

# PROFILE OF OLDER ADULT CENTRES IN ONTARIO: 2013



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## SECTION 1: CENTRE PROFILE

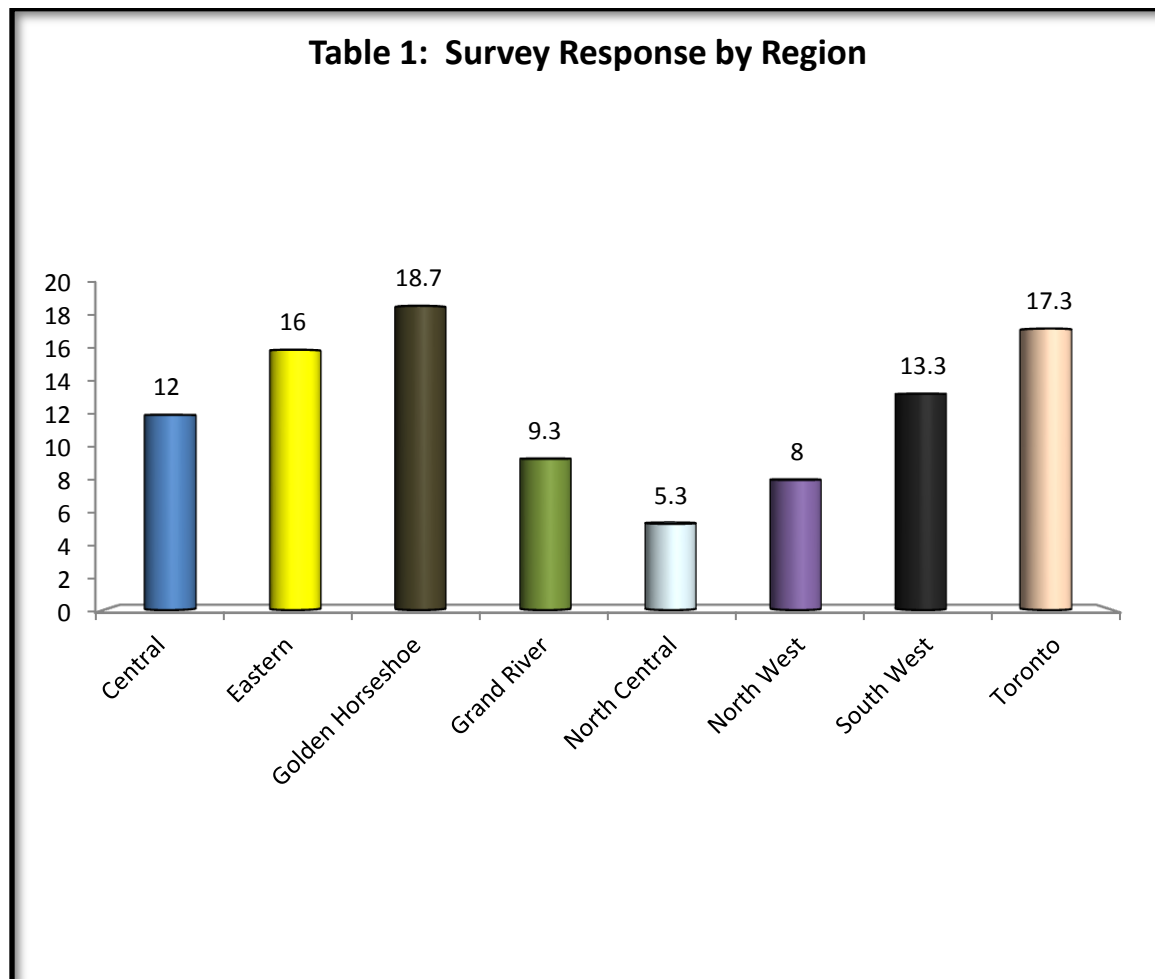


Profile of Older Adult Centres in Ontario: 2013

## 1. Centre Profile

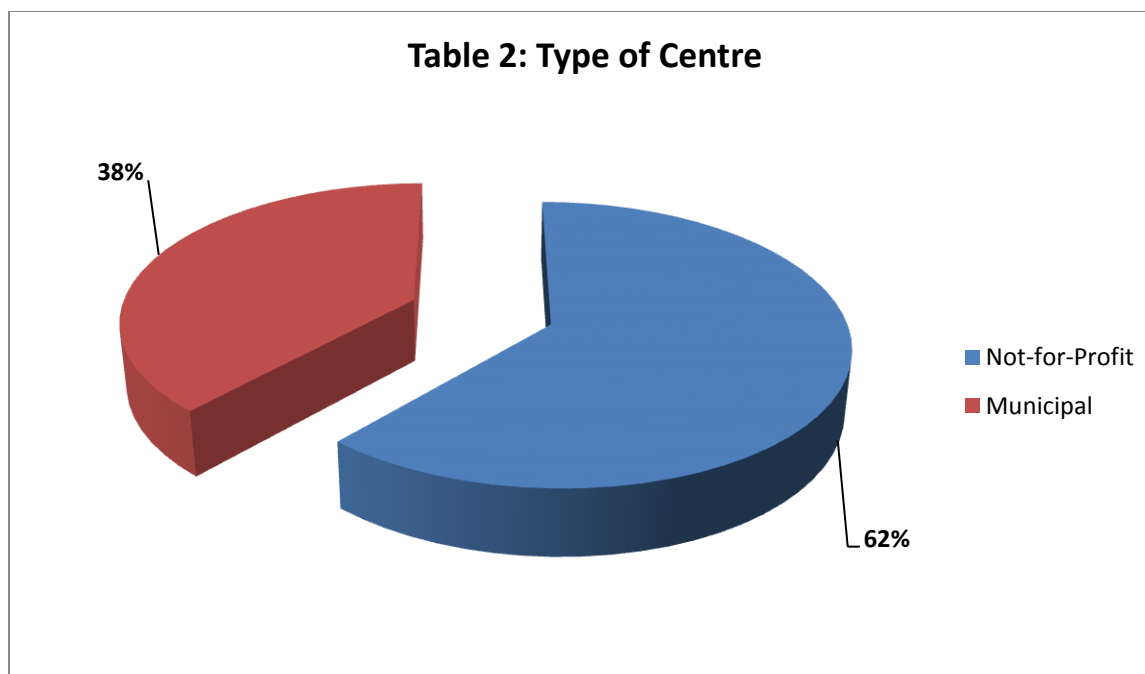
### Survey Response by Region

The response was a total of 76 older adult centres in Ontario. This represents about a 60% response rate. The distribution of responses covered all of the regions of OACAO is fairly representative of the overall membership distribution.



### Type of Centre

The OACAO serves primarily two types of older adult centres: 1) not-for-profit centres and 2) municipally operated centres. Generally, the split between these types of centres is fairly even and in the case of this survey 60% of the respondents were not-for-profit centres and 40% were municipal centres.

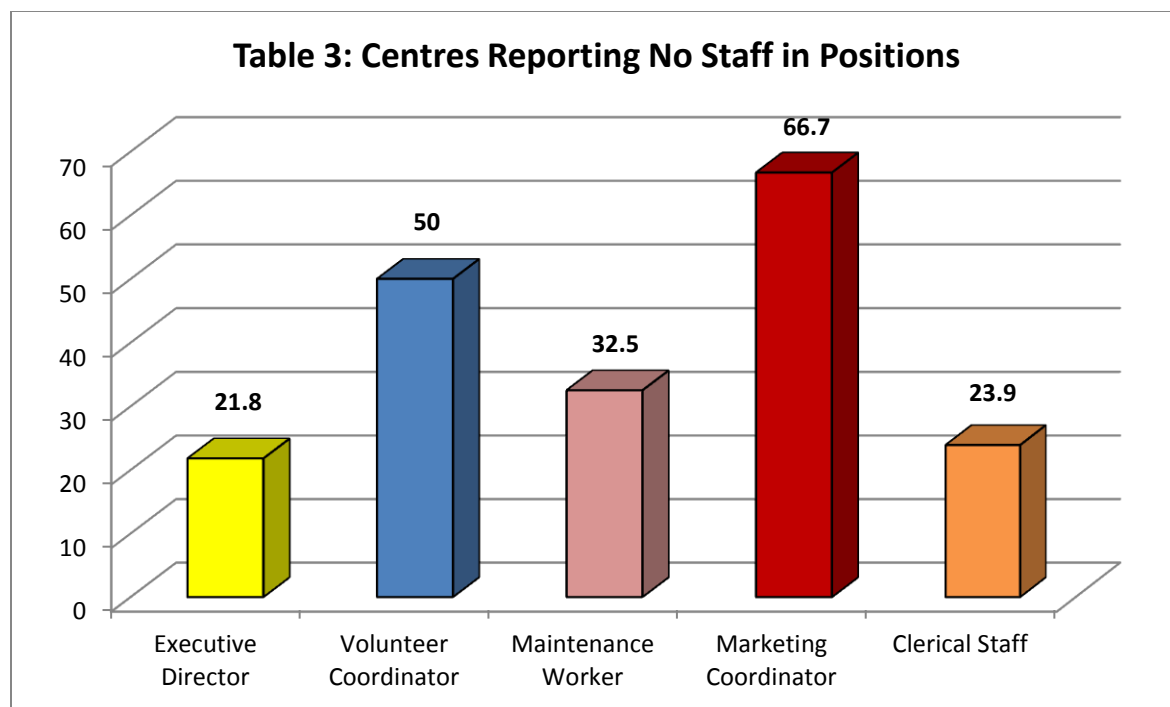


### **Staffing Patterns**

Older adult centres tend to have fairly lean staffing resources and each centre operates with a very different structure. The variances in staffing patterns can be attributed to 3 main factors:

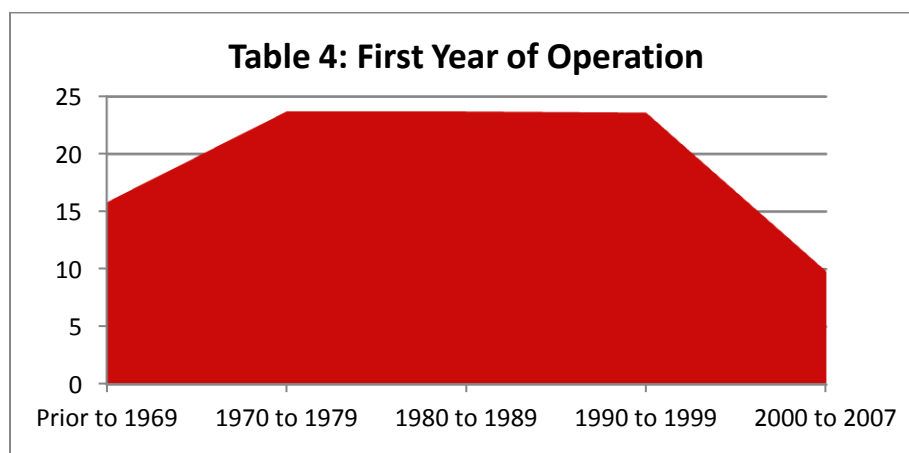
- Size of the centre
- Type of centre
- Budget resources

Almost one quarter of the centres reported that they did not have an Executive director position while half of the centres did not have a volunteer coordinator. Many centres also didn't have maintenance or clerical support and only one third of the centres had a marketing coordinator. The lack of marketing resources is common in older adult centres due to budget restrictions and "word of mouth" continues to be the biggest marketing tool for most centres.



### **Age of Centre**

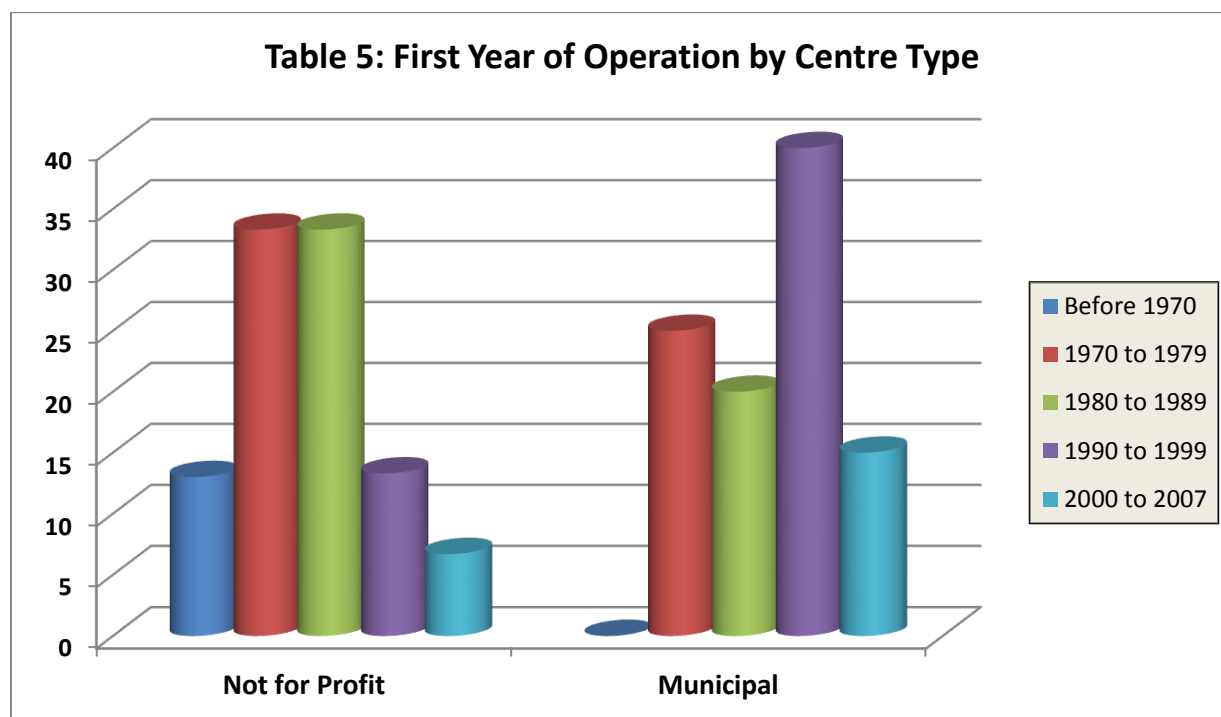
Older adult centres have a long history and represent one of the first support services for seniors in Ontario. From the survey, the oldest centre began operations in 1929 and three centres were in operation prior to 1960. Almost half of the centres (47.4%) began operations between 1970 and 1990 which corresponds with the introduction of the Elderly Persons' Act in Ontario. However, it should also be noted that almost one third of the centres are newer organizations and began operations after 1990.





Generally, the not-for-profit centres tend to be older than the municipal centres. The average not-for-profit centre was built in 1980 while the average municipal centre was built in 1989. In fact, more than 50% of the municipal centres were built after 1990 (55%) while almost 80% of the not-for-profit centres were built prior to 1980 (78%).

The age of not-for-profit centres is a key issue for OACAO over the next several years. The lack of capital resources within the not-for-profit sector for renewal could become a major concern for many centres. This issue is compounded in major urban areas as well.

