of the San Diego North population by the year 2050

- A local senior center needs to reflect the diversity within the community they serve and tailor programs and services to meet the varied needs

Potential Senior Orphans:

- Approximately 23% of San Diego North seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:

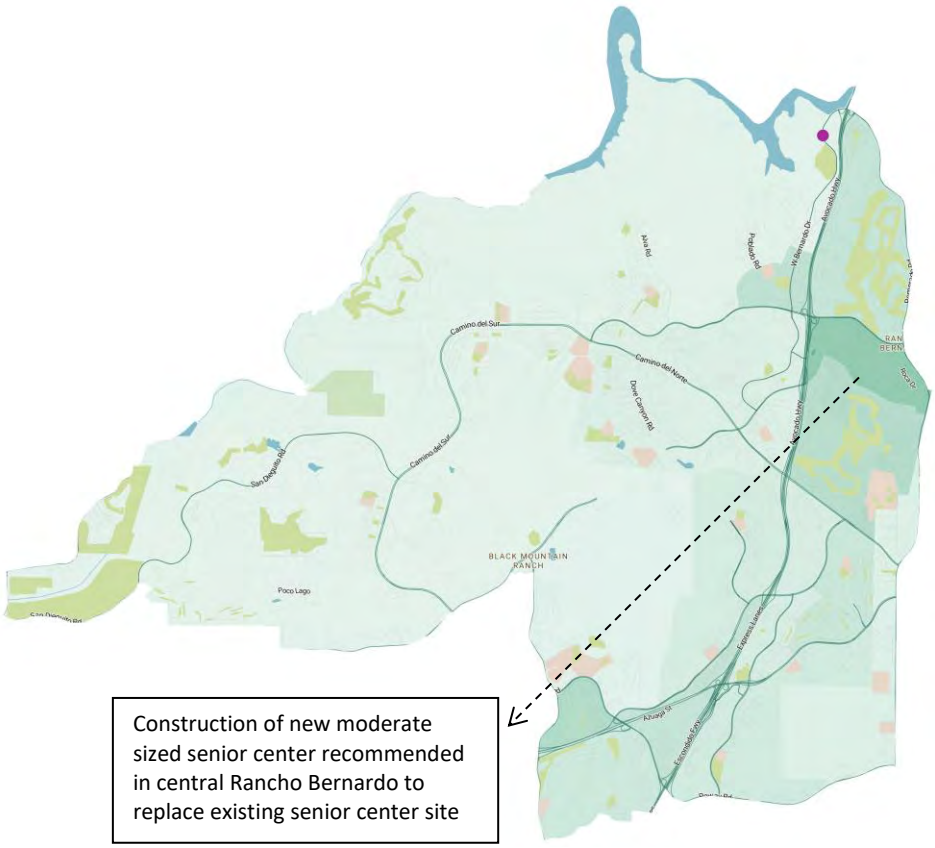
- One in four of San Diego North seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,817.
- The average cost of living for seniors 65+ in San Diego North is:
  - $2,948 per month for single adults
  - $3,702 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

Census tract information indicates the density of San Diego North seniors 60+ at:

- Rancho Bernardo/4S Ranch: Ranges from 202 to 2,605 per square mile, averaging about 1,200 per sq. mile.
- Rancho Penasquitos: Ranges from 368 to 1,610 per square mile, averaging about 800 per sq. mile.
- Carmel Mountain Ranch: Ranges from 551 to 1,106 per square mile, averaging about 900 per sq. mile.

The ***Ed Brown Senior Center*** in the San Diego North is located in Rancho Bernardo at census tract 170.3, with a seniors 60+ density of 253 per square mile. This raises a question as to the optimal location of the senior center, given that it is currently not located closest to the census tracts with denser populations of senior 60+.



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- Fairbanks Terrace 16325 Paseo Del Sur 92127, 82 units, Seniors 62+, waitlist 3-5 years
- Fairbanks Square 16050 Potomac Ridge Road 92127, 98 units, Seniors 62+, waitlist 3-5 years

Assisted Living

- 6 facilities with a capacity of 745 residents in 92128
- 5 facilities with a capacity of 436 residents in 92127
- 5 facilities with a capacity of 144 residents in 92129

Transportation

- MTS Bus routes: Routes: 20, 945 (2)
- MTS Trolley: None

Caregiving

- Assisting Hands Home Care 16870 W. Bernardo Drive 92127

Nutrition Assistance

- Poway Valley Senior Citizens Home Delivered Meals Program 92127, 92128, 92129
- Ed Brown Senior Center Congregate Meals program 18402 W. Bernardo Drive 92128

- San Diego Food Bank Senior Food Distribution Program 92128
- Feeding San Diego Food Distribution program 92129

Entities/Programs unique to this community

- Rancho Family YMCA 9410 Fairgrove Lane 92129
- Rancho Bernardo Senior Services 16769 Bernardo Center Drive, Suite K-14 (2nd Floor) San Diego CA 92128

The Ed Brown Senior Center:

The ***Ed Brown Center for Active Adults*** in San Diego North is located at 18402 West Bernardo Dr, San Diego. EBSCRB is part of a large municipal park complex. Athletic fields, open green space, an all-ages recreation center, playgrounds and large tennis court complex are primary attractions. There is no public transportation serving the primary road adjacent to the facility. The facility is owned by the City of San Diego and EBSCRC has a special use permit (SUP) to utilize the building and grounds. Parking areas are scattered throughout the site with approximately 50 spaces within a short walk of the building. However, this parking is used for individuals accessing the tennis complex as well and can create issues during popular program times and special events.

Observations on Existing Conditions:

- *Facility*
  - The EBSCRB is a 5,200 square foot facility that was constructed in 1989. Most of the structure is comprised of a multipurpose community room with a stage were most of the programs are offered. There is a dedicated space for a small computer lab with 5 workstations and corresponding programming for tutoring and instruction. A small library that doubles as additional classroom space is also located in the main structure of the facility.
  - There is an additional classroom space that is within the main building but is accessed from the outside. However, these rooms are off limits to the EBSCRB due to issues with the city of San Diego. This is especially problematic for EBSCRB as limited classroom space forces the delivery of some of their programs to the nearby Glassman Rec Center.
- *FF&E*
  - There is no fitness room with exercise equipment on site. EBSCRB has hand weights, exercise bands and other limited equipment to support their light exercise classes.
  - The site has a non-commercial kitchen for use for staging of food service for these events but contains very limited equipment and space. While the use of the kitchen is part of the rental program, due to logistics and other confounding matters within the special use permit, it is primarily off-limits for the use of the EBSCRB.

- *Staffing*
  - EBSCRB is unique in the San Diego senior center network as there is no salaried staff that direct operations. A Board of Directors and a volunteer administrator comprise the executive leadership. The daily programs and events are "self-managed" by the instructors and volunteers who provide the specific event.

Options for Capital Expenditures:

- *Refurbishment*
  - The City of San Diego has recently completed upgrades to the exterior of the building. The interior remains without significant upgrade from original construction. A proposed upgrade to an outdoor seating area is currently being discussed as a subsequent project. The proposal centers around improving a patio at the rear of the property to make the space better equipped to provide additional events. Costs would be shared by the adjacent Rancho Bernardo Tennis Club.
  - The EBSCRB was a recipient in October 2019 of a grant from the Sahm Family Foundation for the installation of solar panels for the facility. The EBSCRB has considerable utility costs that will be positively impacted by the installation.
- *New Construction*
  - The current site is owned by the City of San Diego. The lease terms are very favorable for the center, but bureaucratic issues pose significant challenges in other areas that make the arrangement a challenge for the nonprofit. The current center is located in the northern part of the RB area, and while the setting is pleasant, a new building in the heart of the region may be of greater utility.
- *Furnishings and Equipment*
  - The center has a very limited inventory of equipment. Given the minimal operating budget, there is no capacity by which to upgrade the buildings furnishings or supplies. If a new site were constructed, there is nothing in the current location that would be transferrable.

Other Observations:

- According to SANDAG population forecast, the area of Rancho Bernardo will have an estimated population of 15,500 of people over the age of 60 by year 2050. The area currently has an estimated population of 13,300 individuals over the age of 60.

Recommended Model:

The supportive infrastructure for older adults in the region is subpar with limited affordable housing and minimal public transportation services. The region does not project to see a large increase of the 60 and over population, but with a forecast of 15,000 people over 60 by 2050 and a current center that has significant challenges, a moderate sized senior center in a more geographically centered site is the recommendation.

Estimated Capital and/or Refurbishments Costs:

The proposed solution for Rancho Bernardo contemplates construction of a new moderate-sized dedicated senior center, with new furnishings and equipment. The "moderate" senior center model presented in this report contemplates a 20,000 square foot facility inclusive of a 1,000 square foot commercial kitchen, a 1,500 square foot in-house theater, and provision of 1,500 square feet for a business "social enterprise" (e.g., gift shop, salon, catering business).

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- ***Senior Center Construction (20,000 sf at $215/sf)..... $4,300,000***
- ***Provision for Senior Center FF&E..... 125,000***
- ***Provision for Moderate-Sized Commercial Kitchen Equipment..... 105,000***
- ***Provision for In-House Theater Equipment 50,000***

  Sub-Total – Senior Center..... $4,580,000
- ***Gym/Fitness Center – Construction and Equipment..... 1,200,000***
- ***Aquatics Center – Construction and FF&E..... 630,000***
- ***Locker/Shower Rooms and Restrooms 320,000***

  Sub-Total – Gym/Fitness and Aquatics Amenities $2,150,000

  Total Estimated Budget..... $6,730,000

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $6.7M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.

SAN DIEGO SOUTHEAST

Introduction:

San Diego Southeast includes the following communities.

- Encanto
- Valencia Park
- Skyline
- Bay Terraces
- Paradise Hills

The County of San Diego's 2016 demographic profile estimated the total San Diego Southeast population at 164,983, with 17,892 seniors 65+ (10.8% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of San Diego Southeast is projected to increase by 22,132, or 13%
- During that same 30-year time period:
  - Seniors 60+ will comprise 75% of the San Diego Southeast population growth
  - The population of seniors 75+ is forecast to increase by 130%
  - However, a portion of the population that traditionally provides caregiving services to seniors (ages 20-40) is forecast to decline over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:

- Almost half (45%) of San Diego Southeast residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 14% are living below 100% of the federal poverty level
  - Over one-third are living below 200% of the federal poverty level
  - Almost one in seven San Diego Southeast seniors 65+ are still working

Cultural Observations:

- Currently over half (53%) of San Diego Southeast residents are Hispanic; SANDAG forecasts that Hispanics will comprise roughly two-thirds of the San Diego Southeast population by the year 2050

- A local senior center needs to reflect the diversity within the communities they serve and tailor programs and services to meet the varied needs

Potential Senior Orphans:

- Approximately 14% of San Diego Southeast seniors live alone
  - This raises the possibility of a significant number of senior orphans

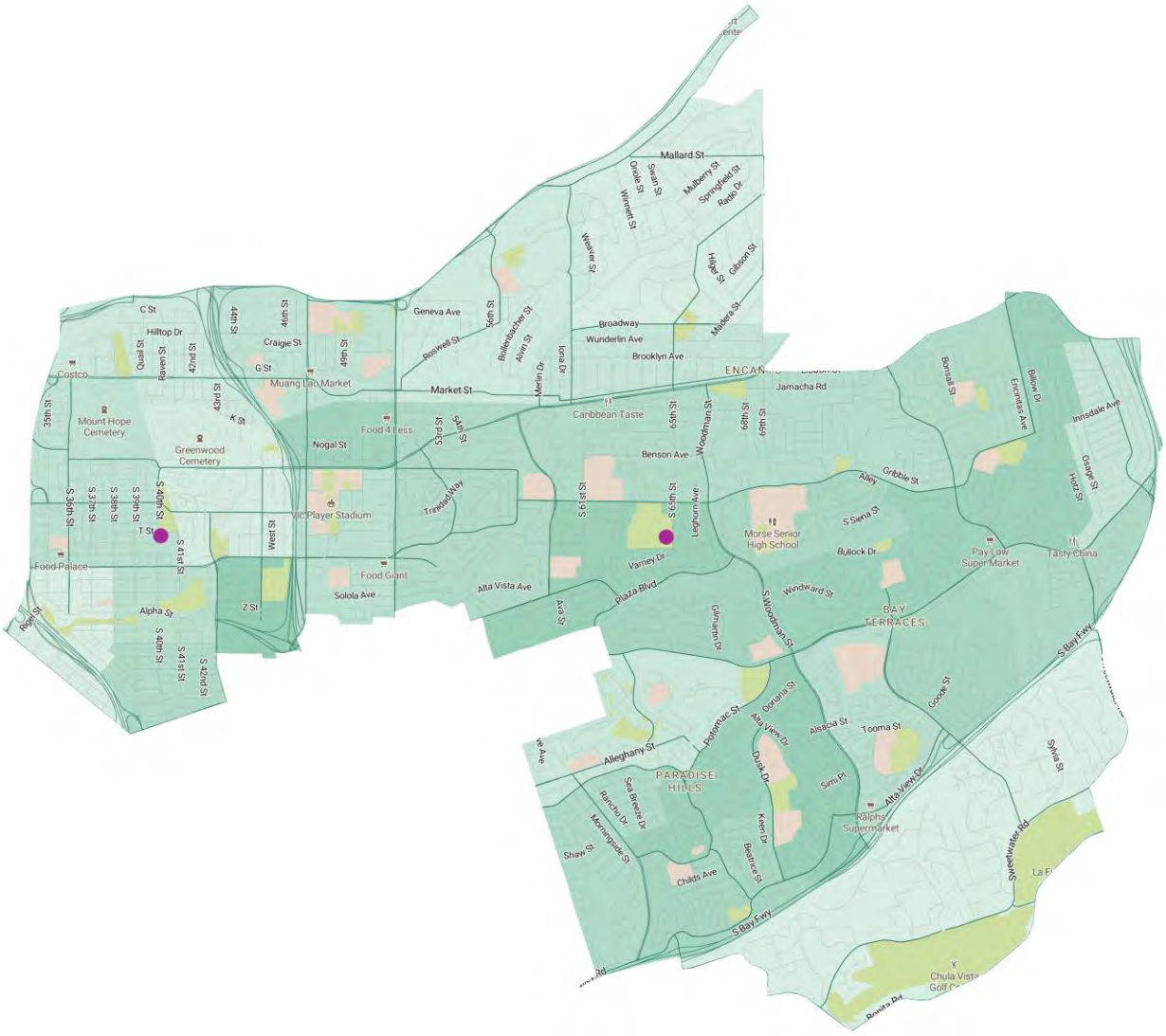
Cost of Living Factors:

- About 20% of San Diego Southeast seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,348.
- The average cost of living for seniors 65+ in San Diego Southeast is:
  - $2,398 per month for single adults
  - $3,151 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

Census tract information indicates the density of San Diego Southeast seniors 60+ ranges from 653 to 2,447 per square mile, averaging about 1,700 per sq. mile

The ***Fourth District Senior Resource Center*** is located near the North Bay Terraces area, centrally located in the San Diego Southeast at census tract 31.13, with a seniors 60+ density of 2,338 per square mile.



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- McKinney Manor 5641 Imperial 92114, 50 units, Seniors 55+, waitlist 1-2 years
- St. Stephen's Retirement Center 5625 Imperial Ave 92114, 59 units, Seniors 62+, waitlist 2-3 years

Assisted Living

- 20 facilities with a capacity of 118 residents

Transportation

- MTS Bus Routes: 3, 4, 12, 13, 961, 962, 963, 967, 968 (9)
- MTS Trolley: Orange Line one stop at northern end of region

Caregiving

- None

Nutrition Assistance

- 4th District Senior Resource Center Congregate meals program 570 S. 65th Street 92114
- San Diego Food Bank Emergency Food Assistance program 92139
- San Diego Food Bank Neighborhood Food Distribution program 921145
- San Diego Food Bank Senior Food Distribution program 92114
- Feeding San Diego Food Distribution program 92114 (3 sites)

Entities/Programs unique to this community

- None

THE 4TH DISTRICT SENIOR CENTER – CURRENT SITE

The ***Fourth District Senior Resource Center*** in the San Diego Southeast area is located at 570 S 65th St, San Diego, CA. The center is a LEED certified structure that was opened in March of 2006.

Observations on Existing Conditions:

- *Facility*
  - The building features a multipurpose assembly room, meeting rooms, classrooms, exercise room, conference room and commercial kitchen. There is ample parking available for older adults with vehicles. Public transportation is mildly challenging with a 3- block walk from the nearest MTS bus stop.
- *FF&E*
  - Building is less than 15 years old. Exterior and interior has good aesthetics. There is no fitness room nor computer lab in the facility.
- *Staffing*
  - The programs and services of the center are led by an executive director and program coordinator. Volunteers assist with numerous activities including the lunch service.

Options for Capital Expenditures:

- *Refurbishment*
  - Building does not require significant remodeling at this point.
- *New Construction*
  - N/A

- *Furnishings and Equipment*
  - Satisfactory condition.

Other Observations:

- According to SANDAG population forecast, the Encanto Community Plan Area will have 15,000 residents over the age of 60 by 2050. The current population in the region of the same age cohort is 9,000. It is worth noting here that the entire sub-regional area (SRA) for San Diego Southeast comprises over 30,000 adults 60 and over, and that number will grow to over 47,000 by the year 2050.

Recommended Model:

This site, having been constructed in 2005, is in good condition and no major renovation is needed.

Estimated Capital and/or Refurbishments Costs:

Per the narrative above, no action or accompanying budget is suggested for the 4th District Senior Center at this time.

NEIGHBORHOOD HOUSE SENIOR CENTER – CURRENT SITE

The ***Neighborhood House Senior Center*** in the San Diego Southeast area is located at 795 S Boundary St, San Diego, CA 92113.

Observations on Existing Conditions:

- *Facility*
  - The building was constructed in 1980 with minor remodeling occurring in 2006. The physical plant is approximately 2500 square feet, making it one of the smaller senior centers in the region. NHSC leases the building from the City of San Diego, similar to agreements for the centers in Ranch Bernardo, Mira Mesa and Clairemont. There is limited parking available in an adjoining parking lot shared amongst different programs of Neighborhood House Association (NHA), the parent nonprofit organization, and limited street parking. Public transportation is moderately accessible with an MTS bus route a few blocks away.
- *FF&E*
  - The structure has a typical layout of a parks and recreation building with fixtures and furnishings of utilitarian design.
- *Staffing*

- NHA has a director that oversees their agency-wide older adult programming and the operations of the senior center. The day to day of the center is led by an executive director. There is part time staff that assists with front desk and administrative duties and two part time staff for the nutrition program

Options for Capital Expenditures:

- *Refurbishment*
  - Any suggested refurbishment plans need to acknowledge that the building is owned by the City of San Diego and there are significant barriers in place in engaging in renovation work.
- *New Construction*
  - Given its condition and with a significant population increase of adults 60 and over forecasted, new construction would be a recommendation, but given that the building is part of a larger complex that includes other NHA programs, the best option may be to renovate the existing structure, the bureaucratic challenges of working with the city of San Diego notwithstanding.
- *Furnishings and Equipment*
  - The current level of equipment is extremely limited, and furnishings are dated and in need of updating.

Recommended Model:

While a candidate for new construction, the NHSC location as part of the larger NHA campus makes renovation the more viable option. The building interior would benefit from a complete refurbishment with new equipment and furnishings. There is limited external space available for expanding the physical plant.

Estimated Capital and/or Refurbishments Costs:

- ***Refurbishment of Existing Senior Center – 2,500 sf, Level 3 provision..... $ 500,000***
- ***New Equipment – and replacement of outdated equipment..... 75,000***

Total – Senior Center Refurbishment $575,000

SAN MARCOS

Introduction:

San Marcos is an independent city encompassing roughly 24.39 square miles. The County of San Diego's 2016 demographic profile estimated the total San Marcos population at 91,479, with 10,135 seniors 65+ (11.1% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of San Marcos is projected to increase by 14,100, or 14%
- During that same 30-year time period:
  - Seniors 60+ will comprise 44% of the San Marcos population growth
  - The population of seniors 75+ is forecast to increase by 84%
  - However, a portion of the population that traditionally provides caregiving services to seniors (ages 20-40) is forecast to grow only an average of 6% over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:

- Roughly one-third of San Marcos residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 8% are living below 100% of the federal poverty level
  - One-third are living below 200% of the federal poverty level
  - Almost one in five San Marcos seniors 65+ are still working

Cultural Observations:

- Currently about one-third of San Marcos residents are Hispanic; SANDAG forecasts that Hispanics will comprise one-half of the San Marcos population by the year 2050
  - A local senior center needs to reflect the diversity within the communities they serve and tailor programs and services to meet the varied needs

Potential Senior Orphans:

- Approximately 26% of San Marcos seniors live alone
  - This raises the possibility of a significant number of senior orphans

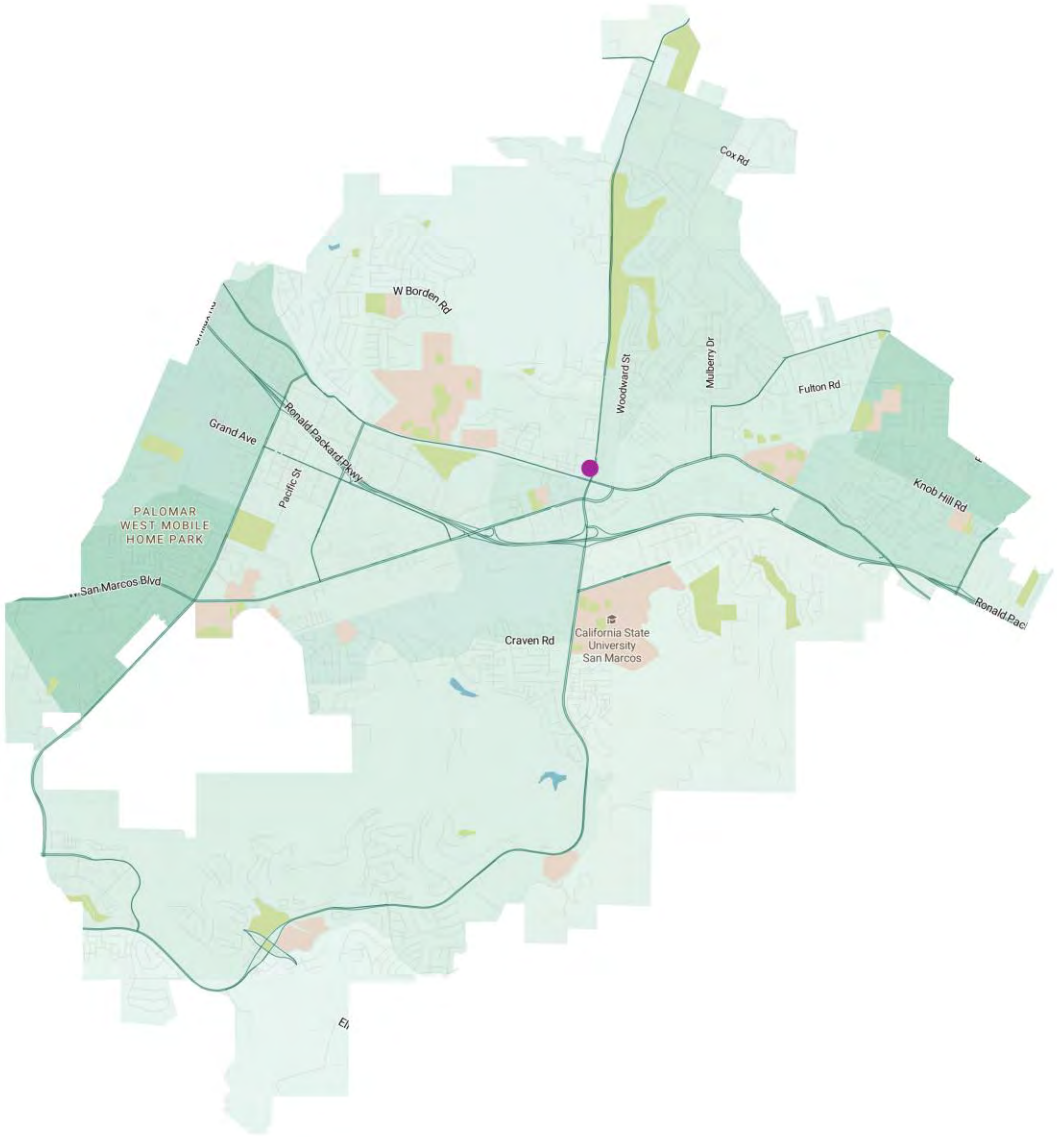
Cost of Living Factors:

- Over 23% of San Marcos seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,388.
- The average cost of living for seniors 65+ in San Marcos is:
  - $2,494 per month for single adults
  - $3,247 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

According to census tract information, the density of San Marcos seniors 60+ ranges from 477 to 1,798 per square mile, averaging about 1,000 per sq. mile.

