

Facility Review



Prepared For:

Board of Directors

Southeast Edmonton Seniors Association

Edmonton, Alberta

Prepared by:

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EXECUTIVE SUMMARY

Background

The South-East Edmonton Seniors Association (SEESA) has been at their current Holyrood location, a former school, since 1980 when SEESA incorporated. Since 1980, many projects have added, renovated, or improved the facility to meet seniors' needs. Stakeholders invested Millions, and the City of Edmonton (COE), current building owner, was the most significant contributor.

After two years of operating through the challenges associated with the pandemic, SEESA faces a deficit in 2022, so change is necessary. Cost cutting in 2020 included staff reductions. The board engaged the author in December 2021 for an independent examination of SEESA, with a focus on the facility, a large cost contributor.

General Financial Assessment

SEESA has a significant budget of over \$600K. SEESA relies heavily on City of Edmonton (COE) grants or subsidies. The COE provides 97% of external revenue, representing over \$350K. Membership, class, and activity fees contribute less than half of internal revenue, with fundraising expected to contribute 28%. Almost all 2022 revenue sources are at risk.

For expenses, staff salaries (\$304K) and facility costs (\$139K) are the biggest categories. A summary of changes to reduce costs (and the deficit) is provided in the sections below.

Lease

The COE owns the former school at 9350-82 St. and leases the entire building of 23,299 sq. ft. to SEESA. The current lease expires Dec. 31, 2026. SEESA pays only \$1.00 per year for rent but is responsible for almost all building operating and maintenance costs. The exception is Heating, Ventilating and Air Conditioning (HVAC), which the City maintains.

The lease allows SEESA to operate a senior drop-in social and recreation centre in the building. If SEESA wants to rent out space to third parties, fees cannot be higher than internal use fees. If SEESA wants to revise or terminate the lease before expiry, then first negotiate with the City.

Building, Space, Utilization

The original building is 65 years old, not built to modern standards, including energy efficiency. With 68% of total space considered usable, the building layout is very inefficient. Most former classrooms used for programs appear suitable for their intended purpose. However, SEESA is only programming these spaces for about 7% of the time in a calendar year, making it difficult to recover costs from user fees.

With the entire building under lease, SEESA can not easily pivot in a cost effective manner when users change or reduce their demands.

Vendors and Energy

Third party vendors provide energy, printing, snow removal, waste management, Information technology and telecommunications services, totalling about \$73K per year. By signing contracts for power and natural gas, SEESA could save about \$4k per year. ASEESA could save an additional \$7K per through energy conservation, “belt tightening”, competitive bidding and partnering.

Demographics

Edmonton’s senior population is growing at a high rate, but membership in SEESA has declined since 2019. Outside SEESA’s catchment area, seniors are growing faster. Some newer areas in the City have no seniors’ centre.

Only 6% of the 55+population in Edmonton belong to one of the 16 City-funded senior centres. Edmonton’s population, including seniors, is becoming more diverse, e.g. marital status, education, ethnic origin, and residency time in Canada. While data on the demographic makeup of SEESA members is not available, staff advise that the typical member is a female Caucasian, aged 75-85. SEESA needs to serve a wider diversity of seniors.

SEESA Programs

Based on 2022 program guide for sessions 1 and 2 this winter:

- 98% of program hours are related to fitness, recreation, and hobbies
- 90% of program hours are in person, with 10% on-line
- 56% of the programs are led by volunteers, the balance by paid leaders.

SEESA’s programs lack diversity, to meet the wide range of seniors’ needs

Partnerships

The COE has been and is SEESA’s only partner. In addition to operating funding grants of more than \$350K per annum, the City provides the building rent free, maintains the HVAC, and contributed several \$million in capital over the last 41 years for additions, renovations, and improvements.

The COE is changing its approach to supporting seniors’ centres. This includes changing grant programs; more emphasis on programs to facilitate seniors remaining in their homes; and increased accountability with measures to ensure the COE’s investments are providing value for money and serving a wider diversity of citizens. SEESA must engage with the City on any future changes and continue to maintain this strong relationship.

Partners/partnerships can apply to the entire life cycle of any building – design, build, finance, own and operate. While the City partner relationship has been a key to SEESA’s past success, SEESA has not developed or maintained other partnerships, so this should be a future focus. Future partner prospects for program operations reside mostly in the not-for-profit sector, such as Community Leagues and other groups serving 55+ clientele. Benefits of program partnering include reducing competition, duplication and overlapping services. Partnering could also support cost reductions, e.g. share a bookkeeper.

Preliminary Risk Assessment

The size and importance of SEESA warrants a comprehensive action plan to manage risks, and the board appears to be addressing the critical ones. The most serious immediate risk is that the COE reduces or eliminates any grants, or SEESA is not successful in securing COE grants. Even if SEESA secures all grants for 2022, it will be in jeopardy if membership and participation do not return to pre-pandemic levels.

Future Facility Models

The author compared three facility models for SEESA applicability. The current centralized model has administration and programs all in one location. In a decentralized model, the organization offers programs at a number of neighbourhood facilities, and administration might all be in one location. Each model has advantages and disadvantages. For example, in the centralized model, face-to-face communication amongst staff, volunteers and participants is easier. The hybrid model is a mix of centralized and decentralized. Scona Seniors Centre is a hybrid model, offering benefits such as minimal overhead costs, encouraging partnerships for diverse program delivery, and providing flexibility to only use, and pay for, the space needed. SEESA should strongly consider this model, even if SEESA retains a portion or all the current space.

INTRODUCTION

SEESA's Mission: To empower and enhance the quality of life of people in our community as we age.

Purpose

The purpose of this review was outlined via emails and telephone calls with Judy Lyn Archer:

1. Provide a concise summary of the lease for reference purposes.
2. Identify opportunities and challenges associated with ending the lease.
3. Advise whether the costs associated with the lease appear reasonable.
4. Identify changes in the lease that would help SEESA financially.
5. Forecast 2022 expected net income. (Revenues less expenses)
6. Identify some methods available to reduce expenses.
7. Identify some methods available to increase revenue.
8. Identify the most significant financial risks associated with SEESA's operations
9. When considering offering new programs, what is needed for approval to proceed.

After starting the review, it became apparent the need to answer two additional questions:

10. Evaluate the suitability of the building and space for its intended Use.
11. From a Facility perspective, identify optional models for SEESA

Methodology

Because most of the author's qualifications are in the field of Facility Management, this review is primarily from a facility perspective. The author based most of his findings, conclusions, and recommendation on secondary information about SEESA and the seniors' sector. Because of limited time, the analysis was based on a finite set of information. All quantitative data was summarized in EXCEL spreadsheets. Following the introduction are four sections in this report:

1. Findings
2. Conclusions
3. Recommendations
4. Appendices

Time is of the essence; therefore, after completing and submitting the lease in December of 2021, the balance of this review was done in January, and no peer review has been undertaken to date.

Information Sources

- Documents, articles, and web sites listed in Bibliography
- Facility and site tour Jan. 8, 2022
- Informal Interview with Steve M. Janitor, Jan. 8, 2022
- Informal Interview with Judy Lynn Archer, Jan. 8, 2022
- The author's own intellectual property in the facility management field

Statement of Limitations

No formal interviews were undertaken, including SEESA board members, SEESA personnel, or City of Edmonton representatives.

The conclusions and recommendations are based only on the information reviewed by the author, as per the Bibliography, and summarized in the report.

While the membership, programs and financial situation are constantly changing, (and thus some budget forecast assumptions may be unrealistic), recent SEESA experience and events are not reflected in this report. Links to other EXCEL files provided to the author by SEESA were not maintained.

This study does not intend to be comprehensive. Not all the questions that the Board wanted answered (see “terms of reference”) with this study were thoroughly addressed. This is partly due to the urgency and thus the limited time (1 month) during which the report was written. The Board should consider other facts, data and perspectives before making a decision on the current facility or the organization as a whole.

FINDINGS

General Financial Assessment

2022 Budget

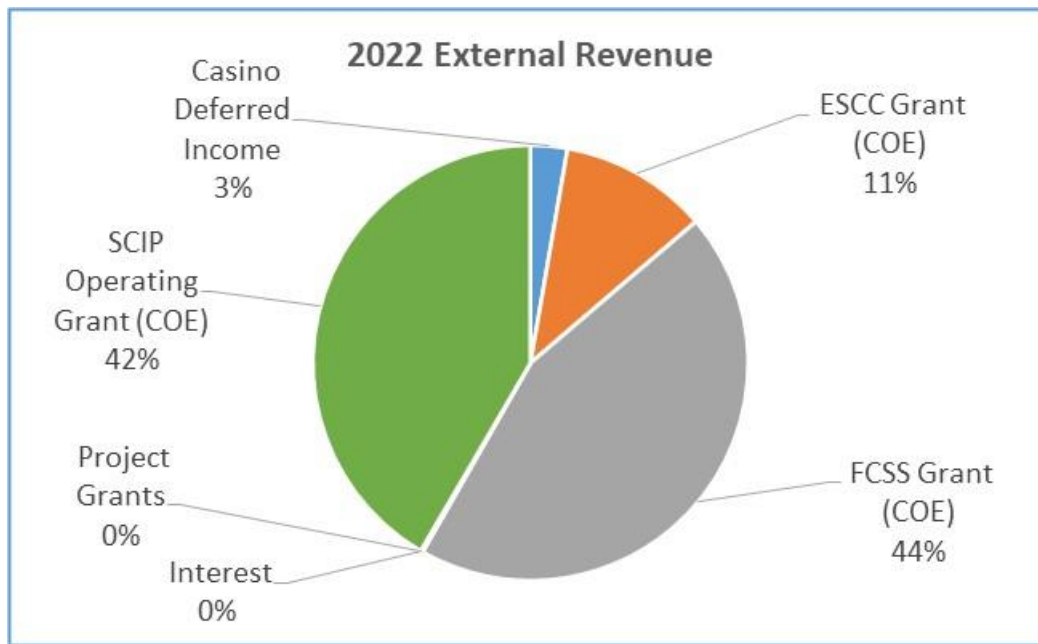
The 2022 Budget is presented below. Minimal effort was spent on this general financial assessment and the board is advised to consider more recent actual and forecast data.

The operational plan is to run at a deficit, which is not sustainable.

	2022 Budget
Revenue	
EXTERNAL REVENUE	
Casino Deferred Income	9,830.00
ESCC Grant (COE)	39,780.00
FCSS Grant	160,607.00
Interest	600.00
Project Grants	-
SCIP Operating Grant	150,000.00
TOTAL EXTERNAL REVENUE	360,817.00
INTERNAL REVENUE	
Building Rental	7,848.70
Fundraising	72,138.73
Kitchen Sales	46,000.00
Membership Income	24,000.00
Membership Services	93,354.26
Sales	11,732.21
TOTAL INTERNAL REVENUE	255,073.89
TOTAL REVENUE	615,890.89
EXPENSES	
Building Rental	10,706.50
ESCC Funded Programs	40,676.56
FCSS Funded Programs	160,633.65
Fundraising	13,247.98
Kitchen	117,467.29
Membership Services	291,826.20
Project Grants	-
Sales	8,847.64
EXPENSES TOTAL	643,405.83
PROFIT/LOSS	-27,514.94

External Revenue

*Of all revenues, 59% are external. Of **this** revenue, 97% is derived from the COE. This structure is highly risky and likely unsustainable.*

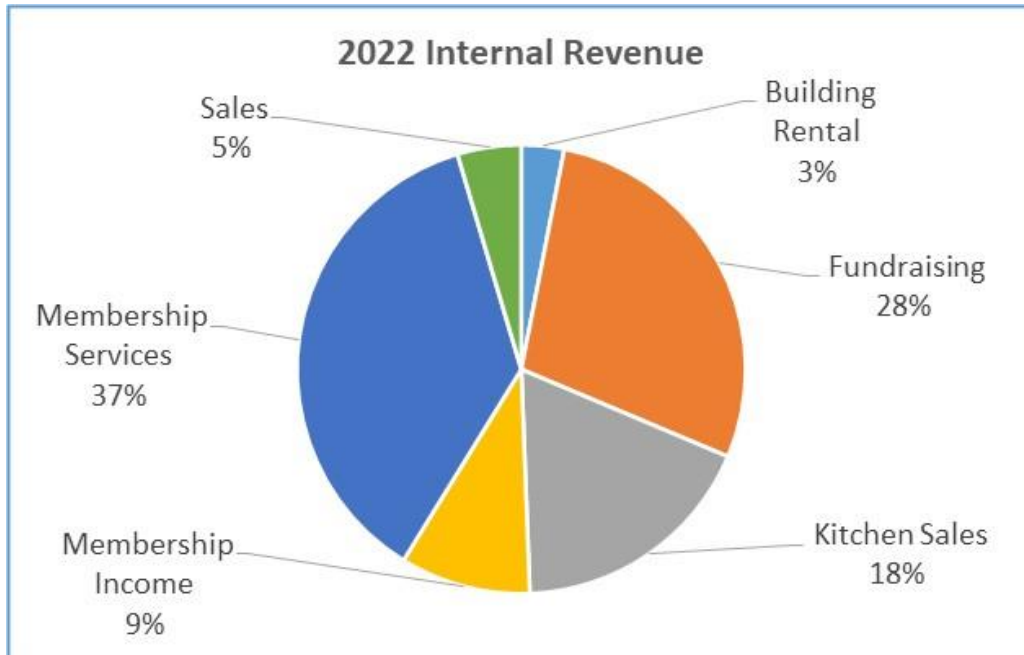


COE Grant Revenues

Grant Name	Grant Provider	2022 Status	2022 Amount	Grant Type	Intentions/Restrictions on Use
Family & Community Social Services (FCSS)	City of Edmonton	Approved	\$160,000	Fixed	For Volunteers - Coordinator Position, Training, Food, Recognition, etc. & Outreach
Edmonton Community Senior Services (ECSS)	City of Edmonton	Pending (1)	\$40,000	Fixed	Home Supports Position
Operating Grant	City of Edmonton	Applying	\$150,000	25% of net expenses	Some believe this should cover the facility operating expenses.
Total Grants			\$350,000		
(1) Sub-contracted to Sage					