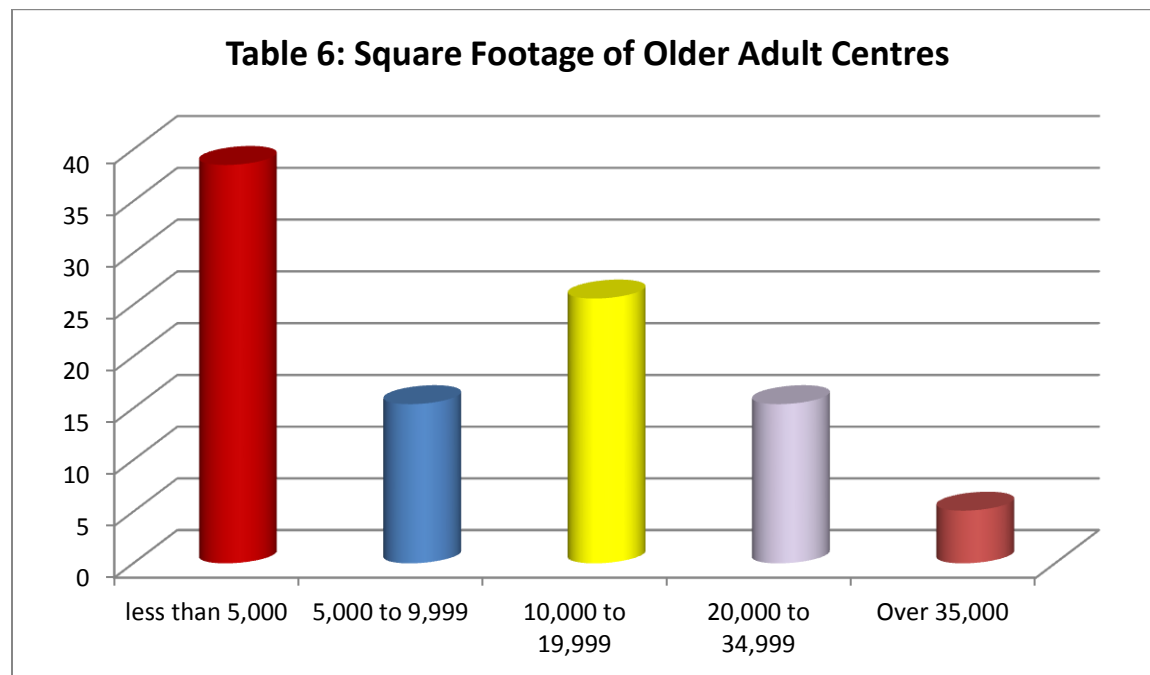


### **Size of Centre**

The majority of older adult centres are fairly small in nature ranging from less than 5,000 square feet (38.5%) to between 5,000 and 10,000 square feet (15.4%) . However, there are also a number of large centres between 10,000 and 20,000 square feet (25.6%) and 20,000 to 35,000 square feet (15.4%). The average centre size is 10,974 square feet with municipal centres averaging 12,677 square feet and not-for-profit centres averaging 9,981 square feet. The average square foot per member is 10.75 square feet.

Overall, municipal centres tend to be larger in terms of size with almost two thirds of the centres being over 10,000 square feet (64%) while almost two thirds of the not-for-profit centres are less than 10,000 square feet (63%) (See Table 6). This trend is supported somewhat by the notion that Municipalities have greater capital resources to dedicate to facilities than the not-for-profit sector. It is also a function

of the fact that municipal centres have a greater mandate to serve the entire municipal area or senior population .



## SECTION 2: ISSUES FACING OLDER ADULT CENTRES

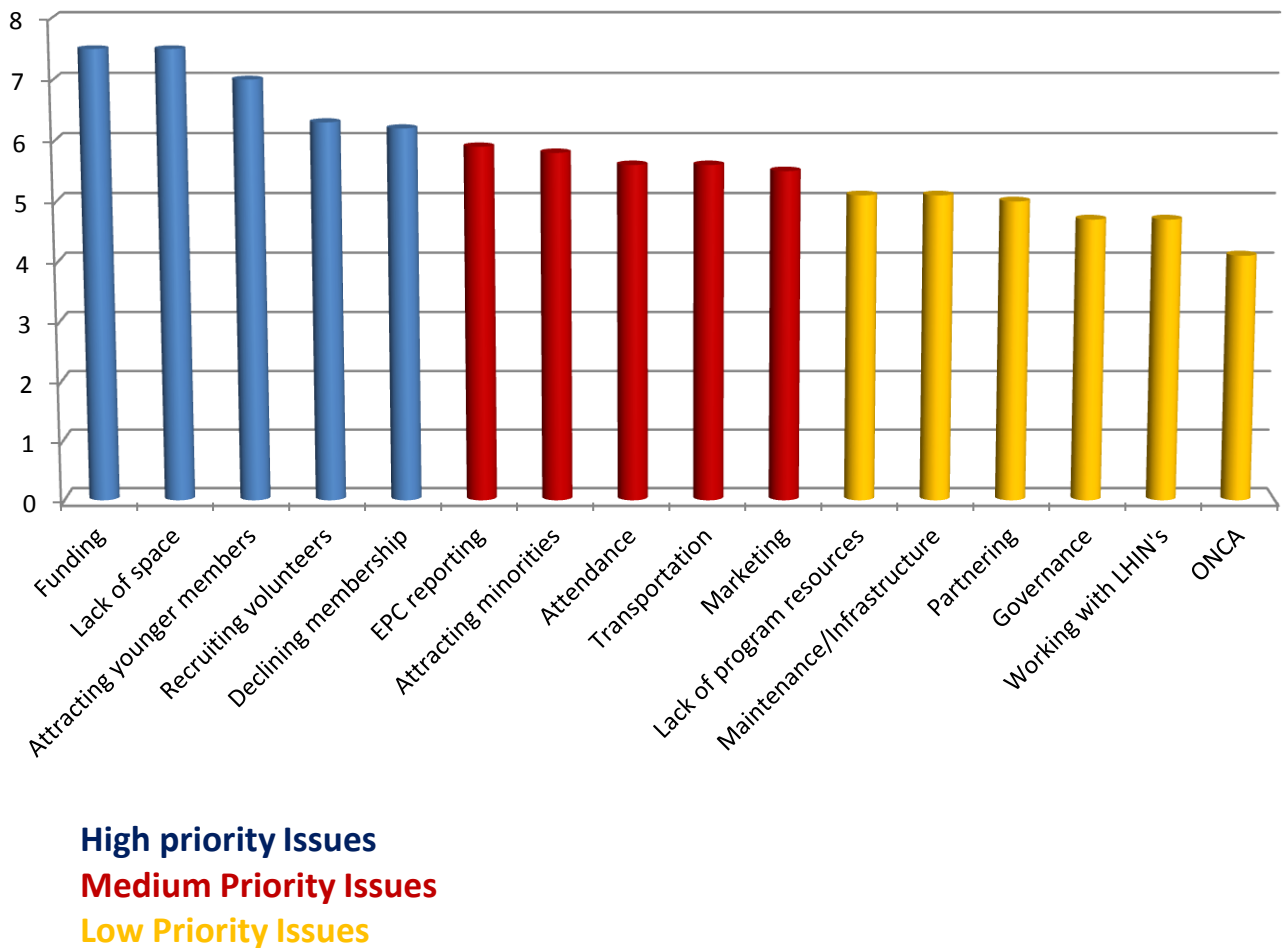


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## 2. Issues Facing Older Adult Centres

Older adult centres face a number of issues on an ongoing basis. Certainly, funding is usually at the top of any list regarding centre issues as centres are one of the most under funded health services in Ontario. The competition for members and the aging of the “boomer” generation is also a recent topic of discussion among many centres.

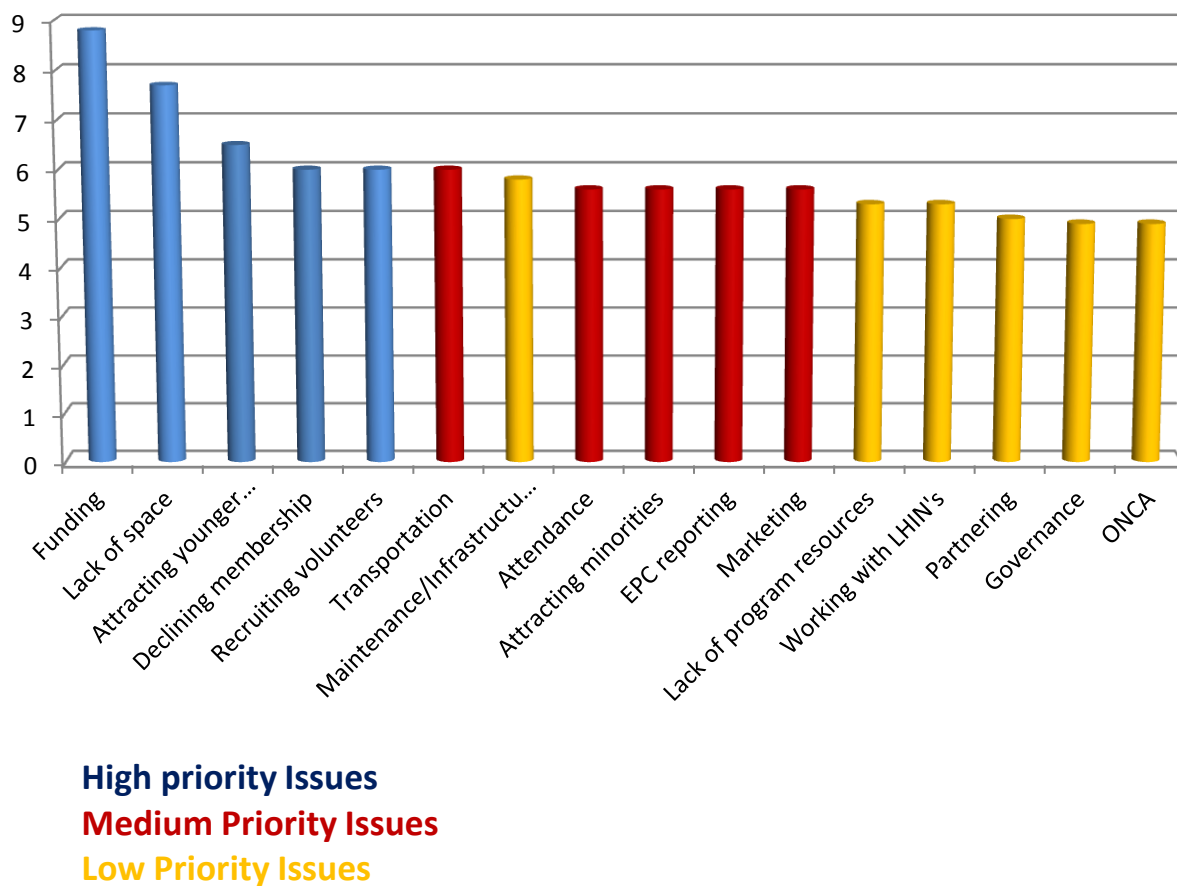
**Table 1: Issues Facing Older Adult Centres**



From the survey results, the high priority issues include a combination of funding issues, space issues and member/volunteer issues. Certainly, it is not surprising to see funding at the top of the list. Most OACAO surveys in the past have had similar results. Key membership issues including attracting younger members, declining membership and attendance were all rated either as a high or medium priority. E.P.C. reporting also should be noted as a moderate issue with a sixth place ranking.

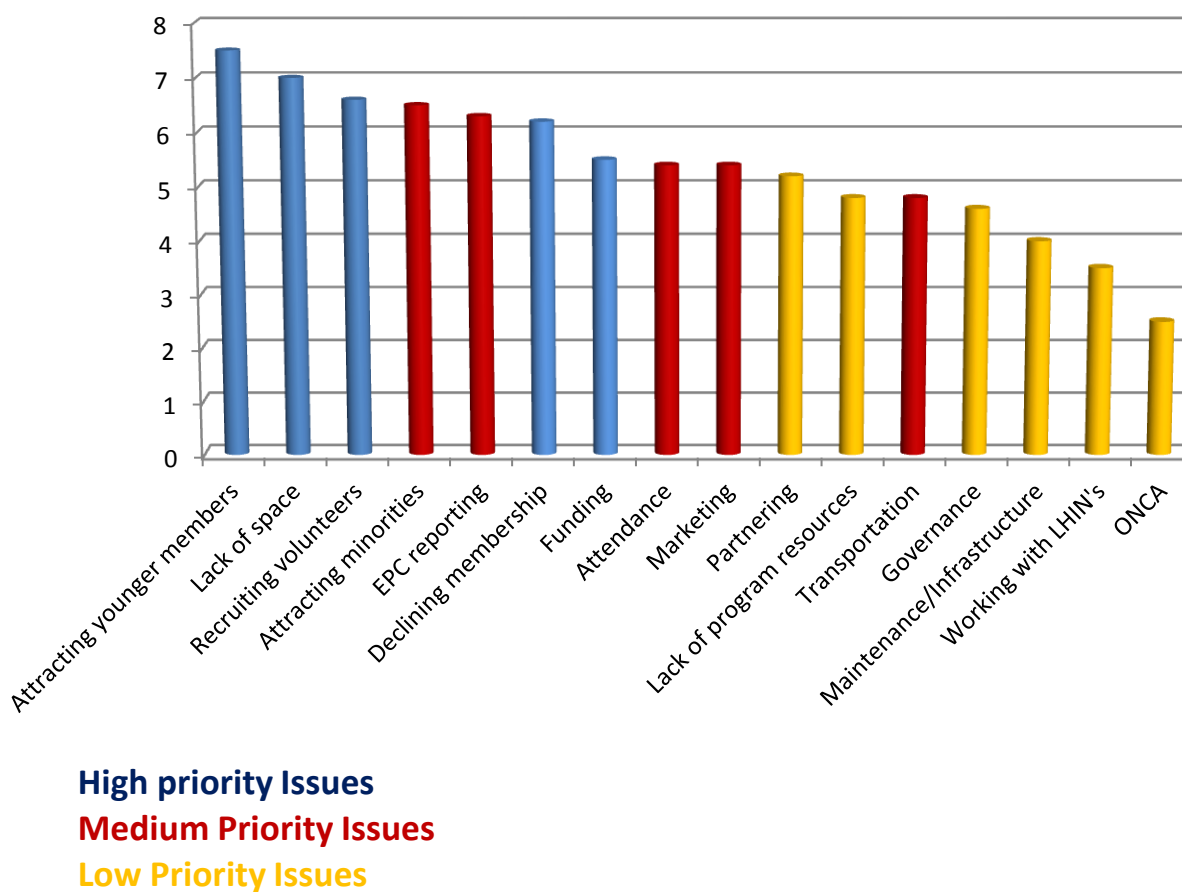
On the lower end of the scale, partnering with other organizations, governance, working with LHIN's and the new Not-for-Profit Corporations act were all rated less than 5 out of 10 as an issue on average.