- The ***San Marcos Senior Center*** is located at census tract 200.28, with a seniors 60+ density of 886 per square mile.



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- Grandon Village Apartments 1607 Grandon Avenue 92078 160 units waitlist N/A
- Overture 852 Avenida Ricardo 92069, 10 units, waitlist closed
- Rancho Santa Fe Village 500 S. Rancho Santa Fe Road 92078, 120 units waitlist N/A
- Royal Oaks Apartments 650 Woodward Street 92069, 12 units waitlist closed
- Woodland Village 975 Woodland Parkway 92069, 31 units, waitlist closed

Assisted Living

- 19 facilities with capacity of 715

Transportation

- NCTD bus routes: Routes 304, 305, 347, 445 (4)
- NCTD Sprinter: Multiple stops within city
- City of San Marcos "Catch A Ride" Senior Transportation program 92069
- Senior Activity Center nutrition transportation program 92069

Caregiving

- Visiting Angels 135 Vallecitos De Oro Drive 92069
- A Servant's Heart In-Home Care 1531 Grand Avenue 92078
- AccentCare 365 Rancho Santa Fe Road 92078

Nutrition Assistance

- San Marcos Senior Activity Center Congregate meal program 92069
- San Diego Food Bank Senior Food Program 92069 and 92078
- San Diego Food Bank Emergency Food Assistance Program 92069
- San Diego Neighborhood Distribution Program 92069
- Feeding San Diego Food Distribution Program 92069 (3 sites) and 92078 (3 sites)

Entities/Programs unique to this community

- Americare Adult Day Health Care 340 Rancheros Drive 92069
- Foundation for Senior Wellbeing 131 Richmar Avenue 92069
- Gary and Mary West PACE 1706 Descanso 92078
- Senior Volunteer patrol 92069

The San Marcos Senior Center:

The ***San Marcos Senior Center*** is located at 105 Richmar Avenue, San Marcos, CA 92069. The Center is located just off of a main San Marcos artery. There is plentiful parking available and more than adequate space to accommodate drop off/pick up of seniors who arrive by van or bus service. The outside grounds are visually appealing and entry into the lobby reveals a bright, modern-looking facility with vibrant coloring and plenty of natural light. Construction of the building occurred in the late 1980's. Public transportation is limited with a NCTD bus line near the Center.

Observations on Existing Conditions:

- *Facility*
  - The Center is a bright, modern complex. The facility includes:
  - A large community space that serves as the congregate meal site. The room can be portioned off to create 3 enclosed spaces. Available to the community as a rental space.

- A computer lab and an arts & crafts room
- A billiards room with four pool tables
- A library and lounge area
- A community meeting room
- A large fitness room that accommodates a significant number for group exercise classes

- *FF&E*
  - All facilities were in excellent and modern condition, although the director noted that some minor upgrades are planned for the dining room, including new flooring, tables, and chairs. The A/V equipment for the facility has already been upgraded.
  - Equipment includes a large inventory of computers, a kiln for more advanced arts and crafts classes and light exercise equipment for group classes.
  - In Fall of 2019, the center opened the Outdoor Fitness Zone. This area located adjacent to the main building provides opportunities for seniors to engage in exercise and fitness classes in the fresh air. Isometric equipment and other free-standing exercise equipment are in place.
  - In October of 2019, the SMSAC was a recipient of a Sahm Family Foundation grant for procurement of new furnishings for their library/lounge area.
- *Staffing*
  - The Center employs four full-time staff and 7 part-time staff to manage the day-to-day activities. There are 10 senior volunteers who assist in various capacities at the Center.

Options for Capital Expenditures:

- *Refurbishment*
  - Options for refurbishment are minimal. Building is in excellent shape. Typical and routine maintenance efforts likely course of action
- *New Construction*
  - Not required at this time.
- *Furnishings and Equipment*
  - New flooring and upgrades to dining area in the near future

Other Observations:

- According to SANDAG population forecast, the estimated population of individuals over the age of 60 in San Marcos will be over 25,000 by the year 2050. As of 2020, the estimated population for the same age cohort is 18,700.

Recommended Model:

The region is above average for its level of supportive infrastructure for older adults. The current senior center is in excellent condition. Minor upgrades to the facility and some of the fixtures and furnishings are the only necessary steps at the moment.

There is external space on the site for expansion if renovation would be required.

Estimated Capital and/or Refurbishments Costs:

Per the narrative above, the following small budget is provided for FF&E upgrades.

- ***FF&E and other upgrades $100,000***

SAN YSIDRO, OTAY MESA (and South Bay)

Introduction:

San Ysidro and Otay Mesa are included within the County's *South Bay sub-regional area*, so the following statistics represent those of the overall South Bay area, with the exception of age and ethnicity stats obtained from SANDAG which are specific to San Ysidro and Otay Mesa.

SANDAG's 2020 demographic profile estimates the total ***San Ysidro*** area population at 29,046, with 3,460 seniors 65+ (11.9% of the population), increasing by the year 2050 to a population of 35,828, with 8,081 seniors 65+ (22.6%).

SANDAG's 2020 demographic profile estimates the total ***Otay Mesa*** area population at 27,715, with 1.926 seniors 65+ (7% of the population), increasing by the year 2050 to a population of 61,411, with 10,096 seniors 65+ (16.4%).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of ***San Ysidro*** is projected to increase by 6,782, or 23%
- During that same 30-year time period:
  - Seniors 60+ will comprise 77% of the San Ysidro population growth
  - The population of San Ysidro seniors 75+ is forecast to increase by 210%
- The population of ***Otay Mesa*** is projected to increase by 33,696, or 122%
- During that same 30-year time period:
  - Seniors 60+ will comprise 30% of the Otay Mesa population growth
  - The population of Otay Mesa seniors 75+ is forecast to increase by almost 700%, with those 85+ increasing by almost 900%
    - Note: A demographer at SANDAG confirmed the Otay Mesa population forecast, stating that it is one of the few areas in San Diego with sufficient land to expand residential developments. That was cited as a primary driver of the projected explosive population growth for Otay Mesa.

Poverty Statistics:

- Almost 45% of South Bay residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 14% are living below 100% of the federal poverty level
  - Over one-third are living below 200% of the federal poverty level
  - One in eight South Bay seniors 65+ are still working

Cultural Observations:

- Currently almost 95% of San Ysidro residents and 65% of Otay Mesa residents are Hispanic; SANDAG forecasts that Hispanics will comprise almost 97% of the San Ysidro and 83% of the Otay Mesa populations by the year 2050
    - A local senior center needs to reflect the diversity within the communities they serve and tailor programs and services to meet the varied needs

Potential Senior Orphans:

- Over one in four of South Bay seniors live alone
    - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:

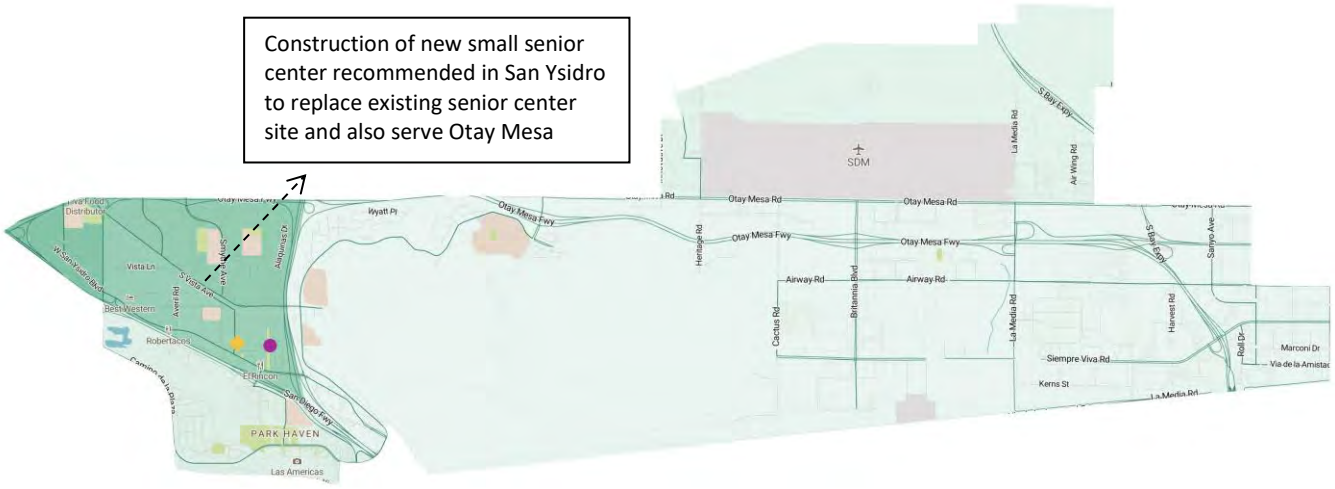
- Over one-third of South Bay seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,272.
- The average cost of living for seniors 65+ in South Bay is:
    - $2,353 per month for single adults
    - $3,107 per month for couples
    - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

According to census tract information, the density of ***San Ysidro*** seniors 60+ ranges from 2,306 to 3,035 per square mile, averaging about 2,581 per sq. mile.

According to census tract information, the density of ***Otay Mesa*** seniors 60+ ranges from 16 to 227 per square mile, averaging about 121 per sq. mile. However, SANDAG forecasts indicate that this sparsely populated area will likely experience explosive growth over the next 30 years. Given these population growth projections, thought should be given to a location of the San Ysidro Senior Center that can effectively serve the Otay Mesa region as well.

- The ***San Ysidro Senior Center*** is located at census tract 100.13, with a seniors 60+ density of 2,306 per square mile.



Community Infrastructure Supporting Older Adults

Senior Housing

- Vista Lane Courts 440 South Vista Lane 92173, 40 units, waitlist 3-4 years

Assisted Living

- 3 facilities with a capacity of 18 residents in 92154

Transportation

- MTS Bus routes: 225, 905, 906, 907, 909, 950 (6)
- MTS Trolley: Blue Line with multiple stops in San Ysidro
- Renewing Life senior transportation services

Caregiving

- None

Nutrition Assistance

- San Ysidro Senior Center Congregate and Home Delivered Meals program 92173
- St. Charles Senior Nutrition Congregate and Home Delivered Meals program 92154
- San Diego Food Bank Emergency Food Assistance program 92173 and 92154
- San Diego Food Bank Neighborhood Food Distribution program 92173
- San Diego Food Bank Senior Food Distribution program 92173
- Feeding San Diego Food Distribution program 92173 and 92154 (2 sites)

Entities/Programs unique to this community

- Casa Pacifica Adult Day Health Center 1424 30th Street 92154
- San Diego PACE 3364 Beyer Boulevard 92173
- Casa Familiar Community Development 119 W. Hall 92173

- Border View Family YMCA 3601 Arey Drive 92154

The San Ysidro Senior Center:

The ***San Ysidro Senior Center*** is located at 125 East Park Avenue, San Diego, CA 92173

Observations on Existing Conditions:

- *Facility*
  - The San Ysidro Senior Center (SYSC) is part of the San Ysidro Community Park complex operated by the City of San Diego's Park and Recreation Department. The building, constructed in 1986, sits adjacent to the community library and play ground and athletic fields. The physical plant is approximately 2,000 square feet.
  - Public transportation is accessible with a bus stop within 2 blocks of the building.
- *FF&E*
  - Building is typical of a standard parks and recreation building. Typical fixtures and furnishings of a 35-year-old structure.
- *Staffing*
  - The primary operational purpose of the center is the congregate meal service that is provided 5 days a week. Serving Seniors, the organization that administers the program, provides 1 part-time staff member to manage the lunch service.

Options for Capital Expenditures:

- *Refurbishment*
  - As a city of San Diego Parks and Recs building, any plans for refurbishment would have significant regulatory and bureaucratic hurdles to overcome.
- *New Construction*
  - One option to better serve the older adults of San Ysidro and other parts of the South Bay region would be the construction of a new senior center in the northern part of the San Ysidro community that borders the town of Chula Vista. There is a large population tract of older adults in the South Chula Vista area who may be better served with the development of a center in this location.
  - A second option, and perhaps more feasible due to explosive population growth, is for the construction of a new senior center that would serve residents from San Ysidro and

Otay Mesa, the community on San Ysidro's eastern border. Otay Mesa is projected by SANDAG to see a population increase of 10,000 people over the age of 60 by 2050.

- *Furnishings and Equipment*
  - There is no computer lab or fitness room at the current center. Furnishings are outdated and in need of upgrading.

Other Observations:

- According to SANDAG population forecast, the San Ysidro region will have an estimated population of 10,200 individuals age 60 and over by 2050. The current population of the same age cohort is 4,900. The Otay Mesa region will have an estimated population of 13,100 individuals age 60 and over by 2050. The current population of the same age cohort is 3,000

Recommended Model:

The 60 and over population of San Ysidro is projected to double in size over the next 30 years. The Otay Mesa projections make that growth seem inconsequential as SANDAG estimates indicate that the same age cohort in Otay Mesa will double…. then double again.

The current senior center services and physical plant are well below a standard that will be needed to accommodate and support the area's seniors.

Previous ideas centered around a new senior center site that would incorporate southern Chula Vista. However, with the growth expected in Otay Mesa, it is suggested that a new senior center of moderate size 17,000- 22,000 square feet would be more effective at a site that would provide equitable access to the San Ysidro/Otay Mesa communities.

Estimated Capital and/or Refurbishments Costs:

The proposed solution for San Ysidro is construction of a new small dedicated senior center, with new furnishings and equipment, shared by the residents of Otay Mesa. The "small" senior center model presented in this report contemplates a 9,000 square foot facility inclusive of a 750 square foot commercial kitchen.

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- ***Senior Center Construction (9,000 sf at $215/sf)..... $1,935,000***
- ***Provision for Senior Center FF&E..... 75,000***

- ***Provision for Small Commercial Kitchen Equipment 80,000***

Sub-Total – Senior Center $2,090,000

- ***Gym/Fitness Center – Construction and Equipment 1,200,000***
- ***Aquatics Center – Construction and FF&E 630,000***
- ***Locker/Shower Rooms and Restrooms 320,000***

Sub-Total – Gym/Fitness and Aquatics Amenities $2,150,000

Total Estimated Budget $4,240,000

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $4.2M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.

SANTEE (also serving Lakeside)

Introduction:

Santee is an independent city encompassing roughly 16.53 square miles. The County of San Diego's 2016 demographic profile estimated the total Santee population at 56,839, with 7,183 seniors 65+ (12.6% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of Santee is projected to increase by 6,816, or 36%
- During that same 30-year time period:
  - Seniors 60+ will comprise 68% of the Santee population growth
  - The population of seniors 75+ is forecast to double (109%)
  - However, a portion of the population that traditionally provides caregiving services to seniors (ages 20-40) is forecast to remain flat over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:

- Over 19% of Santee residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 6% are living below 100% of the federal poverty level
  - One out of four are living below 200% of the federal poverty level
  - One in six Santee seniors 65+ are still working

Cultural Observations:

- Currently 18% of Santee residents are Hispanic; SANDAG forecasts that Hispanics will comprise almost one in four of the Santee population by the year 2050
  - A local senior center needs to reflect the diversity within the communities they serve and tailor programs and services to meet the varied needs

Potential Senior Orphans:

- Approximately 25% of Santee seniors live alone
  - This raises the possibility of a significant number of senior orphans

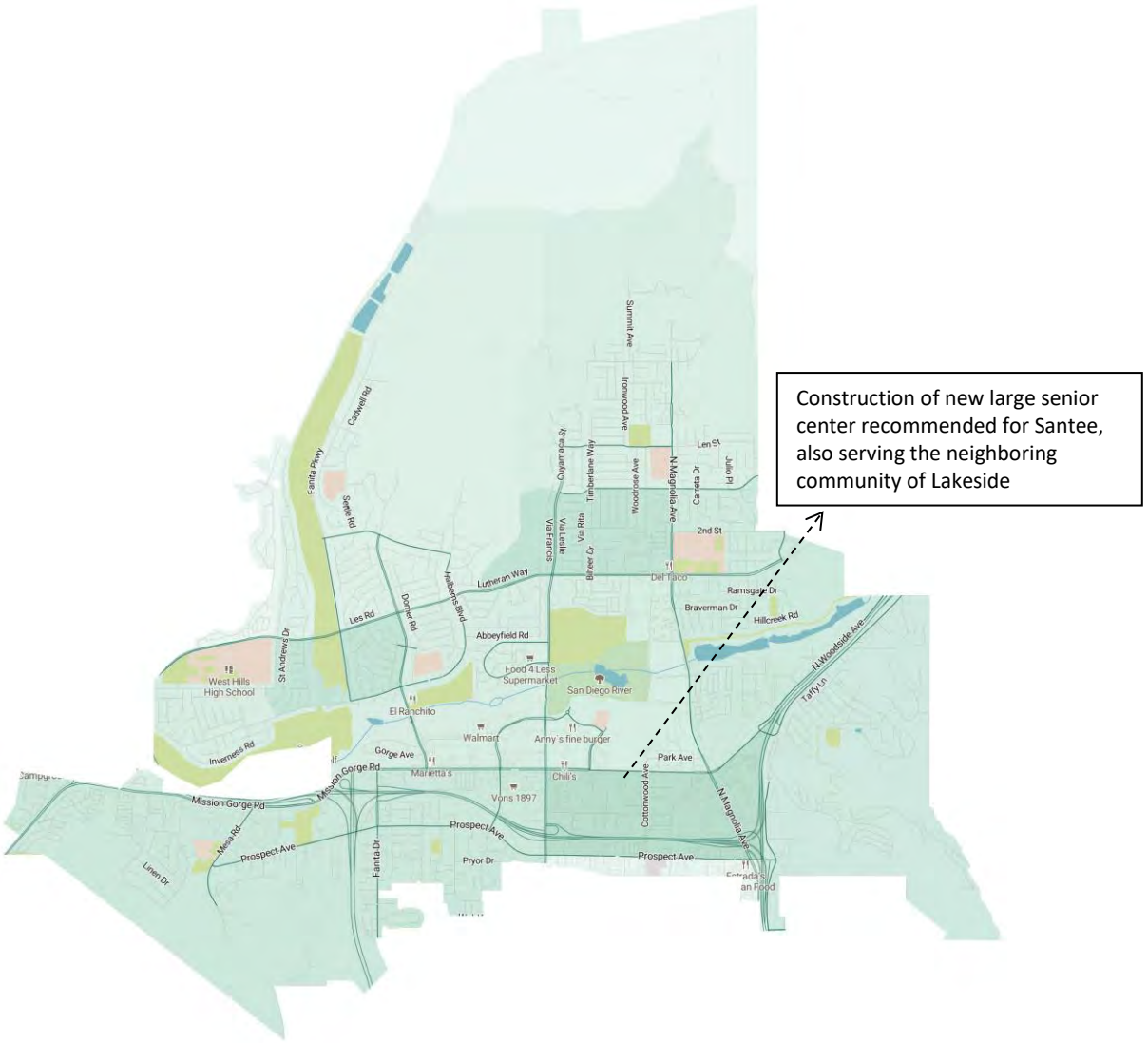
Cost of Living Factors:

- Over 13% of Santee seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,467.
- The average cost of living for seniors 65+ in Santee is:
  - $2,540 per month for single adults
  - $3,294 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

According to census tract information, the density of Santee seniors 60+ ranges from 396 to 1,461 per square mile, averaging about 800 per sq. mile.

- Santee does not currently have a senior center.



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- Laurel Park Senior Apartments, 10122 Buena Vista Avenue
  - 105 one-bedroom and 28 two-bedroom units in gated community

Assisted Living

- Capacity – more than 6
  - Lantern Crest – capacity 100
- Capacity – 6 or less
  - Julie's Elderly Care
  - Lilac Chateau 1
  - Lilac Chateau II
  - Mom's House
  - Santee Elderly Care
  - Santee Golden Care
  - Schard's House

Transportation

- MTS bus routes through Santee run along Mission Gorge Road, Cuyamaca Road, and Carlton Hills Blvd.
- The MTS Trolley green line runs through Santee along Cuyamaca St and into the Santee Town Center shopping mall.
- Rides4Neighbors offer transportation options for seniors 60+
  - https://factsd.org/listing/rides4neighbors-discount-taxi-program/

Caregiving

- Visiting Angels 7227 Broadway, Lemon Grove, CA 91945
- Life-Line Convalescent Ministries, 8805 N. Magnolia Avenue, Santee, CA 92071

Nutrition Assistance

- Meals on Wheels, 131 Chambers Street, Suite 100, El Cajon, California 92020
- Home delivered meal service provided by Serving Seniors
- San Diego Food Bank neighborhood distribution locations in East County:
  - Journey Community Church, 8363 Center Dr., Ste. 6C, La Mesa, CA 91942
  - El Cajon Seventh-Day Adventist Church, 1630 E. Madison Ave., El Cajon, CA 92019
  - Faith Chapel, 9400 Campo Rd., Spring Valley, CA 91977

- Feeding San Diego food distributions sites
  - Santee Food Bank, 9715 Halberns Blvd/, Santee, CA 92071

Entities/Programs unique to this community

- Cameron Family YMCA, 10123 Riverwalk Dr., Santee, CA 92071
- County Library, Santee Branch: 9225 Carlton Hills Blvd., #17, Santee, CA 92071
- City of Santee – Senior Trips (Click on "Trips & Outings")
  - https://www.cityofsanteeca.gov/government/community-services/parks-recreation/santee-seniors-55

The Santee Senior Center:

There is no existing senior center in the City of Santee.

Recommended Model:

The infrastructure of senior supports is limited in both communities. Both locations are projected by SANDAG to see a large increase in the population of adults 60 and over by 2050. Santee is projected to have over 17,000 adults age 60 and over and the Lakeside region will be home to almost 22,000 people over the age of 60.

With such a large demographic taking shape, the region would benefit from the construction of a large senior center 28,000-35,000 square feet with the amenities that comprise a 21st century senior center.

Estimated Capital and/or Refurbishments Costs:

The proposed solution for Santee (shared by Lakeside residents) is construction of a new large dedicated senior center, with new furnishings and equipment. The "large" senior center model presented in this report contemplates a 33,000 square foot facility inclusive of a 1,500 square foot commercial kitchen, a 3,000 square foot in-house theater, and provision of 2,500 square feet for a business "social enterprise" (e.g., gift shop, salon, catering business).

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- ***Senior Center Construction (33,000 sf at $215/sf))..... $7,202,500***
- ***Provision for Senior Center FF&E..... 200,000***
- ***Provision for large Commercial Kitchen Equipment 160,000***
- ***Provision for In-House Theater Equipment 75,000***

  Sub-Total – Senior Center..... $7,637,500
- ***Gym/Fitness Center – Construction and Equipment..... 1,200,000***

- ***Aquatics Center – Construction and FF&E..... 630,000***
- ***Locker/Shower Rooms and Restrooms 320,000***

Sub-Total – Gym/Fitness and Aquatics Amenities $2,150,000

Total Estimated Budget $9,787,500

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $9.8M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.