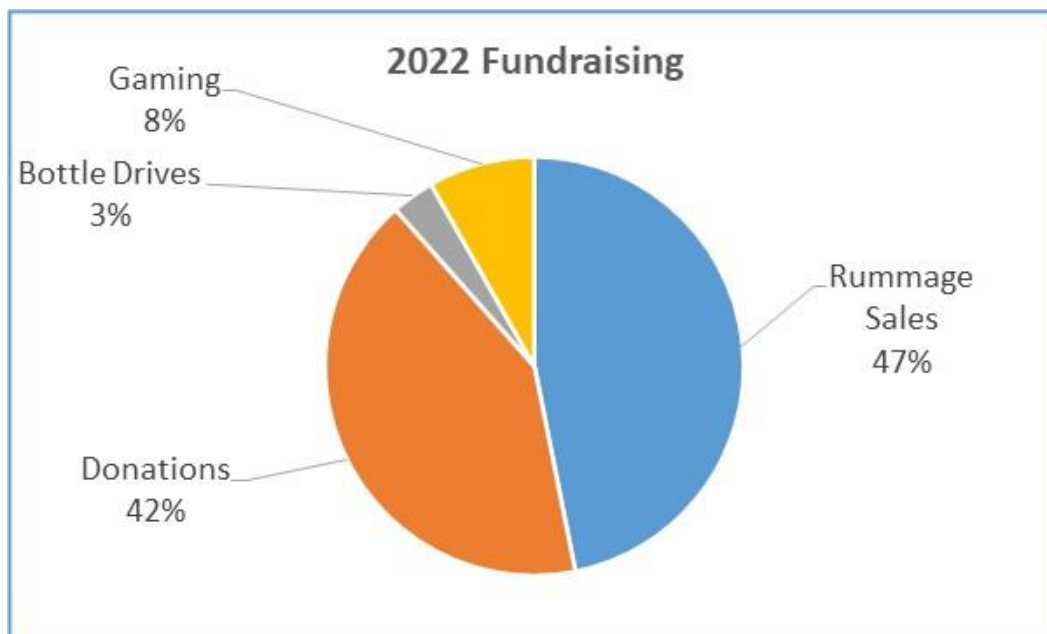
Internal Revenue

97% of internal revenues are based on membership and volunteer commitment and activity.



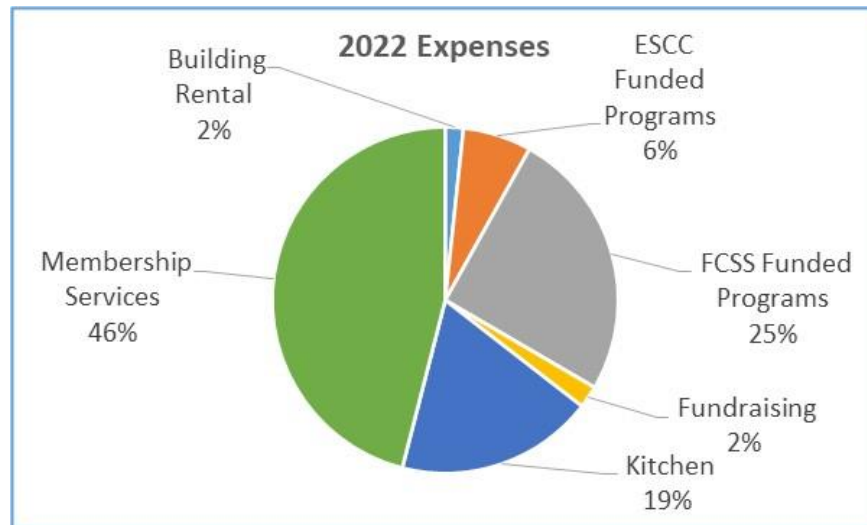
Fundraising

Fundraising targets are based primarily on the recent past, which may not be realistic.



Expenses

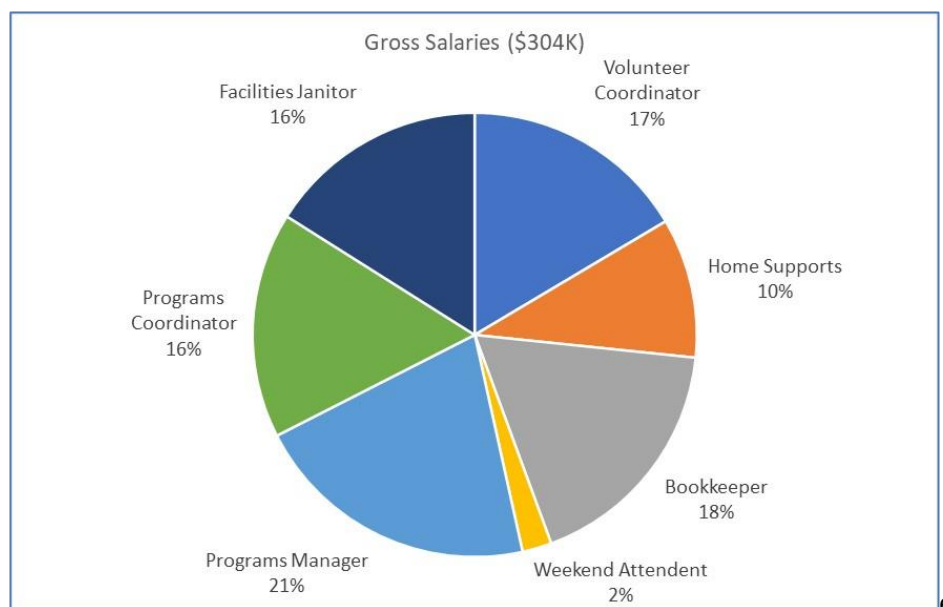
At first glance, one might believe the expense breakdown below is odd; however, the author's understanding is that such calculations are needed to support City grant applications and administration.



Salaries

Since salaries make-up about half the entire expenses, the author drilled down to the components

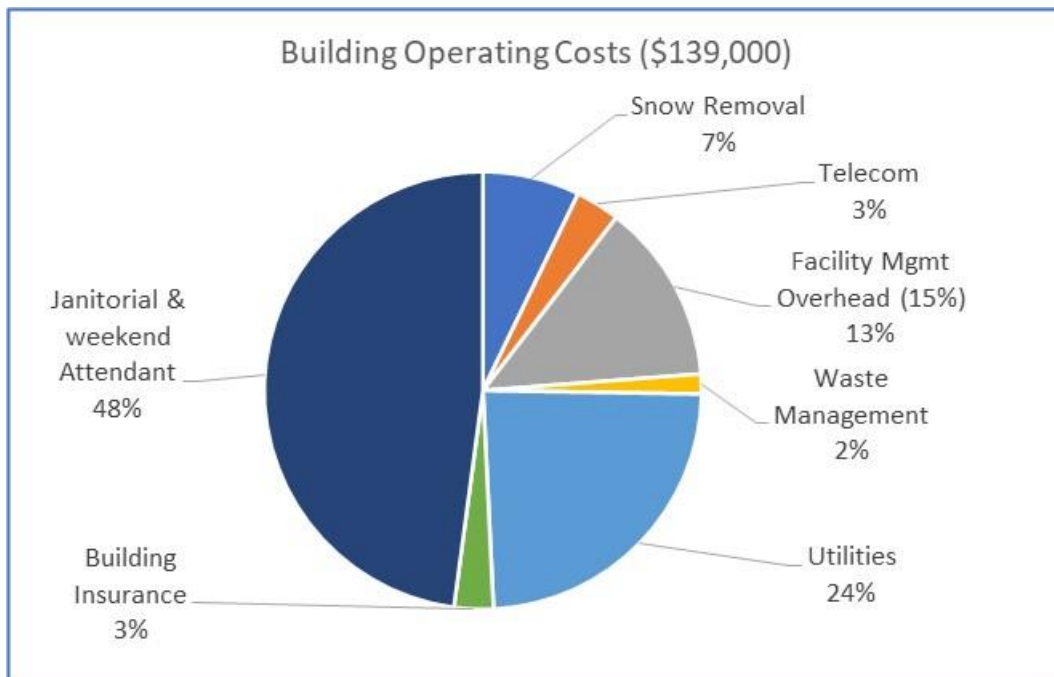
Salaries for permanent staff can be considered part of overhead. When membership interest and COE support drop or shift, staff resourcing flexibility to adapt to change is limited. There may be opportunities to share some of the specialized personnel with other organizations, to improve efficiency.



Building Operating Costs

The chart below summarizes a detailed analysis undertaken by the author, including adding 15% for “Facility Management Overhead”. Please note that 100% of the loaded (includes CPP, EI, etc....) salary for the janitor and weekend attendant have been included, although the janitor has other duties, primarily around program equipment management.

Building operating costs are a key part of overhead, and under the current lease with the COE, lack the flexibility to pivot, to accommodate changing demands and needs.



Vendors

The author examined a sample of the monthly invoices from the vendors listed in the table below, then estimated savings opportunities and potential.

Opportunities exist for better management of vendors with the potential savings representing about 10% of spending on vendors.

Cost

Reduction Opportunities with Vendors

Company	Service/Product	Brand/Type	Annual Estim	Saving Opportunity	Pot. Ann. Saving
Digitex	Printing & Copying	Sharp	\$2,243	Eliminate \$.15 color copies	\$1,200
Direct Energy	Utilities	Natural Gas	\$450		
Direct Energy	Utilities	Natural Gas	\$11,707	Reduce consumption, say 5%	\$585
EPCOR	Utilities	Electricity	\$17,738	Reduce consumption, say 5%	\$887
EPCOR	Utilities	Electricity	\$1,050		
EPCOR	Utilities	Water & Wastewater	\$858	Reduce consumption, say 10%	\$86
EPCOR	Utilities	Water & Wastewater	\$834		
EPCOR	Utilities	Drainage	\$349	Reduce consumption, say 10%	\$35
EPCOR	Utilities	Drainage	\$3,305		
LOTUS	Snow removal	Winter	\$7,875	get competitive bids, say 10%	\$788
Clean & Green	Snow removal	Winter	\$1,900	get competitive bids, say 10%	\$190
PivIT Solutions	Info. Tech. Services		\$17,942	reduce users, competitive bid, say 20%	\$1,794
Waste Management	Waste Management		\$2,002	competitive bid, say 10%	\$200
Shaw	Telecommunications	Phones	\$1,852	Drop 1 phone	\$516
Shaw	Telecommunications	Internet, wifi	\$1,900		
Shaw	Telecommunications	Office TV	\$706	Eliminate	\$706
Totals			\$72,709		\$6,986

Building and Space Assessment

History

The building is 65 years old and SEESA has been the sole user for the last 41 years. SEESA's building started out as St. Helen's school, owned by Edmonton Catholic Schools. It was built in 1956 and the gymnasium added in 1960. In 1979-80, after the school board vacated the building, the COE rented the building for the purposes of a locating a seniors' centre there. SEESA was incorporated in 1980 and took over the building as tenant. In 1992, the COE purchased the building, with SEESA contributing \$127,750 of the purchase price.

Since occupying the building in 1980, SEESA has completed many additions and renovations, to meet growth in demand and changes to better suit the seniors' program needs. Millions of funds have been raised and invested from all levels of government, membership, gaming, etc. Although records available were incomplete, the COE has been the most significant and consistent funding partner. More historical information can be found in Appendix E.

Facility Lease

The lease summary report below provides a snapshot of the salient factors from the lease with the City.

This information was submitted to the board in December 2021 but included again in this report.