**Table 2: Issues Facing Not-for-Profit Older Adult Centres**

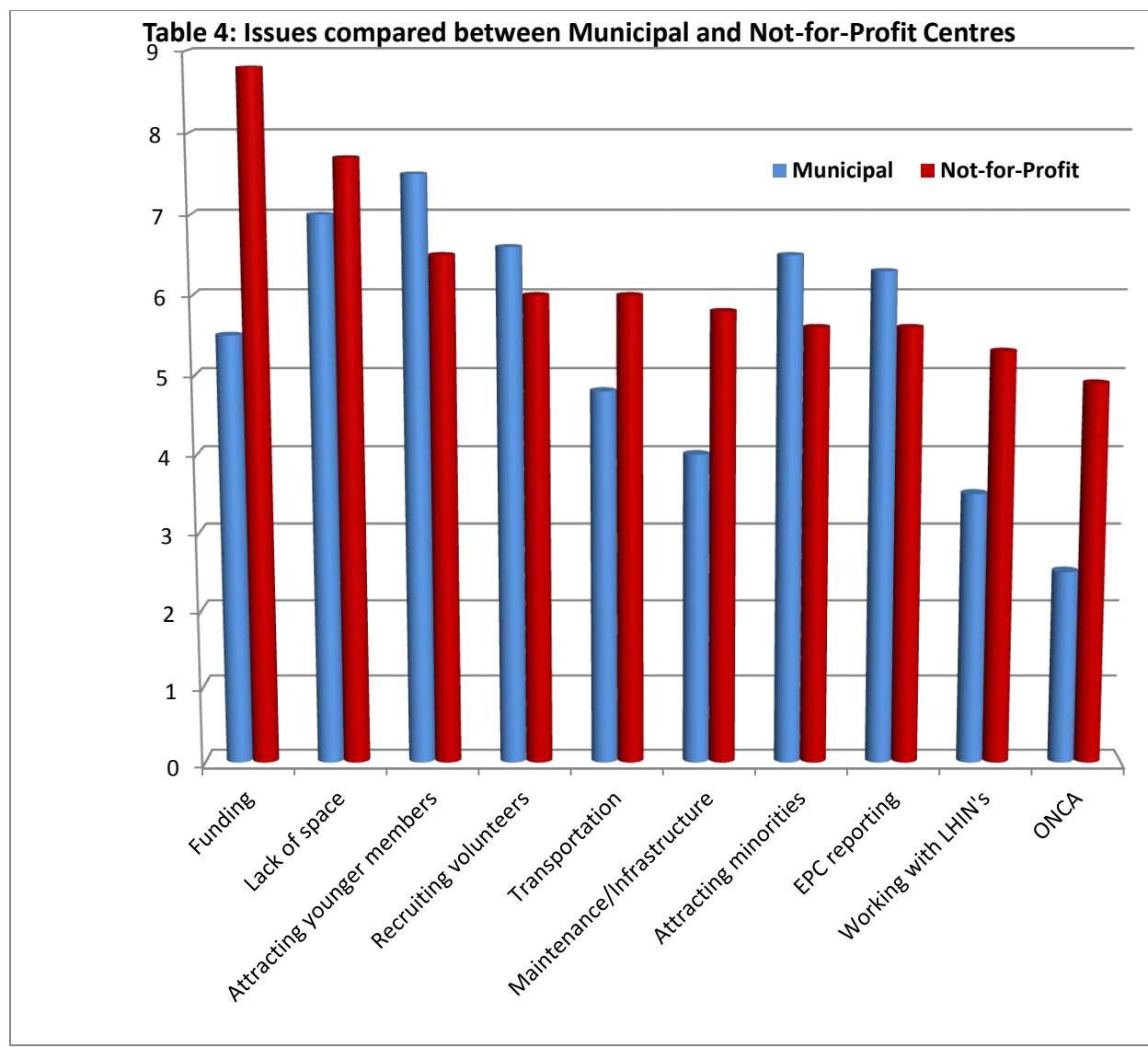


Overall, municipal centres and not-for-profit centres are fairly similar in terms of the issues that were reported in the survey. For not-for-profit centres, there were few differences from the overall survey. The one noticeable difference is that funding is a much stronger issue in the not-for-profit side. The only other major difference was that maintenance and infrastructure move from a low issue to a moderate issue.

**Table 3: Issues Facing Municipal Older Adult Centres**



For municipal centres, attracting younger members was the biggest issue followed by program space, recruiting volunteers and attracting minorities. Compared to the overall survey, attracting minorities and EPC reporting moved up to the high priority category and declining membership and funding moved down to the moderate category.



Finally, there are some noticeable differences between the rating for municipal and not-for-profit centres. There is a gap of almost 30% in terms of funding issues between the two types of centres.



## SECTION 3: MEMBERSHIP INFORMATION



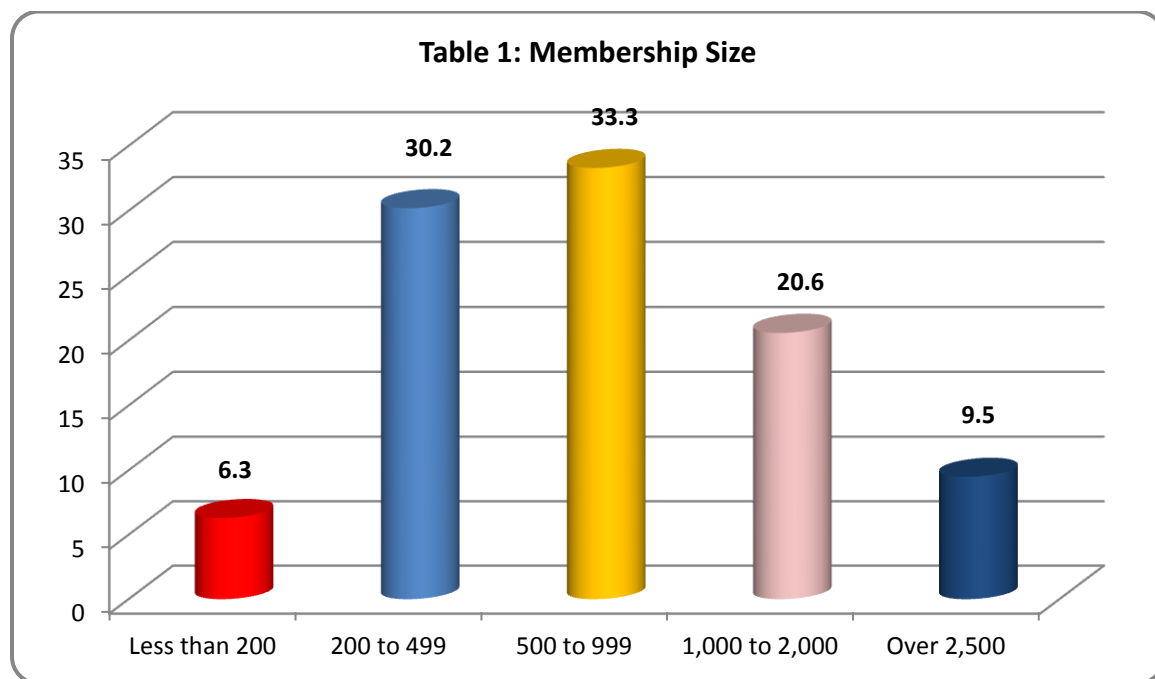
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### 3. Membership Information

#### Number of Members

There is a great variance in the size of older adult centres from small centres with less than 200 members (6%) to larger centres with more than 2,000 members (9.5%). However, the majority of centres are between 200 and 500 members (30%) or 500 and 1,000 members (33.3%). The average older adult centre has 1,006 members. These results are similar to other membership profiles over the past decade. In total, this survey represents 64,000 members.

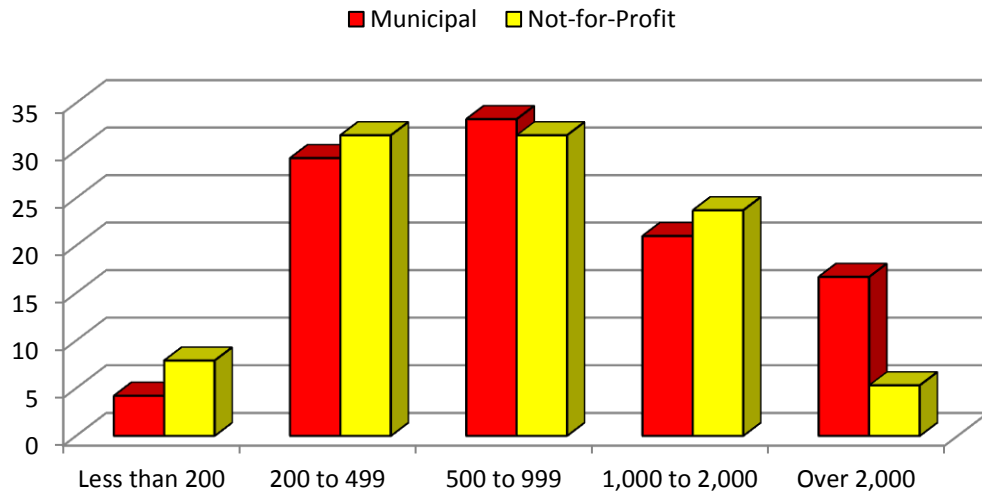


There are few differences between municipal and not-for-profit centres except that the larger (over 2,000 members) centres tend to be municipally operated by a ratio of 3 to 1. The average municipal centre has 1,050 members while the average not-for-profit centre has 987 members.

There was a great variance in the size of centres by region. The Central (3,079 members) and Eastern regions (1,403 members) had the largest centres while centres in Toronto tended to average 700 members and centres in the north averaged between 100 and 500 members.

It is interesting to note that three quarters of the centres (75%) have found that there membership has increased in the last two years.

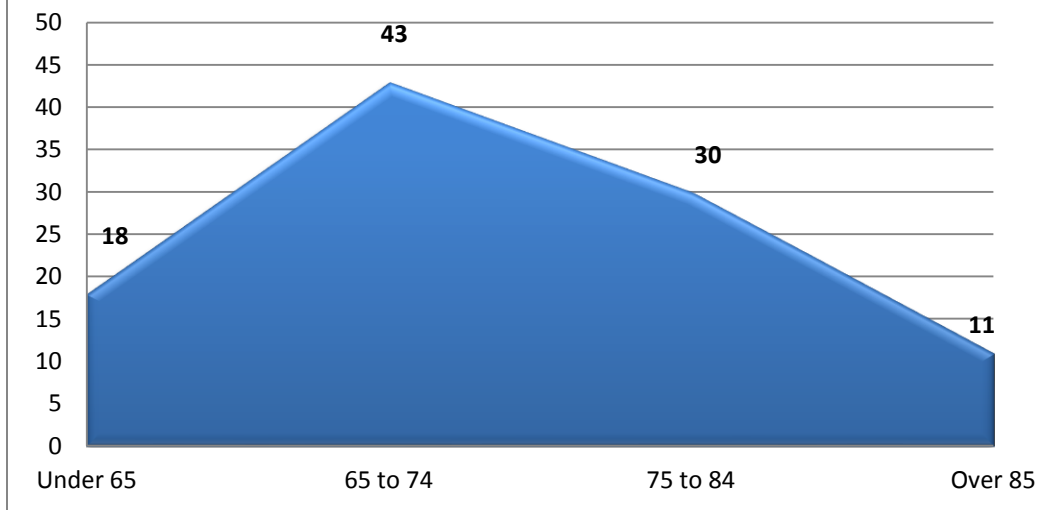
**Table 2: Membership Size - Municipal vs. Not-for-Profit**



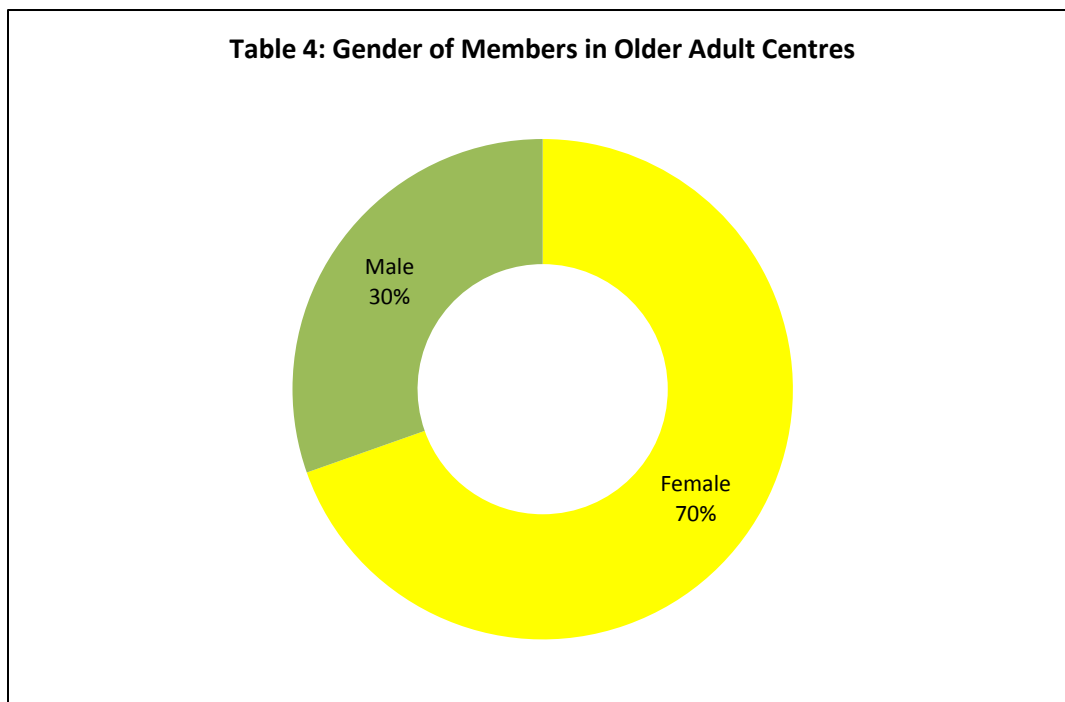
### Age and Gender

The survey results do indicate that the membership of older adult centres is getting slightly younger. This survey indicated that 18% of the members of centres are under the age of 65 while the last membership profile in 2008 suggested that only 14% of the members were under 65. The dominant age category in centres is members between the age of 65 to 74 though almost one third of the members are over the age of 75 and almost 12% of the members are over 85 years of age.

**Table 3: Membership Distribution**



The survey suggests that centres still serve primarily a female population with 70% of the members being female. This result is slightly more balanced than other studies which have shown that the split is about 75/25.



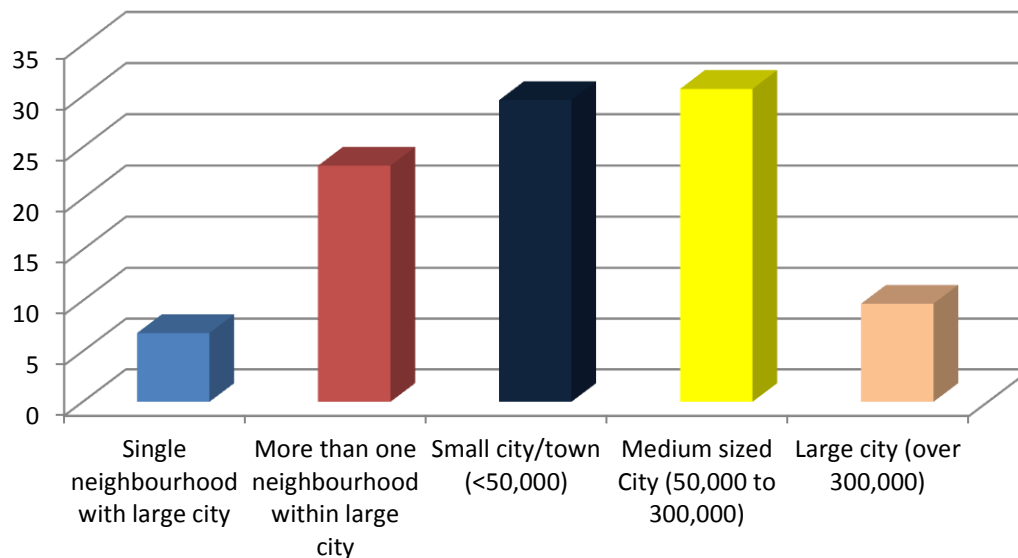
### **User Days**

The average older adult centre provides 32,000 user days per year or about 30.1 user days per member. The entire survey represents more than 1.7 million user days.