SOLANA BEACH

Introduction:

Solana Beach is an independent city encompassing roughly 3.62 square miles. The County of San Diego's 2016 demographic profile estimated the total Solana Beach population at 13,312, with 3009 seniors 65+ (22.9% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of Solana Beach is projected to increase by 1,494, or 11%
- During that same 30-year time period:
  - Seniors 60+ will comprise 85% of the Solana Beach population growth
  - The population of seniors 75+ is forecast to almost double (94%)
  - However, a portion of the population that traditionally provides caregiving services to seniors (ages 20-40) is forecast to decline over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:

- 17% of Solana Beach residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 8% are living below 100% of the federal poverty level
  - Almost one in seven are living below 200% of the federal poverty level
  - One in five Solana Beach seniors 65+ are still working

Cultural Observations:

- Currently over 13% of Solana Beach residents are Hispanic; SANDAG forecasts that Hispanics will comprise about 22% of the Solana Beach population by the year 2050
  - A local senior center needs to reflect the diversity of the communities they serve and tailor programs and services to meet the varied needs

Potential Senior Orphans:

- Approximately 27% of Solana Beach seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:

- 24% of Solana Beach seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,892.
- The average cost of living for seniors 65+ in Solana Beach is:
  - $3,203 per month for single adults
  - $3,956 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

According to census tract information, the density of Solana Beach seniors 60+ ranges from 568 to 1,514 per square mile, averaging about 850 per sq. mile.

- The ***Solana Beach Senior Center*** is located at census tract 173.04, with a seniors 60+ density of 1,514 per square mile.



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- None

Assisted Living

- 4 facilities, capacity 148

Transportation

- NCTD bus routes: Routes 101, 308 (2)
- NCTD Sprinter: None

Caregiving

- Canaan Home Care 731 S. Hwy 101 92075

Nutrition Assistance

- None

Entities/Programs unique to this community

- None

The Solana Beach Senior Center:

The ***Solana Beach Community Senior Center*** is located at 120 Stevens Avenue, Solana Beach, CA 92075. The SBCSC is an outreach program operated by the Solana Beach Presbyterian Church. There is no dedicated senior center space; programs and activities take place in various sites of the church campus. These services are offered only once each week.

Observations on Existing Conditions:

- *Facility*
  - Part of church campus
- *FF&E*
  - N/A
- *Staffing*
  - Led by volunteers from church membership

Options for Capital Expenditures:

- *Refurbishment*
  - N/A

- *New Construction*
  - If new construction were an option, partnership with the nearby community of Del Mar would increase the feasibility of the project given the relatively small populations of both towns.
- *Furnishings and Equipment*
  - N/A

Other Observations:

- According to SANDAG population forecast, the city of Solana Beach will have 5,700 residents over the age of 60 by 2050. The current population of the same age cohort is 4,600.

Recommended Model:

The cities of Del Mar and Solana Beach are without a bricks and mortar senior center. With a similar population size and geographic proximity, the construction of small senior center 7,000-9,000 square feet is the recommendation.

Estimated Capital and/or Refurbishments Costs:

The proposed solution for Solana Beach is construction of a new small dedicated senior center, with new furnishings and equipment, that will also serve the community of Del Mar. The "small" senior center model presented in this report contemplates a 9,000 square foot facility inclusive of a 750 square foot commercial kitchen.

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- ***Senior Center Construction (9,000 sf at $215/sf)..... $1,935,000***
- ***Provision for Senior Center FF&E..... 75,000***
- ***Provision for Small Commercial Kitchen Equipment..... 80,000***

  Sub-Total – Senior Center..... $2,090,000
- ***Gym/Fitness Center – Construction and Equipment..... 1,200,000***
- ***Aquatics Center – Construction and FF&E..... 630,000***
- ***Locker/Shower Rooms and Restrooms..... 320,000***

Sub-Total – Gym/Fitness and Aquatics Amenities $2,150,000

Total Estimated Budget $4,240,000

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $4.2M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.

SPRING VALLEY

Introduction:

Spring Valley includes the communities of Spring Valley, La Presa, Casa del Oro, and Rancho San Diego

The County of San Diego's 2016 demographic profile estimated the total Spring Valley population at 87,072, with 11,717 seniors 65+ (13.5% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of Spring Valley is projected to increase by 6,702, or 8%
- During that same 30-year time period:
  - Seniors 60+ will comprise 67% of the Spring Valley population growth
  - The population of seniors 75+ is forecast to increase by 84%
  - However, a portion of the population that has traditionally provided caregiving services to seniors (ages 20-40) is forecast to decline over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:

- One-third of Spring Valley residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - Almost 10% are living below 100% of the federal poverty level
  - One in four are living below 200% of the federal poverty level
  - Almost one in six Spring Valley seniors 65+ are still working

Cultural Observations:

- Currently over one-third of Spring Valley residents are Hispanic; SANDAG forecasts that Hispanics will comprise more than 50% of the Spring Valley population by the year 2050
  - A local senior center needs to reflect the diversity within the communities they serve and tailor programs and services to meet the varied needs

Potential Senior Orphans:

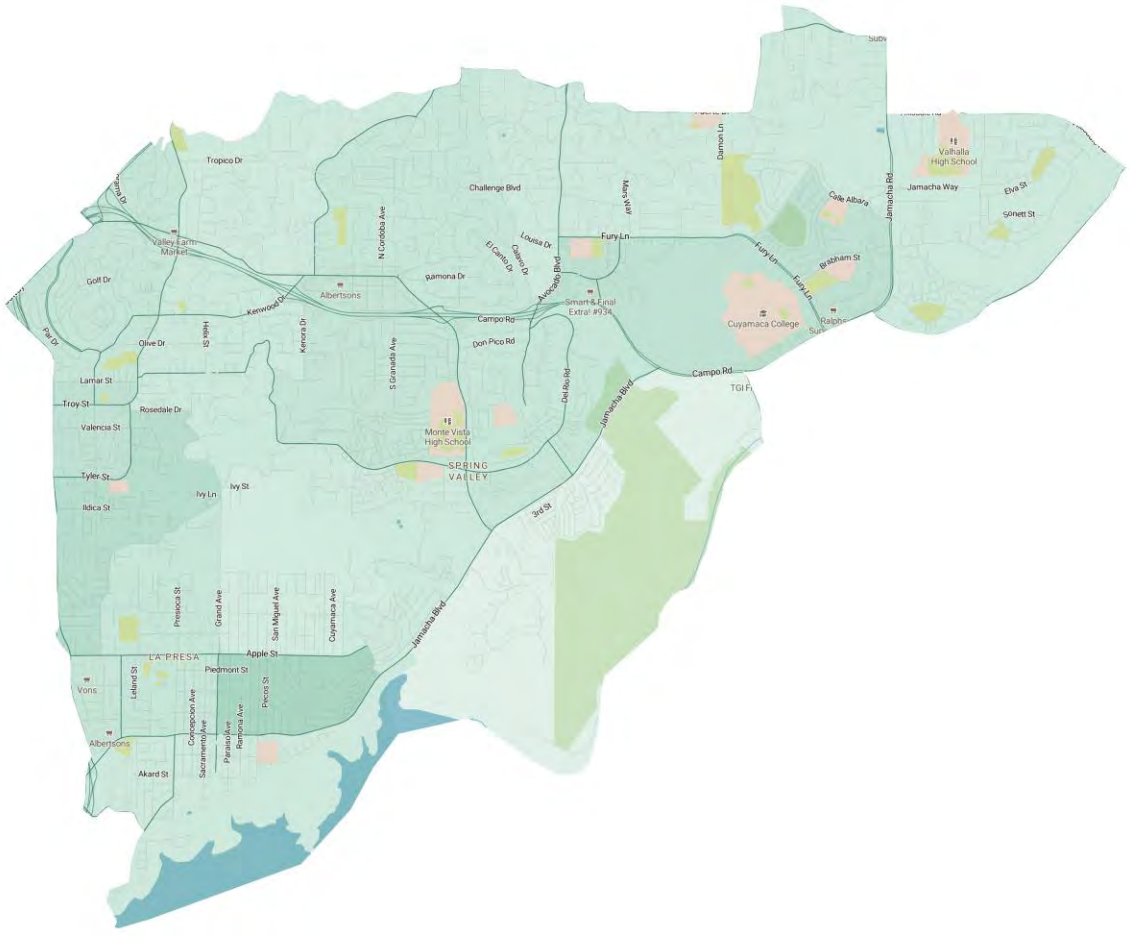
- Approximately 20% of Spring Valley seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:

- More than one in four of Spring Valley seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,442.
- The average cost of living for seniors 65+ in Spring Valley is:
  - $2,592 per month for single adults
  - $3,346 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

According to census tract information, the density of Spring Valley seniors 60+ ranges from 303 to 1,890 per square mile, averaging about 1,000 per sq. mile.



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- Various low-income housing, not age-specific
  - Jamacha Glen Apartments, 8890 Jamacha Road

- San Martin De Porres, 9119 Jamacha Road
- Spring Valley Apartments, 8885 Orville Street
- Spring Villas Apartments, 8768 Jamacha Road

Assisted Living

- Capacity – more than six
  - Covenant Village At Mount Miguel – capacity 434
  - Monterey Trellis, Corp. – capacity 49
- Capacity – six or less
  - Angel Genesis Guest Home
  - Casa Primavera
  - Chhina's Senior Guest House
  - Coras Board & Care
  - Loving Hands Senior Care
  - Silvercrest Guest Home
  - Vista Senior Care

Transportation

- MTS bus routes through Spring Valley run along Bancroft Drive and Sweetwater Springs Blvd.
- RideFACT and Rides4Neighbors offer transportation options for seniors 60+
  - https://factsd.org/listing/ridefact/
  - https://factsd.org/listing/rides4neighbors-discount-taxi-program/

Caregiving

- Visiting Angels 7227 Broadway, Lemon Grove, CA 91945

Nutrition Assistance

- Spring Valley Community Center, 8735 Jamacha Blvd, Spring Valley, CA 91977
- Meals on Wheels, 131 Chambers Street, Suite 100, El Cajon, California 92020
- Home delivered meal service provided by Serving Seniors
- San Diego Food Bank neighborhood distribution locations in East County:
  - Journey Community Church, 8363 Center Dr., Ste. 6C, La Mesa, CA 91942
  - El Cajon Seventh-Day Adventist Church, 1630 E. Madison Ave., El Cajon, CA 92019
  - Faith Chapel, 9400 Campo Rd., Spring Valley, CA 91977

- Feeding San Diego food distributions sites
  - Santa Sophia Conference, 9800 San Juan Street., Spring Valley, CA, 91977
  - Heaven's Windows, 8848 Troy Street., Spring Valley, CA, 91977

Entities/Programs unique to this community

- McGrath Family YMCA, 12006 Campo Road, Spring Valley, CA 91978
- County Libraries:
  - Casa de Oro Branch: 9805 Campo Rd. #180, Spring Valley, CA 91977
  - Spring Valley Branch: 836 Kempton St., Spring Valley, CA 91977

Senior Center:

There is no senior center in the Spring Valley. This community is adjacent to the City of Lemon Grove, and accordingly may best be served by a shared senior center. Please see the Lemon Grove section of this report for details.

Estimated Capital and/or Refurbishments Costs:

Per the narrative above, no action or accompanying budget is suggested for Spring Valley at this time.

SWEETWATER, EASTLAKE, OTAY RANCH

Introduction:

Sweetwater includes the communities of Eastlake, Otay Ranch, Rancho Del Rey, and Bonita.

The County of San Diego's 2016 demographic profile estimated the total Sweetwater population at 149,104, with 15,960 seniors 65+ (10.7% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of Sweetwater is projected to increase by 35,999, or 20%
- During that same 30-year time period:
  - Seniors 60+ will comprise 50% of the Sweetwater population growth
  - The population of seniors 75+ is forecast to increase by 132%
  - However, a portion of the population that has traditionally provided caregiving services to seniors (ages 20-40) is forecast to remain flat over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:

- Almost 20% of Sweetwater residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 8% are living below 100% of the federal poverty level
  - More than one in six are living below 200% of the federal poverty level
  - One in six Sweetwater seniors 65+ are still working

Cultural Observations:

- Currently almost one-half of Sweetwater residents are Hispanic; SANDAG forecasts that Hispanics will comprise about 58% of the Sweetwater population by the year 2050
  - A local senior center needs to reflect the diversity within the communities they serve and tailor programs and services to meet the varied needs

Potential Senior Orphans:

- Approximately 13% of Sweetwater seniors live alone
  - This raises the possibility of senior orphans in that region.

Cost of Living Factors:

- About 14% of Sweetwater seniors 65+ rent a house or apartment, at a median monthly rental rate of $2,016.
- The average cost of living for seniors 65+ in Sweetwater is:
  - $3,094 per month for single adults
  - $3,847 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

According to census tract information, the density of Sweetwater seniors 60+ ranges from 212 to 1,922 per square mile, averaging about 950 per sq. mile.

- Sweetwater does not currently have a Senior Center. If one is constructed, the most ideal location is likely in census tract 134.18, with a seniors 60+ density of 1,922 per square mile. This is the Eastlake area of Sweetwater.



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- Harvest Ridge Apartments, 1388 E. Palomar 91913, 91 units, 6-12 month wait list
- Volta Senior Apartments, 1734 Solstice 91915, 123 units, waitlist closed

Assisted Living

- 4 facilities with a capacity of 623

Transportation

- MTS bus routes interior of city: Routes 701, 704, 705, 707, 709, 712, 225, 929, 932 (9)
- MTS Trolley: None

Caregiving

- None

Nutrition Assistance

- Salvation Army Home Delivered meals program 91913, 91914, 91915
- San Diego Food Bank Senior Food Distribution Program 91913

Entities/Programs unique to this community

- Eastlake YMCA 2311 Boswell Road 91914

Senior Center:

There is no senior center currently serving the Sweetwater region of eastern Chula Vista.

Apart from the City of El Cajon, there is no other community with such a glaring need of a senior center than this region of Chula Vista. By 2050, the region will be home to 34,000 adults over the age of 60. The current Chula Vista senior center is not a feasible option for many older adults in this region given that it is a 20-30 minute drive or a considerably longer commute via public transportation. There is a below-average level of supporting infrastructure for seniors as well.

Recommended Model:

The suggested model for this region is a large facility 28,000 - 35,000 square feet with all the amenities that a 21st century senior center should provide. The best location for the new senior center is likely in census tract 134.18, with a seniors 60+ density of 1,922 per square mile. This is the *Eastlake* area of the Sweetwater region.

Estimated Capital and/or Refurbishments Costs:

The proposed solution for the Eastlake Chula Vista area of Sweetwater is construction of a new large dedicated senior center, with new furnishings and equipment. The "large" senior center model presented in this report contemplates a 33,000 square foot facility inclusive of a 1,500 square foot commercial kitchen, a 3,000 square foot in-house theater, and provision of 2,500 square feet for a business "social enterprise" (e.g., gift shop, salon, catering business).

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- ***Senior Center Construction (33,000 sf at $215/sf))..... $7,202,500***
- ***Provision for Senior Center FF&E..... 200,000***
- ***Provision for large Commercial Kitchen Equipment 160,000***

- ***Provision for In-House Theater Equipment 75,000***

Sub-Total – Senior Center $7,637,500

- ***Gym/Fitness Center – Construction and Equipment 1,200,000***
- ***Aquatics Center – Construction and FF&E 630,000***
- ***Locker/Shower Rooms and Restrooms 320,000***

Sub-Total – Gym/Fitness and Aquatics Amenities $2,150,000

Total Estimated Budget $9,787,500

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $9.8M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.

UNIVERSITY CITY/UCSD

Introduction:

The *University* area includes the communities of UCSD, University City and Torrey Pines.

The County of San Diego's 2016 demographic profile estimated the total University population at 58,278, with 7,064 seniors 65+ (12.1% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of University is projected to increase by 1,740, or 2%
- During that same 30-year time period:
  - Seniors 60+ will comprise 37% of the University population growth
  - The population of seniors 75+ is forecast to increase by 35%
  - However, a portion of the population that has traditionally provided caregiving services to seniors (ages 20-40) is forecast to remain flat over the same time period. This indicates that there will be proportionally fewer younger individuals to help care for an aging population

Poverty Statistics:

- One-third of University residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 7% are living below 100% of the federal poverty level
  - Almost one in five are living below 200% of the federal poverty level
  - Almost one in five University seniors 65+ are still working

Cultural Observations:

- Currently one-third of University residents are ***Asian***; SANDAG forecasts that ***Asians*** will comprise 39% of the University population by the year 2050
  - A local senior center needs to reflect the diversity within the communities they serve and tailor programs and services to meet the varied needs

Potential Senior Orphans:

- Approximately 30% of University seniors live alone
  - This raises the possibility of a significant number of senior orphans

Cost of Living Factors:

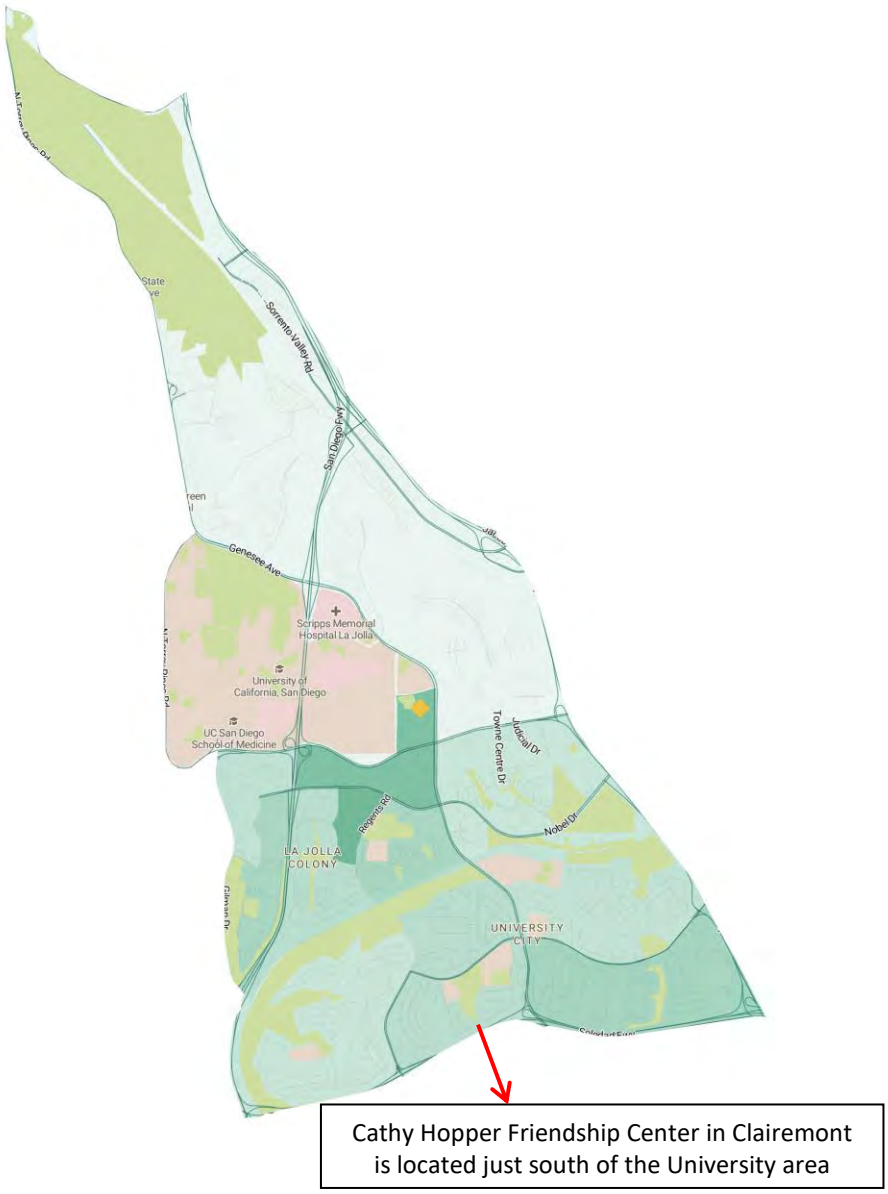
- About 37% of University seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,883.
- The average cost of living for seniors 65+ in University is:
  - $2,886 per month for single adults
  - $3,640 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

Census tract information indicates the density of University seniors 60+ ranges from 983 to 3,228 per square mile, averaging about 1,500 per sq. mile.

There is no classic senior center in the University area. However, two options may sufficiently cover this region's senior center needs:

- The ***Lawrence Family Jewish Community Center*** located just south of UCSD offers supports and services for seniors. This location is situated in the senior-high-density census tracts 83.41 (3,228 per sq. mile) and 83.63 (3,724 per sq. mile).
- The ***Cathy Hopper Friendship Center in North Clairemont*** (discussed in the Clairemont/Kearny Mesa section of this report) is just south of the University footprint, and may be positioned to adequately serve the University City senior-high-density census tract 83.45 (2,043 per sq. mi.)



Community Infrastructure Supporting Older Adults

Affordable Housing

- None

Assisted Living

- 14 facilities with a capacity of 861 residents in 92122

Transportation

- MTS Bus Routes: 30, 31, 41, 50, 60, 101, 105, 150, 201, 202, 204, 237, 921, 972, 973, 978, 979 (17)
- MTS Trolley: None

Caregiving

- Elder Answers 3268 Governor Drive 92122
- 24 Hour Home 4350 Executive Drive 92121
- First Light Home Health Care 9920 Pacific Heights Boulevard 92121
- Keepsake Companions 7128 Miramar Road 92121
- Senior Helpers 11722 Sorrento Valley Road 92121
- At Your Family Home Care 6450 Lusk Boulevard 92121

Nutrition Assistance

- San Diego Food Bank Emergency Food Assistance Program 92121

Entities/Programs unique to this community

- None

The Lawrence Family Jewish Community Center:

The ***Lawrence Family Jewish Community Center*** is located just south of UCSD in the University City area, at 4126 Executive Dr, La Jolla. The center has a program curriculum tailored to older adult members of this all-ages facility.

Observations on Existing Conditions:

- *Facility*
  - 97,000 square foot multi-purpose facility with outstanding amenities
- *FF&E*
  - Physical plant in excellent shape
- *Staffing*
  - N/A

Options for Capital Expenditures:

- *Refurbishment*
  - N/A
- *New Construction*
  - N/A
- *Furnishings and Equipment*
  - N/A

Other Observations:

- According to SANDAG population forecast, the University/UCSD area will have 11,500 residents over the age of 60 by 2050. The current population of the area with the same age cohort is 10,800.

Recommended Model:

The area will see very minimal growth of the older adult population over the next 30 years. This expansive community center is in excellent condition with numerous amenities and is sufficient to serve the needs of older adults in the region.

Estimated Capital and/or Refurbishments Costs:

Per the narrative above, no action or accompanying budget is suggested for the University City/UCSD area at this time.

VISTA

Introduction:

Vista is an independent city encompassing roughly 18.68 square miles. The County of San Diego's 2016 demographic profile estimated the total Vista population at 98,560, with 9,937 seniors 65+ (10.1% of the population).