Lease Summary

Parameter	Section	Content
Facility Address	25.1	9350-82 St. Edmonton, Ab, T6C 2X8
Legal Desc. of land leased	A	Portion of Lot 30, Block 17, Plan 7823542
Neighbourhood	Schedule A	Holyrood
Lessor/Landlord		City of Edmonton
Lessee/tenant		Southeast Edmonton Seniors Association (SEESA)
Type of lease	B.	Building and Land
Gross Building Area leased	Schedule A	2,166.78 Sq. M. or 23,299 sq. ft.
Land Area Leased	Schedule A	5,910.45 Sq. M or 63,553 sq. ft. (included Bldg. area above)
Start Date	1.1	January 1, 2017
End Date	1.1	December 31, 2026
Time Left on Lease term	1.1	5 years, from January 1, 2022 to Dec. 31, 2026
Previous lease Start Date	1.2	May 4, 2011
Obligations & Liabilities carried over from 1 st lease?	1.2	This info. Is not provided within the current lease document. There may not be any obligations & Liabilities
Rental Rate/Year	2.1	\$1.00
Allowed Use of Premises	3.1	Operation of a senior citizens drop-in social & rec. centre
Allowed use of Premises b	3.5	Special Events, with 90 days notice to tenant
Fees charged by tenant to Landlord for special events	3.5	No more than fees charged by tenant for other uses of premises by the public
Tenant Responsibility	3.3	Garbage removal
Tenant Responsibility	5.2	Water, fertilize, prune and maintain trees and shrubs
Tenant Responsibility	6.1	Repair & maintain tenant improvements, equipment, appliances, seating
Tenant Responsibility	6.1.1	Keep sidewalks, adjacent public sidewalks & parking clear of snow, ice & debris

Tenant Responsibility	6.1.1	Water, mow, weed all lawn
Tenant Responsibility	6.1.2	Maintain telecommunications lines & services
Tenant Responsibility	8.1	Pay Utilities All – Water, Power, Telephone, Sewer, gas
Tenant Responsibility	8.2	All applicable business taxes, permits & licenses
Tenant Responsibility	8.3	Any applicable property taxes
Tenant Responsibility	13	Insurance incl. Commercial Liability Insurance of \$2 Million
Tenant Responsibility	13.1.2	Pay for Landlord's building insurance
Remedy for Tenant not performing responsibilities	6.2 & 6.3	Landlord can enter premises, do the work, bill the tenant & charge 19.56% interest
Landlord Responsibility	6.1	Repair premises – servicing, replacements, renewals

The table below outlines the prime methods available to end the lease.

Methods to End Lease

There are many methods to end the lease, but SEESA should discuss this respectfully with the City, to maintain this key relationship.

Parameter	Section	Provision	Control
Lease assignment	9	SEESA could assign all or a portion of the lease, subject to landlord's OK	SEESA, City
Lease abandonment	6.3, 6.4	Abandonment is defined as SEESA ceasing operations at this building for 3 consecutive business days	SEESA
Fundamental breach	6.5	Triggered by default of SEESA terms, conditions, responsibilities, then City, at its discretion could terminate lease	City
Surrender of Premises	21	Peacefully yield up premises. While this provision is specific to the end of the lease term, SEESA could negotiate that surrender as of a date of your choosing	SEESA, City

Physical Inspection

On Jan. 8, 2022, the author conducted an inspection of the facility and site. The author followed up by email and phone with JLA AND Steve on a few items. The complete site checklist and notes can be found in Appendix D. Outlined below are problems and opportunities, identified from the inspection.

Opportunities to reduce costs and improve safety were identified from the inspection.

Summary - SEESA Facility and Site Inspection

Sub-Topic	No.	Visible Evidence Search	Answer re Visible Evidence
Heating	42	Zone temp. control	Already have 4 or 5 zones; details not avail.
Heating	43	Room temp. Control	Have; may be able to use timers
Power	50	Type of Light Fixtures	LED except old Fluorescent in Gym (HIGH)
Power	51	De-lamping	Some possibilities
Power	52	Motion Sensors	None - cost-benefit - most spaces are small?
Power	53	Continual draws, not running (e.g. PC's)	Office equipment
Power	54	Kitchen equipment unplugged	Emptied but not unplugged
Water	55	Low use fixtures	None
Sports Equipment	56	Avail. With Gym Rental	Non-traditional, no B-ball, BV-Ball, etc.
Workshop/other	57	Specially equipped rooms	Weaving/Quilters
"Donated" Equipment, Tools, Furnishings	58	If disposing, restrictions or sensitivity	YES, Many, some marked- IN LOVING MEMORY of...
Site opportunities	74	Unused space outside & on parking area	Community Garden

Site and Neighbourhood

The site where SEESA is located, and neighbouring surroundings have the following attributes:

- Quiet setting adjacent to large park, school, and community league
- Convenient access to City's bus network and service
- Plenty of off-street parking

The site has the following limitations:

- Poor exposure/visibility due to low levels of traffic
- Older, inner-city location likely not central to catchment area

Building Operating Costs

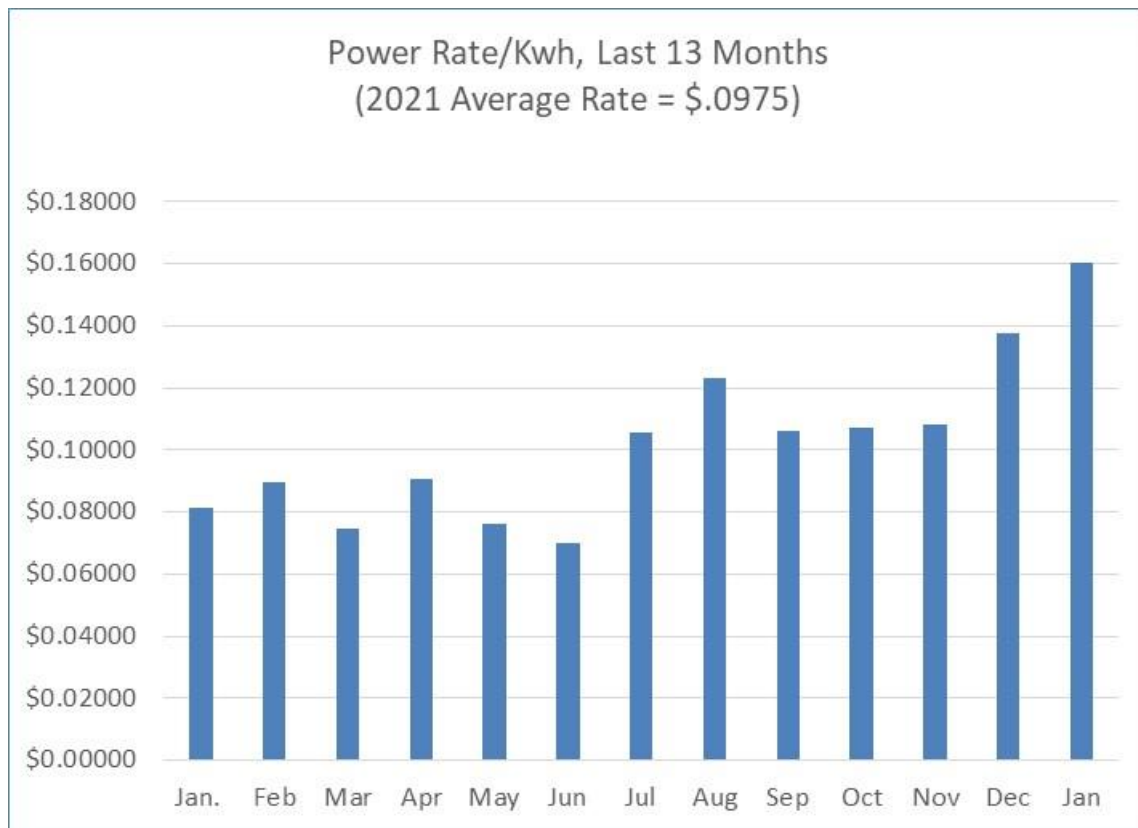
Janitorial costs and utilities are the most significant cost items, and thus opportunities for reduction.

The “facility management overhead” at the bottom of the table was added by the author. Actual facility expenses are likely greater than indicated since there are \$0 budgeted for several items that are standard in any facility.

Category	Amount	Sub-Totals	Source
Heating	\$12,157		Invoices
Power	\$18,787		Invoices
Water & Wastewater	\$1,692	\$32,636	Invoices
Building Insurance	\$3,945		Budget-Corporate costs
Telecom	\$4,457		Invoices
Waste Management	\$2,002		invoices
Snow Removal	\$9,775		invoices
Maintenance of TI's	\$3,000		Budget-Corporate costs
Janitorial - Wages	\$53,288		Budget-Corporate costs
Weekend Attendant	\$6,480		Budget-Corporate costs
Janitorial Supplies	\$5,400	\$65,168	Budget-Corporate costs
Share of Commercial Insur. attributable to Bldg.	\$0		These cost items are buried elsewhere, or may not be applicable, but this is highly unlikely
Security	\$0		
Fire & Life Safety	\$0		
Covid Health & Safety Supplies	\$0		
Bank Fees	\$0		
Accounting & Admin	\$0		
Amortization of Capital Purchases	\$0		
Sub-Total Expenses Excluding Overhead	\$120,983		
Facility Management Overhead	15%		standard industry allocation
Total Estim. Expenses Including Overhead	\$139,131		

Utilities

Power rates are currently at an all-time high, and because SEESA does not have in place a power purchase agreement (or contract), the financial risk is significant.



Utility Contracts

The author acquired real proposals for gas and power contracts, to demonstrate savings potential.

Putting in place utility contracts could save about \$4,000/year; 75% of which is power.

	Estim. Annual Units Consumed, 2021	Price to be Paid/Unit, No contract 2022	Estim. Avg. Price Paid in 2021	Estim. 2021 Consumption Cost	Estim. Rate, 5- year Contract, Enmax	Estim. Contract Savings/Unit	Estim Contract Savings/Yr
Power, Kwh (1)	87,780	\$0.1045	\$0.0975	\$8,562.28	\$0.0689	\$0.0356	\$3,124.97
Natural Gas, Gij (2)	1,050	\$5.05	\$3.68	\$3,864.00	\$4.09	\$0.9600	\$1,008.00
Total				\$12,426.28			\$4,132.97
(1) Source for new, contract rate: Anovaenergy, Jan. 17 email							
(2) Source for new, contract rate: Anovaenergy, Jan. 18 email							

Space Utilization

The author undertook a very detailed space analysis based on floor plans.

The building is inefficient, because only 68% of the leasable area is usable. The extraordinary amount of common space includes halls and washrooms.

ID	Parameter	Sq. metres	Sub-Total	Share	Source
A	Usable/Programmable	1482	1482.40	68%	Floor Plan
B	Identified Common Areas	449			Floor Plan
C	Walls & Unaccounted Common Area	235			E-A-B
D	Sub-Total, Common Area	684	684.38	32%	
E	Leasable Area	2167	2166.78	100%	Lease

Space by Type	Sq. M	Share of Total
Auditorium/Gym & Stage (1)	445	30%
8 Former Classrooms, Flexible Use (1)	506	34%
Workshop (1)	102	7%
Food Services - Kitchen, Bar, Office, Storage	126	9%
Café	174	12%
Fitness Centre	21	1%
Admin - Offices, Reception, Copy Room	108	7%
Sub-Total, Usable Area	1482	100%
Storage & Coat Room in Common Areas	35	5%
Washrooms & Change Room	69	10%
Hallways & Vestibules	317	46%
Furnace, Utilities & Server Rooms	28	4%
Walls & Miscellaneous	235	34%
Sub-Total, Common Area	684	100%
TOTAL BUILDING AREA AS PER LEASE	2167	