### **Geographic Area**

The majority of members at older adult centres tend to be from small cities or towns (29.6%) or medium sized cities (30.7%). It is perhaps surprising to note that less than 10% of members come from large cities. Roughly 80% of the members are from urban areas and 20% are from rural areas.

**Table 5: Geographic Area served by Older Adult Centre**



### **Ethnic Diversity**

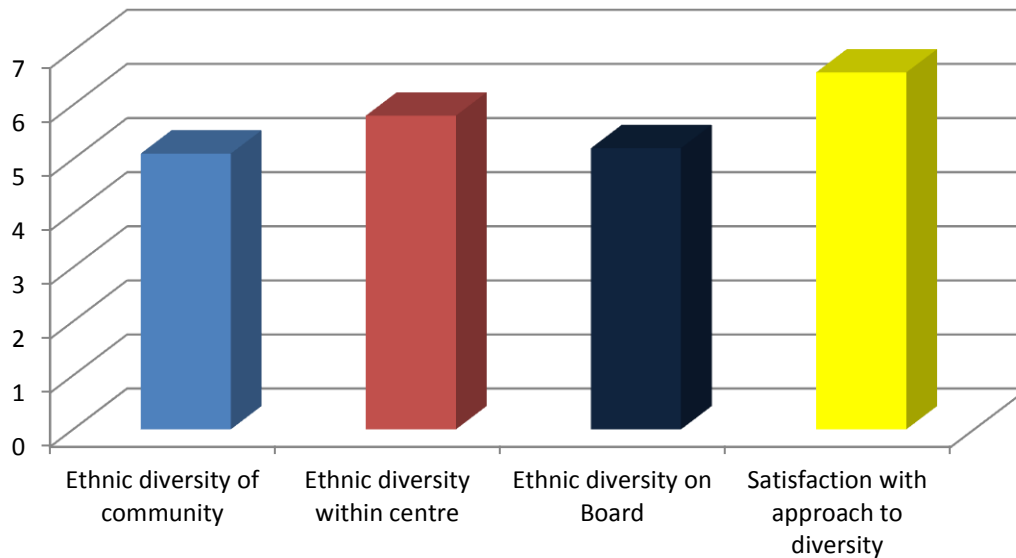
Overall, older adult centres still have some work to do in the area of ethnic diversity. On one hand, the ethnic diversity within the community was only rated at 5 out of 10 but the average impact that centres are having in meeting the needs of ethnic communities was also rated just over 5 out of 10. Similarly, ethnic diversity on the board of directors was also rated just over 5 out of 10. On a more positive note, centres did rate their overall satisfaction with their approach to ethnic diversity at 6.6 out of 10.

In the “Building Bridges to Tomorrow” report, the following observation was made:

***If there can be any weakness for older adult centres, it is their lack of penetration into the diverse communities that exist throughout Ontario. In particular, the involvement of visible minorities within older adult centres is extremely low.<sup>1</sup>***

<sup>1</sup> Older Adult Centres’ Association of Ontario, Building Bridges to Tomorrow, 2010, p. 101.

**Table 6: Ethnic Diversity**



### **Membership Fees**

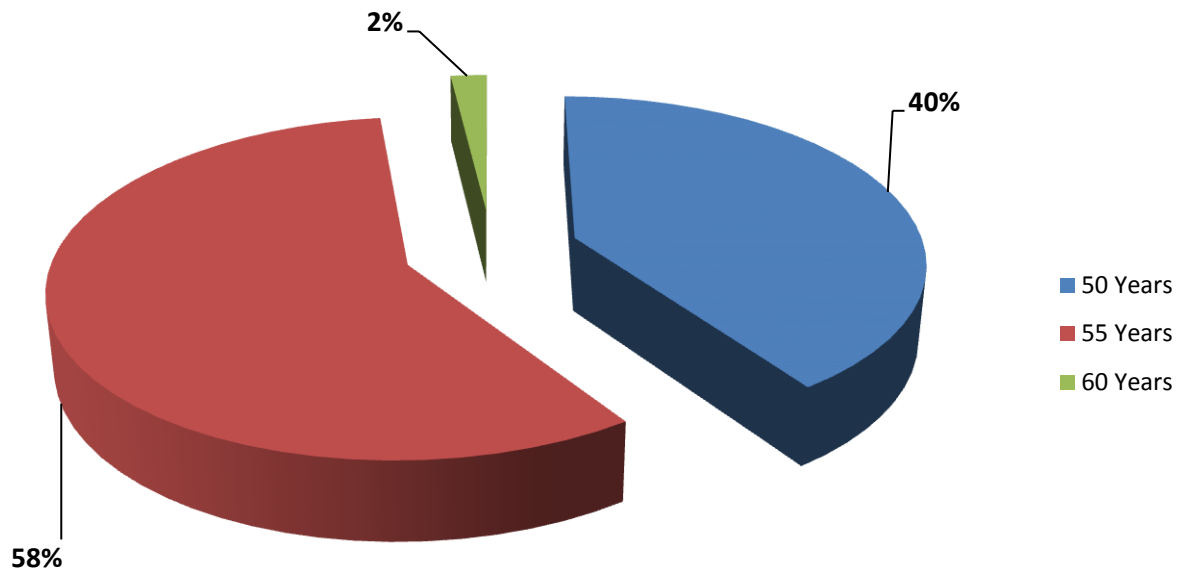
Older adult centres have long been regarded as one of the best values within the healthcare system. This is strongly demonstrated by the membership fees that are charged by centres. From the survey, the average membership fee was \$29.97 per year and the fees for members over 80 or 90 years of age averaged \$16.63 per year.

Membership fees were highest in the Grand River region (\$46.83), Golden Horseshoe region (\$37.64) and Southwest region (\$35.00) while they were lowest in the North Central region (\$12.50). The Toronto region averaged \$23.00 per year.

The membership fees for municipal centres averaged \$25.29 while the average membership fee for not-for-profit centres was higher at \$33.67 per year.

In terms of the minimum age for membership, the majority of centres have 55 years as the minimum age (58%) followed by 50 years of age (40%).

**Table 7: Minimum Age for Membership**



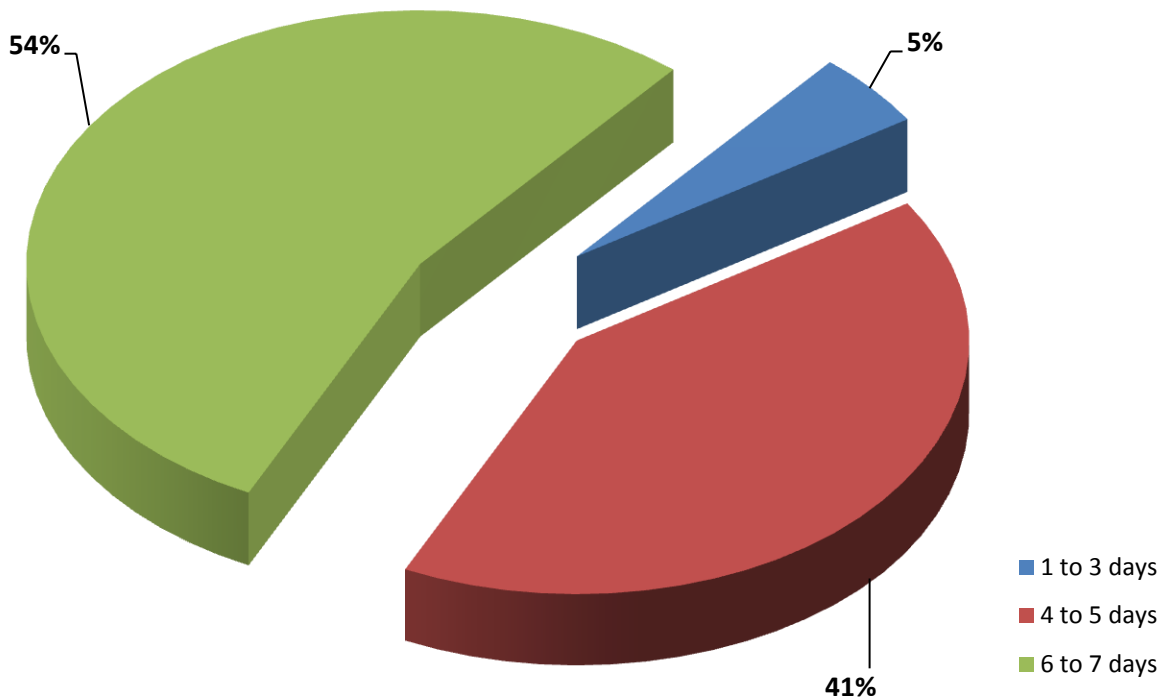
### **Program Information**

The majority of the older adult centres offer registered programs (82.6%) and many centres also have drop-in programs (89.0%). Almost 60% of the drop-in programs have user fees (59.1%).

It is interesting to note that the majority of centres are open 6 to 7 days per week (54%) followed by 4 to 5 days per week (41%). Municipal centres tend to be open 6 or 7 days slightly more than the not-for-profit centres (11%).

The average centre is open 311 days per year or an average of 5.98 days per week.

**Table 8: Number of Days per Week of Operation**

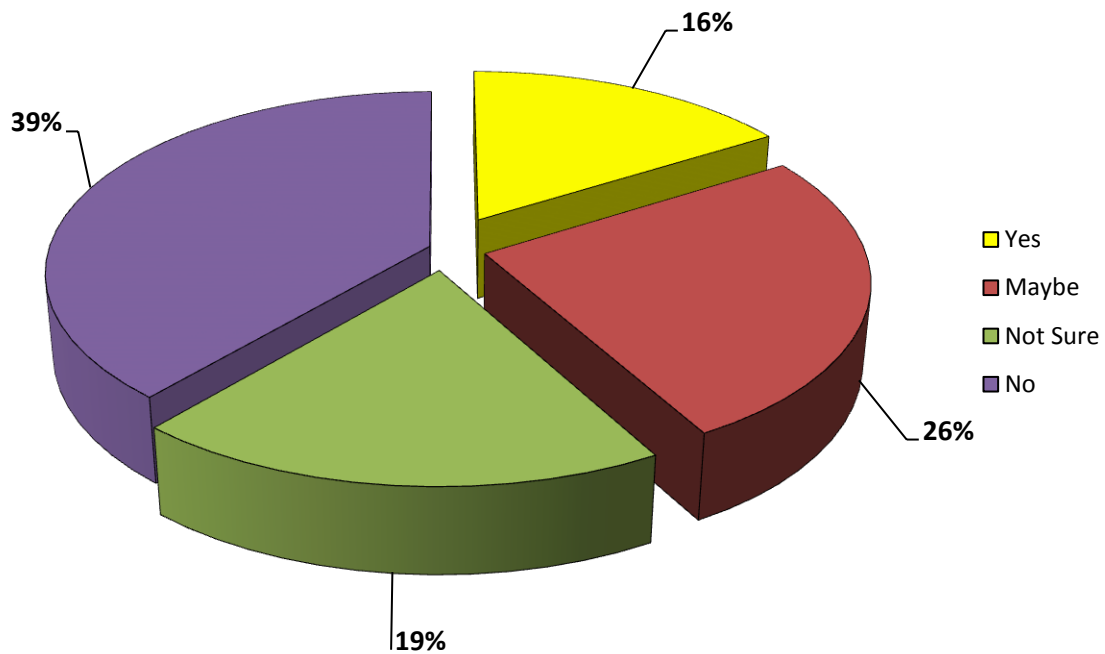


### **Computer Applications**

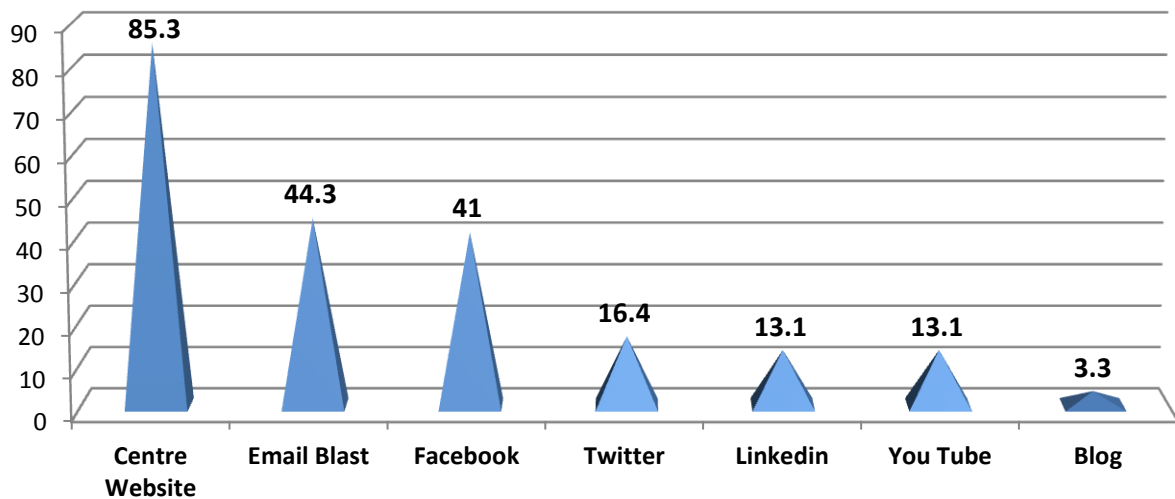
Most older adult centres in Ontario have a membership database program (62%) and half of the centres (50%) do use a computerized registration system. Slightly more than 15% of the centres suggested that they would be interested in purchasing a software solution (16%) while a further 26% said that they might be interested.

In terms of social media and internet resources, websites are the most popular resource (85.3%) followed by email blasts (44.3%), facebook (41.0%) and twitter (16.4%).