Demographic Observations:

Estimated population growth from 2020-2050 (30-year time period):

- The population of Vista is projected to increase by 29,462, or 30%
- During that same 30-year time period:
  - Seniors 60+ will comprise 27% of the Vista population growth
  - The population of seniors 75+ is forecast to double (103%)

Poverty Statistics:

- Over 41% of Vista residents live at or below 200% of the federal poverty level
- For seniors 65 or older:
  - About 10% are living below 100% of the federal poverty level
  - Over one in four are living below 200% of the federal poverty level
  - One in six Vista seniors 65+ are still working

Cultural Observations:

- Currently, almost one-half of Vista residents are Hispanic; SANDAG forecasts that Hispanics will comprise almost 70% of the Vista population by the year 2050
  - A local senior center needs to reflect the diversity within the communities they serve and tailor programs and services to meet the varied needs

Potential Senior Orphans:

- Approximately 22% of Vista seniors live alone
  - This raises the possibility of a significant number of senior orphans

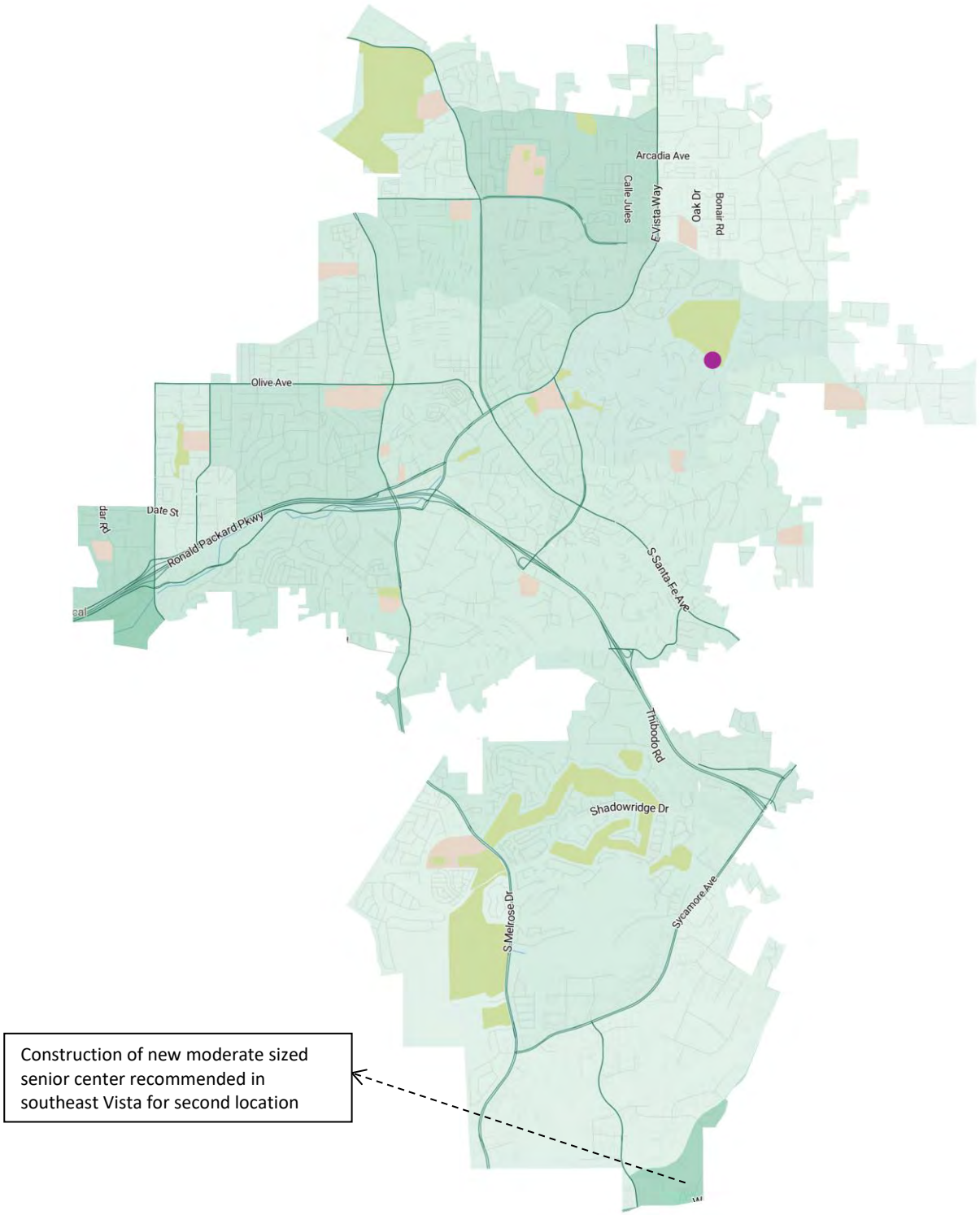
Cost of Living Factors:

- Over 15% of Vista seniors 65+ rent a house or apartment, at a median monthly rental rate of $1,331.
- The average cost of living for seniors 65+ in Vista is:
  - $2,570 per month for single adults
  - $3,324 per month for couples
  - The estimated cost of living exceeds average social security income

Population Density – Seniors 60+:

According to census tract information, the density of Vista seniors 60+ ranges from 623 to 1,437 per square mile, averaging about 900 per sq. mile.

- The ***Vista Senior Center*** is located at census tract 196.01, with a seniors 60+ density of 798 per square mile.



Community Infrastructure Supporting Older Adults

Affordable Senior Housing

- Hidden Valley Senior Apartments, 777 Anns Way 92083, 50 units, waitlist N/A

Assisted Living

- 43 facilities with capacity of 774

Transportation

- NCTD bus routes: Routes 305, 332, 334 (3)
- NCTD Sprinter: Multiple stops within city
- City of Vista "Out and About" Senior transportation program
- Gloria McClellan Senior Activity Center nutrition transportation program 92084

Caregiving

- A Trusted Home Care 1920 Shadowridge Drive 92081
- Mercy Care Management 410 S. Santa Fe Avenue 92084
- Peer Cares In Home Care 450 S. Melrose Drive 92081

Nutrition Assistance

- Gloria McClellan Senior Activity Center Congregate and Home Delivered Meals Program 92084
- Lamb of God Food Pantry 1221Ridge Road 92081
- San Diego Food Bank Senior Food program 92084
- Feeding San Diego Food Distribution Program 92083 (3 sites) and 92084 (3 sites)

Entities/Programs unique to this community

- North County Food Bank 1445 Engineer Street 92081
- City of Vista Senior Citizen Affairs Commission 92084

THE VISTA SENIOR CENTER – CURRENT SITE

The ***Vista Senior Center*** is located at 1400 Vale Terrace, Vista, CA 92084. The GMAARC consists of two buildings located on the 39-acre Brengle Terrace Park that contains multiple recreation sites. Aside from GMAARC, the city-owned public space contains parks and picnic sites, sports complex, outdoor theater, and botanical gardens. The areas to the east and south are residential neighborhoods comprising of what the director called 'Old Vista". Public transportation provides bus stops within a 1 block walk of the facility. There is expansive parking available with 50 spots in front of building and significantly more in areas to the North of the buildings that is utilized during busy special event days and when the facility is rented out for private use.

Observations on Existing Conditions:

- *Facility*
  - GMAARC consists of two 8,100 square-foot buildings of similar design. The first was constructed in 1977 and the second in 1987. Building 1 is the primary entrance to the facility. This building recently underwent significant renovation with new flooring, remodeled bathrooms, upgraded tables and chairs and improvements to make the building more accessible for seniors with mobility challenges. A reception desk is located in a small lobby area that is staffed with a rotating roster of senior volunteers and an employee of the Center.
  - The majority of the space is comprised of the large, multi-purpose room that primarily serves as the dining room for the congregate lunch program. Other special events and activities are held in the room that includes a stage for theatrical or musical performances.
  - The recent upgrades included a renovation of a previously under-utilized area that was transformed into an outdoor dining area. A large commercial kitchen is the staging for the day's lunch service. There are no classrooms in building 1.
  - Building 2 is located immediately north, no more than a 20- foot walk from building 1. It is not an identical floor plan but is of similar interior and external design. This building is dominated as well with a large multi-purpose room that is used primarily for the fitness, exercise, and dancing classes. There is more office space in this building. It is used by GMAARC staff as well as some non-affiliated community organizations. The classroom that is used for the sedentary activities is in this wing.
- *FF&E*

- Primary equipment includes an upgraded audio/visual system, a small computer lab consisting of 2 computers for public use and a library. The facility was the recipient of a sizeable donation of senior-friendly exercise equipment that appears to be in very good shape. However, the GMAARC does not have space currently available to house a fitness room. The director stated that there have been preliminary discussions with the City and architects to renovate building 2 to create suitable space for this inventory.

- *Staffing*
  - The GMAARC programs and services are supported with 4 full-time employees (Director, Recreation Coordinator, Nutrition Supervisor and Transportation Coordinator) and 4 part-time employees. Senior volunteers help support the internal efforts. Currently, there are 75 seniors on the volunteer roster.

Options for Capital Expenditures:

- *Refurbishment*
  - The GMAARC has undergone several remodeling and refurbishment efforts over the last few years. The creation of a fitness room within the buildings' current footprint is under review with city managers and architects. A small computer inventory with little dedicated space does not adequately serve the population. Additional building refurbishment would benefit from the addition of dedicated computer classroom space.
- *New Construction*
  - The City of Vista has grown to the point that the GMAARC may not be able to address the needs of all older adults in the community. The director mentioned areas to the south and west of city center are a 20 – minute drive from GMAARC. This region is home to more "younger seniors", according to the director, who have different needs and circumstances and may find the GMAARC inconvenient with programming that does not resonate with this population.
- *Furnishings and Equipment*
  - Recent efforts have significantly upgraded the buildings' furnishings. An upgrade to the buildings' computer equipment would be of benefit to center attendees.

Other Observations:

- According to SANDAG population forecast, the City of Vista will have an estimated population of 25,000 adults age 60 and over by 2050. As of 2020, the similar age cohort accounts for 16,800 residents of the city.

Recommended Model:

The existing Vista Senior Center needs a renovation project to create space for a fitness room to utilize a donation of various exercise equipment. There is additional need for minor maintenance projects as well, but nothing on the order of significant renovation.

Estimated Capital and/or Refurbishments Costs – Existing Site:

Proposed renovation solutions for the Vista Senior Center would potentially involve redesigning existing space, including relocating walls, electrical and plumbing, and some deferred maintenance work. Provision is made for renovation of 1,000 square feet, plus some funding for associated FF&E expenditures.

- ***Senior Center Renovation for Fitness Center space (1,000 sf, Level 3)..... $175,000***
- ***Provision for potential new or upgraded FF&E 25,000***

Total – Senior Center Renovation Budget $200,000

VISTA SOUTHWEST – PROPOSED NEW SITE

The town has an average support structure for older adults, though like most communities Vista faces an abundant shortage of affordable senior housing developments. The town is projected to add over 8,000 adults over the age of 60 by 2050.

Recommended Model:

To address Vista's growing demographic and to better serve older adults in the community, an additional site is suggested, comprised of a new senior center of moderate size 17,000- 22,000 feet in the southwest part of the city.

Estimated Capital and/or Refurbishments Costs – Second Site:

The proposed solution for Vista contemplates construction of a new moderate-sized dedicated senior center, with new furnishings and equipment. The "moderate" senior center model presented in this report contemplates a 20,000 square foot facility inclusive of a 1,000 square foot commercial kitchen, a 1,500 square foot in-house theater, and provision of 1,500 square feet for a business "social enterprise" (e.g., gift shop, salon, catering business).

Consistent with a vision for modern full-featured senior centers of the future in every community, a budget is also provided for construction and outfitting of a new 6,000 square foot fitness/gym center, and a 10,000 square foot aquatics center comprised of a five-lane commercial pool with ample decking and centrally located shower/locker rooms and restrooms serving both the pool and fitness centers.

Estimated costs for new construction and equipment are as follows:

- ***Senior Center Construction (20,000 sf at $215/sf)..... $4,300,000***

- ***Provision for Senior Center FF&E 125,000***
- ***Provision for Moderate-Sized Commercial Kitchen Equipment 105,000***
- ***Provision for In-House Theater Equipment 50,000***

Sub-Total – Senior Center $4,580,000

- ***Gym/Fitness Center – Construction and Equipment 1,200,000***
- ***Aquatics Center – Construction and FF&E 630,000***
- ***Locker/Shower Rooms and Restrooms 320,000***

Sub-Total – Gym/Fitness and Aquatics Amenities $2,150,000

Total Estimated Budget $6,730,000

This budget estimate does not include the potential cost of vacant land for new construction.

Local stakeholders may wish to consider locating an existing building that can be renovated for a new senior center, while noting that the total acquisition and renovation costs may still exceed the $6.7M estimated budget based on the cost of underlying land. Stakeholders may also wish to negotiate with local governance to situate the senior center on land owned by the municipality, preferably in connection with a long-term (e.g., 99-year) land lease.

APPENDIX #2 – SAN DIEGO'S SUPPORT INFRASTRUCTURE FOR SENIORS

County of San Diego Aging and Independence Services – Programs and Services

The Programs of the County of San Diego Aging and Independence Services

Aging and Independence Services
5520 Overland Avenue San Diego, CA 92123 (800) 339-4661
https://www.sandiegocounty.gov/content/sdc/hhsa/programs/ais.html

Information and Referral

AIS Call Center

For information on services for older adults and persons with disabilities, call 800-339-4661. The phone number is the gateway to information and resources, the mechanism to report elder abuse, or to apply for a variety of services for older adults, persons with disabilities, and their families. Answering the phone are specialists trained and authorized to assess individual needs and link to an assortment of resources.

AIS Newsletter and Community Events

The Aging and Independence Bulletin is an eight-page publication that is issued 10 times per year, with combined monthly issues for December/January and July/August. The newsletter includes a cover article from the AIS Director, updates regarding County and community services, items of interest, a calendar of events, and volunteer opportunities with the Retired & Senior Volunteer Program (RSVP).

Outreach & Education Team

The members of the Outreach & Education Team link with community organizations and individuals to share information about Aging and Independence Services, particularly the concerns of elder abuse. They also assist the Project CARE sites and work with local action networks. They attend community events and fairs. Staff are available to provide presentations to interested parties.

Age Well San Diego

Age Well San Diego is the region's plan for an age-friendly and dementia-friendly community. The Age Well San Diego Action Plan was approved by the Board on May 15th, 2018. The plan includes goals in the areas of Dementia-friendly, Health & Community Support, Housing, Social Participation, and Transportation. This marks the beginning of the three-year implementation and evaluation phase. The County and community partners are now working on the plan's goals.

Adult Protective Services (APS)

APS serves adults 65 and older and dependent adults 18 and older, who are harmed, or threatened with harm, to ensure their right to safety and dignity. APS investigates elder and dependent adult abuse, including cases of neglect and abandonment, as well as physical, sexual, and financial abuse. There are many types of abuse that can occur. The following list outlines some of the more common types.

Types of abuse:

- ***Physical***: Direct beatings, lack of medical care or overmedication, sexual exploitation
- ***Abandonment***: Desertion or willful forsaking by anyone having responsibility for care
- ***Isolation***: Preventing a dependent adult from receiving mail, telephone calls, visitors
- ***Financial***: Theft, misuse of funds or property, extortion, duress, fraud
- ***Neglect***: Denial of food, clothing, shelter, health care. Or unable to provide basic needs
- ***Self-neglect***: Malnutrition, being unkempt, unmet medical needs, unpaid bills
- ***Mental suffering***: Verbal assaults, threats, fear

If a case meets criteria for further investigation, APS sends out a case worker to the older adult/dependent adult home to check on their wellbeing and to gain additional information on the circumstances of the alleged abuse. With the agreement of the alleged victim, an intervention plan may be constructed to ensure the safety of the older adult and the appropriate legal authorities may be contacted if the matter warrants further investigation.

Family Caregiver Support Program

An individual aiding an older relative to maintain his or her quality of life meets the definition of caregiver. A person helps the loved one with the functions of everyday life and the Family Caregiver Support Program supports the caregiver.

The program serves:

- Adult family caregivers of individuals, age 60 and older, in San Diego County.
- Grandparent caregivers of minors, where the minor is a relative of the caregiver, and resides with the caregiver, in San Diego County.

Services provided:

- Assistance to caregivers through contracted providers
- Comprehensive assessment
- Care management
- Professionally administered support groups and counseling
- Caregiver skills training
- Respite care
- Legal services
- Minor Home Modification (grab bars, safety checks, etc.)
- Grandparent caregiver support
- Outreach and education

Choose Well

Choose Well is a free, innovative, web-based program sponsored by the County of San Diego that helps older adults and their families make informed decisions when selecting assisted living facilities.

Visit www.choosewellsandiego.org to discover specially evaluated Choose Well facilities that have voluntarily agreed to be scored on 11 measures of quality. For additional details on Choose Well, or to get involved as a member, contact Choose Well at 858-221-4862.

Cool Zones Information

Cool Zone sites, mostly located in the hottest areas of the county, help older adults and others keep cool and save energy costs.

In the summer, the County designates Cool Zone sites, air-conditioned settings where seniors and others can gather. The sites encourage people to share air conditioning during the heat of the day, lowering individual usage and helping to conserve energy for the whole community. Please visit the AIS website for updated information on the status of the Cool Zones.

Cool Zones Fan Program

AIS is helping older adults beat the heat with the Cool Zones Fan Program. Even with the presence of Cool Zone sites in the community, not all seniors or persons with disabilities can leave home to escape the heat. Homebound individuals, those lacking transportation, and those who decide to stay home due to the risk of COVID-19, may not be able to take advantage of traditional Cool Zone sites.

To help these community members beat the heat, the County of San Diego, in partnership with SDG&E, provides free electric fans to those who are living on limited incomes. To be eligible, a resident must not have access to an air-conditioned space at their home or apartment building.

Coordinating Care

AIS Care Management programs assist older adults and their families with health and social services. AIS provides multiple support programs that help older adults with complex conditions maintain independence in their communities.

Linkages Program

Linkages case managers work with the client to find and coordinate services in the home. The Linkages staff members develop a care plan with the client and any significant others to help the client remain safe and as independent as possible. One common goal of Linkages staff members and clients is to prevent hospitalization or long-term, out-of-home placement.

Please note that the Linkages program has a waitlist, and it can take several months for a referral to be assigned to a care manager.

Multipurpose Senior Services Program (MSSP)

The Multipurpose Senior Services Program is a care management service for seniors age 65 and older who are eligible for Medi-Cal and at risk of institutionalization.

Sometimes staying independent in one's home means getting help. That extra help with bill-paying, shopping, laundry and other tasks of daily living can keep someone from having to rely on family or leaving their own home.

MSSP care managers work with the client, family members and medical team to find and coordinate services in the home. Through the timely use of these services, MSSP protects both frail elders and government payer systems from the cost of institutional care.

The program serves clients in all regions of San Diego County. Most clients live in their own homes.

To Qualify for MSSP:

- Age 65 or older.
- Must be Medi-Cal eligible.
- At risk of placement in a skilled nursing facility or intermediate care facility.
- Clients usually have multiple health problems requiring the use and coordination of many community services.

Senior Options, Advocacy and Referrals (SOAR)

SOAR, formerly the Management and Assessment of Social and Health Needs (MASH) is a care management program that serves frail and disabled adults age 60 and older, who are at risk of nursing home placement and ineligible for other care management and in-home-care service programs. SOAR is a program through AIS that provides care management services to people who do not qualify for such services in other programs.

SOAR care managers work with the client to find and coordinate services in the home. The staff members develop a care plan with the client and any significant others to help the client remain safe and as independent as possible. One common goal for SOAR care managers and for clients is to prevent hospitalization or long-term, out-of-home placement.

There is a purchase of service component available within the program that can help to aid with homemaker, respite, escort, and money management services. SOAR clients whose monthly income and resources make them ineligible for In Home Supportive Services (IHSS) and unable to afford private-pay home care assistance may be eligible for purchase of services.

Please note that the SOAR program has a waitlist, and it can take several months for a referral to be assigned to a care manager.

Employment Training - AIS

The national Senior Community Service Employment Program (SCSEP) provides funding for some employment training for low-income older adults. The program is funded through the federal Department of Labor.

Health Promotion

The mission of AIS is to improve the health and wellness of older adults in San Diego County so they will remain independent. The Health Promotion unit provides programs specifically for older adults to manage chronic conditions, improve physical functioning, increase socialization, and prevent falls.

Representatives from a network of senior, health and other community organizations meet monthly to exchange information and cooperate in collaborative programs.

***Feeling Fit Club*, an exercise program for older adults:**

The Feeling Fit Club is a functional Fitness Program designed for older adults of all abilities. The goals of the Feeling Fit Club are to offer a safe, comfortable environment for older adults to engage in physical activity as well as to help older people develop and maintain their level of physical fitness. These programs also encourage social interaction, fun, and help to build self-esteem. In addition, this program helps to educate participants about the benefits of exercise, health, and fitness components.

The classes include 4 core components: strength (upper body, lower body, and core), balance, aerobic endurance, and flexibility. All moves and exercises are designed to be adapted to various physical abilities and can be performed from a seated or standing position. Program evaluation has shown improvement in participants' strength, flexibility, balance, and ability to perform activities of daily living.

The Feeling Fit Club is offered via four different delivery methods throughout San Diego County:

1. On-site classes with trained instructors at various community sites.
2. On TV. The Feeling Fit Program is shown three times daily on three stations. See details below.
3. Online at CountyNewsCenter.com
4. DVD program for home use.

The exercises in the home-based program are focused on more frail seniors who are home-bound. There are five unique episodes which build in difficulty from Monday to Friday, and the episodes are repeated each week. ***Monday through Friday at 8 a.m. and 1 p.m. and 4 p.m. on Cox: 19 or 24; Time Warner: Channel 85; and Uverse: Channel 99*.** Please note that the program is shown on the "Local Government Access" station and may be listed in the TV guide as Feeling Fit – it may show up as "Local government Programming" and it is sometime pre-empted by other programs.

For older adults that have schedules that do not allow access to the above options, the DVD can be sent to them along with a stretch band for home exercise. The DVD/Video is exactly the same as the TV show (all 5 episodes).

Chronic Disease Self-Management Program (CDSMP)

An Evidence-Based self-management program originally developed at Stanford University, now managed by the Self-Management Resource Center, this program is designed for people with chronic conditions as well as their family members and caregivers. Chronic conditions may include but are not limited to arthritis, depression, heart disease, diabetes, COPD, etc. This program has been proven to achieve positive health outcomes and reduced health care expenditures. The program consists of a workshop that meets once a week for 2 ½ hours per week for six weeks, led by two trained peer educators, who may also have a chronic condition.

Diabetes Self-Management Program (DSMP)

An Evidence-Based self-management program originally developed at Stanford University, now managed by the Self-Management Resource Center, designed for people with Type 2 Diabetes as well as their family members and caregivers. This program has been proven to achieve positive health outcomes and reduced health care expenditures. The program consists of a workshop that meets once a week for 2 ½ hours per week for six weeks, led by two trained peer educators, who may also have diabetes.

Chronic Pain Self-Management Program (CPSMP)

An Evidence-Based self-management program originally developed at Stanford University, now managed by the Self-Management Resource Center for people experiencing chronic pain as well as their family members and caregivers. This program has been proven to achieve positive health outcomes and reduced health care expenditures. The program consists of a workshop that meets once a week for 2 ½ hours per week for six weeks, led by two trained peer educators, who may also have chronic pain or another chronic condition.

Fall Prevention Programs:

Scientific evidence indicates that comprehensive fall prevention for older adults include management of medical risk factors, environmental safety, safe behaviors, and exercise that focuses on strength, flexibility, and balance (such as Tai Chi). The website, www.SanDiegoFallPrevention.org offers a Toolkit and Resource Guide, including contact information for local organizations that address different facets of fall prevention. The website also has a variety of educational videos, including English and Spanish videos for seniors, and short video for clinicians.

Tai Chi: Moving for Better Balance

The TCMBB program is a modified version of the Yang style of Tai Chi that commonly is done using either 108, or, in the "short form," 24 different positions. TCMBB further simplifies the traditional style and has only 8 essential positions. This program was developed by Dr. Fuzhong Li at Oregon Research Institute (ORI) and was designed especially for older adults to reduce their risk of falls.

Older adults learn and practice the TCMBB form in a slow, flowing, and controlled fashion in a free group fitness class. Classes are ongoing and held for one hour, two times per week. Evidence suggests, participating in TCMBB reduces falls and fear of falling; and increases functional balance and physical performance.

In-Home Supportive Services (IHSS)

IHSS provides homemaker and personal care assistance to eligible individuals who are receiving Supplemental Security Income and Medi-Cal or who have a low income and need help in the home to remain independent.

Having help with tasks around the house not only makes the lives of seniors and the disabled easier, in some cases it allows the person to remain at home. IHSS includes domestic and related services, and help with personal care such as:

- Bathing and grooming
- Dressing

- Housecleaning
- Shopping
- Laundry
- Meal preparation and clean up

The older adult is the employer of the caregiver, who can be a family member, a friend or a caregiver located through the County's provider network. Providers must attend an enrollment session, show proof of employment, and complete a Department of Justice (DOJ) background clearance.