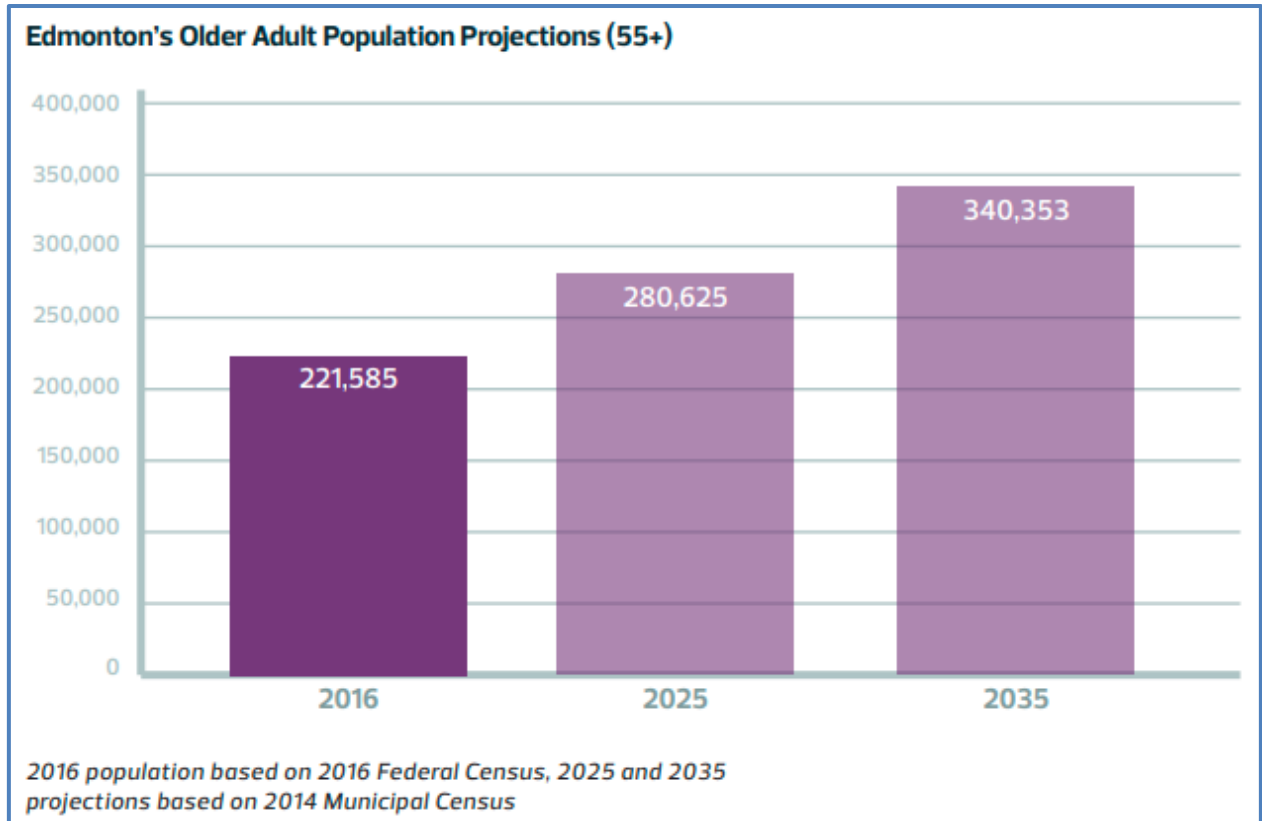
(1) includes the storage & auxiliary spaces colocated in these spaces

Program Assessment

Seniors Demographics

The source of information in the table below is the City's 2019 Report on Seniors Centres.

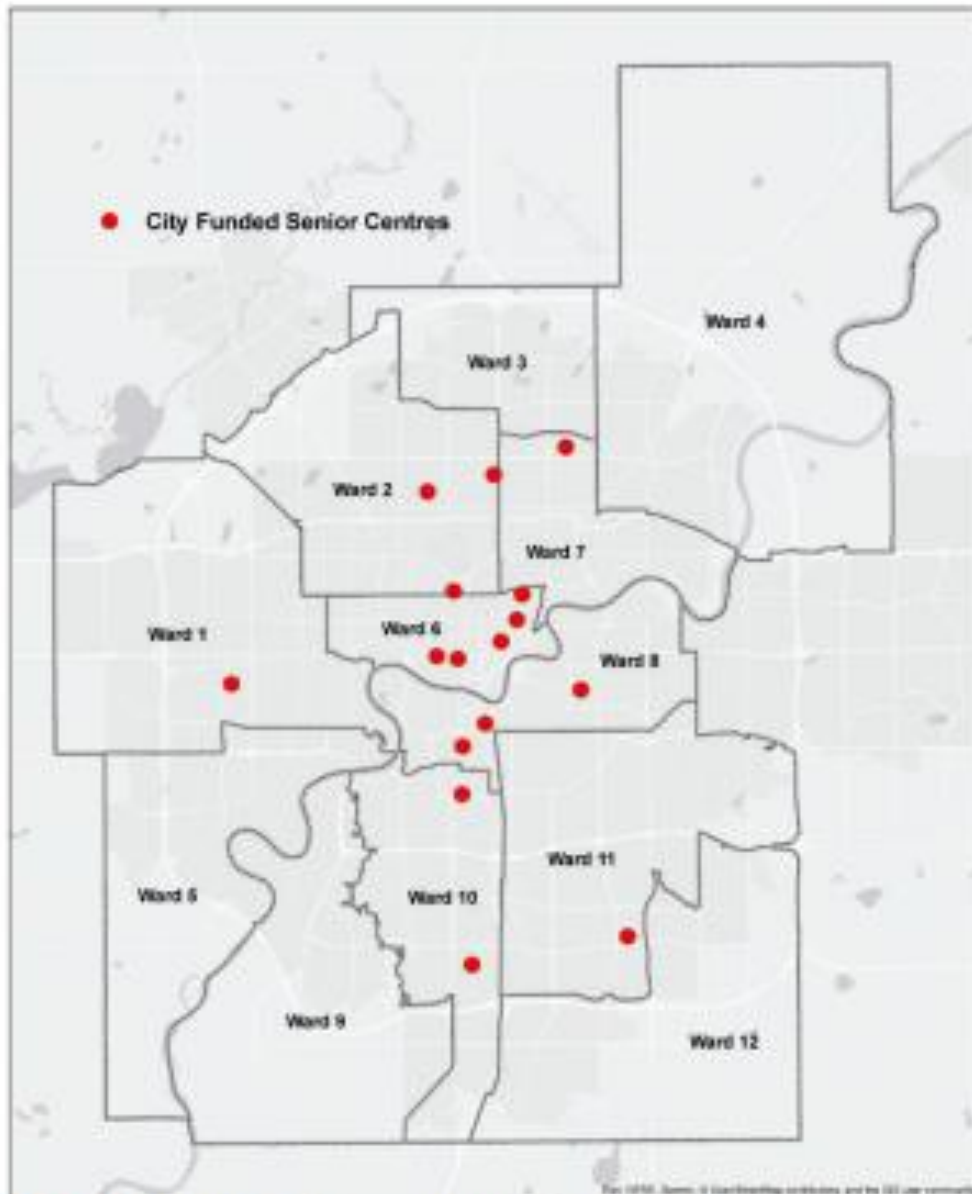
The senior population in Edmonton is increasing at a high rate.



Seniors Centres in Edmonton

The 16 centres on the map below are not distributed equally in the city,) The majority of seniors' centres are in Ward 6, and there are none in Wards 3, 4, 5, 9 and 12; More Edmontonians ages 45+ live in Wards 9, 4 and 3, than do in Ward 6.

The City of Edmonton funds 15 other seniors' centres. SEESA is the one shown in old Ward 8.



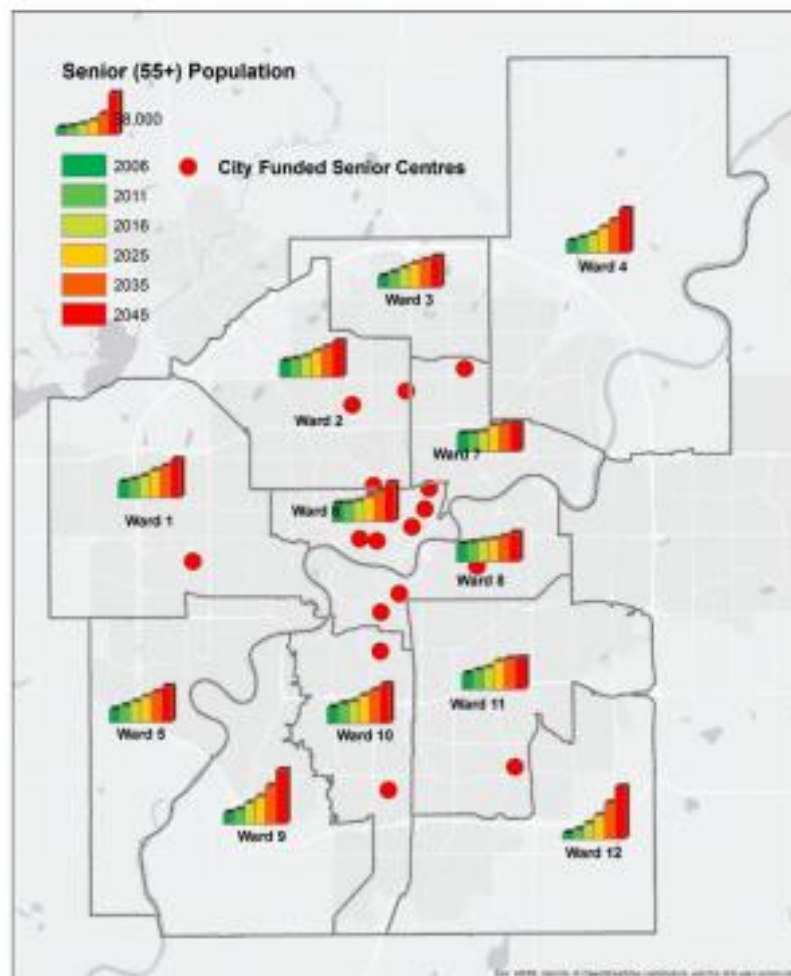
Map 1 City of Edmonton-funded seniors' centres by Ward.

Seniors Population Growth by Ward

The current locations of seniors' centres do not reflect where Edmontonians 45 years and older are living (this age demographic is being used to help understand potential future needs)

Seniors' centre current locations also do not reflect population projections. For example, the 2016 population of seniors aged 55+ in Ward 12, where there is currently no seniors' centre, is projected to increase by 132 percent between 2016 and 2035. Seniors' centre locations do not reflect population projections. For example, the 2016 population of seniors aged 55+ in Ward 12, where there is currently no seniors' centre, is projected to increase by 132 percent between 2016 and 2035.

There is a mismatch between where Seniors centres are located and the location of the senior population, present and forecast. The situation will worsen as the city grows. This is a key concern for the COE in determining where they should best spend their limited financial resources.



Map 3 City of Edmonton funded seniors' centres by Ward, with current and projected senior populations to 2045.

SEESA Catchment Area

The SEESA Catchment Area is bounded by:

- North & West: North Saskatchewan River
- East: 34 St. (city Limits)
- South: Whitemud Drive

Map of SEESA Catchment Area



Neighbourhoods in SEESA's Catchment Area

The table below describes SEESA's catchment area by residential neighbourhood, ward, and electoral division. (The wards are outdated). This information was provided by board member Bill Tkachuk. Also, the table shows whether the associated community league is a member the Southeast Community League Association (SECLA), since SECLA is a potential partner.

The current SEESA building is in Holyrood, in Ward 8.

SEESA's catchment area, as defined by the City, encompasses 24 neighbourhoods, within 2 different wards and 2 electoral divisions

Ward	Neighbourhood	Electoral Division	SECLA Member?
8	Belgravia	44 - Strathcona	No
8	Bonnie Doon	33 - Gold Bar	No
8	Capilano	33 - Gold Bar	Yes
8	Cloverdale	33 - Gold Bar	Yes
8	Forest Terrace Heights	33 - Gold Bar	Yes
8	Fulton Place	33 - Gold Bar	Yes
8	Gold Bar	33 - Gold Bar	Yes
8	Garneau	44 - Strathcona	No
8	Holyrood	33 - Gold Bar	Yes
8	Idylwylde	33 - Gold Bar	Yes
8	Kenilworth	33 - Gold Bar	Yes
8	McKernan	44 - Strathcona	No
8	Ottewell	33 - Gold Bar	Yes
8	Queen Alexander	44 - Strathcona	No
8	Riverdale	44-Strathcona	No
8	Strathcona	44 - Strathcona	No
8	Strathearn	33 - Gold Bar	Yes
8	Windsor Park	44 - Strathcona	No
11	Argyll	33 - Gold Bar	No
11	Avonmore	33 - Gold Bar	Yes
11	Hazeldean	33 - Gold Bar	No
11	King Edward Park	33 - Gold Bar	No
11	Maple Ridge	33 - Gold Bar	No
11	Ritchie	33 - Gold Bar	No

SEESA Membership

Membership has declined in the last two years. No doubt, COVID has had a serious impact, but what other forces have been at play?



Program Schedule

In 2022, the building is planned to be open for programs only 60% of the available days.

Planned Building Utilization, 2022

Session	Dates	Wks	Closed	Open	Days/wk	Days	Less Hol.	Holiday	Actual Days Open
Session 1	Jan 10-Mar 4	8		8	5	40	1	Family Day	39
Session 2	Mar 7-Apr 29	8		8	5	40	2	Easter	38
Break	May 2-May 6	1	1		5	0			0
Session 3	May 9-Jun 30	8		8	5	40	1	Victoria	39
Session 4	July 4-Aug 19	7		7	5	35	2	Canada Day, Civic	33
Building Closed	Aug 22-Sep 2	2	2		5	0			0
Break	Sep 5-Sep 9	1	1		5	0			0
Session 5	Sept 12-Oct 29	7		7	5	35	1	Thanksgiving	34
Session 6	Oct 31-Dec 16	7		7	5	35			35
Break	Dec 19-Dec 23	1	1		5	0			0
Building closed	Dec 27-Jan	2	2		5	0			0
Sessions Start 2023	Jan 9/23				5	0			0
2022 Total, Session 1		52	7	45	5	225	7		218
Avail. Program Hrs/Day:-9 -8									11
Avail 2022 Program Hrs									2398
Days in Year						365			365
Percentage of Days Open									60%

Time of Day, Sessions 1 & 2, 2022 Programs

90% of the programs offered occur between 9 a.m. and 5 p.m.