**Table 9: Interested in Purchasing a Software Solution**



**Table 10: Social Media and Internet Communications**





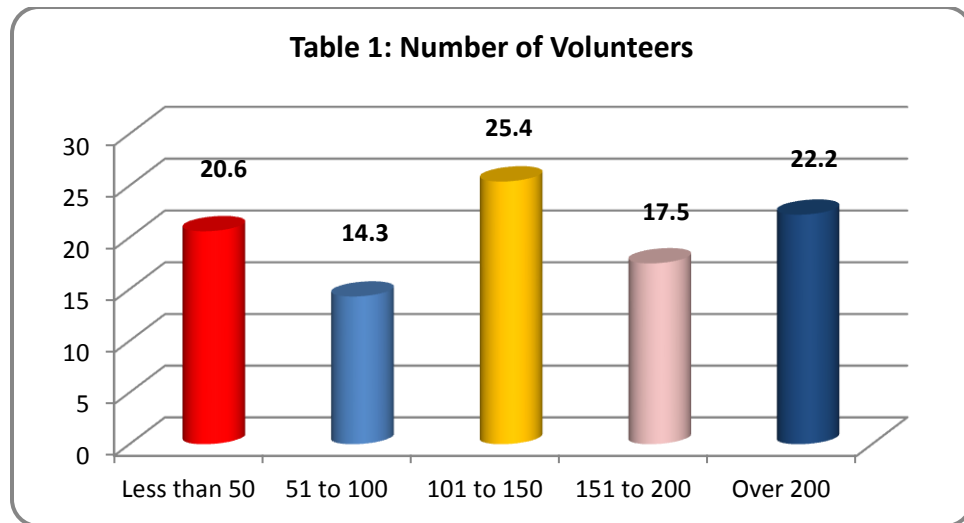
## SECTION 4: VOLUNTEER INFORMATION



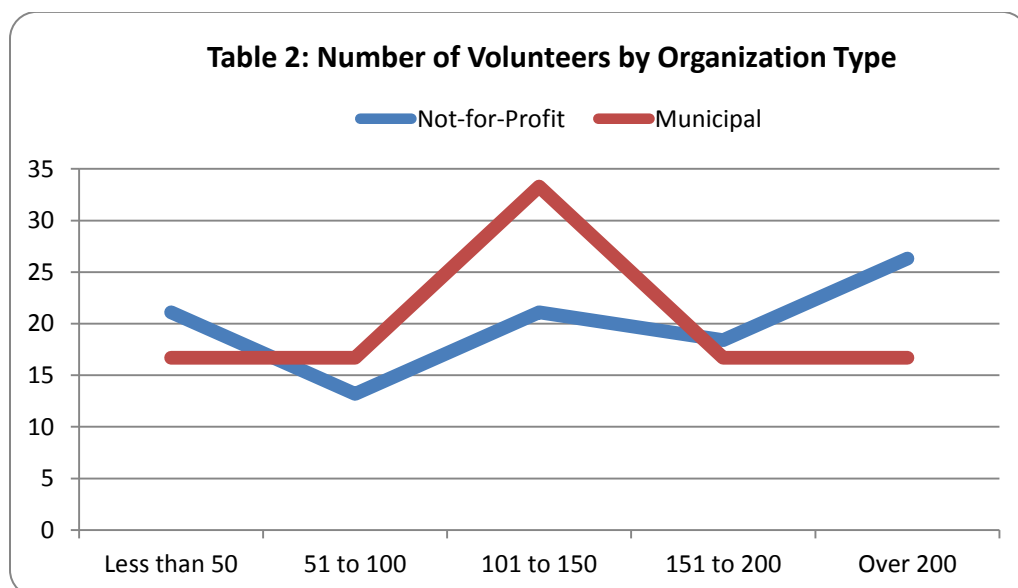
#### 4. Volunteer Information

##### Number of Volunteers

There is a great variance in the number of volunteers in older adult centres ranging from the highest category of 101 to 150 volunteers (25.4%) though more than 20% of the centres also have more than 200 volunteers. Almost two thirds of the older adult centres have 100 or more volunteers.

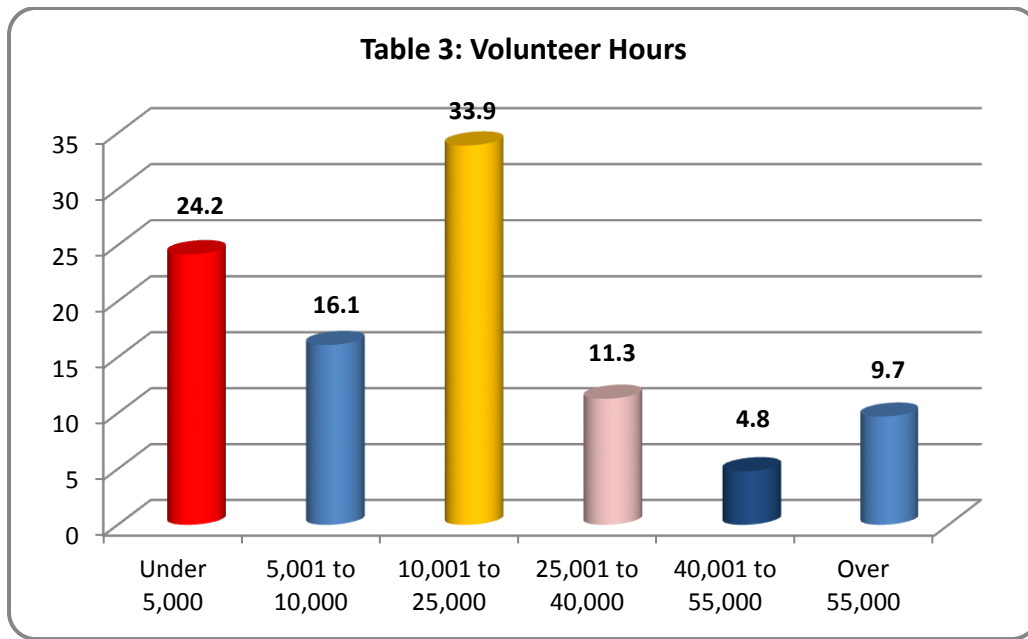


Not-for-profit centres have a smaller volunteer force with 21% of the centres having less than 50 volunteers as compared to 16% for the municipal centres. Though more than one quarter of the not-for-profit centres have more than 200 volunteers as opposed to only 16% for municipal centres.

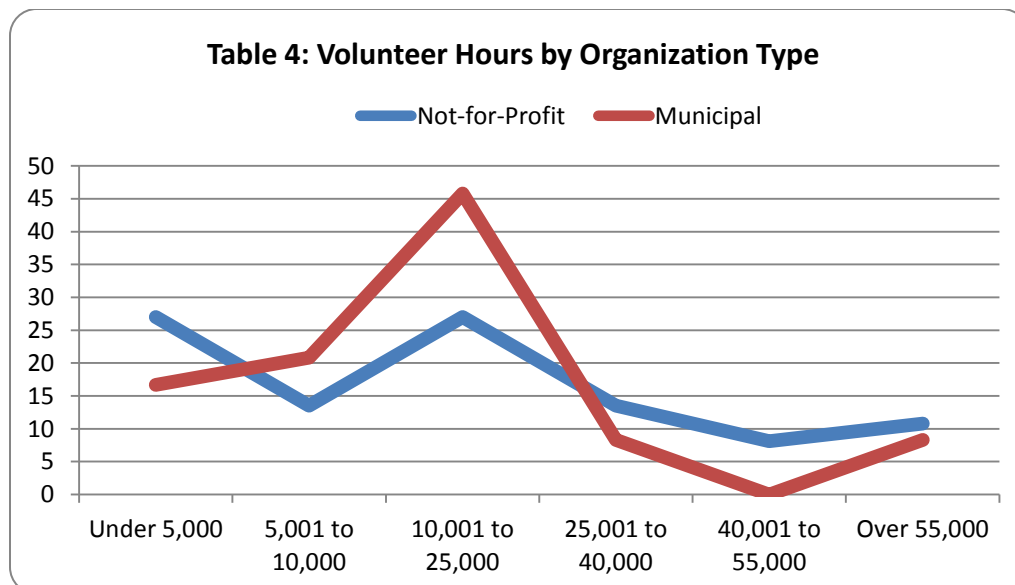


## Volunteer Hours

In terms of volunteer hours, over one third of older adult centres reported between 10,000 and 25,000 volunteer hours per year while more than 25% of the older adult centres have more than 25,000 hours including almost 10% of the centres who have more than 55,000 hours.

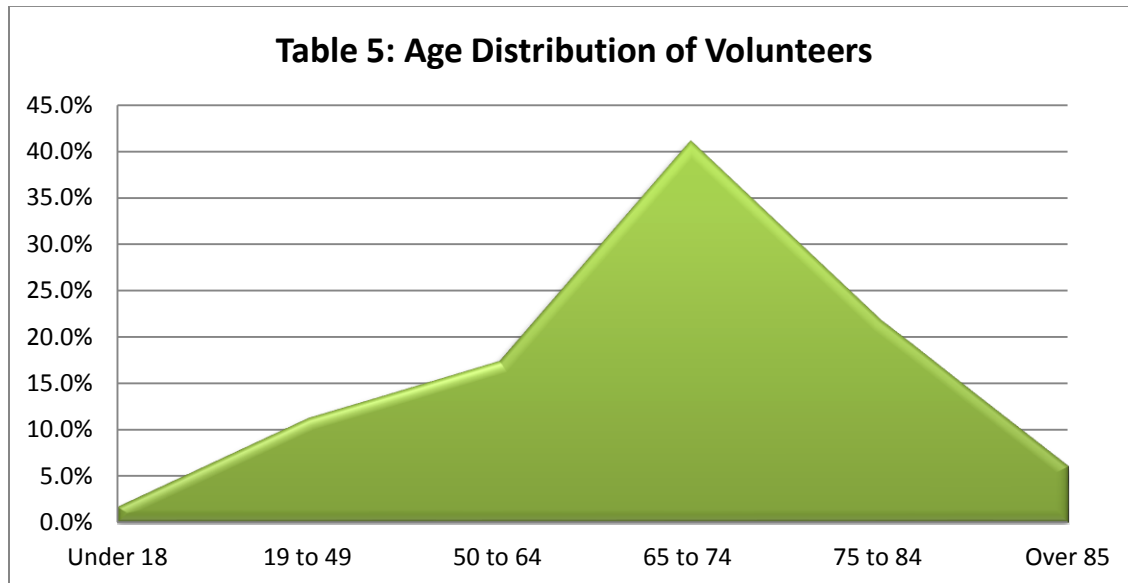


In terms of type of centre, municipal centres tend to have between 10,000 and 25,000 volunteer hours (45.7%) and not-for-profit centres tend to have a more even distribution including more than one-third of the centres with more than 25,000 volunteer hours per year.



### **Age of Volunteers**

Within older adult centres, while the majority of volunteers are over the age of 65 (66%) there are still many volunteers are under the age of 65 (34%) including 13% of the volunteers under the age of 50. Most of the volunteers in older adult centres are between 65 and 74 (41.2%) or 75 and 84 (21.9%).



### **Volunteer Recognition**

Most older adult centres hold a tradition volunteer recognition event to honour their volunteers (93.7%) while many centres also provide volunteers with benefits such as, free coffee (46%), acknowledgement cards (44%) and volunteer pins (41%).

### **Volunteer Management**

More than half of the older adult centres do not have a paid volunteer coordinator (54%) while a further 15% only have a part time volunteer coordinator. Given the high number of volunteers within centres, this is a surprising statistic and shows the overall efficiency and financial effectiveness of older adult centres.

In terms of the type of centre, municipal centres are far more likely to have a paid volunteer coordinator (65.7%) than not-for-profit centres (35.7%).

Table 6: Volunteer Recognition

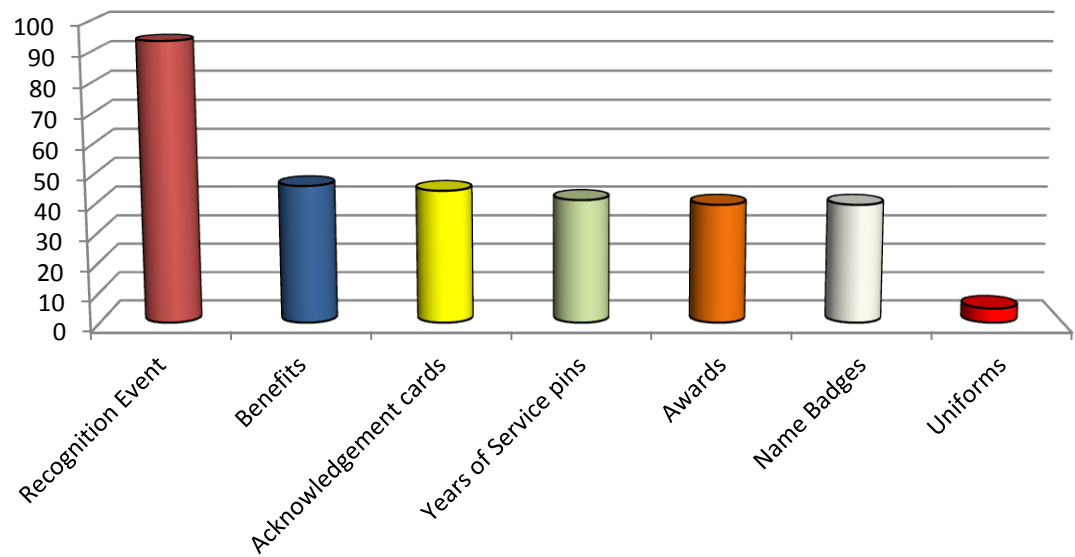
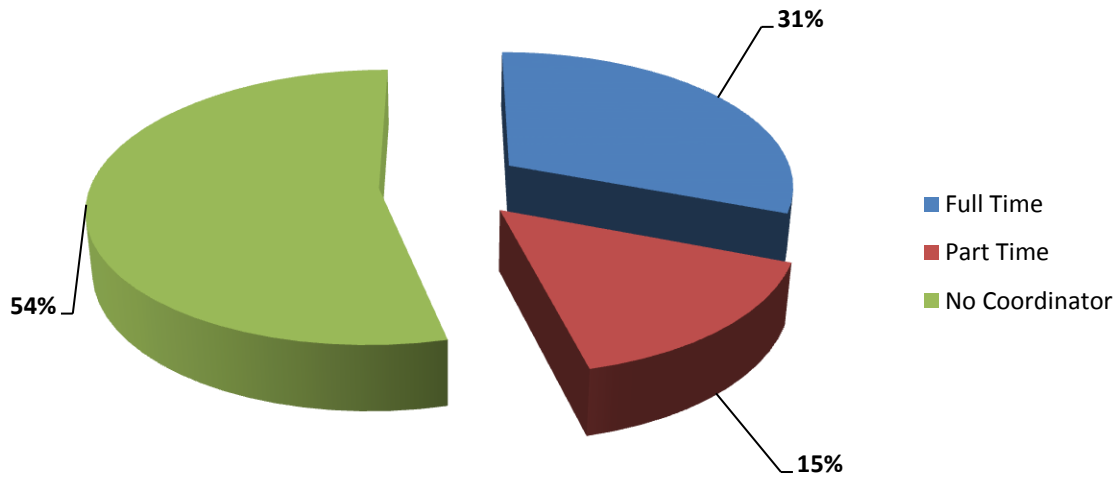
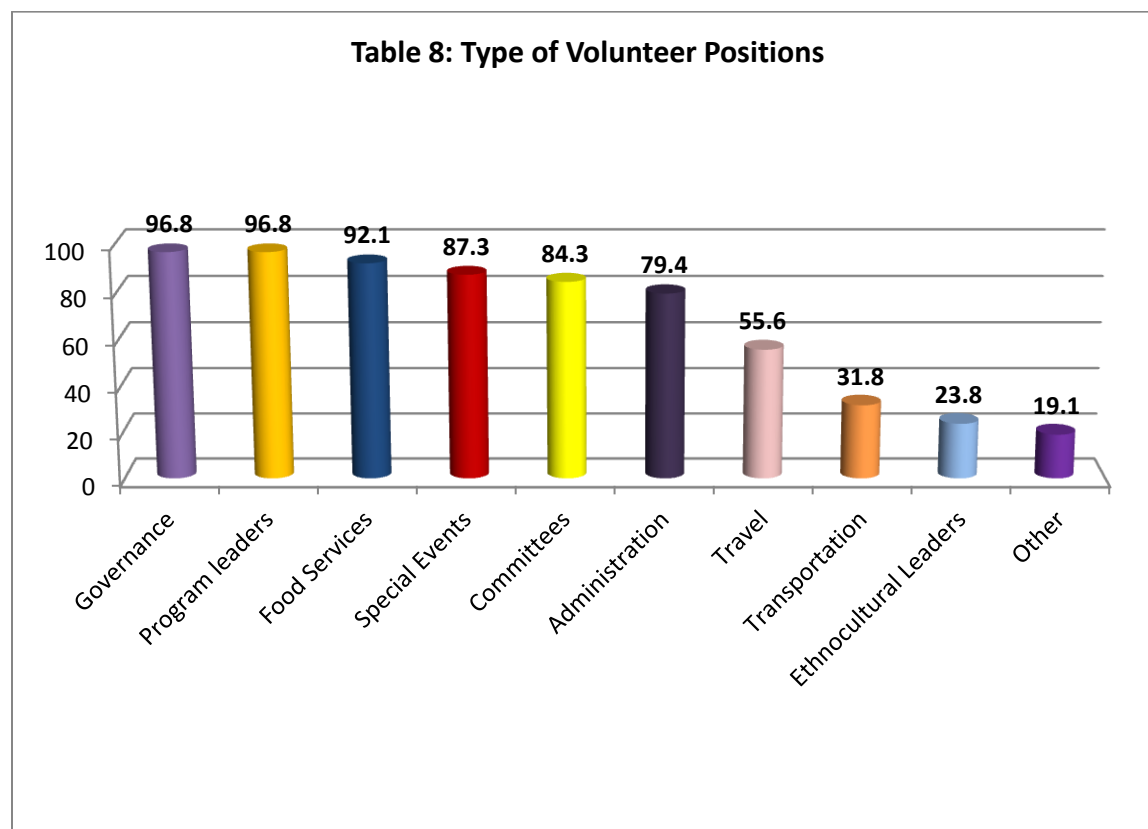


Table 7: Volunteer Coordinator



### **Types of Volunteer Positions**

Older adult centres use volunteers for a variety of positions within the centre including governance (96.8%), program leaders (96.8%), food services (92.1%), special events (87.3%), committees (84.3%) and administration (79.4%).