Senior Mental Health Team

The Senior Mental Health Team provides a crisis assessment and assistance for persons age 60 and older with mental health issues. Some of our community's seniors are living lives of lonely desperation. Whether related to grief, depression, anxiety, or other mental illness, the strain of untreated mental illness exacts a tremendous toll on the individual. Friends or family members may notice some of the following signs that are indications that their loved one needs assistance:

- Sudden change in behavior or functioning.
- Sudden confusion, disorientation, memory loss.
- Constant negative and/or fearful thoughts.
- An inability to consistently provide for his/her own food, clothing, or shelter.
- Abusing alcohol or prescription drugs.
- Expressing a sincere wish to die. Having a suicidal plan in mind.

If needed, the social workers and nurses also educate clients and family members about mental health concerns.

The Senior Team members create a plan with the client and any significant others to keep that elder safe and as independent as possible while linking the client to the appropriate mental health services.

One common goal is to prevent the need for hospitalization or long-term placement out of the home.

Nutrition Services

Proper nutrition is essential to health and wellbeing. AIS and community partners are working closely to ensure that older adults have their nutrition needs met. AIS contracts with community organizations to provide meals at various locations throughout the county. Generally, these nutrition sites offer sit down "congregate" meal services. Some of the sites are adding and expanding routes to home deliver meals to seniors. A list of meal providers can be found here.

Ombudsman - Long Term Care

The Long-Term Care Ombudsman program advocates for residents in Long Term Care Facilities, such as nursing homes, as well as investigates claims of abuse in other licensed facilities.

An Ombudsman listens to concerns, provides information and assistance when requested and will investigate and resolve complaints related to care or personal rights.

An Ombudsman Can Help with the Following:

- Concerns about the quality of care provided to residents in long-term care facilities.
- Resident rights issues.
- Physical abuse and neglect.
- Dietary concerns.
- Financial issues (billing concerns, benefits, financial exploitation).
- Concerns about physical or chemical restraints.
- Transfer and discharge issues.
- Privacy and confidentiality.
- Witnessing of Advance Directives in Skilled Nursing Facilities.
- Supporting resident and family councils.

Project C.A.R.E.

(Community Action Reaching the Elderly)

Project C.A.R.E. keeps seniors who live alone from being totally isolated. It provides referrals to community resources, assistance with completing a Vial of Life, reassurance and wellness check-in calls, plus other services.

Social Isolation among older adults is on the rise. Frail, older adults and/or those with physical or mental disabilities who are socially isolated are at high risk of abuse and neglect. Project C.A.R.E. identifies and supports frail older adults and/or individuals with physical or mental disabilities to prevent social isolation, loneliness, neglect, and abuse. Project C.A.R.E. is a safety net program for older persons and persons with disabilities and operates by maintaining effective contact and empowering individuals to remain as independent as possible in a safe environment.

AIS is contracted with Interfaith Community Services and 2-1-1 San Diego along with ElderHelp and Jewish Family Service to provide Project C.A.R.E. services, which include:

Access Assistance Call: Referrals to appropriate community resources such as Minor Home Repair, and the Sheriff's Take Me Home Program.

Support Services: A home visit to assess needs, strengths, determine goals and create a care plan. This includes a recommendation to complete a "Vial of Life" form that helps identify medications and special needs in the event of an emergency.

Follow-Up Support Services: Follow-up on care plan goals is completed. Cross referrals are made to additional resources such as Adult Protective Services, Case Management, and In-Home Supportive Services.

On-going Support Contacts: A reassurance contact may be made via automated phone system or staff.

Senior Volunteers - AIS

Aging & Independence Services links people to many ways in which they can give back to the community through volunteer activities.

Retired & Senior Volunteer Program (RSVP)

Retired & Senior Volunteer Program (RSVP) is one of the many opportunities the Health and Human Services Agency offers older adults a way to help out and volunteer in their communities. There are a variety of locations and roles for older adults who wish to volunteer.

Volunteer - Long Term Care Ombudsman

The Long-Term Care Ombudsman program is a terrific opportunity for volunteers to have an impact upon the most vulnerable of our population. The Ombudsman program welcomes and trains new volunteers to visit long-term care facilities to advocate for the rights of residents and ensure that they receive quality care.

Legacy Corps

Legacy Corps members provide free respite services in San Diego County to family members providing care for Veterans of any age. A family caregiver may request scheduled respite visits from a Legacy Corps member. An assessment will be scheduled prior to the assigning a volunteer. The program is designed to help relieve stress and burden for caregivers in military families.

Legacy Corps members are volunteers who commit to serving 450 hours in a one-year period (approximately 10 – 12 hours per week) and are selected after meeting eligibility criteria. Members meeting their service goals receive skills training, a $200 per month living allowance, and an educational award of $1,468. It is not required to be a Veteran to serve as a member.

San Diego County Agencies and Programs Supporting Older Adults

The Programs of San Diego County Older Adult Agencies

MEALS ON WHEELS

2254 San Diego Avenue, Suite 200
San Diego, CA 92110
Phone: (619) 260-6110 or (800) 573-6467
https://www.meals-on-wheels.org/

Meals on Wheels provides meals 7 days a week for older adults throughout San Diego County, including delivery into the over 3,049 square miles of rural and unincorporated areas. Meals on Wheels San Diego County subsidizes 60% of the costs for meals, delivery, and other services provided, regardless of a senior's ability to pay.

Distributing home-delivered meals and safety checks could not be accomplished without the help of the caring volunteer workforce who deliver meals and ensure that homebound seniors are OK. Frequently, the volunteer may be the only person the senior sees all day, providing human contact and a safety net, particularly for those seniors living alone. The nutritious meals enjoyed by clients is a critical factor in the maintenance of their wellbeing and independence.

MEAL CENTER
3555 India Street, Suite A
San Diego, CA 92103
Satellite Offices:

METRO SAN DIEGO SERVICE CENTER
2254 San Diego Avenue, Suite 100
San Diego, CA 92110
Phone: (619) 295-9501

EAST COUNTY SERVICE CENTER
131 Chambers Street, Suite 100
El Cajon, California 92020
Phone: (619) 447-8782

SOUTH COUNTY SERVICE CENTER
270 F. Street, Suite 22
Chula Vista, CA 91910
Phone: (619) 420-2782

NORTH COUNTY SERVICE CENTER
930 Boardwalk Street, Unit C
San Marcos, CA 92078
Phone: (760) 736-9900

ELDERHELP

5095 Murphy Canyon Road #100 San Diego, CA 92123
Phone: 619-284-9281
https://www.elderhelpofsandiego.org/

ElderHelp provides personalized services and information that help seniors remain independent and live with dignity in their own homes. ElderHelp is an integral part of the spectrum of government, health care, and community-based providers focused on providing long-term solutions for seniors struggling to navigate complex challenges. ElderHelp is one of the only agencies in San Diego County solely focused on providing quality services and programs to help seniors age successfully in their own homes. The core service supports include:

Care Coordination

ElderHelp clients receive one-on-one personal visits in their homes with Care Coordinators to create a customized network of support tailored especially for them. Older adults are connected to community resources and assisted with navigating health and wellness network that can seem overwhelming without the guidance of a trusted advocate.

Clients are matched with vetted volunteers, genuinely dedicated to serving aging loved ones and providing services such as:

- Grocery Shopping (either for or with the client)
- Home safety inspections and modifications such as railings and safety bars
- Organizing mail and paperwork
- Gardening
- Social outings to the beach, parks, concerts, or movies
- Friendly visits to play cards, games or just chat

Most ElderHelp clients live alone and rely on the agency's services to stay healthy and connected to the community. Reducing isolation and the risk of falls in the home through a network of support promotes greater well-being for the client and eases the burden on the overloaded healthcare system.

Seniors A Go-Go

Seniors A Go is a volunteer driver program that provides transportation services so seniors stay connected to their communities.

When driving a car is no longer an option, seniors maintain an independent, active lifestyle by scheduling rides to medical appointments, errands, exercise classes, social activities and more. Clients request rides in advance, allowing plenty of time for ElderHelp to carefully coordinate details for pick up, drop off or even door-through- door options.

Housing Services

Housing Navigation addresses the barriers seniors face maintaining current housing or securing new housing.

Resident Service Coordinatio*n* (available through partnerships with development and management companies) offers support and activities to residents of low-income senior buildings.

HomeShare connects people of all ages who want to share a private home, apartment, condo, or manufactured home. Participants can be older adults, working professionals or students.

The housing services team facilitates shared living agreements in areas of San Diego County and provides ongoing support to secure long-lasting relationships that are mutually beneficial to home providers and home seekers.

Family Caregiver

Through online tools and education, ElderHelp provides resources for employed family caregivers and the companies who support them. The program provides guidance on how to start a conversation with an aging loved one as caregiving needs become evident. The resources give loved ones a framework to begin the journey.

Free Online Courses and webinars are consistently offered that address the wide range of information available to caregivers.

Information and Referral

ElderHelp is just a piece of the puzzle to helping older adults remain independent as they continue to age in their homes. The agency works closely with other organizations in the community and refer members to resources as needed.

SERVING SENIORS

525 14th Street Suite 200 San Diego, CA 92101
Phone: (619) 235-6538
https://servingseniors.org/

The mission of Serving Seniors is helping seniors in poverty live healthy and fulfilling lives. The organization opened its two affordable housing complexes, Potiker Family Senior Residence and Potiker City Heights Residence, in 2003 and 2007, respectively. In 2010, the organization opened its flagship Gary and Mary West Senior Wellness Center. In summer 2019, Serving Seniors opened its third supportive housing residence, Schmale Family Senior Residence in Ramona, California.

Serving Seniors provides a broad array of health-promoting services to help seniors in poverty thrive despite their low incomes. Based on the principles of whole-person care, Serving Seniors' innovative model looks at a client's needs across multiple domains—nutrition, housing, health, and social—and delivers a wraparound system of care tailored to meet the individualized needs of each client. The menu of programs and services include:

- Congregate and Home Delivered Meals
- Permanent and Transitional Housing
- Health and Social Services
- Enrichment and Activities
- Advocacy

Serving Seniors provides over 956,000 nutritious meals a year. Designed in partnership with a registered dietician, the meals provide one-third of clients' nutrition requirements and accommodate a wide variety of dietary needs including low-sodium and low-fat diets.

Unlike similar programs, Serving Seniors never charges a fee, ensuring that no senior, regardless of income, ever has to go hungry.

CONGREGATE MEALS

Serving Seniors has 11 sites across San Diego County, as far south as San Ysidro to as far north as Oceanside. In addition to meeting the nutrition needs of the clients, this program acts, for many of our clients, as the center of their social lives. Lonely and socially isolated seniors are encouraged to engage with their peers and make friends, which contributes to physical and psychological wellness.

HOME-DELIVERED MEALS

The HDM program delivers fresh, nutritious meals (breakfast and lunch) directly to the homes of over 600 homebound seniors a day. Meals are delivered five days a week, with extra meals provided each Friday to ensure that clients have plenty to eat over the weekend. HDM drivers are trained to identify any potential health or social issues clients may be experiencing, and work with the HDM Support Services Coordinator to ensure appropriate assistance is provided.

TRANSITIONAL HOUSING FOR HOMELESS SENIORS

Serving Seniors' Transitional Housing Program (THP) helps homeless seniors get off the streets by providing transitional housing and supportive services as a direct pathway to permanent affordable housing. THP clients live rent-free in a studio unit at the Sara Frances Hometel for 90-120 days while meeting weekly with a case manager at the Gary and Mary West Senior Wellness Center to access permanent affordable housing and address their most pressing issues.

To date, this program has helped over 800 clients find permanent, affordable housing throughout San Diego County.

PERMANENT SUPPORTIVE HOUSING

Serving Seniors' affiliate entities Senior Housing Corporation and City Heights Senior Housing Corporation own 412 units of affordable senior housing. Serving Seniors provides meals, social services, and socialization opportunities to senior residents. The residences are located within walking distance of public transportation, pharmacies, shopping centers, and restaurants, and rent is capped at 35-45% of the Area Median Income (AMI).

- **Potiker City Heights Residence**

  Potiker City Heights Residence, in City Heights, offers 150 studios and one-bedroom apartments. Amenities include complete kitchens in each unit, central AC/heating, patio, storage, a dining room, community/TV room, underground parking, and on-site meals, nurses, and social workers.

- **Potiker Family Senior Residence**

  Located in the East Village community of downtown San Diego, Potiker Family Senior Residence offers 200 studio apartments and a range of amenities such as a fitness room, vegetable

garden, community room, computer lab/library room, laundry facilities, security officer, and on-site meals, nurses, and social workers.

- **Schmale Family Senior Residence**

  Located in Ramona, CA, this residence offers 62 units of affordable housing for low-income special needs seniors, including those with disabilities, mental health issues, and a history of homelessness. Amenities include access to onsite case management, complete kitchens in each unit, central AC/heating, patio, community room with TV and full kitchen, computer lab, laundry facilities and parking.

Serving Seniors' clinical team of nurses, social workers, and care navigators provides an array of integrated health and social services to address low-income seniors' wraparound wellness needs.

NURSE CASE MANAGEMENT & HEALTH EDUCATION

Registered nurses promote healthy aging by providing one-on-one healthcare visits, health education, and weekly blood pressure screening clinics at the Gary and Mary West Senior Wellness Center. The health services include:

- Chronic disease management
- Health screenings and assessments
- Assistance with navigating county, state, and federal healthcare systems
- Patient advocacy
- Weight management
- Blood pressure monitoring
- Follow-up care

MENTAL HEALTH SERVICES

Serving Seniors provides culturally sensitive and supportive on-site mental health education, counseling, and assessments through a partnership with Sharp Mesa Vista Hospital.

Serving Seniors has also partnered with Family Health Centers of San Diego who will be providing a Mobile Medical Unit for Mental Health Services once a week at the Gary & Mary West Senior Wellness Center.

SOCIAL SERVICES

Serving Seniors' social service case managers are fluent in English, Spanish, and Mandarin, and work one-on-one with clients to provide support for the complex, poverty-related issues. The social services include:

- Applying for benefits and entitlements
- Resolving landlord issues and housing disputes
- Understanding finances
- Approving emergency financial assistance
- Coordinating transportation

- Connecting clients to in-house and community resources

DENTAL CARE COORDINATION

Care navigators provide access to the Gary & Mary West Senior Dental Center—a separate 501(c)(3) organization located inside the Wellness Center—as well as assessments and wraparound social and wellness services.

EDUCATION AND ACTIVITIES

Nothing transforms the aging experience like feeling young and fit, both mentally and physically. Open to all seniors in the community at no or low cost, the Gary and Mary West Senior Wellness Center offers fun classes that engage and educate:

- Fitness opportunities (Yoga, Tai Chi, Feeling Fit)
- Interactive games (chess, Scrabble, Wii)
- Health education workshops (hearing screenings, fall prevention, blood pressure clinics, chronic disease management)
- Arts and crafts classes (jewelry making, painting, knitting)
- General knowledge workshops (travel, trivia, current events)
- Social activities (dance classes, birthday parties)

CIVIC ENGAGEMENT COMMITTEE

Serving Seniors' Civic Engagement Committee engages and empowers low-income seniors in addressing challenges that impact the senior community. Program participants meet weekly to identify concerns and work together to develop strategies to address key issues.

Participants are encouraged to form relationships and engage in meaningful activities, increasing social mobility, helping foster a sense of purpose and enabling them to give back to the community through volunteer service. Seniors volunteer not only at Serving Seniors, but also at local community organizations.

Serving Seniors advocates on a local, state, and national level to mobilize meaningful policy change for older adults and engages older adults in the civic process through leadership development and advocacy training.

SOUTHERN CAREGIVER RESOURCE CENTER (SCRC)

3675 Ruffin Road San Diego, CA 92123
Phone: (800) 827-1008
https://www.caregivercenter.org/

The mission of SCRC is to help families and communities master the challenges of caring for adults with chronic and disabling conditions. Southern Caregiver Resource Center (SCRC) offers services to family caregivers of adults with chronic and disabling conditions or diseases. With a team of highly qualified, professional staff, SCRC supports families through a full range of programs and services.

To be eligible for services, a client must be caring for an adult with a cognitive impairing condition that occurred after the age of 18 (for example: dementia, Alzheimer's disease, stroke, traumatic brain injury, Parkinson's disease), or someone age 60 years and older in need of assistance with daily living activities. *Services are for residents of San Diego and Imperial counties.* All services come at *no cost* to the family caregiver. Both home and office visits are available by appointment.

SCRC provides information on chronic and disabling conditions and diseases, aging, caregiving issues and community resources. SCRC also has an extensive caregiver resource library containing numerous fact sheets, books, and DVDs.

SCRC can fund respite services to relieve caregivers of the stresses of constant care. Respite is designed to provide care to a loved one for a brief period of time, so the caregiver has the opportunity for relief and rest. This service may be provided in the individual's home, or in an out-of-home setting such as an adult day care center or assisted living facility. SCRC contracts with select, professional agencies / facilities to provide this service.

SCRC offers professionally facilitated support groups that meet at various locations in San Diego County. These groups enable caregivers to share experiences and ideas to ease the stress of their caregiving role.

SCRC's staff can consult with clients on the various legal and financial issues related to caring for an adult. Professional legal assistance can help caregivers with a variety of issues including estate planning (trusts, wills, qualification for Medi-Cal), conservatorships, durable powers of attorney, and Advanced Health Care Directives. If it is felt that a client would benefit from consultation with an attorney or with another professional, they may be referred to a qualified attorney or legal service provider.

Operation Family Caregiver (OFC) coaches the families of returning service members and veterans to manage the difficulties that come with returning home. OFC is a personalized program, tailored specifically to the struggles of each family. Through proven methods, the program teaches military families the skills needed to best navigate their challenges, resulting in stronger and healthier families. OFC is a program of the *Rosalynn Carter Institute for Caregiving*.

SCRC staff work with families and caregivers to provide support, alleviate stress, examine options, and enable them to make decisions relating to the care of adults. SCRC also helps identify existing and potential services to assist caregivers in coping and meeting their needs, as well as the needs of care recipients. SCRC's Family Consultants provide an assessment of caregiver needs (in home or our office), short and long-term care planning, and ongoing consultation.

SCRC offers up to six (6) one-hour individual counseling sessions to caregivers seeking emotional support, skill development and helpful strategies to better cope with their caregiving situation. Counseling is provided by SCRC's licensed clinicians and staff in process of licensure and under clinical supervision.

SCRC provides education and training on a variety of issues related to caregiving. SCRC's professional staff can organize education for groups of caregivers and community professionals. SCRC staff can provide education and training at a variety of settings including community support groups, corporations/small and large businesses, churches, assisted living facilities, and large and small community events.

REACH2Caregivers program is an evidence-based educational series for caregivers of individuals with Alzheimer's disease or related dementias. Classes are offered in group settings with other caregivers and focus on helping caregivers cope with their caregiving situation, take better care of themselves, learn stress management techniques, and develop effective family communication skills.

SCRC's professional staff can provide on-site educational programs, resource fairs, and consultations to help employers meet the needs of their employees with caregiving responsibilities.

ALZHEIMER'S SAN DIEGO

6632 Convoy Court San Diego, CA 92111
Phone: (858) 492-4400
https://www.alzsd.org/

Alzheimer's San Diego recognizes the dignity of every person living with dementia and empowers them to play an active role in planning their own future care. Staff see the heartache this disease inflicts on families and are there to give the support and knowledge needed to become strong care partners – and to find joy in even the darkest moments. And the team is working to make Alzheimer's a disease of the past, by connecting people to clinical trials and funding research for a cure. All of the programs are completely free to the community.

The team of Dementia Experts helps anyone affected by dementia. Alzheimer's San Diego provides supportive counseling, connects families to trusted community resources, talks through difficult situations and works one-on-one to develop a personalized plan for the future.

Professional staff can assist with:

- Developing a better understanding of the disease
- Creating a plan to obtain necessary care
- Discussing options for symptom management
- Addressing the emotional impact of the disease
- Connecting you with additional community resources

Alzheimer's San Diego provides free Support & Discussion Groups across San Diego County, in English, Spanish and Korean. These groups can be a lifeline for many families affected by Alzheimer's and other dementias. They allow them to connect with other people going through the same daily struggles – and to learn from each other's experiences. Each meeting is kept small, with usually no more than 15 people. During this time, caregivers will learn coping techniques for everyday situations, resources to take advantage of and what to expect throughout the progression of the disease in a compassionate and safe environment.

ALZ Companions provide free respite and relief to families caring for someone with dementia. Companion Volunteers are trained by Alzheimer's San Diego, then carefully matched with a client and family based on personality, location, and companionship needs.

Each week, the volunteer will come to the client's home and spend a few hours with the family member living with dementia:

- Talking or reading a book

- Playing a game or completing a puzzle
- Or just being their friend

During this visit, the family caregiver is encouraged to do whatever is needed to recharge as a caregiver – whether that is going out with friends, catching a movie, or simply enjoying some alone time.

Coping with Caregiving is a 5-week series to support dementia care partners. Through a mix of practical strategies and support, caregivers get the tools they need to succeed.

Alzheimer's San Diego serves as a socialization center for a fun social activity every week, centered around music, exercise and art. Social activities and outings help people living with dementia and their care partners stay active by exploring the community and connecting with others on the same journey. They are designed for individuals with dementia to enjoy with a care partner, family member or friend.

Take Charge is a specialized program designed to help clients, friends and family understand what to expect, how to plan for the future and connect with others on the same journey.

Sessions cover:

- Understanding Alzheimer's disease, other dementias, and memory loss
- Partnering with your physician and building a care team
- Programs and Services available through Alzheimer's San Diego and the community
- Legal planning
- Staying active and living your best life
- Research update, clinical trials, and future approaches

A worldwide quest is under way to find treatments to stop, slow, or even prevent Alzheimer's disease. Some of the most promising research is happening right here in San Diego. Many of the new drugs in development aim to modify the disease process by impacting the many brain changes that Alzheimer's causes. Current trials in San Diego County range from drug research to studying the impact of sleep on cognitive decline and caregiver stress. People with Alzheimer's, caregivers and healthy volunteers are needed today to participate in Alzheimer's and dementia research.

Alzheimer's San Diego interactive classes and workshops focus on the changes caused by dementia, practical caregiving skills, planning for what is next and more. These free classes are designed for people living with dementia, their care partners and anyone interested in learning about the disease.

Free memory screenings are provided every month. These appointments are a great tool for anyone who is worried about memory loss or would like to establish a baseline to detect future changes.

GLENNER ALZHEIMER'S FAMILY CENTERS (GAFC)

2765 Main Street Suite A Chula Vista, CA 91911 (619) 543-4700
3686 4th Avenue San Diego, CA 92103 (619) 543-4704
335 Saxony Road Encinitas, CA 92024 (760) 635-1895
https://glenner.org/

The Glenner mission is to provide affordable and accessible adult day care and support services to families affected by Alzheimer's and other forms of memory impairment diseases. It is done by providing innovative adult day care programs, family support, case management, crisis intervention, family and community education, advocacy, information, and referrals. Care is available Monday through Friday with full-day and half-day rates available. Each center offers structured, therapeutic activities and socialization in a safe, secure, family-like environment.

The highly trained staff boasts decades of experience working with Alzheimer's and dementia and understands the enormous stress that accompanies the role of a family caregiver.

The adult day centers are often referred to as "specialized senior centers for those with memory loss." The staff know the progressive impact memory loss has on clients and their families which is why the Glenner Centers have the best staff-to-participant ratio in San Diego County.

THE BENEFITS OF ADULT DAY CARE

- Loved one continues to live at home
- Nurse (RN) on-site during operating hours
- Medication management
- Dementia-specific activities
- Brain-fit exercises
- Music therapy
- Pet therapy
- 5:1 participant-to-direct care staff ratio
- Safe, secure, family-like environment
- Socialization and stimulation
- Professionally facilitated caregiver support groups
- Transportation assistance
- Private pay, long term care insurance and VA benefits accepted
- Full-day and half-day rates available ($95 full-day/$65 half-day)
- Two meals included in full-day rate
- Reminiscence Therapy

For 37 years, a primary mission of the organization has been to provide support and help for the caregiver. Most groups offer free respite care for the loved one while the caregiver attends the support group. Each of the centers offers weekly or bi-weekly professionally facilitated support groups. These meetings are free and open to all caregivers and family members of individuals with dementia.