Time of Day	Mon	Tues	Wed	Thurs	Fri	Total	Share
Daytime, 9 to 5	12	25	23	18	7	85	90%
Evening, 5-10	5	3	0	0	1	9	10%
Total	17	28	23	18	8	94	100%
Latest Program Ends	8:00 p.m	8:30	3:30	3:00	10:00		

Program Leadership Type, Session 1, 2022

56% of the planned program hours are led by volunteers

Leadership Type	Hours	Share
Paid leader/instructor	415	44%
Volunteer (Clubs + Jam Sessions)	532	56%
Total	947	100%

Delivery Type, Sessions 1 & 2, 2022 Programs

90% of the planned programs hours are in-person.

Delivery Type	Mon	Tues	Wed	Thurs	Fri	Total	Share
On-Line Programs	3	2	2	2	0	9	10%
In-person Programs	14	26	21	16	8	85	90%
Total Programs	17	28	23	18	8	94	100%

Program Type, Session 1, 2022 Program Hours

98% of the planned programs hours are related to fitness, recreation and hobbies, whereas the COE desires more diverse program offerings.

Program Type	Mon	Tues	Wed	Thurs	Fri	Total	Share
Fitness, Recreation, Hobbies	180	236	182	220	108	926	98%
Lifestyle, Safety, Learning	0	10.5	10.5	0	0	21	2%
Total Programs	180	246.5	192.5	220	108	947	100%

Facility Utilization

Program Hours by Space, Session 1, 2022 Programs

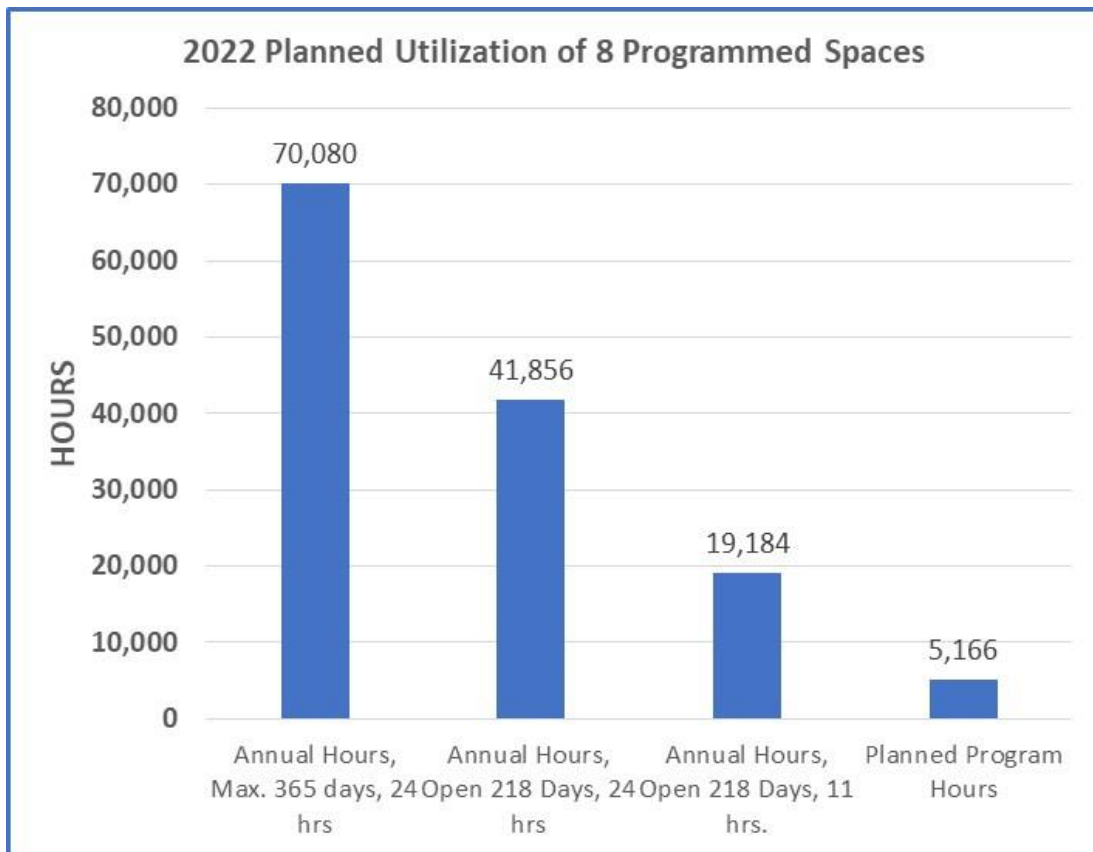
For the 8 spaces where programs operate, the utilization rate is only 24.5%, for the 40 days of session 1, assuming a potential 11 hours/day.

Room/Space	Mon	Tues	Wed	Thurs	Fri	Total Hrs	Share of Total	Util. Rate over 40 days, 11 hrs/day
Ottewell	30	32	0	22	8	92	9.7%	20.9%
Auditorium	32	74	24	40	24	194	20.5%	44.1%
Bonnie Doon	32	22	62	30	30	176	18.6%	40.0%
Holyrood	40	16	0	8	0	64	6.8%	14.5%
Edmonton	4	10.5	10.5	36	0	61	6.4%	13.9%
Forest Heights	20	0	24	36	0	80	8.4%	18.2%
Workshop	0	20	16	20	0	56	5.9%	12.7%
Strathearn	0	48	40	12	38	138	14.6%	31.4%
Sub-total, above 8 areas						861	90.9%	24.5%
Fitness Centre	?					0	0.0%	
Kitchen	0					0	0.0%	
Tillie Poulson Dining	0					0	0.0%	
John Sandercock Library/Pool	0					0	0.0%	
Sub-Total on Site	158	222.5	176.5	204	100	861	90.9%	
On-Line	22	24	16	16	8	86	9.1%	
Total	180	246.5	192.5	220	108	947	100.0%	
Share of Total	19.0%	26.0%	20.3%	23.2%	11.4%	100.0%		

Overall 2022 Space Utilization

On a big picture level, SEESA's space utilization rate is 7%, unacceptably low!

Parameter	Max. Potential	Planned	Util Rate	Comment
Days in Year	365	218	60%	Open 60% of days
X Open Hrs/Day (9 a.m. To 8 p.m.)	24	11	46%	Open 46% of the time, during days
X No. of Programmed Spaces	8	8		
Ann. Potential Program Hrs, 8 spaces	70,080	19,184	27%	If all 8 spaces were used 11 hrs/day, our util. rate would be 27%
Session 1 Planned Program Hrs, 8 spaces		861		
X Annual Sessions		6		
Annual Planned Program Hours	19,184	5,166	27%	We're planning to be at 27% Capacity
Annual Planned vs. Potential	70,080	5,166	7%	if we were running 24-7 X 365 days, we're at 7% capacity, not counting fact that kitchen & dining are not programmed at all



Capacity

A key COVID impact is reduced capacity

Space	Pre-Covid	Covid (1/3)
Auditorium - Dining and Beverage	274	91
Auditorium - Space with non-fixed seats	439	146
Auditorium - Space with non-fixed seats & tables	346	115
Stage	54	18
Café	132	44

Fees and Rates

The author compared a small sample of fees charged by SEESA and WESAC for members.

SEESA membership and class fees are competitive with other senior's centres.

SEESA vs. WESAC Fees

Sample of Fees	SEESA	WESAC
Annual fee: Regular Member, ages 55+	\$30.00	\$30.00
Annual fee: Associate Member, 35-54	\$40.00	N/A
Member's Class Session Fee per hour, for multi-session classes	\$9.00	\$8 to \$11
Member's FYI Seminar Advance Fee	\$3.00	\$2.00

WESAC advertised more free programs, often delivered in partnership with a business or other public service agency or not-for profit organization.

Detailed market research was beyond the author's scope and time constraints. Such investigation would better be undertaken on a city-wide basis, perhaps led by the Seniors Co-ordinating Council.

Strategic Directions from the City of Edmonton

2019 Report

Big changes are underway! Where does SEESA fit into the City's new approach with seniors?

Strategic Directions from City of Edmonton		
Source: City of Edmonton. (2019) <i>Approach to Seniors Centres</i>		
Subject	Statement	Page
Challenge	Current model of support provided to seniors centres by the City of Edmonton is not sustainable	6
Current State	In 2018, memberships at the 15 senior centres supported by the City totalled just over 13,000 people or 6% of Edmontonians 55+. This data suggests seniors are accessing programs, services and activities from places other than seniors centres	7
Opportunity	<i>Increased collaboration between seniors centres to build on each other's strengths...</i>	6
Opportunity	Assume leadership role in fostering intergenerational connections to build stronger communities	7
Opportunity	Develop a multi-purpose community hub approach as one way to address social exclusion of seniors	7
Strategic Direction	Update the current funding model	7
Strategic Direction	Foster inclusive, responsive, innovative and measurable practices	7
Strategic Direction	Foster sustainable and equitable services and programming	7
Strategic Direction	Focus on relationships and partnerships	7
Research and Engagement Themes	Services and programs at seniors centres should focus on a broader demographic. The majority of senior centre users are currently between the ages of 75 and 84 years old and are mostly women.	10
Research and Engagement Themes	Operations and programming must reflect Edmonton's cultural diversity, be inclusive and responsive to unique and changing cultural/ethnic needs and to the needs of the broader senior population	10
Research and Engagement Themes	Develop new relationships and partnerships to maximize use of space and resources between senior centres, and in doing so reduce duplication of service and program delivery	10
Research and Engagement Themes	Seniors centres must incorporate operational flexibility, to be responsive to current and future demographic and economic landscapes	10
Research and Engagement Themes	Seniors 'centres must focus on holistic wellness and provide opportunities for social inclusion	10
Guiding Principles	Seniors' centres provide opportunities that enable older adults to live well in their communities	11
Guiding Principles	Seniors' centres are welcoming, diverse and inclusive	11
Guiding Principles	Seniors' 'centres model operational flexibility, sustainability and accountability	11
Location & Growth	SEESA is located in Ward 8. The Projected population growth of +55 in Ward 8 between 2016 and 2035 is 28%, the lowest of all wards	33

City's Determinants of Healthy Aging, 2022

SEESA needs to provide programs and services that address the City's 6 determinants of healthy aging:

Mostly due to lack of program diversity, SEESA will be challenged to meet these new indicators, thus risking receipt of COE grants

1. Social Environment and Engagement

Programs and services offered include social engagement, outdoor activity, engaging with peers, diversity and inclusion, participation and engagement, and volunteerism. Indicators of success are:

- Seniors experience reduced risk of isolation and loneliness.
- Seniors feel increased sense of meaning, purpose, and connection to the larger world.
- Seniors who are indigenous, marginalized, racialized and/or low-resourced feel include
- Seniors who are indigenous, marginalized, racialized and/or low-resourced have access to supports and services.

2. Safety & Security

Programs and service are focused on: personal safety, financial security, and vocational training and support. Indicators of success are:

- Seniors have increased capacity to maintain personal safety, security and the integrity of personal decisions as one ages and personal circumstances change.

3. Physical & Mental Health

Programs and services include Physical health and wellness, Physical fitness, Healthy life choices, Mental health and wellness, Brain health. Indicators of Success are:

- Seniors have increased capacity to live independently by enhancing physical wellness.
- Seniors have increased capacity to live independently by enhancing mental wellness.
- Seniors have increased engagement in creative pursuits and intellectually stimulating activities to keep the mind alert and interested.

4. Personal Wellbeing

Programs and services focus on: Resiliency, Emotional wellbeing, Personal Services, Food and Nutrition. Indicators of Success are:

- Seniors have increased ability to cope with challenges and life transitions.
- Seniors have increased sense of meaning, purpose, and connection to the larger world.
- Seniors have increased access to information, programs, services and supports to manage activities of daily living.
- Seniors have increased capacity to live independently by enhancing physical wellness.

5. Social Support

Programs and services focus on: Information and Referral, Social support services, Caregiver supports. Indicators of Success are:

- Seniors have increased access to information programs, services and support to manage activities of daily living.
- Seniors have increased ability to balance personal wellbeing with the wellbeing of dependents.

6. Physical Environment

Programs and services include: Transportation, Housing, Home Supports. An Indicator of Success is Seniors have increased ability to reside in the place that is appropriate for their circumstances.

Facility Location Models

The hybrid option **could** mean SEESA retains a portion of current space for central admin., and some programs. Needs COE OK. Most programs would be delivered at neighbourhood facilities such as community leagues, churches and schools.