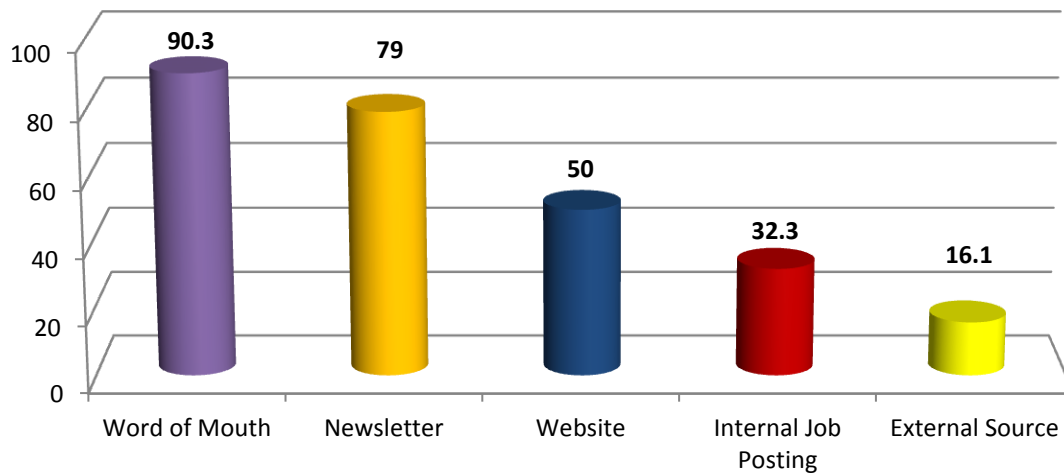
### **Volunteer Recruitment**

Older adult centres use a number of methods to recruit volunteers though word of mouth is the most common approach (90.3%) along with newsletter (79%), website (50%) and internal job posting (32.3%).

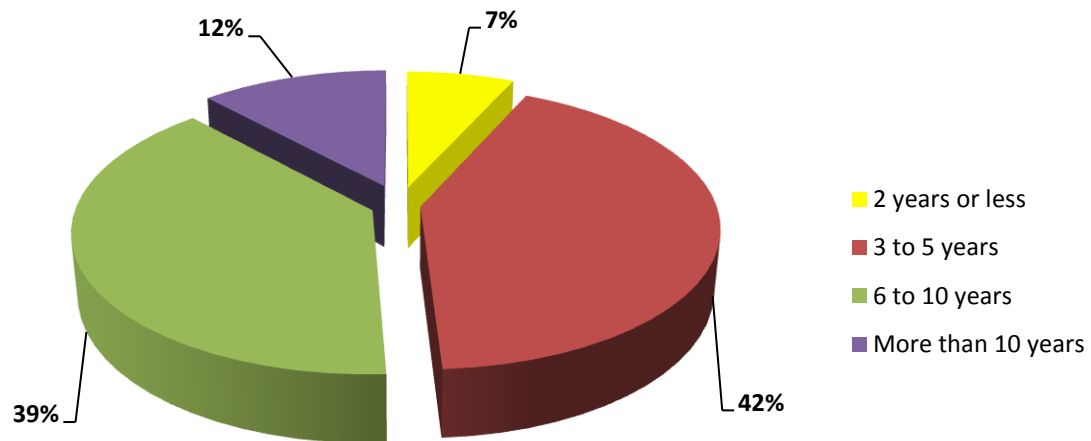
### **Volunteer Length of Stay**

The majority of volunteers in older adult centres stay with the centre for more than 6 years (50%) suggesting that volunteers have a strong commitment to their responsibilities. Further, almost 95% of the volunteers have been with the centre for three or more years.

**Table 9: Volunteer Recruitment**



**Table 10: Length of Stay of Volunteers**



## SECTION 5: PROGRAM AND SERVICE INFORMATION



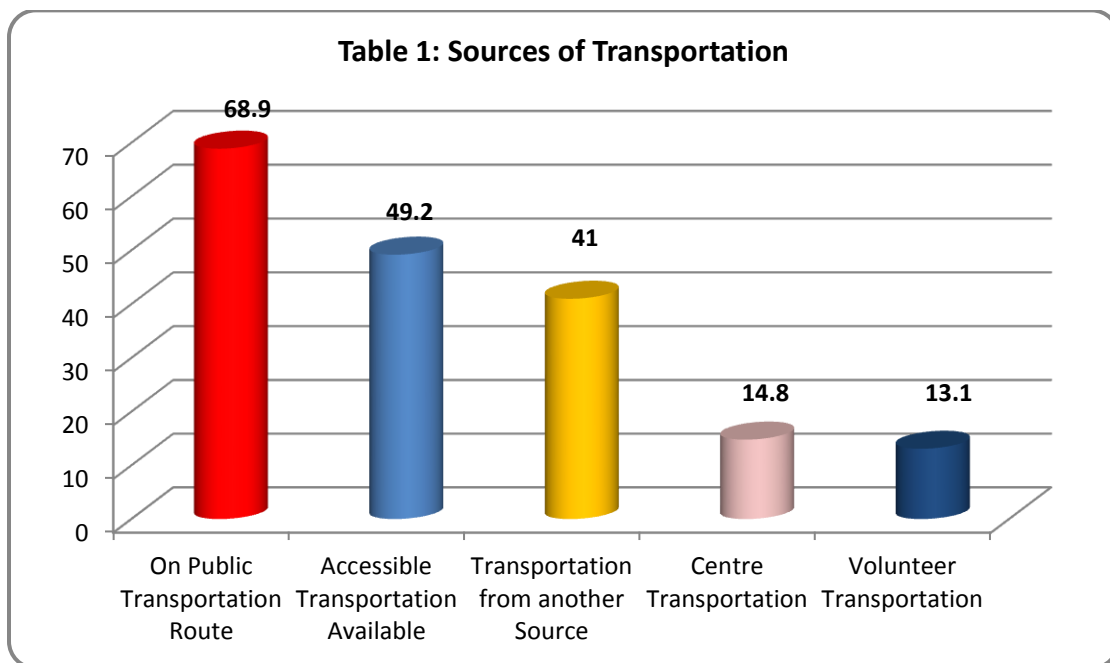


## 5. Program and Service Information

### Transportation

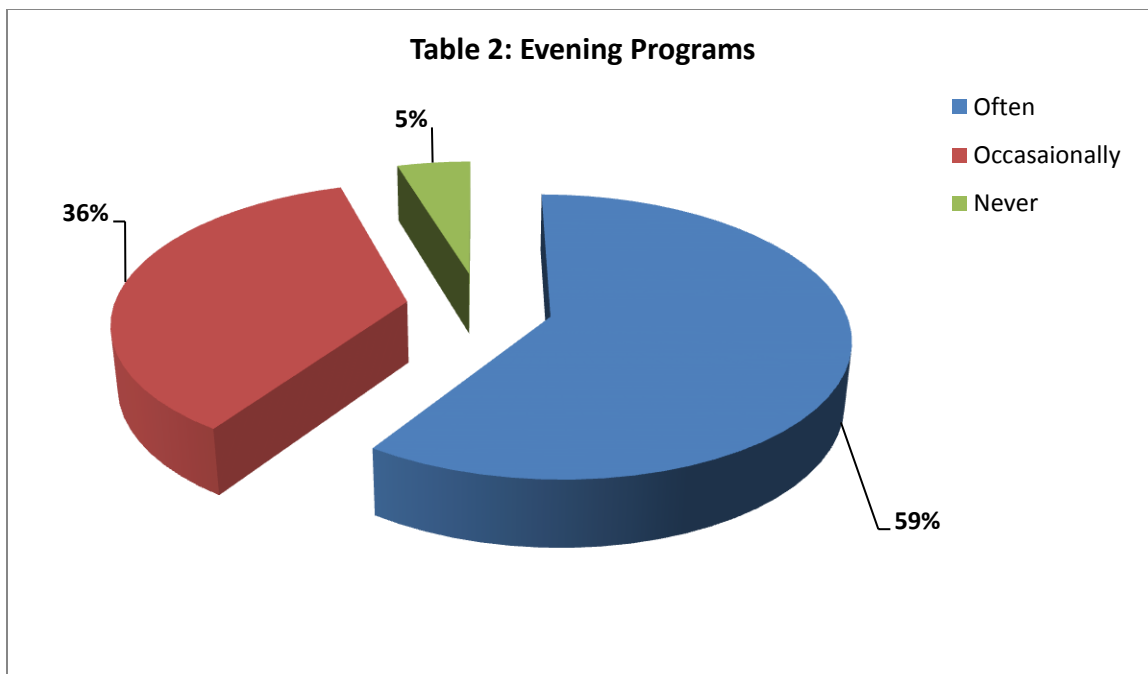
For the most part, older adult centres are well served by transportation. Almost 70% of the centres indicated that they were on a transportation route and half of the centres indicated that their members have access to accessible transportation. Slightly more than 40% of the centres have access to transportation from another source and almost 15% of the centres had their own transportation or provided volunteer transportation.

From the centres that provide transportation, almost 90% of the centres are not-for-profit centres and 100% of the centres that provide volunteer transportation are not-for-profit centres.



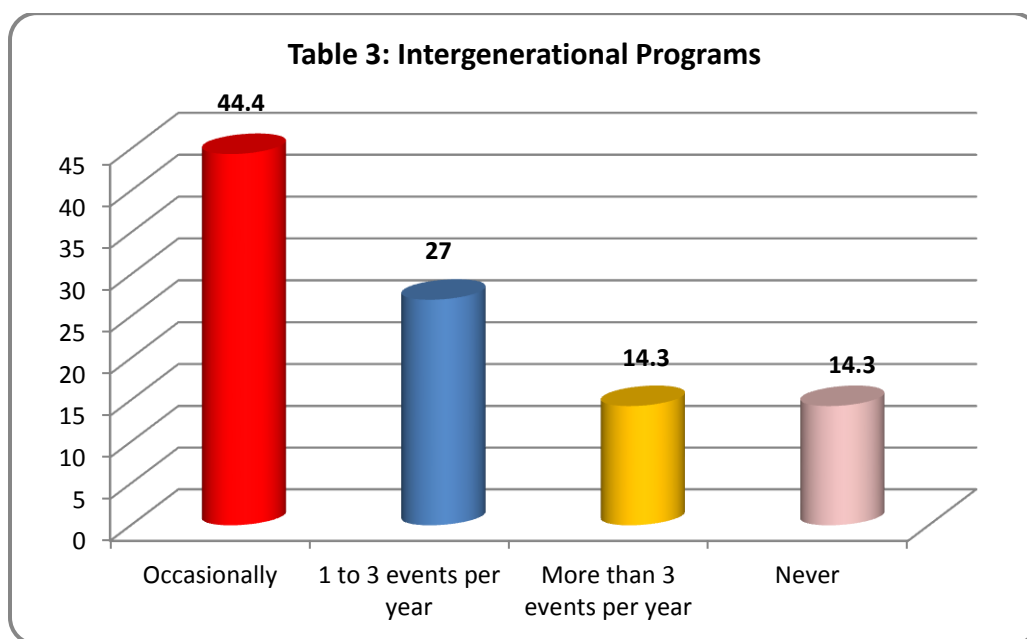
### Evening Programs

The majority of the centres provided evening programs on a regular basis (59.5%) or on an occasional basis (35.9%). Municipal centres (68%) are more likely to offer on-going evening programs than not-for-profit centres (55%).



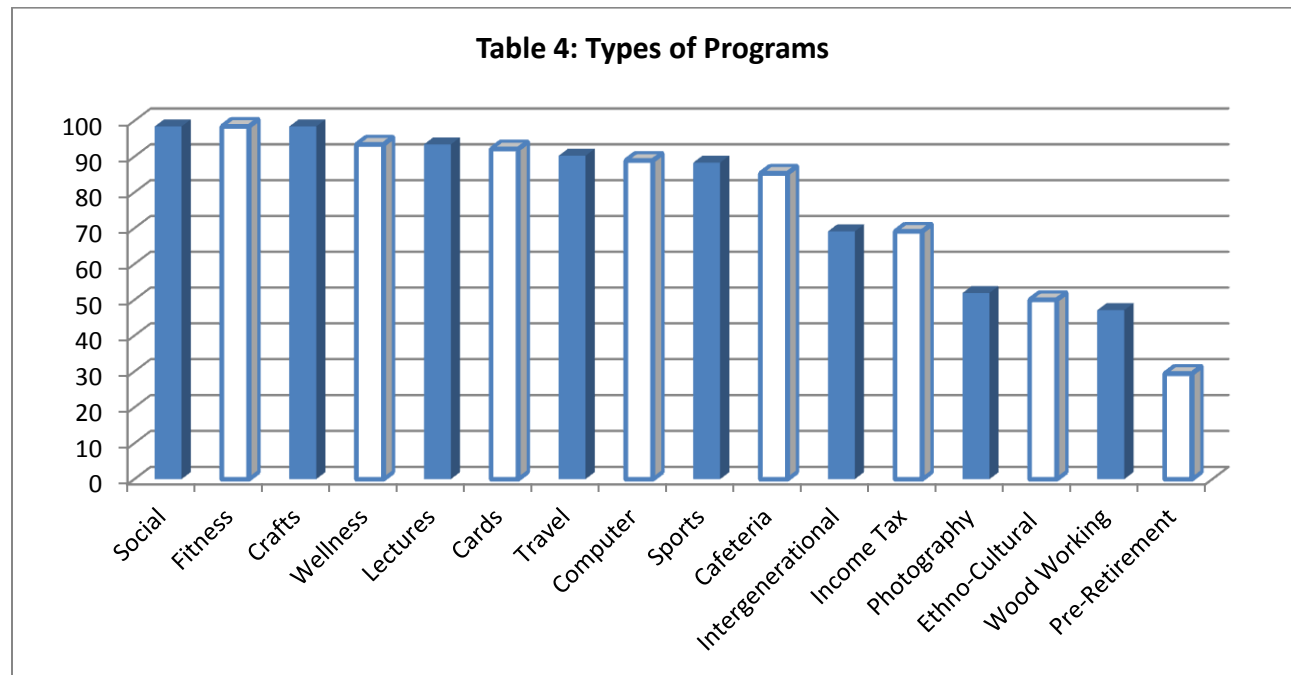
### Intergenerational Programs

The majority of the centres offered intergenerational programs occasionally (44.4%) or 1 to 3 events per year (27%). Very few centres offer intergenerational programs on a regular basis (14%).