The George G. Glenner Alzheimer's Family Centers, Inc.® offers specialized Alzheimer's and dementia care education to professional caregivers. The workshops provide a unique opportunity to have associates trained by the Glenner team, a leader in Alzheimer's and dementia care since 1982.

The George G. Glenner Alzheimer's Family Centers, Inc.® offer volunteer opportunities for kind, compassionate individuals interested in making a difference in the life of seniors in San Diego County.

- Volunteer at one of three local dementia-specific day care centers
- Flexible, convenient hours
- Minors 16+ welcome with accompanying adult

A Memory Café is a safe, supportive environment, often described as a "meet up", designed to engage attendees in cognitive activities to perk up memory. The goal of the Glenner Centers' Memory Cafés is to keep attendees mentally and socially active which research shows is protective of brain health. These gatherings are free and open to all older adults with or without current memory concerns.

Guest speakers are occasionally scheduled, and community resource information is available. All family, friends and caregivers are welcome to attend.

MEMORY CAFÉ LOCATIONS

- Carmel Valley Grace Point Church
- Chula Vista Silvercrest Residences
- El Cajon Library
- La Jolla Community Center
- Mission Hills-Hillcrest/Knox Library Community Room
- Poway Library

GLENNERCARE™ is a virtual dementia care navigation service to provide caregivers with professional recommendations, support & referrals from the privacy & safety of the family's own home.

TOWN SQUARE® is the Glenner Centers' newest adult day center located in Chula Vista, CA. Town Square® is the first Reminiscence Therapy Day Center for individuals with dementia in the US.

The center has been designed on the interior to facilitate immersive Reminiscence Therapy and bring its participants back to a time where their memories are the strongest. Reminiscence Therapy has been shown to reduce agitation, improve mood and improve sleep quality. https://glenner.org/town-square/

FOUNDATION FOR SENIOR WELLBEING

131 Richmar Avenue San Marcos, CA 92069
Phone: (760) 891-8176
https://www.thefoundationforseniorwellbeing.org/

Each year, the Foundation helps hundreds of North County (San Diego) seniors solve common life problems and achieve wellness. Compassionate volunteers and staff assist the community with advice, resources, and support. The Information Resource Center is open Monday through Friday from 9 am to 1 pm.

The Foundation for Senior Wellbeing is a 501(c)3 non-profit organization whose mission is to improve the wellbeing of a growing population of seniors throughout North San Diego County by linking them, their families, and their caregivers to resources and programs to achieve: a sense of purpose, supportive relationships, financial security, community pride and good physical health.

The Information Resource Center (IRC) is a comprehensive resource for North County seniors, their caregivers, and family members. Dedicated to improving seniors' quality of life, the IRC provides free information and resources in the areas of housing, home repair, transportation, food insecurity, emergency assistance, medical and mental health issues, legal issues and more.

In order to serve those who do not use computers or social media, this information is also available by phone or in person Monday through Friday from 9 am to 1 pm. Guidance is provided by staff or volunteers trained to communicate with seniors using patience and listening skills to research and recommend suitable resources. Center volunteers will follow up by phone on every inquiry to confirm results.

When disaster strikes, are seniors and those charged with the responsibility of their safety adequately prepared? After the fires in spring of 2014, this was a question asked of the Foundation and other community members. The firestorms brought home the need for a more cohesive, coordinated effort by the many agencies, both government and NGO, responsible for the safety of our region's seniors in times of disaster. The Foundation for Senior Wellbeing has undertaken a leadership role in this effort by organizing a series of meetings to discuss and address the issues raised.

From this community organizing effort, a group named the "Senior Disaster Resource Alliance" has been meeting quarterly since September 2014. Participants have subsequently identified three specific areas for attention: communication, transportation, and shelter. The Alliance is working to develop a plan will become a model for other communities throughout the county.

CITY OF SAN DIEGO AGEWELL SERVICES

3325 Zoo Drive San Diego, CA 92101
Phone: (619) 525-8247
https://www.sandiego.gov/park-and-recreation/activities/agewellservices

Provides information and referral services to the senior community, as well as follow-up when appropriate. AgeWell services include special events, dances, activities, and day trips for Seniors. They cater to the recreational and social needs of seniors in the community. The Balboa Senior Lounge is available to relax, socialize and enjoy a cup of coffee in the comfortable Senior Lounge, located in the Casa Del Prado (Room 105). Other activities, programs and special events are also held at various sites within Balboa Park and at other parks and recreation centers throughout the city. In 2021, AgeWell Services relocated to Park de la Cruz Community Center 3901 Landis Street San Diego CA 92105

OASIS

5500 Grossmont Center Drive Suite 269, La Mesa, CA 91942
Phone: (619) 881-6262
https://san-diego.oasisnet.org/

Oasis is a unique educational program for adults 50+ who want to continue to learn and be productive throughout life. Membership is free and open to anyone 50 or older. The mission of San Diego Oasis is to ensure that adults age 50+ have opportunities to pursue vibrant, healthy, productive, and meaningful lives. Oasis seeks to positively impact lives through partnerships to share knowledge, offer evidence- and research-based programs, conduct evaluations and adapt to meet the needs of diverse audiences. The foundation of the approach includes the following key areas:

- Lifelong Learning
- Health and Wellness
- Community Involvement through intergenerational programs

Oasis specializes in classes in the arts, humanities, computers, science, fitness, and wellness and is always looking for dynamic lecturers with various professional backgrounds. Volunteer instructors are vital to the success of the education program for older adults and can be placed in schools to help children build confidence to attain academic success.

Each year Oasis places adults in local San Diego elementary schools, helping children grades K-4 enhance their reading and writing skills. Free training and materials are provided.

To learn more about OASIS programming and classes, here is a link to their Spring 2020 catalog

https://san-diego.oasisnet.org/catalog/

OSHER LIFELONG LEARNING INSTITUTES

The Osher Lifelong Learning Institutes are found on the campuses of 124 colleges and universities from Maine to Hawaii and Alaska. Each provides a distinctive array of non-credit courses and activities specifically developed for seasoned adults aged 50 or older who are interested in learning for the joy of learning. The Foundation also provides support to the National Resource Center for the Osher Lifelong Learning Institutes at Northwestern University.

There are three local universities that are part of the Osher national network

San Diego State University Osher Institute

https://ces.sdsu.edu/osher-lifelong-learning-institute-sdsu

University of California San Diego Osher Lifelong Learning Institute

https://extension.ucsd.edu/olli/membership/open-house

California State University San Marcos

https://www.csusm.edu/el/olli/index.html

UNIVERSITY OF SAN DIEGO - UNIVERSITY OF THE THIRD AGE

5998 Alcalá Park San Diego, CA 92110
Phone: (619) 260-4600
https://www.sandiego.edu/cas/humanities-center/u3a/program.php

USD's University of the Third Age program brings a holistic approach to learning as well as providing a great venue to meet new people and top experts from San Diego.

Each U3A session is a three-week unique university experience that exposes attendees to some of the most sought-after experts in areas including medicine, technology, health, religion, government, business, military, not-for-profits, humanities and the arts. Each presentation will be followed by a rich Q&A dialogue with the expert.

Students can also participate in an optional Technology Workshop where instruction is provided on how to operate smart devices, including phones, tablets and social media applications, and walking learners through settings and general digital setup.

ELDER LAW AND ADVOCACY

5151 Murphy Canyon Road Suite 110 San Diego, CA 92123
Phone: (858) 565-1392
http://seniorlaw-sd.org/

Elder Law & Advocacy is a group of experienced elder law staff and trained volunteers who serve over 8,000 seniors annually in both San Diego and Imperial Counties. Older adults are provided free and low-cost civil legal services, Medicare related counseling and advocacy, referrals to community senior service providers and community education. The majority of services are offered at no-cost to qualifying seniors.

> **The Vision –** *To enhance the quality of life for persons 60 years of age and older.*
>
> **The Mission –** *Seniors are a growing and vital segment of our community. Elder Law & Advocacy seeks to protect seniors by providing legal advice and advocacy. We serve seniors by helping them to defend their legal rights and preserve their respected place in the community.*

Elder Law & Advocacy is the only legal services and Medicare counseling agency in the Southern California region which devotes all of its resources to helping both rural and urban seniors through a unique community-based delivery system. Elder Law & Advocacy's attorneys, staff and volunteers travel all over the region to assist seniors, going to senior centers, nutrition sites, senior living complexes, mobile home parks, nursing homes, hospitals, and the residences of ill, homebound individuals. Most program services are provided at no charge to qualifying clients.

Elder Law & Advocacy is staffed by an Executive Director who, as a licensed attorney, also serves as supervising attorney. The organization employs 8 attorneys, and 19 additional employees who provide staff attorneys with clerical and administrative support. Each year, approximately 20-25 law students from local law schools serve as interns and provide invaluable assistance to the attorneys. Elder Law & Advocacy has several regular pro bono attorneys and law firms who assist with complex litigation and other matters. Elder Law & Advocacy's Medicare counseling program also utilizes 30-40 community volunteers, many of whom have been volunteers at Elder Law & Advocacy for several years

Senior Legal Services provides free legal services to residents of San Diego and Imperial Counties over the age of 60. The basic service provided to the senior population consists of a 30- minute counsel and advice session with an attorney licensed in the State of California.

Senior Legal Services employs 5 attorneys that cover, respectively, Metro, South Bay, East County, North County, and Imperial County Collectively the Legal Services attorneys see over 4000 new clients each year.

Attorneys of Senior Legal Services are able to advise about a wide range of legal issues, including financial elder abuse, landlord/tenant problems, contractual disputes, consumer issues, and benefits problems. They are also able to prepare some documents such as Advance Healthcare Directives and Powers of Attorney.

If an issue falls into a category that is not within the service menu, staff will strive to refer a client to an attorney that can assist. Elder Law generally only refers through the Lawyer Referral Service of the San Diego Bar Association.

Attorneys of Senior Legal Services generally see clients in Senior Centers located throughout the region. Older adults who call for an appointment will be directed to the most convenient location.

Elder Law & Advocacy has recently introduced the Elder Abuse Restraining Order Representation Project (EARORP) serving both San Diego and Imperial Counties. This program provides free legal advice and representation for victims of physical, emotional, or financial elder abuse. Representation includes assistance with court paperwork and representation in the civil restraining order hearing. This program seeks to increase the access to justice for seniors who would otherwise be unrepresented and encounter many barriers to successful completion, including facing their abuser in court alone and navigating the technicalities of the court process.

Caregiver Legal Services program is designed to help family caregivers of elderly frail persons who have Alzheimer's disease, have suffered a debilitating brain injury, who are economically and socially disadvantaged, or are isolated, homebound, or institutionalized.

Legal staff and volunteers provide:

- Legal counseling, advice, and advocacy
- Assistance with probate conservatorships
- Community education presentations designed to educate and warn seniors and their family caregivers of current scams and suspicious activities targeting the elderly and suggest strategies for protecting their loved ones and themselves

Family caregivers may meet with a staff attorney to discuss issues related to their loved one. For example, a family member may need to assume legal responsibility for someone who has been diagnosed with early stage Alzheimer's disease. The care receiver may still be legally competent to execute a springing power of attorney. This will assist the family caregiver in assuming financial duties when the care receiver is no longer able to take care of his or her own financial affairs. Our legal staff will assist qualifying clients at no charge.

Elder Law & Advocacy's Nursing Home Rights Enforcement Project advocates for patient residents in skilled nursing facilities in San Diego and Imperial Counties.

As the number of people requiring care in nursing home increases, abuse and neglect are becoming more prevalent.

The program provides:

- ***Early intervention*** to address serious health-related concerns about care
- ***Monitoring*** of resident health during intervention
- ***Ongoing contact*** with patient residents and their family caregivers to keep them informed and to encourage their participation
- ***Litigation services*** to address the physical, mental, psychological, and financial harm suffered as a result of serious nursing home neglect and abuse

The Nursing Home Rights Enforcement Project attorney and staff help the patient resident and their loved ones through a difficult process while protecting and maximizing everyone's legal interests.

HEALTH INSURANCE COUNSELING AND ADVOCACY PROGRAM (HICAP)

5151 Murphy Canyon Road Suite 110 San Diego, CA 92123
Phone: (858) 565-1392
http://seniorlaw-sd.org/

Elder Law & Advocacy's HICAP (Health Insurance Counseling and Advocacy Program) program is staffed by trained counselors who can give information needed to make an informed decision about healthcare choices. All HICAP counselors are registered with the California Department of Aging and provide unbiased, impartial information and counseling. **HICAP does not sell, endorse, promote, or recommend commercial products or services.**

HICAP staff attorney provides representation and counsel and advice, including appeals. In addition to Medicare, HICAP can also provide counseling on:

- Long Term Care Insurance Plans
- Programs to help to pay for premiums, drugs, and medical costs
- Choices for Medi-Cal and Medicare dual beneficiaries
- Medicare for those that work beyond age 65
- Retiree medical plan coordination with Medicare
- Appeals and Grievances
- Medicare Fraud Referrals

Counselors are available at many local community senior centers and other sites throughout San Diego County.

SHARP GROSSMONT HOSPITAL SENIOR RESOURCE CENTER

9000 Wakarusa Street La Mesa, CA 91942
Phone: (619) 740-4214

SHARP MEMORIAL HOSPITAL SENIOR RESOURCE CENTER

4320 Genesee Avenue San Diego, CA 92121

Phone: (858) 939-4790
https://www.sharp.com/services/seniors/resource-centers.cfm

Whether an older adult or caregiver, Sharp Senior Resource Centers offer a multitude of information and resources to assist with older adult's health needs. The centers provide free health education classes, health screenings, flu shots and referrals to other health services and specialties.

Sharp has built a community focused on health and wellness. And at the Senior Resource Centers, seniors have the opportunity to connect with other like-minded individuals and learn the positive aspects of aging. All activities are designed exclusively for older adults seeking to maintain good health.

Exercise and fitness

Maintaining an active lifestyle is important at any age. The resource centers have experienced exercise professionals that lead gentle exercise classes, yoga and more.

Health screenings

Sharp offers health screenings related to diabetes, cardiac risk, lung function, blood pressure, medication management, stroke, osteoporosis, and cancer.

Lectures

Health and wellness workshops and seminars cover a range of topics, including caregiving, fall prevention, brain health, arthritis, and memory skills.

Safety

At Sharp, health and safety are top priorities. Sharp participates in Project Care, a free service for seniors or disabled adults who live alone. Project CARE places daily check-in calls and provides a Vial of Life, a small container placed on the refrigerator door that holds important health information needed by professionals in case of an emergency.

SAN DIEGO PACE (SAN YSIDRO HEALTH SYSTEM)

Beyer Senior Health Services

3364 Beyer Boulevard San Ysidro, CA 92173
Phone: (619) 205-4585

Chula Vista Senior Health Services

880 3rd Avenue, Suite A Chula Vista, CA 91911
Phone: (619) 205-4585
http://www.syhc.org/sdpace/

San Diego PACE (Program of All-Inclusive Care for the Elderly), is a coordinated health and social services program for the frail and elderly allowing participants to live at home and be part of the community. Determined to meet nursing facility level of care by the California Department of Health Care Services; and have the ability to live safely in the community.

San Diego PACE is a special program that offers experienced, compassionate doctors and staff in a warm and welcoming setting. Services include*:

- Primary medical care including specialty care services
- Nursing care
- Behavioral health services including psychiatry
- Dental services
- Optometry services
- Podiatry
- Prescription medications
- Emergency services
- Social services
- Personal care
- Physical, occupational, and speech therapy
- Dialysis
- Nutritional meals and snacks
- Group and recreational activities
- Durable medical equipment
- Free transportation to and from all health care appointments

*Services covered are in accordance with the individualized care plan and must be approved by the San Diego PACE team.

San Diego PACE receives monthly payments from Medicare and Medi-Cal to cover services for participants. Most participants who have both Medicare and Medi-Cal pay nothing more for the program.

Participants must receive all needed services (excluding emergency services), from San Diego PACE providers. Participants are personally liable for unauthorized and out-of-network service costs.

ST. PAUL'S PACE

111 Elm Street San Diego, CA 92101 (619) 677-3800
630 L Street Chula Vista, CA 91911 (619) 271-7100
1306 Broadway El Cajon, CA 92021 (619) 551-7400
304 Seacrest Way Encinitas, CA 92024 (619) 677-3800
https://www.stpaulspace.org/

St. Paul's PACE provides senior care for adults in San Diego over 55 years of age who are living with chronic illness or disabilities and need coordinated medical care to continue living as independently as possible in their home and community.

St. Paul's PACE provides all the medical care and services covered by Medicare and Medi-Cal, as approved by the team of healthcare professionals, as well as medically necessary care and services not covered by Medicare and Medi-Cal.

All-inclusive care consists of:

- Primary care (including doctor visits & nursing services)
- Medical specialty services
- Prescription drugs
- Durable medical equipment (DME)
- Senior day care in our beautiful wellness centers
- Health education & nutritional counseling
- Rehabilitation therapy (physical /occupational / speech therapy)
- Social Services
- Mental & Behavioral Health Services
- Recreational Therapy
- Vision & dental services
- Podiatry
- Laboratory / X-ray services
- Home Care / Personal Care Assistance
- Meals
- Transportation
- Hospital care, as required
- Nursing home care, as required
- Emergency services (24 hours per day, 7 days a week)

The St. Paul's PACE care team members (also known as the Interdisciplinary Team or IDT) is composed of a primary care physician, center manager, registered nurses, physical, occupational and recreational therapists, social worker, dietitian, home care certified nursing assistant, St. Paul's PACE center aides, and transportation representatives.

As needed, the care team mobilizes other services including medical specialists, laboratory and other diagnostic tests, and hospital and nursing home care. Upon joining St. Paul's PACE, a client will receive an in-depth health assessment from the entire St. Paul's PACE care team. Additional assessments will happen every six months; when there is a change of condition or when a request for services is made.

In addition to the primary care physician, there are many specialists who provide expert medical attention in a variety of fields, including:

- Audiologist: Hearing specialist
- Dentist: Care for teeth
- Optometrist: Vision specialist
- Podiatrist: Care for feet
- Psychologist: Support for mental health

If a client needs to see a specialist, all appointments are handled through the PACE primary care physician and approved by the care team

Throughout San Diego County, St. Paul's PACE offers comprehensive physical rehabilitation programs with physical, speech and occupational therapy. St. Paul's PACE therapists will help clients by developing a specialized program to restore mobility, reduce pain, and increase fitness level. Physical therapists evaluate, diagnose, and treat disorders of the musculoskeletal system with the ultimate goal of restoring maximal functional independence. Occupational therapists help improve ability to perform daily living tasks. Speech therapists evaluate and treat speech, language, cognitive-communication, and swallowing disorders.

The social workers at St. Paul's PACE advocate for client needs and provide case management. They are part of the interdisciplinary team, or care team, that coordinates the plan of care, managing the ongoing relationship between the care team and client.

Unlike most medical programs, St. Paul's PACE will come to the home to provide a wide variety of services. As part of the initial assessment, the nursing staff will determine if in-home care would be helpful in supporting everyday activities such as:

- Bathing
- Meal preparation
- Laundry
- Light cleaning
- Medication management
- And more, depending on client needs

GARY AND MARY WEST PACE

1706 Descanso Avenue San Marcos, CA 92078
Phone: (760) 280-2230
https://westpace.org/

The mission of Gary and Mary West PACE is to enable seniors to live in their communities as independently as possible by providing compassionate, comprehensive health and supportive care.

Gary and Mary West PACE is part of a national network of programs called the Program of All-inclusive Care for the Elderly (PACE), offering seniors and their families the care, nutrition, rehabilitation, transportation and supportive services they need to remain healthy and living in their own home.

The Gary and Mary West PACE center provides a full range of compassionate care including medical services and personal support to help seniors live a healthy and independent life. Clients can find new friends and receive quality care of the dedicated PACE team who share the same goal—for individuals to live a life in their own homes and to maintain independence for as long as possible. All of this is available at little or no cost to eligible adults age 55 and over.

Because the program serves only a small number of participants, the interdisciplinary team can spend much more time thinking about what the client wants and how to keep them safe and independent at home for as long as possible. The interdisciplinary team takes responsibility for all the healthcare and social service needs. At Gary and Mary West PACE, clients have a passionate team of doctors, nurses, social workers, home/personal care workers, therapists and others who are focused on helping their clients with total wellness needs.

The team works with clients to develop a care plan, personalized to unique needs and preferences, based on what makes sense for the individual. As needs change, the plan will change accordingly. As an added benefit, all prescription medications are also included. Our all-inclusive services may consist of, but are not limited to the following:

- Doctor and nursing care
- Medical specialty services
- Prescription drugs
- Nursing home care
- Emergency services
- Home care
- Physical therapy
- Occupational therapy
- Adult daycare
- Recreational therapy
- Meals
- Dentistry
- Nutritional counseling
- Social services

- Laboratory / X-ray services
- Social work counseling
- Transportation

SAN DIEGO SENIOR GAMES

P.O. BOX 600007 San Diego, CA 92160
Phone: (858) 292-5812
https://www.sdseniorgames.org/

Incorporated in 1992 as a 501(c)3 non-profit agency, the San Diego Senior Games Association (SDSGA) is a community-based organization whose mission is to: "Encourage senior adults, aged 50 or older, to carry on vigorous lives by developing and maintaining high levels of physical activity and mental fitness through regular participation in sports, fitness, and health education activities."

The San Diego Senior Games is the only organization in San Diego that offers older adults the opportunity to compete in multiple Olympic-style sporting events. Athletes compete in age categories of five-year increments: 50-54, 55-59, 60-64, 65-69, 70-74, 75-79, 80-84, 85-89, 89-94, 94-99, etc.

The National Senior Games Association recognizes 19 Sports; however, each region can have additional exhibition sports to include more athletes. Winners of exhibition games receive a medal and a T-shirt but cannot advance to the state or national games. Athletes finishing first, second, or third in their age group, receive a gold, silver, or bronze medal, respectively.

The *San Diego Senior Games* would not exist without the generous efforts of amazing volunteers. Thanks to their compassion and devotion, the organization can provide a spectacular event for the 1,000's of athletes who participate each year. Paying it forward works. The volunteers not only help improve lives but also save lives by giving senior athletes the opportunity to compete, stay healthy and make friendships that last a lifetime.

There are two areas where volunteers are needed:

SPORTING EVENTS

The biggest event is the *San Diego Senior Games* held in September each year. There are over 30 sports competitions being held throughout San Diego.

The tasks vary from sport to sport, but most sports need volunteers for:

- Registration and Athlete Check-in
- Sport Related Duties (like scorekeeping, etc.)
- Food and Water Distribution
- Medal Ceremony
- Set-up and Take Down

OFFICE ASSISTANT

If a volunteer prefers to use managerial skills, then there are tasks available in that area as well.

Volunteers are needed who specialize in these tasks:

- Answering Phone Calls and Distributing Messages
- Database Entry into Excel
- Social Media Monitoring
- Assistant Event Planner
- Volunteer Coordinator
- Exhibition Leader

San Diego Agencies and Programs Supporting Older Adults as Part of a Larger Mission

CATHOLIC CHARITIES

3888 Paducah Drive, San Diego, CA 92117
Phone: (619) 323-2841
https://ccdsd.org/

Since the establishment of the Diocese of San Diego in 1936, the role of Catholic Charities has been to provide social welfare programs, witness to the scriptural values of mercy and justice, and advocate for the poor and vulnerable within the diocese. Catholic Charities, while evolving over the past 90 years, has remained faithful to its original mandate: assist the child, the family, the immigrant, and the marginalized. In this new millennium and beyond, the role as the caretakers of the Catholic Charities tradition and creators of new opportunities and service in the community will be judged not by the size of the budget, or the number of programs, but by fidelity to the mission.