Description of Facility Location Models

Parameter	Centralized	Decentralized	Hybrid
Program Delivery Locations	One	Many	Many
Admin./Staff Colocated with Programs	Yes	No	Some/all
Facility Ownership/Control	All	None	Some
Facility Tenancy	1 lease for both admin. & programs	1 lease for admin., many program rentals	Multiple leases & rentals
Example	SEESA	SWESA	Scona

Preliminary Evaluation of Facility Location Models for SEESA

N.B. Scoring below reflects only the author's view, plus no weights are assigned to the criteria. Therefore, the scores are not tallied. Evaluation via scoring and weighting should be undertaken by the board.

Criteria/Objective	Centralized	Decentral.	Hybrid
Facilitate face-to-face communications amongst full-time staff	3	0	2
Facilitate face-to-face communications amongst program leaders, volunteers & participants	3	1	2
Satisfy members who desire 1 fixed place to meet and socialize	3	0	3
Provide SEESA with a physical identity	3	0	2
Efficient Equipment Management & Utilization	3	0	1
Efficient user check-in at facility, where a person is needed (e.g. Covid)	3	0	1
Ability to improve spaces to suit program needs	3	1	2
Convenient, low cost transportation access by users	2	2	2
Ability to select from range of space locations, types & sizes to meet diverse needs	1	3	2
Ability to select a variety of space locations	0	3	2
Encourage partnerships with building owners & service organizations	0	3	2
Minimize facility related overhead	0	3	2
Flexibility to only use and pay for space needed	0	3	2

Scoring: The option with the highest total score is best, subject to criteria weighting

Scoring	Value
Fully Meets Criteria	3
Mostly Meets Criteria	2
Marginally Meets Criteria	1
Doesn't Meet criteria	0

Partnership Opportunities

Securing diverse partners and partnerships is one of the biggest improvement opportunities.

Types of Partners

Partner Type	Sub-sets
Private	International, National, Local Businesses engaged in Facility Ownership, Operations &/or Program Delivery
Public	Federal, Provincial, Municipal governments, Crown Corporations, Post-Secondary Institutions
Not-for-Profit	Seniors Organizations, Community Leagues, Churches, Sports & Other Community Groups

Facility Partnerships by Role

Land Owner	Facility Owner	Facility Maintenance	Space Operator & Maintenance (Lessee)	Facility Program User	Example
Private	Private	Private	Not-for-Profit	Not-for-Profit	Energizer Fitness Centre, Telus Tower
Public	Public	Public	Public	Public	City's Rec Centres
Public	Not-for-Profit	Not-for-Profit	Not-for-Profit	Not-for-Profit	Community League Buildings
Public	Public	Public	Not-for-Profit	Not-for-Profit	SEESA

Potential Partners and Competition

As a simple test of the feeling that partnership opportunities abound, the author, with little effort assembled a list of potential SEESA partners, just in the program and service delivery area. That list is summarized in the table below, with the detailed version and examples in Appendix E.

*There are hundreds of potential program partners to work with.
They're also potential competitors!*

Summary of Competitors &/or Potential Partners

Organization Type	Number	Comment
Churches, in South-East, including some with Seniors Programs	31	Estimate
Community Leagues in Catchment Area, not members of SECLA	14	Count
Community Leagues in SECLA, currently advertising Seniors Programs or with Seniors Liaison or Links	6	Count
Community Leagues in SECLA, not currently advertising Seniors Programs or with Seniors Liaison or Links	5	Count
Culture (Ethnic) Associations , City Wide	95	Estimate
Health Organizations (public) offering Seniors Support in South-East	3	Count
Legions - Veterans Organizations, City Wide	5	Count
Libraries - City of Edmonton Public Libraries in South-east	3	Count
Occupation or Organizational Retiree/Pension Associations, plus Probus Clubs, City Wide	15	Estimate
Private Clubs, City Wide	6	Count
Private Fitness & Recreation Facilities in South-East	65	Estimate
Schools (Gym rentals) in South East	54	Estimate
Seniors Recreation Centres other than SEESA, City Wide	12	Count
Service clubs - Kinsmen, Rotary, Lions, etc., City Wide	3	Count
Specialized Seniors Organizations, City Wide	9	Count
Sports & recreation associations, (not-for-profit) including those of special interest to Seniors	10	Count
YMCA's, City Wide , excluding child care facilities	6	Count
Total	342	

Preliminary Risk Assessment

This assessment is provided primarily for demonstration purposes. It is **Preliminary** because:

- The scoring does not consider mitigation measures that have been or could be undertaken
- This should be a board exercise with multiple perspectives.
- Scoring model may be overly simplified
- Impact assessment is incomplete. Who is impacted, when, where how could be identified

SEESA is faced with significant financial, reputation and safety risks

In the sample below, the higher the score for “Overall Seriousness”, then the higher in importance that risk event ranks. This risk assessment tool can help the boards decide where to place their attention and limited resources to mitigate risks. How? Reduce the likelihood of it happening &/or reduce the impacts.

Seriousness Scoring for Probability	
Highly Likely >75%	4
could be identified	3
Unlikely, 25-50%	2
Highly Unlikely, <25%	1
Seriousness Scoring for Impact	
Impact: Financial, Social, Environmental	
Very Serious for multiple categories	4
Serious for 1 or multiple categories	3
Minor on more than 1 category	2
Minor on 1 category	1

Category	Risk Event	Probability	Impact	Overall Seriousness
Finances	City reduces or eliminates some grants	4	4	16
Finances	SEESA is unsuccessful in acquiring all City grants	3	4	12
Covid	Pandemic continue for some time	3	4	12
Membership	2022 Membership numbers continue declining, compared to previous years	3	4	12
Abandonment	Members, Volunteers, Staff depart because SEESA's future is uncertain	3	4	12
Finances	2022 Fund-raising targets are not met	3	3	9
Finances	Power Costs continue to rise	3	3	9
Personnel	Due to lack of E.D. operational problems continue	3	3	9
Safety	Member injured in Workshop	2	4	8
Safety	Occupants fail to leave building safely during fire, due to lack of fire drills	1	4	4

RECOMMENDATIONS

Recommendations, with justification, are presented in the tables below, under these four groups:

- Future Strategic Directions
- Management Practices - Adopt for All Options
- Immediate Implementation
- Adopt If All/Some Current Space Kept

Future Strategic Directions

Subject	Recommendations	Justification/Details
Current Space	1. Do not try continuing to operate with all the current space	The building is too large, inefficient and the spaces under-utilized
Facility Location	2. Undertake an objective evaluation of the location options. Subject to board review, select the Hybrid Locational Model - Centralized Administration., Decentralized Programs	Hybrid option is best to meet these objectives: Ability to select from range of space locations, types & sizes to meet diverse needs Encourage partnerships with building owners & service organizations Minimize facility related overhead
Facility Ownership & Operations	3. Lease Admin space and rent program spaces as needed from public or not-for-profit organizations	Flexibility to only use and pay for space needed
Public and Not-for-Profit Partnerships	4. Investigate leasing space from other non-profit organization, especially community leagues	Community leagues are struggling financially and require more diverse and reliable revenue sources
		Rates for space rental are reasonable, especially if a member rents
		Community leagues also need to improve program diversity
		Use of community league space meets the decentralization model
		Community league halls are suitable space for many types of programs
Private Partnerships	5. Develop programming and event partnerships with other organizations serving seniors	There are hundreds of potential partnering organizations, as documented in this report
		Allows SEESA to focus on planning & delivering core programs
		Allows SEESA to more easily flex as government policies and programs (& accompanying funds) shift over time
Private Partnerships	6. Develop business partnerships/outsource/contract out with service providers in specialized fields including legal, accounting, insurance, HR, IT, and possibly space/facilities,	Secures quality expertise that SEESA needs

Subject	Recommendations	Justification/Details
COE Input & Negotiations	7. Arrange to meet with the appropriate City of Edmonton officials to seek input on future options, including:	Building condition, based on the City's most recent building condition assessment
		City's 2022 & 2023 budget and plans for building's capital renewal and maintenance
		Based on the City's as-built plans, especially for HVAC, safety, access & security, feasibility of dividing building into smaller leasable areas
		City's willingness to lease to SEESA only a portion of the building
		City's willingness to allow SEESA to sub-lease out portions of the building
		City's reaction to a suggested change in the lease agreement, to allow SEESA to lease or rent out spaces at rates greater than used for their own members
		Potential for agglomeration with City re energy contracts/rates
		In the event that SEESA were to end the lease, what work (demolition, equipment removal, etc.) would have to be done by SEESA to return the space to its original condition?
		Availability of alternate, suitable City-owned space to meet some of SEESA's needs
		City's support to develop and implement an energy management programs, e.g. add motion sensors, delamp gym

Management Practices - Adopt for All Options

Subject	Recommendations	Justification/Details
Overhead Allocations	8. Adjust overhead allocations to account for common space, storage affiliated with spaces, realistic utilization rate, and all other overhead costs	The current formulas are flawed. The most significant error is using "usable", instead of rentable space figures
Vendor Management	9. Acquire competitive bids from vendors for IT services, Printer, Waste Management, Snow Removal, Telecommunications	Savings of about \$5,000/yr may be possible
Software	10. Evaluate whether there is software better than the current SAGE for accounting and other functions	Software has improved over time. Newer software can be easier to use, and more efficient by integrating multi-functions such as Accounting, Space Booking, Fees, etc.
Software	11. Automate fee collection with financial software	The collection and administration of fees is currently onerous and does not integrate with the SAGE financial software being used

Immediate Implementation

Subject	Recommendations	Justification/Details
Risk Management	12. Develop and implement a risk management plan to identify and proactively mitigate significant risks	Currently, the organization and board face significant financial, safety and other risks. A preliminary risk assessment has been provided within this report as a start.
Immediate Cost Savings	13. Eliminate color copies	Would save \$1200/year
	14. Unplug kitchen equipment, defrost freezers	They are no longer providing any benefit while still drawing expensive power
	15. Turn off all office equipment at night including computers, printer, TV's	This is standard office procedure to reduce energy use, costs and environmental impact
Safety	16. Put in place a full suite of safety protocols for shop users, including keeping the facility locked, user training, safety signage	Because of power & other tools available, and no current safety protocols, there are currently unnecessary accident risks
	17. Organize and hold fire drills during busy times	As of Jan. 8, 2022, this had not been done

Adopt If All/Some Current Space Kept

Subject	Recommendations	Justification/Details
Facility Costs	18. Use the services of "Shared Space" offered by EVCO to try to lease out surplus space	This Free service is a convenient gateway to other non-profits
	19. If using EVCO's Shared Service doesn't produce results, engage a commercial real estate leasing agent to market designated surplus space	This is a proven way to attract interest - check lease restrictions re rate, etc.
	20. Put in place contracts for gas and power	Save an estimated \$4,000/year
Tenant Targets	21. Target day care, head start, out-of-school care.	New \$10/day daycare, space is compatible.
	22. Target small business with mostly 55+ clientele	Added convenience for seniors and business
Rental Targets	23. Market Auditorium rentals to City sports organizations (Info. avail. From City)	This type of space is in high demand
Sports Equipment	24. Consider purchasing 2 portable basketball hoops	Basketball's popularity is rising; makes renting Gym easier
Staffing	25. Negotiate with your janitor so he can schedule some of his duties during evening and weekend rentals	Allows reduction or elimination of part-time attendant hours
Energy Management	26. Partner with City of Edmonton to take advantage of their Community Energy Transition Strategy	Energy & costs Savings can be realized with retrofits

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APPENDICES

Appendix A – Author’s Biography

John McLaughlin retired from management consulting in May 2018, then in 2021, launched Canadian GRADS, to help families plan the funding of their post-secondary education.

Previously, he worked for Stantec Consulting and via McLaughlin Business Enterprises, served as a self-employed consultant, providing feasibility and financial analysis, market research, facilitation, strategic planning and other consulting services. Mr. McLaughlin transitioned to management consulting in 2002 after 35+ years of professional experience in both the public and private sector, in a wide variety of analytical and management roles. Previous employers include the City of Edmonton, Telus Communications and Stantec Consulting. He is a proven expert in strategic planning, facility management and capital funding.

John holds a B.Sc. in Recreology from the University of Ottawa, and a Master’s in Environmental Design from the University of Calgary. A lifelong learner, John has invested over 1000 hours of training in planning, quality, facilities, economics, systems, commercial realty, project management, financial analysis, and lateral thinking. John has been a Certified Facility Manager (CFM) for over 20 years and is a past president of the Northern Alberta Chapter, International Facility Management Association. John also has formal training and experience as a facilitator and adult education instructor.