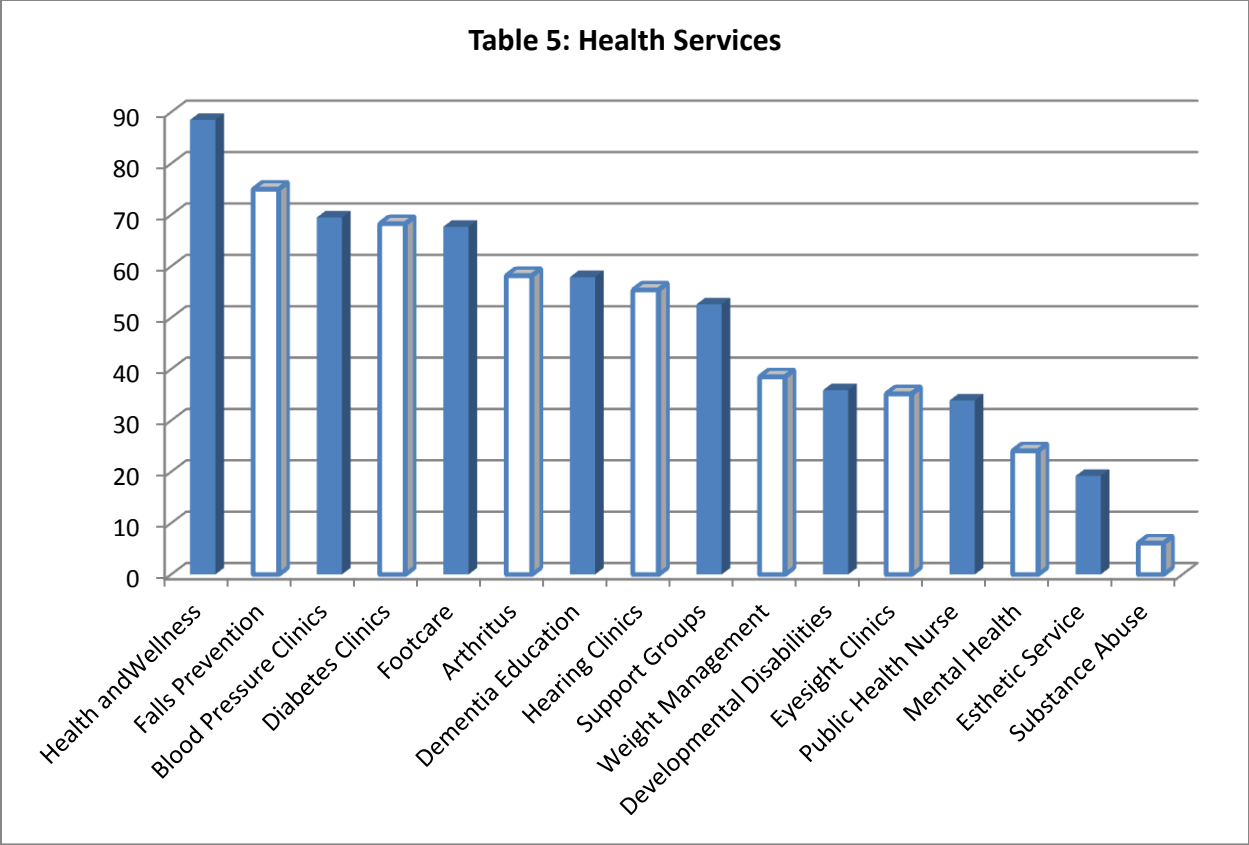
## **Types of Programs**

The survey results indicate that older adult centres offer a wide range of activities. Social, fitness, wellness and educational activities were offered the most though all centres tend to offer a full range of services.



## **Health Services**

Older adult centres demonstrate a wide range of health services offered with the most popular service being general health and wellness programs (88.5%). Falls prevention, blood pressure clinics and diabetes clinics are also very popular with more than 70% of the centres offering these programs. On the lower end of the scale, not many centres are dealing with substance abuse (6%), mental health (24%) and weight management (38.5%). Past membership surveys and research have shown that weight management was one of the more popular requests among the “Boomer” population.



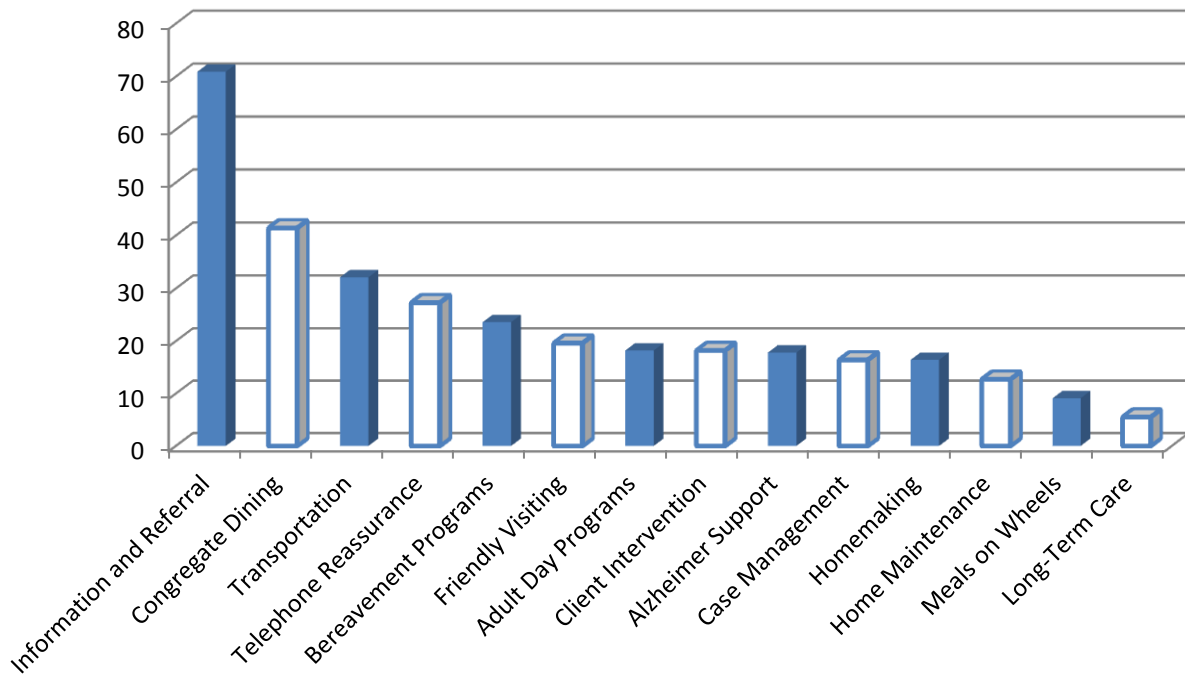
**Community Support Services**

Many older adult centres are involved in providing community support services with the most popular service being information and referral (70%). Congregate dining (41%), transportation (32.1) and telephone reassurance (27.3%) are the next most popular services. However, very few older adult centres are involved in offering the core community support services such as, adult day programs (18.2%), homemaking (16.2%) and meals on wheels (9.1%).

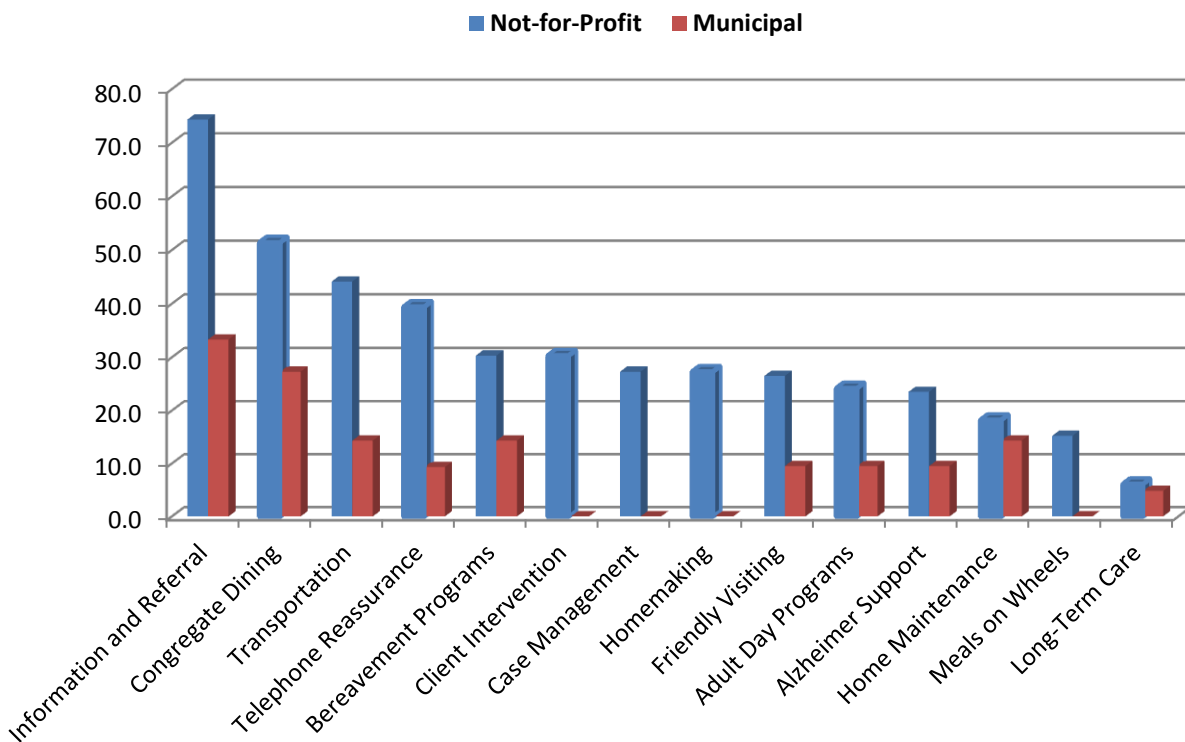
There is a big difference between not-for-profit and municipal centres in terms of participation in community support services. From the survey, not-for-profit centres provided 85% of the community support services as opposed to only 15% of the community support services from the municipal centres or a ratio of 6 to 1 (See Table 8). For municipal centres, the most popular community support service was information and referral and only 33% of the centres provided this service. It should also be noted that the majority of the community support services provided in municipal centres were facility based programs as opposed to “in-home” programs.

This result is not surprising given the mandate of most municipal centres within recreation departments. However, it also demonstrates that not-for-profit centres do play a significant role in community support services when examined individually.

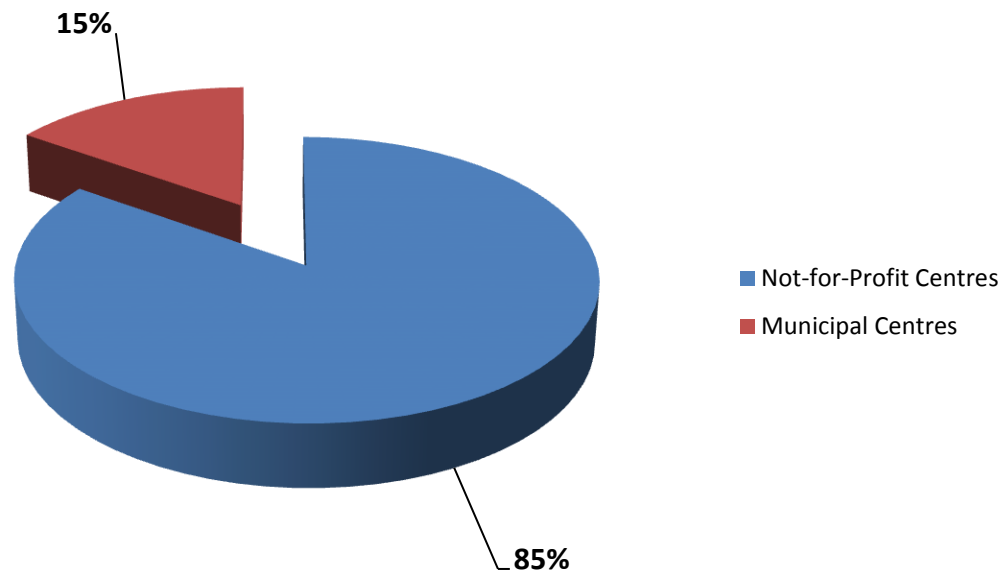
**Table 6: Community Support Services**



**Table 7: Community Support Services by Organization Type**



**Table 8: Total Community Support Services by Centre Type**



## SECTION 6: FUNDING



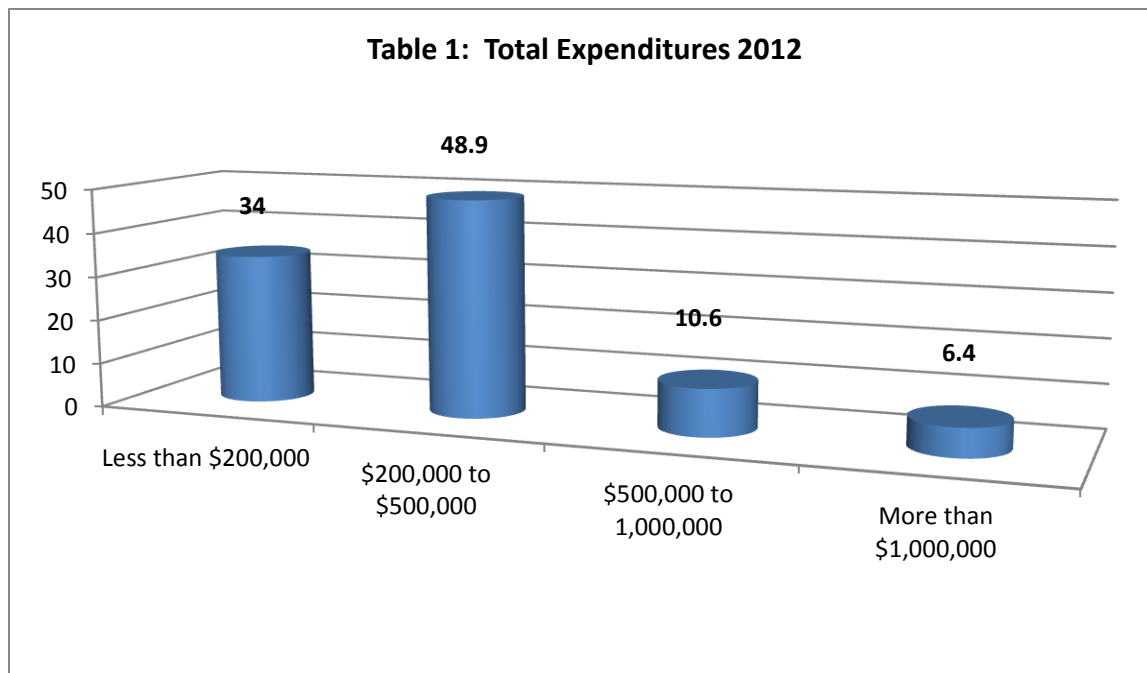
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## 6. Funding