Foster Grandparent Program:

The program strives to create an enriching environment for retired seniors to remain active while making an impact on the needs of their communities.

Services

- Senior Volunteers provide one-to-one assistance for children with special and exceptional needs:
- Tutoring
- Mentoring
- Skill Building
- Enhance Self-Reliance
- Benefits
- Stipend ($2.65 per hour)
- Transportation Reimbursement
- Paid Sick and Vacation Time
- Annual Recognition
- Opportunity to Make a Difference in the Life of a Child

JEWISH FAMILY SERVICES

8804 Balboa Avenue San Diego, CA 92123
Phone: 858-637-3210
https://www.jfssd.org/

Jewish Family Service is a client-centered, impact-driven organization working to build a stronger, healthier, more resilient San Diego. Founded in 1918, it is one of San Diego's most impactful non-profit human services agencies. Last year, JFS served more than 39,500 clients, including over 17,000 asylum seekers at the JFS Migrant Family Shelter.

Their broad network of staff, volunteers, supporters, and community partners are committed to the pursuit of one shared goal: helping individuals and families in San Diego *Move Forward*.

All JFS services—from food assistance and transportation, to counseling and career coaching—work together to equip individuals and families with the building blocks to thrive. JFS provides programs and services across the lifespan. Senior programming and services include:

Aging Life Care

JFS recognizes the complex and dynamic challenges that older adults face as they age. Aging Specialists act as advocates, consultants, and guides—offering wide-ranging expertise on issues related to aging. Staff undergo specialized training in dementia care and are adept at working with out-of-town families to coordinate long-distance care. The team work closely with older adults and their caregivers to assess individual needs, navigate a range of options, and put the right plan in place to enrich clients' lives. Through thoughtful conversation and observation, the staff create a custom care plan, looking at 13 areas of wellbeing.

- Safety
- Housing
- Nutrition
- Personal Self-Care
- Physical Health
- Mental Health
- Family Relationships
- Transportation
- Home Management
- Financial Security
- Loneliness and Social Isolation
- End of Life Issues
- Spirituality and Meaning

Alzheimer's Disease Initiative

Care Planning and Management

With specialized training in dementia care, JFS Care Managers offer straightforward information, a personalized connection to resources and support, and a clear line of communication between clients, family members, and health providers.

Balboa Avenue Older Adult Center

Older adults can come to the center for lunch and a full menu of activities designed especially for members of our community living with early-stage Alzheimer's and related dementias.

Monday, My Way

A specialized day program at the Balboa Avenue Center, free for people living alone with ADRD. Participants receive a "full service" check in with a JFS Care Manager, who can monitor for health and safety concerns and connect to additional services as needed.

Music & Memory

An in-home music therapy program designed to help manage behavioral symptoms and anxiety, while fostering a greater sense of connection and well-being.

Out & About

Clients are presented with Friday adventures to points of interest across San Diego. Every trip is led by JFS staff and includes lunch at a local restaurant or deli. Transportation is provided by On the Go, our award-winning transportation service for older adults.

Caregiver Support

The staff connect clients to a range of affordable options for respite, behavioral symptom management, and home-based support. JFS also offers bi-monthly support and discussion groups just for caregivers, facilitated in partnership with Alzheimer's San Diego.

Fix-It Services

If there is a concern about the home environment and/or potential for fall risk, JFS Fix-It Service provides a four-point safety check, along with minor safety repairs and modifications to improve your mobility and security at home. All services are completed **free-of-charge** by pre-screened team of volunteers.

- Minor plumbing and electrical work.
- Install/repair doorbells.
- Mount outdoor security lights.
- Provide slip-resistant bathmats.
- Door and window screen repairs.
- Check/replace door locks and deadbolts.
- Install smoke and carbon monoxide detectors.
- Install assistive devices such as grab bars, handrails, shower chairs, toilet seat risers and bedside commodes.

On The Go Senior Transportation

Rides & Smiles

Individualized transportation is provided to medical and personal appointments, social activities, errands, or wherever an older adult need to go. Rides & Smiles is the largest volunteer transportation service in San Diego, providing more than 2,300 rides a month. *Rides must be reserved at least one week in advance.*

Navigator

On-demand transportation anywhere in San Diego County using car-sharing services like Lyft. Staff monitor the ride in real-time, making sure everything goes smoothly from pickup to drop-off. Perfect option when a client needs a ride but cannot give the 7-day advance notice needed for Rides & Smiles. Staff can schedule a ride with as little as one-hour notice!

On the Go Silver

A premium service that offers door-to-door service for individual riders and can be customized for large groups. Special features include scheduling freedom, personalized experience and assistance, and accessibility including wheelchair transport.

Excursions

Group outings to exciting destinations such as the theater, museums, and scenic tours. Favorite trips include Balboa Park, winery tours, Jewish Film Festival & Book Fair, theaters, and concerts.

Shuttle Service & Group Shuttles

Shuttles to JFS's Social & Wellness Centers, as well as shopping, cultural events, and religious services including to areas synagogues during the High Holidays. Customized group transportation is available to organizations that serve older adults age 60+.

Friendly Visitor (Bikkur Holim)

Bikkur Holim (visiting the ill and isolated) matches older adults with caring volunteers who offer companionship and a steady connection to the community through weekly in-home visits. JFS strives to create a mutually enriching experience, believing that two people enjoying each other's company lifts the spirits of both.

Home Delivered Meals/Foodmobile

A member of Meals on Wheels America, Foodmobile delivers nutritious, home-style meals to adults ages 60 and older. This service is also available to younger adults. Meals are prepared daily in the onsite kosher Loonin Family Kitchen and delivered by a team of volunteers. The program offers low-sodium, gluten-free, and vegetarian options.

With every visit, volunteer drivers check in on the client's well-being and can connect them to other JFS services, including home-safety improvements, transportation, and care management.

SALVATION ARMY

6505 University Avenue San Diego, CA 92115
Phone: (800) 725-2769
https://sandiego.salvationarmy.org/

The Salvation Army operates 7 community corps centers in San Diego County and embrace the senior citizens of San Diego County. Every day, The Salvation Army serves seniors through a variety of programs.

Community
Every Salvation Army Corps Community Center reaches out to the senior citizens in their community differently to meet their specific needs. Through localized programs, older adults can gather together to share interests, develop new skills, and enjoy the company of their peers.

Activities
Engaging the minds and bodies of seniors helps keep them feeling young, active, and happy. At The Salvation Army, they can enjoy educational classes, kindle friendships over lunch, participate in special dance events, take pre-retirement seminars and countless other activities.

Residences
The Salvation Army San Diego operates several residential facilities for older low-income adults, providing not only living quarters, but also an atmosphere of love, acceptance, and encouragement.

Cool Zones
Salvation Army facilities are utilized as County of San Diego Cool Zones during the hot summer months.

Club 60 Senior Nutrition
Older adults are provided with a delicious and healthy meal with friends offered at Corps Centers throughout the County of San Diego.

NEIGHBORHOOD HOUSE ASSOCIATION

5560 Copley Drive San Diego, CA 92111
Phone: (858) 715-2642
http://www.neighborhoodhouse.org/#sthash.L8lsMh2Z.dpbs

NHA provides employment to over 800 team members and touches the lives of thousands of San Diego families a year through a network of 23 programs in 125 locations.

The NHA portfolio of programs is as wide and varied as the communities that are served. Current NHA programs range from early childhood development in Head Start to an innovative nutrition program, to health programs like HIV/AIDS case management, mental health services, Adult Day Health Care services, youth services and Senior Services. At NHA, staff provide more than just physical or emotional support – they instill a belief of a better tomorrow through empowerment, education, and wellness. With its long, rich history, its national and international recognition for its efforts, and the multifaceted programs offered, NHA has become a vital resource for the entire San Diego region.

Adult Day Health Center

Neighborhood House's ADHC Center, within a person-centered care environment, provides dual day treatment program options to adults 18 years of age and older, offering both Adult Day Health Care (ADHC) and Adult Day Program (ADP) services. ADHC is designed for adults with disabling physical, mental, cognitive and/or intellectual impairments providing participants with nursing, rehabilitative (OT, PT and ST) therapies and psycho-social services. ADP focuses on memory care and personal care assistance, while providing a variety of cognitively stimulating activities in a "home away from home" environment. Transportation services, snacks, and a meal at lunch as well as various fun recreation activities are available to all participants at the Center, regardless of program.

Geriatric Specialty Program

NHA's Geriatric Specialty Program is a field-based program providing mental health services to seniors who reside in the Central San Diego area and neighboring communities. The focus of the program is to reach out and provide support to those who are not able to seek assistance from other mental health settings. The program aims to help seniors be safe, continue to stay in their own homes and have a good quality of life.

The Geriatric Specialty Program is a component of the Neighborhood House Association's Project Enable program, a wellness and recovery center. Services are provided at no cost to the client.

Senior Service Center

The mission of the Senior Service Center is to provide two thirds of Senior daily nutritional needs, improve their quality of life, and help preserve independent living for as long as possible. With a team of dedicated staff and volunteers, the program provides nutrition-centered services that link seniors to healthy meals, exercise, transportation, social activities, emotional support, and other services that meet each senior's individual level of need.

The Senior Service Center also helps seniors stay active. Whether it is physical exercise, arts and crafts, or socialization, Senior Service Center staff work to ensure optimal outcomes are achieved mentally and physically.

Nutrition Services

Senior Center participants are served breakfast and lunch each day. Meals are prepared by NHA's Nutrition Services program, and the menu is designed to provide seniors with healthy, nutritious meal options.

The suggested donation for meals at the Senior Service Center is $2.00 for breakfast and $3.00 for lunch. No senior will be denied meals because of inability to pay. Non-seniors who are visiting the center will be charged $5.00 per meal.

INTERFAITH COMMUNITY SERVICES

550 W. Washington Escondido, CA 92025
Phone: (760) 489-6380
https://www.interfaithservices.org/

Interfaith Community Services empowers people in need to stabilize and improve their lives through comprehensive programs, in partnership with diverse faith communities and people of compassion.

Interfaith was founded in 1979 by a handful of diverse faith communities who mobilized to meet the increasing need for assistance in our community. Today, hundreds of congregations have joined their ranks to make up the Interfaith membership network. Through this membership, Interfaith is built on an incredible grassroots network of support in every corner of the North San Diego County Community.

Programming for older adults is part of the Interfaith portfolio that provides services in housing, employment, self-sufficiency and support, clinical and behavioral health and recovery and wellness.

CASA FAMILIAR

119 W. Hall Avenue San Ysidro, CA 92173
Phone: (619) 428-1115
https://www.casafamiliar.org/

The mission of Casa Familiar allows the dignity, power and worth within individuals and families to flourish by enhancing the quality of life through education, advocacy, service programming, art and culture, housing, and community/economic development.

Casa Familiar was founded in 1973 and is a 501(c)(3), community-based organization dedicated to serving residents in South San Diego County. Originally established in 1968 under the name *Trabajadores de la Raza*, Casa Familiar has grown and expanded its efforts from solely serving Spanish-speaking clients in San Ysidro to providing services and programs to all South San Diego County residents. Early on, the team recognized that its predominantly low-income clients had dynamic and varied needs. The designed approach allows the agency to adapt to community needs through a multi-faceted program and funding strategy. This permits the sustaining of advocacy and community development at its core, while simultaneously examining and addressing community needs. Casa Familiar has been serving people in South San Diego for 48 years.

Casa Familiar is the leading service and community development organization in the community of San Ysidro, providing over 40 bilingual programs and services at six different sites in the community. Programs range from Civic Engagement to Health & Social Services, Arts & Culture to Education.

Health services, income tax assistance, translations/interpretations, immigration/naturalization forms assistance, supportive counseling, referral services, medical, social security & SSI forms assistance, advocacy, housing referrals & services, consumer education, financial assistance, employment services, and emergency services.

Casa Familiar is dedicated to serving older adult residents in San Ysidro with a variety of classes, tailored specifically to meet the needs of this group of community members and for support for a variety of entitlements and benefits including Medi-Cal, Social Security & SSI forms assistance,

Alzheimer's Support Group, Medicare Counseling (HICAP), Senior Social Club, Senior SEPIA Photography Class: (given in collaboration with the San Diego MOPA) and Senior Computer Classes**.**

UNION OF PAN ASIAN COMMUNITIES

1031 25th Street San Diego, CA 92102
Phone: (619) 446-0804
http://www.upacsd.com/

UPAC's major areas of focus include: Mental Health, Addiction, Treatment & Recovery, Community Engagement & Business Development, Housing Counseling, Health Promotion and Education, and Cultural Competency Training & Education.

UPAC programs focus on assisting clients in meeting a wide range of needs through a personalized approach which recognizes the diverse ethnic and cultural identity of children, youth, adults, older adults, and families. UPAC's culturally competent staff members speak over 30 different languages and dialects. Guiding clients every step of the way as they confront life's challenges, UPAC is dedicated to improving their quality of life by building trust and achieving sustainable results.

The mission of the Union of Pan Asian Communities is to improve the general well-being and education of the Asian, Pacific Islander and other ethnic communities of San Diego County. UPAC recognizes the diverse ethnic and cultural identities and strengths of these communities and their need for self-sufficiency.

The staff provide innovative approaches to prevention, early intervention, treatment, and recovery for those who are dealing with mental health disorders to help build healthier individuals, stronger families, and safer communities. Counseling and Psychiatric services, primarily for Asian, Native Hawaiian, and Pacific Islander adults who are 18 years of age and older are available for individuals who struggle with mental health challenges.

The UPAC East Wind Clubhouse provides rehabilitative services to help individuals recovering from mental illness build life skills through social, educational, vocational, and community integration activities.

Services are designed to address mental health issues, provide prevention activities, and increase access to mental health care. UPAC EMASS Community Centers are located in Escondido and El Cajon. The goal is to strengthen seniors' capacity to remain independent and improve the quality of their lives.

The UPAC EMASS program uses community health workers known as "promotores" to provide culturally competent mental health education and services to elderly racial and ethnic minorities in San Diego County. Working with clients of similar racial and ethnic backgrounds and often of a similar age, promotores offer:

- Group Classes covering Recreation and Exercise
- Healthy Aging and Mental Health Education
- One-on-One Counseling and Support
- Referral to Language-Concordant Mental Health Providers

- Transportation to, and Translation Services at appointments with Medical and Mental Health Providers

For example, the Latino promotores often go to apartment complexes, swap meets, and churches frequented by their peers. The Filipino promotores attend functions for seniors held by a local Filipino American cultural group and regularly visits Filipino restaurants, shops, and apartment complexes. The African American promotores recruits clients primarily from functions held by churches in the African American community (e.g., women's group meetings), and the Somali promotores visits apartment complexes and mosques frequented by elderly Somalis.

Promotores develop a rapport with older adults they meet through various outreach activities. To build trusting relationships, promotores help clients with pressing issues or concerns they may have (such as the lack of health insurance or safe housing or a path to citizenship) before introducing mental health awareness and education services. Promotores also encourage clients to attend EMASS activities or allow home visits.

Positive Solutions Outpatient Program

Provides outreach, mental health prevention and early intervention to home-bound seniors (60+) who are at risk of becoming depressed or have minor depression. The program uses evidence-based PEARLS (Program to Encourage Active and Rewarding Lives).

- Reduce feelings of isolation
- Increase social support and physical activities
- Reduce and/or resolve depressive symptoms
- Reduce substance abuse
- Reduce medication abuse
- Increase and maintain individual self-sufficiency
- Increase the skills to cope with life challenges
- Reduce suicide attempts
- Reduce or eliminate stigma of mental health issues and utilization of services
- Short-term care management
- Crisis Interventions

UPAC Community Wellness Clinic

UPAC Community Wellness Clinic provides culturally sensitive mental health and recovery services for adults living with mental health challenges. The program serves adults, ages 18 and older, who are living in one of the following zip codes: 92103, 92105, and 92115. The program includes enhanced and specialized services for Transitional Age Youth (TAY) aged 18-25, and Older Adults aged 60+.

LUTHERAN SOCIAL SERVICES OF SOUTHERN CALIFORNIA (SAN DIEGO CHAPTER)

4425 Bannock Avenue San Diego, CA 92117
Phone: (858) 483-4007
https://www.lsssc.org/location/san-diego-county/

Lutheran Social Services of Southern California began in December 1944 when a group of Lutheran congregations in San Diego came together to discuss how to better assist families in need. They began discussing how to form a Welfare Commission. Their vision expanded when they came together with another group of Lutheran congregations in Los Angeles having the very same conversation. Lutheran Social Services of Southern California was officially incorporated in 1946 as a 501(c)(3) non-profit social service agency. The mission has stayed true to its earliest beginnings, to be a servant to those in need.

Today LSS-SC annually serves thousands of individuals and families throughout Southern California with over 50 different programs/services at over 20 different locations. The organization is part of the Lutheran Services in America (LSA) network and strives to serve those in need with dignity and respect.

The community care center in San Diego County currently offers a range of programs for seniors, youth, and those in need of emergency services. LSS-SC strategically partners with schools, churches, and other community locations to bring services where they are needed most. LSS-SC operates Senior Companion Program, two TRiO student education programs; an emergency food pantry; and Caring Neighbors. This method of partnering allows us to provide service opportunities that are valuable for our clients and volunteers.

Within the context of more intentional case management, LSS-SC operates over 50 specialized programs, offering resources to people in need. These programs range from aging and disabled supportive services, resources for veterans, transitional and permanent affordable housing, job training and financial literacy, behavioral health services, youth mentoring and academic success, refugee and immigrant services, family services of all types, disaster preparedness and response, and many others.

Each individual experiences their own unique combination of challenges. LSS-SC equips them with tools and access to networks of resources to provide help for their family at different points along the continuum of care, enabling them to move toward independence and find encouragement.

Aging & Senior Programs:

- ***Senior Companions*** – Serves seniors with complex medical conditions by pairing them with volunteer companions who can assist with errands and other household tasks, or simply provide conversation and friendship.
- ***Caring Neighbors*** – Provides minor home care and repair for low income seniors or persons with disabilities.
- ***Referral Services*** – helps clients gain access to healthcare, food, shelter, childcare and education resources available in their communities. This includes assistance with MediCal insurance applications and CalFresh applications.

- ***Case Management*** – Collaborative process of assessment, planning, facilitation, care coordination, evaluation, and advocacy for options and services to meet an individual's and/or family's comprehensive mental and/or physical health needs.

THE SAN DIEGO LGBT COMMUNITY CENTER

3909 Centre Street San Diego, CA 92103
Phone: (619) 692-2077
https://thecentersd.org/

The San Diego LGBT Community Center enhances and sustains the health & well-being of the lesbian, gay, bisexual, queer, transgender, nonbinary, immigrant, and HIV communities to the betterment of our entire San Diego region. At The San Diego LGBT Community Center, every person feels and knows that they are welcomed, valued, and supported. As the beacon for the regional LGBTQ community, the staff actively recommits to deliver a more vibrant, bold, innovative, safe, and modern Center than the day before.

Isolation can be a relentless enemy to LGBT seniors, but those who find their way to The Center find some powerful allies. In a society that often places emphasis on youth, The Center provides a community of new friends for seniors. The peer group currently ranges from 50 to 90, many of them looking for something new and challenging.

Whether it is card parties, game days, workshops, Lunch and Learn (with speakers on a wide variety of topics), or the monthly community meals at neighborhood restaurants, there is always something happening in this popular program. Senior Services – 50 and Better Together – strives to create a safe space where those 50 years and "better" will have access to important resources and referrals regarding health care, social services, and community activities.

SAN DIEGO FOOD BANK

9850 Distribution Avenue San Diego, CA 92117
Phone: (858) 527- 1419
https://sandiegofoodbank.org/

The Jacobs & Cushman San Diego Food Bank and the North County Food Bank chapter comprise the largest hunger-relief organization in San Diego County. Last year, the Food Bank distributed 28 million pounds of food, and the Food Bank serves, on average, **350,000 people** per month in San Diego County.

Through the North County Food Bank chapter and by partnering with nearly **500 nonprofit partners** with feeding programs, the Food Bank provides nutritious food to individuals and families in need in communities throughout San Diego County.

Emergency Food Assistance Program

The San Diego Food Bank's *Emergency Food Assistance Program* distributes emergency food packages at 90 different locations across San Diego County every month. The majority of the food distributed at

these sites includes nonperishable and shelf-stable food items. To qualify for this program, the household must meet federal income guidelines.

Neighborhood Food Distribution Program

The *Neighborhood Food Distribution Program* distributes fresh produce and nonperishable food items at 19 distribution sites every month throughout San Diego County. The majority of the food distributed at these sites is fresh produce – fresh fruits and vegetables. ANYONE can receive food at a *Neighborhood Distribution Program* site. Identification cards ARE NOT required. There are NO INCOME restrictions for this program.

Senior Food Program

The *Senior Food Program* provides a monthly 35-pound box of food and a 2-pound block of cheese to senior citizens aged 60 and over who meet income guidelines. The Food Bank distributes food to 13,000 low-income senior citizens at 65 sites throughout San Diego County every month. To qualify, seniors must meet income guidelines.

FEEDING SAN DIEGO

9455 Waples Street #135 San Diego, CA 92121
Phone: (858) 452-3663
https://feedingsandiego.org/

Feeding San Diego is on a mission to connect every person facing hunger with nutritious meals by maximizing food rescue. Through a decentralized food recovery and distribution model, every dollar donated helps provide four meals to people in need. Established in 2007, Feeding San Diego is the leading hunger-relief and food rescue organization in San Diego County and the only Feeding America member in the region.

Feeding San Diego provides more than 26 million meals every year to children, families, seniors, college students, military families, veterans, people facing homelessness, and other underserved populations. Meals are distributed in partnership with 300 local charities, schools, faith communities, meal sites, and food pantries throughout the region.

Feeding San Diego rescues high-quality food before it goes to waste from over 530 locations in San Diego County and over 225 farms and packing sheds throughout California. More than 97 percent of the food provided to the community is rescued. By diverting this food from the landfill, Feeding San Diego significantly reduces greenhouse gas emissions leading to climate change, which is comparable to taking 5,000 cars off the road for one year.

In addition to rescuing and distributing high-quality food, Feeding San Diego ensures people can access additional food assistance by providing support to individuals enrolling in CalFresh (food stamps).

According to recent research conducted by Feeding America and the National Foundation to End Senior Hunger, *The State of Senior Hunger Annual Report*, 5.4 million seniors or 1 in 12 seniors, in America were food-insecure in 2015, including 8.4 percent of seniors living in California.

Feeding San Diego addresses this growing need by providing healthy meals to food-insecure seniors in San Diego County through strategic partnerships. In San Diego, 10 percent of those served by Feeding San Diego partner agencies, or approximately 5,000 individuals each week, are over the age of 60.

Of those served by FSD partner agencies, 10 percent, or approximately 5,000 individuals each week, are over the age of 60.

To best serve seniors in San Diego, FSD has developed strategic partnerships with senior housing facilities, Meals on Wheels, and community centers. Feeding San Diego currently has over 150 distribution sites in service.

SAN DIEGO HUNGER COALITION

4305 University Avenue #545 San Diego, Ca 92115
Phone: (619) 501-7917
https://www.sandiegohungercoalition.org/

San Diego Hunger Coalition leads coordinated action to end hunger in San Diego County supported by research, education, and advocacy.

The agency vision is that everyone in San Diego County has enough food for an active, healthy life.

The San Diego Hunger Coalition leads coordinated action to:

- Build a more effective and interconnected system of food assistance resources.
- Enable low-income individuals and families to purchase more healthy food by increasing participation in CalFresh, a monthly supplement to a household's food budget.
- Ensure all children have year-round access to healthy food by expanding school meals and other federal child nutrition programs.
- Advocate for legislative and administrative policies that reduce hunger and increase access to healthy food.

Senior hunger is a very real challenge in San Diego County where 1 in 10 older adults experience food insecurity. Food insecurity means that a person does not always have enough to eat to lead an active and healthy life. But what does that mean for older adults who have additional challenges to face? Senior citizens who are food insecure:

- Represent 50% of older adults who are hospitalized
- Are 40% more likely to have congestive heart failure
- Have twice the risk of suffering depression

The reasons for this are varied and include the necessity of making difficult financial choices such as choosing between food and medicine or housing.