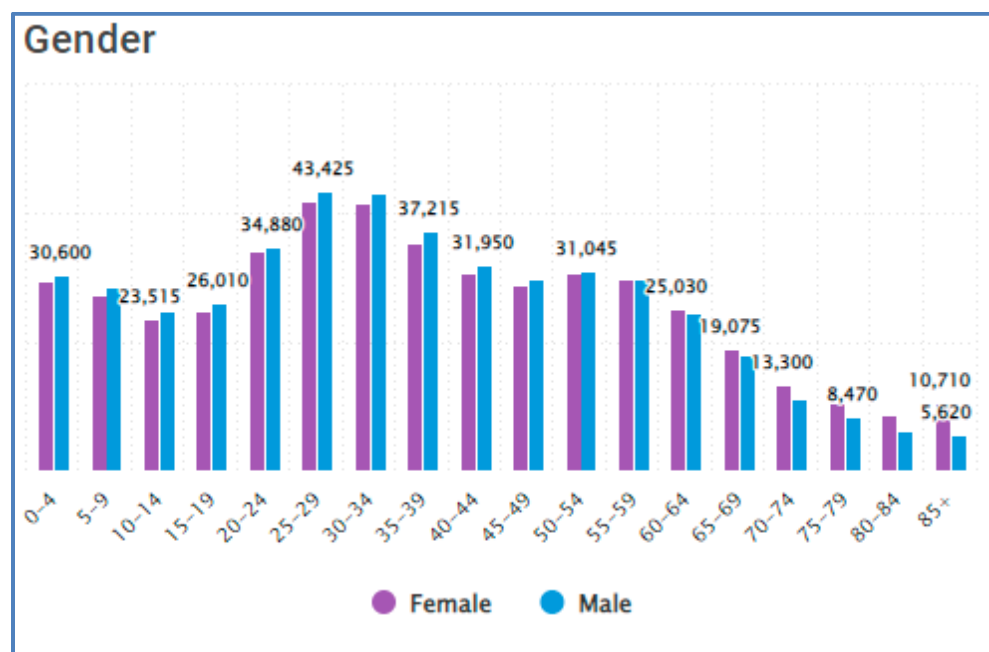
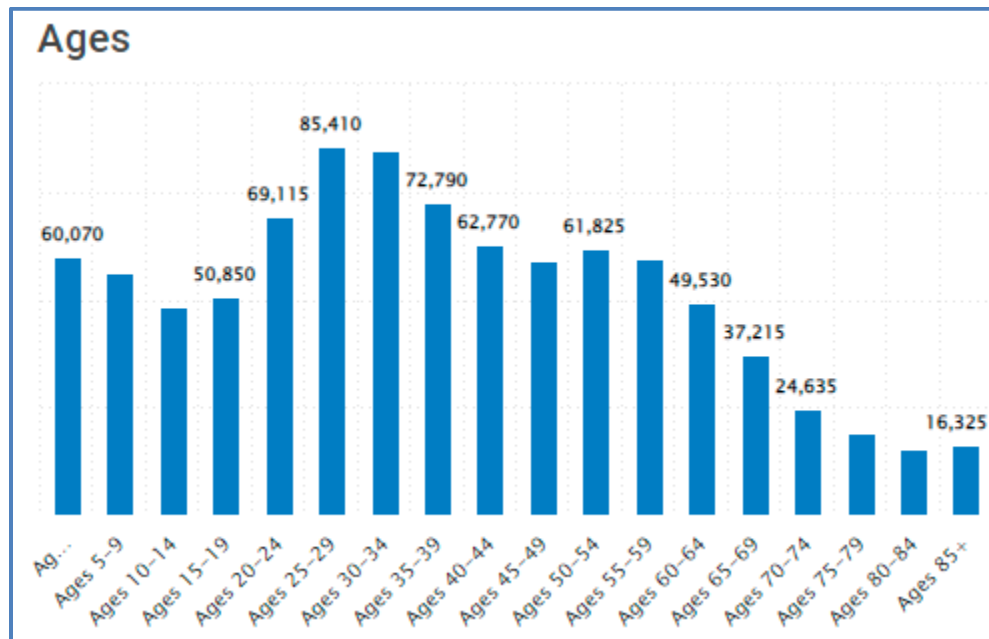
He has published extensively on energy, urban and environmental planning subjects. An accomplished speaker, he’s made numerous presentations at local, national, and international professional conferences on developing effective business cases for capital investment.

John has been a volunteer with community leagues, minor sports, The Food Bank, and Capital City Cleanup. Facility plans for the Edmonton Food Bank and Terra, (both non-profit organization in Edmonton) have been provided on a Pro Bono basis. From 2017 to early 2020, John was an active member of the West End Seniors Activity Centre as a participant and volunteer.

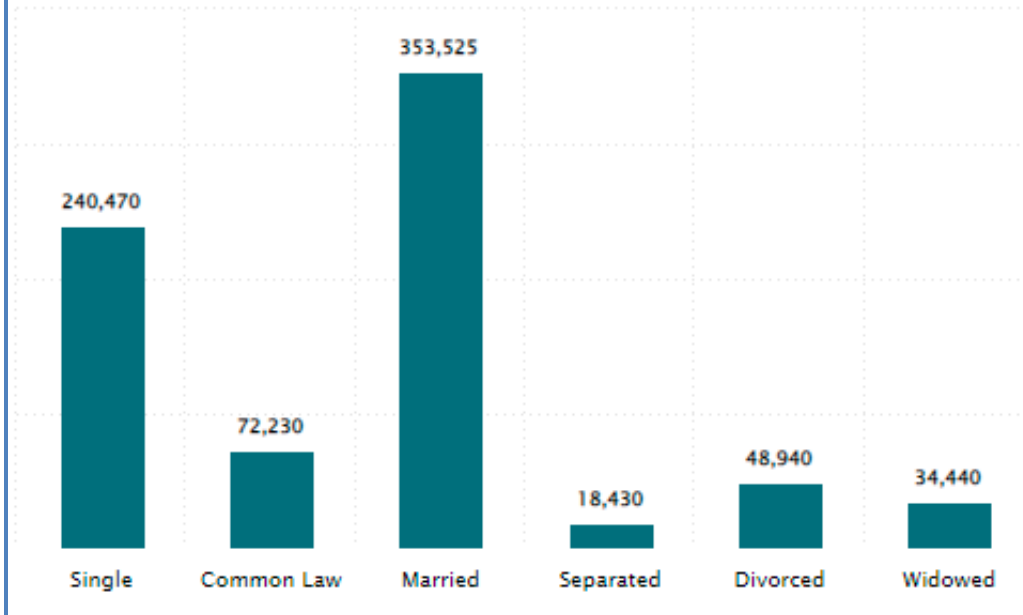
For more details see: <https://www.linkedin.com/in/johnfrederickmclaughlin/>

Appendix B – Edmonton Demographics (2016 Census)

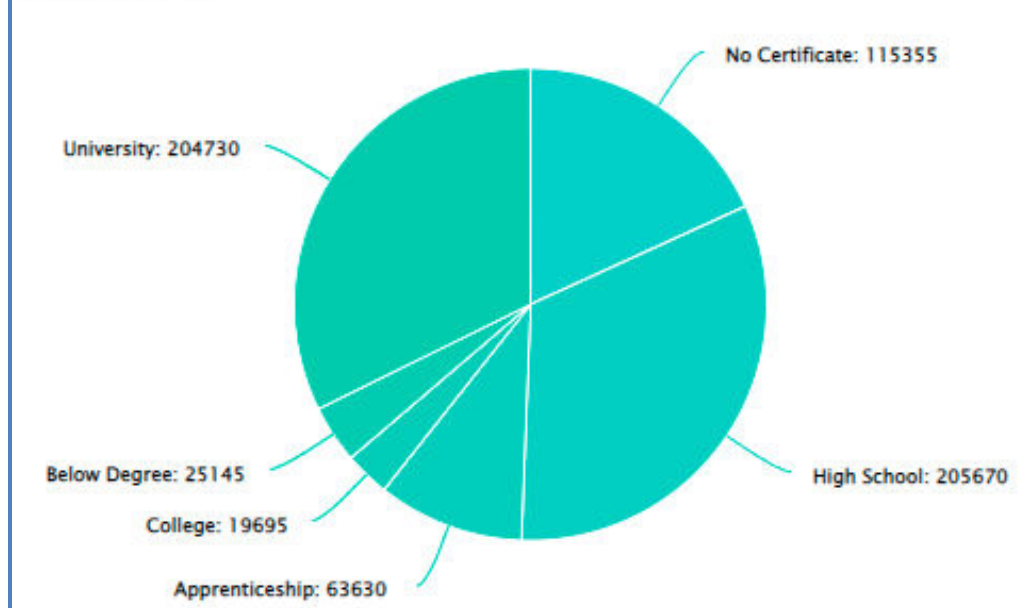
This demographic data is provided with the intent that it be used by SEESA to help develop and deliver diverse programs that meet the needs reflected in the wide diversity of our population makeup.