### Centre Budget

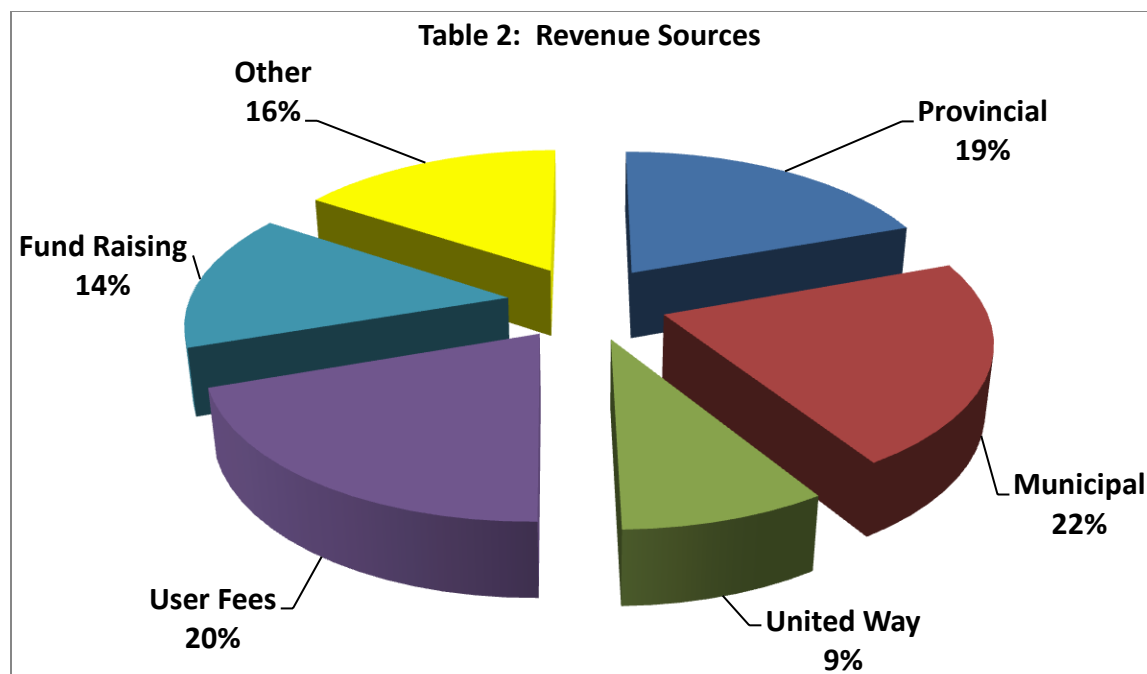
The majority of the older adult centres have a total budget of \$200,000 to \$500,000 while one third of the centres also have smaller budgets of less than \$200,000 (34%). Only 6% of the centres have budgets greater than \$1.0 million. The median budget for older adult centres is \$266,000 and the adjusted average budget is \$285,000.

Not-for-profit centres tend to have smaller budgets than municipal centres with more than 90% of the not-for-profit centres having budgets of less than \$500,000 (92.8%) as compared to 75% of the municipal centres. Further, one quarter of the municipal centres have budgets between \$500,000 and \$1.0 million as compared to less than 4% for the not-for-profit centres (3.6%).



Older adult centres have very diverse funding sources with no dominant funder in many cases. There is a common theme that suggests older adult centres are funded roughly 50% through government type grants or sources and 50% through user fees, fund raising and other sources. It is also interesting to note that user fees only account for 20% of income.





Older adult centres are one of the most cost effective services within the healthcare system with an average cost per member of \$283.30 per year and an average unit cost per visit of only \$8.91. In comparison, the average unit cost for an adult day program in Ontario can range from \$90.00 to \$150.00 per day.

For the consumer, older adult centres also represent excellent value as the average membership fee of \$29.97 to join a centre only represents 10.6% of the total cost of running the centre and total user fees paid by members only represent roughly 20% of the total cost of operating the centre.

### **Provincial Funding – EPC Grant and LHIN Funding**

The majority of the older adult centres do receive the Elderly Persons' Centres grant (98.1%) and almost two thirds of the centres received the EPC Special grant in 2012 (66.1%). However, only 25% of the older adult centres received funding from the Local Health Integration Networks (LHIN's). It is interesting to note that almost one third of the not-for-profit centres receive LHIN funding while only 12.5% of the municipal centres receive LHIN funding.

In terms of government reporting, older adult centres rated their ability to meet reporting requirements as 3.8 out of 5 and more than 45% of the centres stated that they would be interested in programs offered by OACAO to assist with reporting. In terms of municipal funding, only 18% of the centres stated that their municipal funding was at risk.

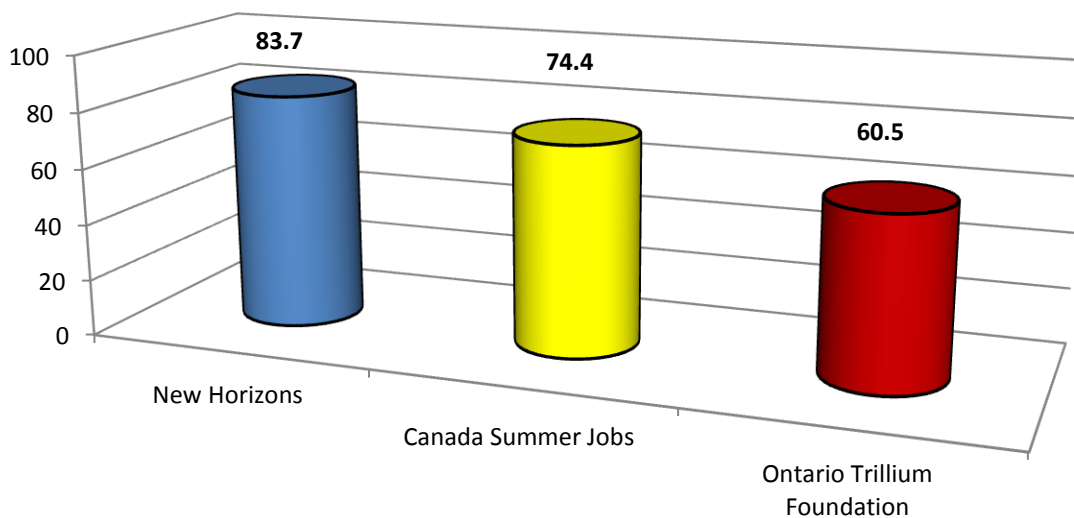


Average  
Cost per  
Member =  
\$283.30



Average  
Unit Cost  
per Visit =  
\$8.91

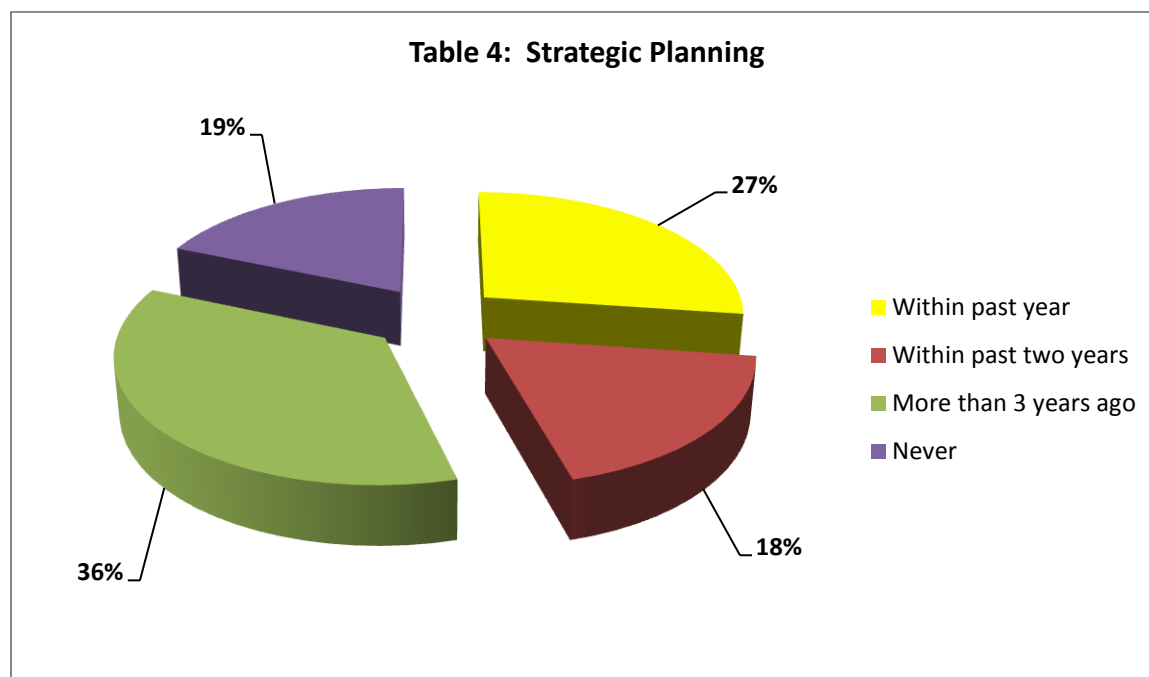
**Table 3: Other Grants**



In terms of other types of grants, the most popular source was New Horizon grants (83.7%) followed by Canada Summer Jobs (74.4%) and the Ontario Trillium Foundation (60.5%). The majority of centres stated that they would be interested in Active Living Fairs funding through OACAO (56%) while a further 22% stated that they might be interested in this funding.

### **Strategic Planning**

In terms of strategic planning, there is a great variance among the survey participants. While 45% of the respondents have conducted a strategic plan within the past 2 years, 55% of the respondents have not done a plan in 3 or more years including 19% of the centres who have never done a strategic plan.



## SECTION 7: OACAO SERVICES

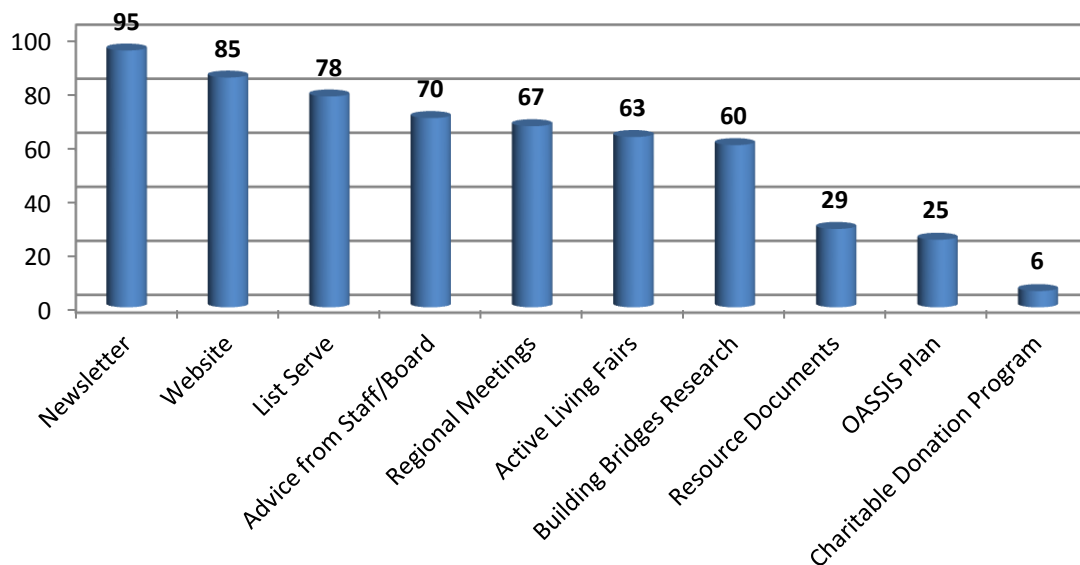


## 7. OACAO Services

### Use of OACAO Resources

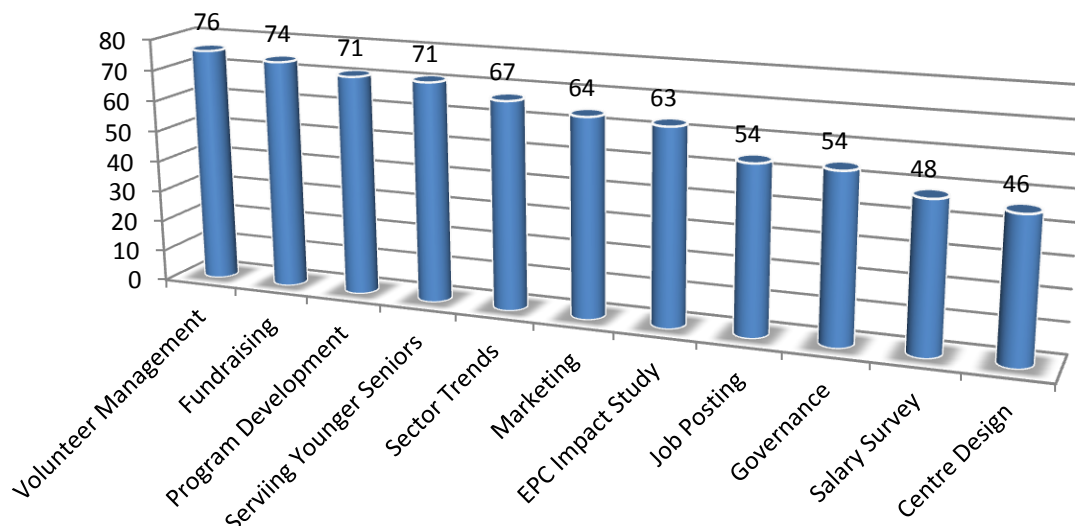
The survey results indicate that the resources provided by OACAO are well utilized by the membership. The three main resources – newsletter, list serve and website – were the strongest with usage patterns over 80% though regional meeting and active living fairs were also very strong.

**Table 1: Use of OACAO Resources**



In terms of future services, the membership expressed a strong desire for a number of options. Volunteer management, fundraising, program development and serving younger seniors were the top options selected though sector trends, marketing and the EPC Impact Study were also very strong.

**Table 2: Potential Use of Other Services**



### **Business Partners**

The survey results indicated that the membership is very supportive of the business partnership program. The most supported partner was The Care Guide with 52% participation followed by Nordixx Pole Walking (36%), Bayshore Health (31%), Medichair (26%), OASSIS (26%) and Comfort Life magazine (26%). However, the survey also indicates that there are a number of business partners who have not had as much impact with the membership.

More than two thirds of the respondents did indicate that they were aware of the business partnership program (67%) and more than half of the members were interested in more information about the business partners (55%).

### **Conference Participation**

The majority of the older adult centres have participated in the OACAO conference over the past 3 years (68.3%) and at least 60% of the centres plan to be at the 2013 conference. In addition, all most 75% of the respondents indicated that they are interested in participating in regional events. These results support the importance of the annual conference for OACAO members.