SDHC recognize the need for an intervention to support our older residents and have partnered with AARP Foundation, Kaiser Permanente Southern California, and the County of San Diego Health and Human Services Agency to provide CalFresh-in-a-Day workshops to senior citizens.

These workshops are a San Diego Hunger Coalition innovation that has proven results and phenomenally high levels of success. People who attend these workshops can apply for CalFresh, submit documents, interview, and find out whether they are eligible all in less than one hour. This is a

process that can take weeks or, sometimes, months. Additionally, workshop applicants see a higher rate of CalFresh approval than those who apply through more traditional methods.

AARP Foundation shares the Hunger Coalition's belief in CalFresh/SNAP as our best and most successful hunger relief program. They provided SDHC with a $60,000 grant and the might of the AARP Foundation brand to reach as many senior citizens as possible. Through this partnership, and with the aid of the County of San Diego Health and Human Services Agency, in two years the agency will reach an additional 700 seniors, providing them with up to an additional 760,000 meals every year through CalFresh.

SAN DIEGO FUTURES FOUNDATION (SDFF)

4283 El Cajon Blvd. #220 San Diego, CA 92105
Phone: (619) 269-1684
https://sdfutures.org/

With a commitment to environmental sustainability and community welfare, the San Diego Futures Foundation is in the business of improving lives through technology.

SDFF can fuel San Diego's workforce and economic development by providing resources that assist individuals and communities navigate our digital world with repurposed computers and educational programs that promote digital literacy.

Over the years, countless customers have been transformed by SDFF's programs and services.

Internship training, adaptive technology courses, and coding boot camps, to name a few, have all given students the means necessary to seek and secure gainful employment, enabling each to become contributing members of society.

San Diego Futures Foundation offers affordable refurbished computers starting at just $80.

Computers come pre-installed with Windows 10 operating systems and Microsoft Office Home & Business 2010.

To qualify for the low-cost computer program, an applicant needs to be a San Diego County resident and meet at least one of the following requirements:

- Income Qualifications
- Have a documented disability
- Senior (62+)
- Veteran
- Foster Family
- Nonprofit Employee

SAN DIEGO CONTINUING EDUCATION EMERITUS PROGRAM

4343 Oceanview Blvd. San Diego, CA 92113
Phone: (619) 388-4956
http://www.sdce.edu/emeritus

San Diego Continuing Education commits to student success and community enrichment by providing accessible, equitable, and innovative quality education and support services to diverse adult learners in pursuit of lifelong learning, training, career advancement, and pathways to college.

The Emeritus Program challenges adults to stay intellectually stimulated, socially engaged, and physically fit. A variety of courses meet the diverse needs of an aging population. Classes such as Brain Fitness, Job Search Skills, Music Appreciation, and the Writer's Workshop are designed to benefit the mind, while others such as Health and Wellness, Nutrition, and Tai Chi benefit the body. Instruction is specifically designed for adults 55+ years and helps students maintain independence, rejoin the workforce and/or be actively engaged in the community.

San Diego Continuing Education (SDCE) is the adult education division of the San Diego Community College District (SDCCD). As the largest provider of noncredit education in California, SDCE's mission is to provide accessible, equitable, and innovative quality education and career training to adult students. SDCE has offered free career training and classes continuously for more than 100 years.

Programs are available at seven campuses in San Diego from the Barrio Logan community in the south, to Miramar in the north. Students also attend classes at over 200 community locations.

SAN DIEGO WORKFORCE PARTNERSHIP (SDWP)

9246 Lightwave Avenue #210 San Diego, CA 92123
Phone: (619) 228-2900
https://workforce.org/

The San Diego Workforce Partnership is redefining workforce development. SDWP believes in the power and dignity of work and understands that an integrated approach is the key to empowering individuals to attain durable self-sufficiency and businesses to create a stable workforce.

SDWP is reimagining workforce development to keep pace with a rapidly changing, skills-based economy in order to achieve the highest levels of personal and economic impact for the community.

Career centers offer job search and career development resources to all San Diego County job seekers, regardless of income or background—at no cost. Primary services include:

- Low- and no-cost training and education programs for eligible job seekers
- Employment opportunities
- Computers, internet, phones, printers, and other technology to use for job searches
- Labor market information—learn what industries are hiring for what skills

There are 17 career centers throughout San Diego. One of these centers, the North County Coastal Career Center, 1949 Avenida Del Oro Suite 106, Carlsbad, CA 92056, is the home to the Senior Community Service Employment Program (SCSEP).

The Older Americans Act (OAA) seeks to enable older individuals to maintain their well-being through locally developed, community-based systems of services. The OAA Title V SCSEP provides part-time, work-based training opportunities for older workers in local community service agencies and assists program participants in obtaining unsubsidized employment. While training in community service

positions, participants provide non-profit or government "host agencies" with support to provide community services.

SCSEP provides participants with a variety of supportive services, such as personal and job-related counseling and job-related training as preparation for community service assignments, job search assistance, and job referrals. The California Department of Aging contracts with local providers who provide Program services and collaborate with six national SCSEP grantees who provide Program services for the remaining participant slots throughout California. Each participant training slot may serve more than one participant over the course of the year.

Title V SCSEP fosters individual economic self-sufficiency and increases the number of persons who may benefit from unsubsidized employment in both the public and private sectors. Placing older individuals in community service employment training positions strengthens their ability to become self-sufficient, provides support to organizations that benefit from increased civic engagement, and strengthens the communities served by such organizations.

CONSUMER CENTER FOR HEALTH, EDUCATION AND ADVOCACY (CCHEA)

110 S. Euclid Avenue San Diego, CA 92114
Phone: (877) 734-3258
https://www.lassd.org/about/what-cchea

In 1998-99, the County of San Diego decided to establish a health consumer center. The County chose the Legal Aid Society to be the site for this new Center. With this funding and matching funds from The California Endowment (TCE), the Consumer Center for Health Education & Advocacy (CCHEA), a program of the Legal Aid Society of San Diego, was born. The Center continues to be supported by the County and TCE and also has funding partnerships with California Department of Managed Care (DMHC), California Department of Healthcare Services (DHCS) and California's new Health Benefit Exchange (Covered California). CCHEA is a partner of the HealthCare Alliance (HCA), a coalition of eleven California legal aid programs providing healthcare access services to California consumers. CCHEA is the statewide coordinator for all of these consumer services.

CCHEA is a department within the Legal Aid Society of San Diego and staff work on specialized teams in the substantive priority areas of housing and community development, health, welfare, immigration law, consumer protection law, family law, and SSI advocacy. In addition, the pro bono team provides volunteer opportunities in all of these substantive areas, as well as tax, conservatorships, and domestic violence. Other volunteer opportunities are available through various court centered partnership clinics. The mission of the Legal Aid Society of San Diego Inc. is to improve lives by advancing justice through effective, efficient, and vigorous legal advocacy, outreach, and education.

Helping people learn more about the Affordable Care Act and the new Covered California Health Exchange:

CCHEA staff support clients to understand about their potential eligibility for Medi-Cal, including the new expanded Medi-Cal, or their eligibility for help paying for health care coverage through tax credits or subsidies that will lower the cost of coverage purchased from Covered California. Staff review

determinations made by the County of San Diego or Covered California regarding eligibility for the tax credits or subsidy and help clients understand their rights and ability to appeal unfavorable determinations by the County of San Diego or Covered California.

Helping educate, inform and empower
CCHEA advocates and attorneys regularly participate in health fairs throughout the County and provide trainings to community-based organizations and providers, client groups, and family support groups interested in learning about our services or specific areas of interest related to health care access and coverage.

Helping to improve the health care systems
As much as the CCHEA educates its clients, it also learns from its clients' experiences to improve the health care system as a whole. The staff gains insight from our clients' experiences and meet regularly with the County and State agencies, community-based organizations, and client groups to suggest improvements to the systems of care. CCHEA also coordinates with other advocates from around the state to identify common problems locally and throughout the state.

ACCESS TO INDEPENDENCE

8885 Rio San Diego Drive San Diego, CA 92108
Phone: (619) 293-3500
http://accesstoindependence.org/

Access to Independence of San Diego, Inc. is a center for independent living, serving the county of San Diego. Core services include transition, diversion, peer support, personal assistance, advocacy, and information and referral. All of the services are free of charge to all people with a disability regardless of type of disability or age. Access to independence is committed to community integration and advocates on systemic issues in order to create barrier-free communities.

ATech Solutions is making Assistive Technology accessible to individuals with disabilities. Services provided are intake/Technology Assessment, AT Trainings, AT Support (workshops), and home modifications. Enhanced Vision is empowering low vision impaired individuals to maximize their independence. Services provided are intake/assessment, curriculum-based workshops, assistive technology training, ensure success (bi-weekly), and post survey. Health & Wellness Program is empowering people with disabilities with the tools and resources to live independently in the community through a life management and wellness program that embraces healthier habits to enhance independence. Services provided are intake/Healthy Living Assessment, pre-survey, curriculum based empowering workshops, Independent Living workshops, recreational activities, ensure success (bi-weekly), and post survey. The Community Re-Integration Program empowers people with disabilities to fully integrate into the community. Services provided are intake/community living assessment, community living plan, move-in, ensure success, intervention, and post survey.

THE CHALLENGE CENTER

5540 Lake Park Way La Mesa, CA 91942
Phone: (619) 667- 8644
http://www.challengecenter.org/

Challenge Center is a not-for-profit 501(c)(3) restoring health, hope, and lives. The Center provides skilled physical therapy, specialized fitness, and wellness programs to rehabilitate, increase independence, and improve the quality of life for seniors, individuals with severe physical disabilities, their families, and caregivers. With its licensed staff, physical therapy and assisted fitness programs, and state-of-the-art equipment; Challenge Center surpasses every goal by providing the continuum of care often missed by other limited resources. The focus is to transform the quality of life and increase the independence of seniors, people of all ages with disabilities and their families, through extended Physical Therapy, and specialized Health and Wellness programs, while providing financial assistance to individuals with low income.

Challenge Center Services

Challenge Center provides high quality care to maximize potential and opportunities for clients to regain independence and maintain their health. The services are for all neurologically impaired and severely disabled individuals, as well as seniors. Some common conditions that are treated include:

- Spinal Cord Injury
- Brain Injury
- Stroke
- Cerebral Palsy
- Multiple Sclerosis
- Parkinson's Disease
- Muscular Dystrophies
- Down Syndrome
- Arthritis
- Amputation
- Paralysis
- Age-related changes
- and more

Understanding that each client lives with rehabilitation and fitness needs unique to their life, universal design was Challenge Center's first step. Through client-friendly design and state-of-the-art equipment, each client can move comfortably, including movement with bariatric equipment, through physical therapy or fitness to achieve their own personal goals. With the increased sense of independence and comfort, Challenge Center allows clients to start at a Physical Therapist guided phase - Physical Therapy, Assisted Fitness, Independent Fitness, Personal Training, Aquatics - and graduate to new goals with success.

SAN DIEGO CENTER FOR THE BLIND

5922 El Cajon Blvd. San Diego, CA 92115
Phone: (619) 583-1542
1385 Bonair Road Vista, CA 92084 (760) 758-5956

https://www.sdcb.org/

The mission of the San Diego Center for the Blind (SDCB) is to help any adult with blindness or vision impairment to reach their highest level of independence. SDCB assists individuals with vision loss to overcome challenges by focusing on capabilities, emphasizing personal strengths, encouraging participation in family life and community activities, and by providing quality comprehensive vision rehabilitation services, which includes:

- Adjustment to vison loss counseling
- Training and skill development
- Community Education
- Outreach Programs

Services are provided to:

- Legally blind adults ages 18 and older
- Adults with no vision to those with changing vision
- All qualified clients regardless of their disability, race, ethnicity, religious beliefs, gender and/or socioeconomic status

The program is designed to assist the adults that:

- Face challenges in everyday tasks, such as preparing meals, paying bills, shopping, studying, or working
- Strive to be confident
- Seek to live independently
- Desire to lead life on their own terms

Vision Rehabilitation Service: A nationwide model for service delivery and a recognized model of an accessible facility

Not only is SDCB known as a nationwide model for service delivery, but they are also an international model of an accessible facility with frequent visitors from other agencies including from as far reaching as Israel and China. The award-winning facility was specifically designed to be "vision-impaired friendly". Some of the features of our facility include:

- Clean, easy to navigate hallways.
- Bright colors that help with area identification.
- Easy to read signs with large fonts and good color contrast.
- Contrasted edges on floors.

Assistive Technology refers to equipment that allows people with disabilities to increase or maintain their functional capabilities. Specific products and devices enable people to perform functional tasks and activities of daily living.

- Magnification Devices

Optical handheld magnifiers, portable electronic magnifiers, desktop magnifiers

- Blindness Products

Optical Character Recognition (OCR): scanners, portable and stationary reading devices with speed output, with and without video magnifications, refreshable braille displays

- Computers

Accessible software and large print keyboards with enhanced contrast

- Navigation Devices

Mobility canes and talking GPS products

- Smart Phones & Tablets

Accessibility for those with vision loss

- Wearables

Goggles worn to digitally enhance usable vision or glasses with a camera connected to an agent that is able to provide guidance, read text and more

- Independent Living Aids

Products for managing activities of daily living such as talking watches, large print calendars, kitchen aids, talking scales, talking thermometers, talking calculators, bold-lined paper, voice recorders, fit-over sunglasses, gooseneck lamps and daylight bulbs.

It is important to remember that counseling is important not only for the individual with the vision impairment, but for the family. Together, families need to adjust and be optimistic about the future. That is why the Center provides individual, group, and family counseling.

The staff includes Clinical Psychologists, Marriage and Family Therapists, and Rehabilitation Counselors. Not only are they qualified, but because over half of our professional staff is blind or vision impaired, the staff understand the challenges faced.

Individual Counseling

Individual counseling is available for those experiencing major adjustment challenges to vision loss or for those not yet comfortable in a group setting. In short, this counseling is available if someone needs more concentrated time with therapists or is more individualized in their needs.

Group Counseling

A very important component of the rehab program is group counseling. Students are able to share

experiences and compare problem solving skills and solutions to daily obstacles. Through shared experiences and open discussion, students help each other through the tough times and, along the way, make lifelong friendships.

These small group sessions cover a wide range of topics including dealing with anger and frustration, how to communicate with others, how to maintain a positive outlook towards life, and more. Group counseling also provides transition support, which is designed to help individuals utilize newly learned skills and techniques in a real life setting while making a personal transition back into their communities.

Self-Advocacy

An important part of all the training classes is self-advocacy. While the staff are active in working in the community to advocate on the behalf of the vision impaired population, it is important that all vision impaired individuals learn to advocate on their own behalf. Thus, this philosophy is an integral part of all training.

Outreach for homebound individuals

If for health care reasons an individual is not able to leave home or they are the primary caregiver for others, outreach counselors are able to help them become more independent and provide valuable resources for them to continue living an independent lifestyle. Specifically, counselors will conduct at-home assessments, provide recommendations on how to improve the home environment, connect them to other community and social services, and provide general support, such as marking ovens, etc.

Outreach counselors are also available to assist individuals in developing accessibility at work and at school.

The Center is also committed to serving and educating San Diego and the surrounding communities with various outreach services. These services are designed to teach, train, consult and/or facilitate interaction between BVI individuals and the community.

Here are just a few examples of the work undertaken:

- ***Lectures***: Information and educational lectures for schools and community organizations
- ***Assessments***: Free Assistive Technology Assessments for BVI Individuals and/or their families
- ***Facility assessments***: Assessments can be arranged for businesses and other organizations interested in becoming more accessible to the vision impaired community by helping to make their facility more “vision-impaired friendly”. Types of facilities that we might assess include educational, assisted living facilities, office, social and/or recreation facilities, and others that are seeking to accommodate BVI Individuals.
- ***Outreach***: Participation in health fairs, community events, assisted living programs and other events publicizing our work to social workers, health care workers and vision related medical professionals

- ***Connections***: Connecting BVI Individuals with other resources and services in the community
- ***Business connections***: Outreach to local employers and employment services to encourage employing BVI Individuals.

LIONS OPTOMETRIC VISION CLINIC

1805 Upas Street San Diego, CA 92103
Phone: (619) 298-5273
https://lionsvisionclinic.org/

The Lions Optometric Vision Clinic (LOVC) was created in 1963 as a service project, with the support of the local San Diego County Lions Clubs in California. The first clinic was located in the Blind Recreation Center and later moved to its own clinic below the center. The LOVC was established to provide vision care to individuals in our community that could not otherwise afford adequate care. This service has provided eyeglasses to over 10,000 individuals. More than 200 San Diego agencies currently refer patients to the clinic. Each patient must meet certain criteria in order to receive benefits from the clinic.

In August 2000, the clinic moved to its present location on the third floor of the newly built Blind Community Center on Upas Street. The clinic has two fully equipped exam lanes for optometric examinations. The most modern optical instruments and professional diagnostic equipment available at the time was purchased through donations of Lions International Foundation, the San Diego County Optometric Society and Lions Clubs of District 4L6, as well as individual donors. The clinic is staffed by three employees, an Office Manager, an Optician, and an Optometric Assistant. The members of the San Diego County Optometric Society volunteer their professional services and time Monday through Fridays. Complete optometric care is available including examination for lenses, dispensing glasses, glaucoma and other eye health screenings, evaluation for low vision appliances and consulting services for other related vision problems.

BRAILLE INSTITUTE SAN DIEGO

4555 Executive Drive San Diego, CA 92121
Phone: (619) 452-1111
https://www.brailleinstitute.org/sandiego

Braille Institute is a non-profit organization offering a broad range of free programs and activities serving thousands of students of all ages to empower themselves to live more enriching lives with blindness and vision loss. The staff and volunteers understand losing vision can be scary, and believe it is not the end of independence, but a new way of living.

For blind and low vision patrons in the community who have difficulty making it into the centers, in-home services are provided. Staff go to the home, when necessary, to understand and to help you remove barriers to living a fulfilling life. By focusing on the specific goals, degree of sight loss, and home environment, the staff can help address:

- Quality of life changes resulting from vision loss
- Kitchen confidence and safety

- Marking and labeling of household items
- Using adaptive and assistive technology
- Orientation and mobility, helping you get around your community
- Low vision services (selecting the right magnification device)

Caregivers and family members are a welcome part of this program. Many of the organization's techniques are designed to help family and friends understand the continued capability of their loved ones. With simple solutions, people of all ages with vision loss can continue to live safely and independently in their homes and communities.

Telephone Reader Program (TRP) offers a variety of different publications and media for members to access. This can be done on their computers through the website at www.telephonereadernews.org; with a touch-tone phone; or through our app "TRP News". TRP seeks to give members more independence in their daily lives by offering recordings of material usually available only in print. Users can listen to national and local news, grocery and department store ads, magazine articles and more in both English and Spanish.

Braille Institute's Digital Programs are focused on two goals: improving the lives of existing clients and delivering services through digital channels to individuals who cannot come to one of the centers. The staff have developed programs using technology and software made for people who are blind or have low vision to leverage the digital world.

Connection Pointe technology centers offer classes on how to use the latest mainstream and accessible technology. Clients are invited to come to one of the Centers and assistive technology experts will help determine which devices can best meet the specific needs of the client. If a person already uses assistive and adaptive technology to access information, the technology experts can help make sure clients are getting the most out of devices.

PAWS SAN DIEGO

5480 Gaines Street San Diego, CA 92110
Phone: (619) 299-7012, ext.2100
https://www.sdhumane.org/programs/paws-san-diego/contact-paws-san-diego.html

PAWS San Diego, a program of San Diego Humane Society, helps people keep their pets by providing essential pet services and support to pet families living with low incomes all over San Diego County.

PAWS bring pet care services and resources directly into underserved communities in San Diego County. By hosting community events for pets and their families in targeted neighborhoods, PAWS is reaching them where they live. At these events, clients are provided with free or low-cost services including spay/neuter, vaccinations, microchipping, licensing, behavior and training tips and pet supplies.

The pet food program is a supplemental service intended to help alleviate some of the cost associated with purchasing pet food for pet families in transition. Income-qualified clients (San Diego residents who are receiving government assistance such as CalFresh, Medi-Cal, or Unemployment) may pick up dry dog or cat food once every 30 days at one of the distribution sites listed below.

PAWS comprehensive pet care service is offered for seniors living with low or fixed incomes, disabled and chronically ill individuals. Many of the pet owners enrolled in this service are homebound. Enrolled families receive in-home delivery of pet food, cat litter and supplies, as well as financial assistance for their pets' veterinary care. Transportation to veterinary appointments and dog walking services are also provided as needed.

SAN DIEGO COUNTY VOLUNTEER DRIVER COALITION

marilyng@jfssd.org
http://sdcvdc.org/

The San Diego County Volunteer Driver Coalition is a county-wide network of free and low-cost transportation services available to seniors. The programs offer safe, reliable transportation provided by trained volunteers who care about seniors and disabled adults.

The San Diego County Volunteer Driving Coalition is a group of individuals from different organizations who have come together to help improve transportation services for seniors and disabled adults throughout San Diego County.

The San Diego County Volunteer Driver Coalition (SDCVDC) was started in February 2007. Representatives from private agencies and/or municipalities came together under the leadership of Full Access and Coordinated Transportation (FACT), the Consolidated Transportation Services Agency (CTSA) for San Diego County, and Aging and Independence Services (AIS). The representatives developed policies and procedures, establishing standards and best practices for driver qualifications, training, and program monitoring.

San Diego towns and areas served by the programs include Vista, La Mesa, Coronado, Oceanside, Del Mar, Point Loma, Ocean Beach and South Bay and include agencies such as Jewish Family Services, ElderHelp, Peninsula Shepherd Center and Del Mar Community Connections.

FACILITATING ACCESS TO COORDINATED TRANSPORTATION (FACTSD)

516 Civic Center Drive Oceanside, CA 92054
Phone: (760) 754-1252
https://factsd.org/

Full Access and Coordinated Transportation, Inc. (FACT), is a nonprofit agency formed in 2005, and in 2006 was designated by SANDAG to coordinate public, nonprofit, private and other transportation services in San Diego County. FACT seeks to improve access to transportation for seniors, persons with disabilities, veterans, and the income disadvantaged and fill gaps in existing services.

There are numerous individuals/communities in San Diego County that are unable to access public transportation either due to their special needs or the distance from transit routes or due to lack of services. FACT acts as a mobility manager for individuals who are looking for transportation by referring them to the most appropriate mode for them. Transportation referrals are provided in person, via telephone, and through the web-based trip planner, Find-A-Ride.

"Leveraging FACT" analyzes demographic and geographic data from FACT's service over the course of one year to identify what San Diego communities need specialized transportation.
• FACT's customer base self-identify as people with disabilities, almost equally split between low income and not low income people, and mostly 60 years old or older.
• Most trips provided by RideFACT are for medical purposes, at a combined 60 percent of all documented trips. Social trips are the second most common purpose.
• RideFACT is able to provide trips at well below the national average cost per trip for similar programs.
• RideFACT is the only subsidized transportation service for seniors and people with disabilities operating Countywide, including the 18 Cities.

FACT maintains a comprehensive database of transportation services operated by public transportation agencies, social services agencies, faith-based organizations, and specialized transportation services in San Diego County. Referrals can be accessed through the "Find A Ride" search tool or by calling FACT's toll free number (888) 924-3228, 9 AM – 4 PM on weekdays.

Over 100 entities providing transportation services are listed on the organization's website.

SANDAG

401 B Street #800 San Diego, CA 92101
Phone: (619) 699-1900
https://www.sandag.org/

The SANDAG Specialized Transportation Grant Program (STGP) funds projects and programs that expand mobility options for seniors and individuals with disabilities.

Funding for the STGP comes from two sources: the Federal Transit Administration (FTA) Section 5310 program and the *TransNet* Senior Mini-Grant program.

Eligible projects include, but are not limited to, purchase of accessible vans and buses, coordinated volunteer driver programs, shopping shuttle services, non-emergency medical trips, and transit travel training classes.