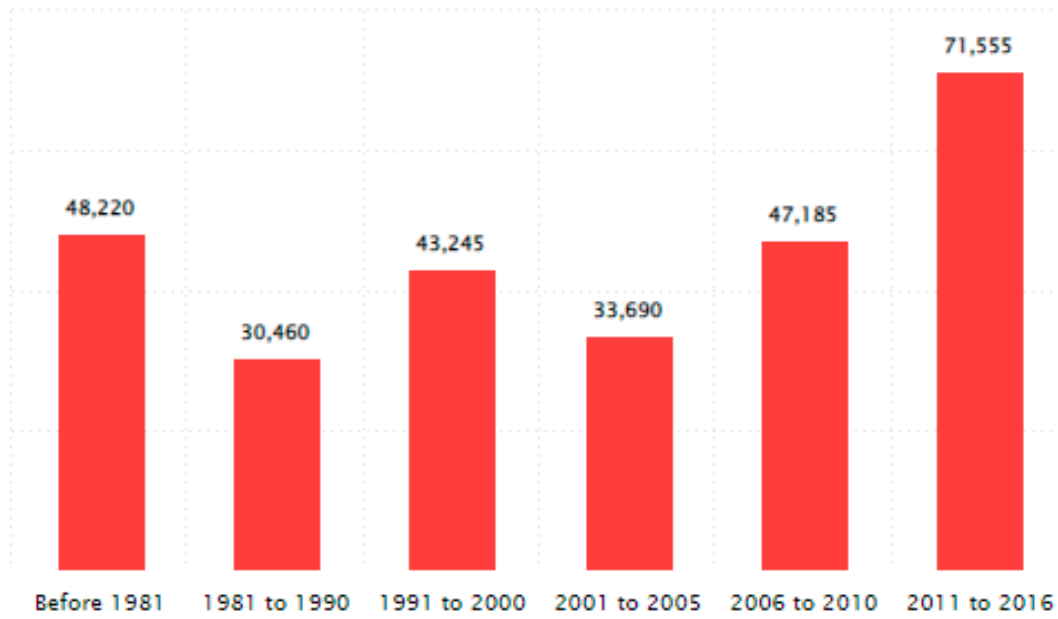
Marital Status



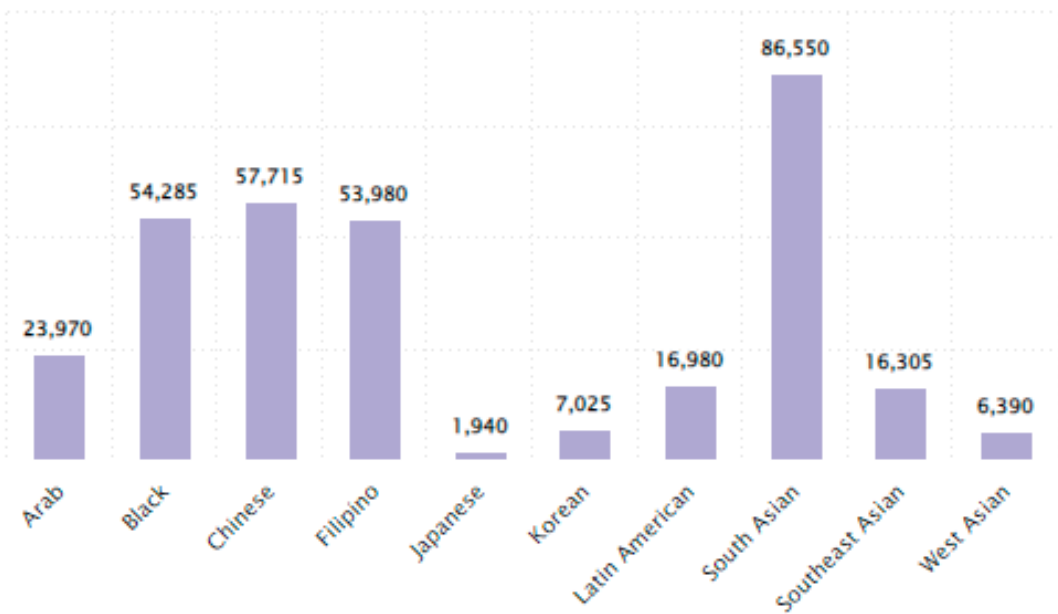
Education



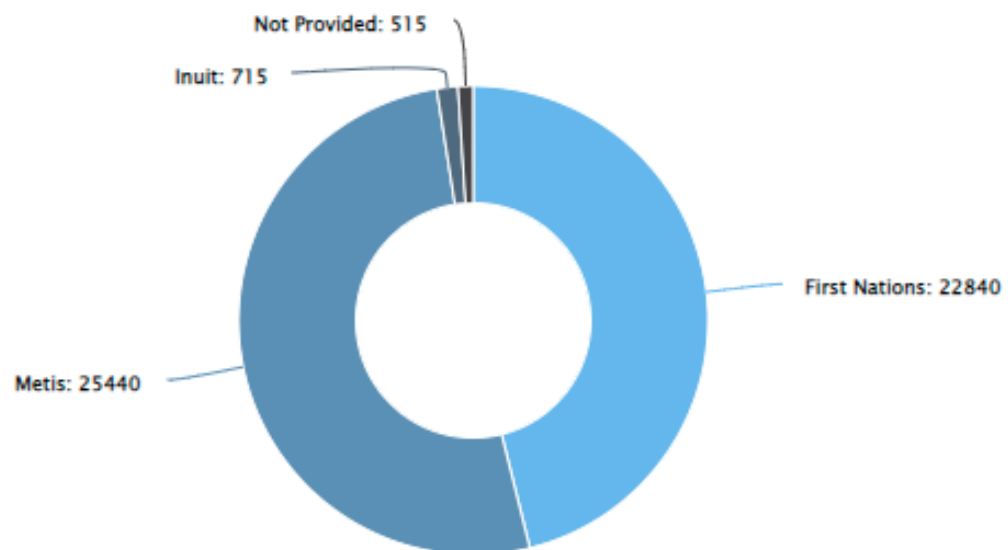
Period of Immigration



Visible Minorities



Aboriginal Identification

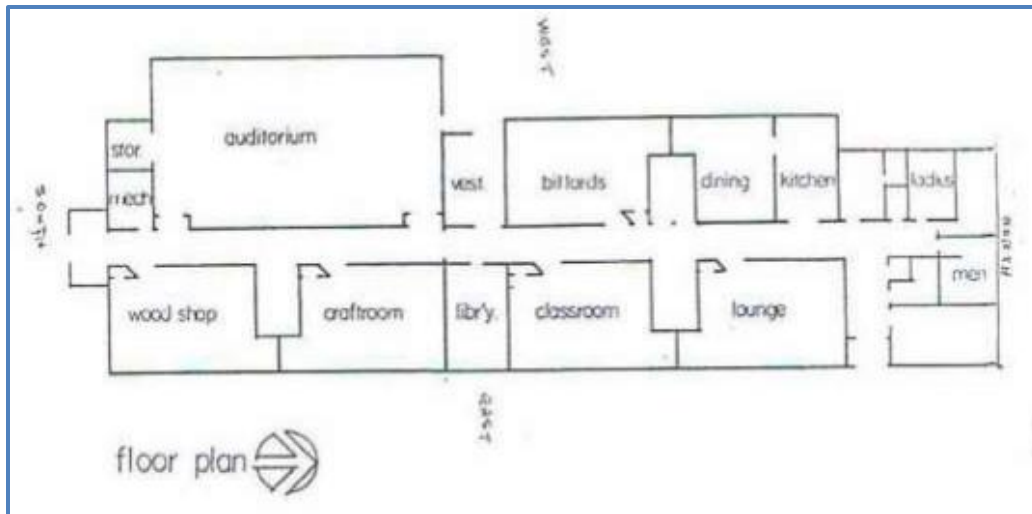


Appendix C – History of South East Edmonton Seniors Association

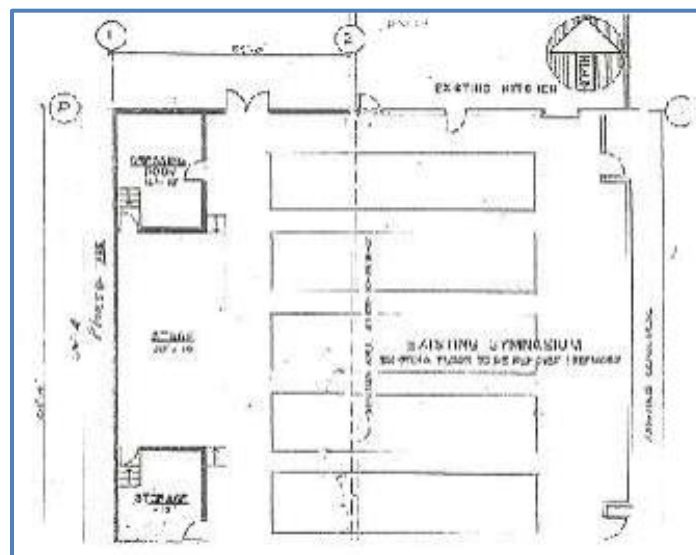
In the late seventies Edmonton Parks and Recreation Department identified the need for a multi-use citizens' centre in the Bonnie Doon area. As a result, implementation of a needs survey was initiated by a group of interested seniors residing in the Holyrood area. In 1979 it was realized that the vacant St. Helen's school at 9350-82 St., in an available transit location, would be suitable. The Catholic School Board was approached and agreed to rent the building to the City of Edmonton for such use. St Helen School was built in 1956 and the gymnasium was added in 1960.

On March 18, 1980 a general meeting was called. About eighty seniors attended along with representatives from Parks and Recreation, Edmonton Preventative Social Services and New Horizons. As a result of the meeting volunteers came forward to form a Board of Directors to draw up a set of bylaws for this association. The main objective was to create a friendly place for seniors to meet, socialize and share ideas. John Sandercook became president and Tillie Poulsen was secretary. On May 12, 1980 an application for incorporation was made. A Certificate of Incorporation as a registered society under the Societies Act of Alberta was received on June 17, 1980. Faced with an empty building and bare walls, applications for financial assistance were made to various organizations both private and government. Grants were received and donations came in. Purchasing, fundraising and other committees were formed to handle the various operating tasks. The first donation received was a tea kettle from Zellers, immediately put into use to make coffee and tea for the volunteers. Later, the Co-Op contributed a freezer, Eaton's a refrigerator and a stove, and Sears provided a sewing machine. The first summer the centre opened for one day a week. When membership increased the centre was opened from 10:00 am to 5:00 pm daily. Members took turns opening and closing the building. By December of 1980 the membership rose to 265. In January of 1981, a manpower grant enabled the centre to hire a coordinator, a secretary and a caretaker.

With other grants South East Edmonton Seniors Association 2 and donations the centre bought furnishings, games and craft equipment. Renovations to the school were carried out. Classrooms were changed into a kitchen, a dining room, a card room, a craft room, a pool room and a woodworking shop with a lapidary section. The auditorium was used for bimonthly dances, a choral group, orchestral practices, fitness classes, carpet bowling and bingos. At the end of one and a half years of operation there were 662 members, and by 1987 the membership reached 903 members. In 1983 a "restaurant" license was needed as the Association was serving food to the public. In 1987 negotiations for the City to buy the building started. Ian Chessor who was president and Merrill Morstad as chairman of the building committee met with Bob Card of Parks and Recreation, development department to buy the building. In 1988 all money from casinos and from Northgate Bingo was set aside in the Building Fund. With the approval of the Board, Merrill Morstad called the architectural firm of W. Brian Edwards to evaluate the building. They described St. Helen's School "as a single storey building, with varying roof height, built in 1956, the gymnasium added in 1960, and reroofed in 1989". It was listed as being an extremely sound building of 1300 square feet. A document dated March 25, 1991 included the estimated cost of all renovation to be \$535,000.00. The diagram below shows the basic floor plan as the building was in 1991. The diagram below shows the basic floor plan as the building was in 1991.

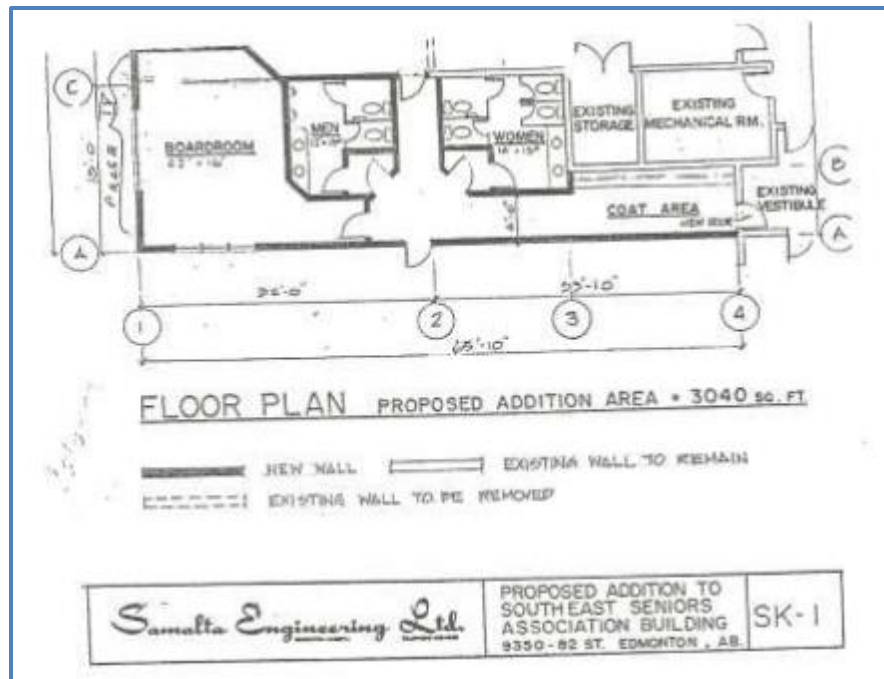


At an Annual General meeting held in February of 1992 the membership approved the payment of \$127,750.00 as the contribution of SEESA, to go to the City for the purchase of St. Helen's. That \$127,750.00 was the prepaid rent for twenty [20] years. This amount was to be paid in three installments, the first for \$50,000.00 by February 15, 1992, the second for \$50,000.00 by December 31, 1992, and for \$27,750.00 by June 30, 1993. The money was there!! Heron Construction was hired to do the work. What had been the library along with a few feet of the classroom to the north of the library became the ladies and men's washrooms. What had been the "boy's" washroom became the Executive Director's office, and the "girl's" washroom became the Outreach workers office. Phase 1 was completed on time and under budget at \$51,500.00. In the summer of 1993 phase II, the kitchen was moved to a central location listed as vest or vestibule, and an 18 foot extension to the west was completed for \$110,000.00. In 1994 the addition to the auditorium was completed for \$152,044.86.

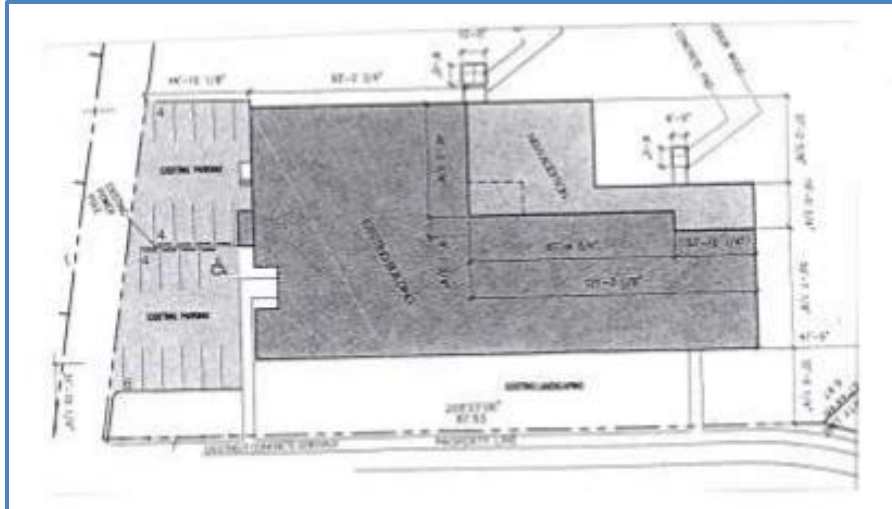


In 1997 the addition to the south end of the building was completed. This included a meeting room a men's and a ladies washroom, a hallway to the south doors and an addition to the woodworking shop

for \$192,000.00. What was left to finish was the parking lot. The quote to pave the lot and install plugins was \$11,986.00. This was done.



In 2000 some new members came on the board with Gordon Block as president. They hired Mary Anne Jaedicke as the new Executive Director in September and started to build up the membership. In 2005 the talk around the coffee table was that the kitchen was too small and too hard to work in. The kitchen was not designed for easy access to the different areas when more than five people worked in the kitchen. There was no place to put the dirty dishes when the workers brought them in from the dining hall because the dishwashing area was too small. The space between the stove and the work counter was too narrow for two workers to pass. This was a hazard if a worker was bumped and something hot was spilled. The freezer had to be put in a different part of the building, which meant more walking for the kitchen workers. The kitchen workers had to be careful where they plugged the coffee makers in or the breakers would trip. The number of people coming in to the lunch room had increased, and we could only seat 48 people in the lunch room. The monthly birthday parties often had to be moved to the auditorium, which necessitated cancelling a program for that afternoon. On occasion there were more people for lunch than there was space. This made it difficult for the workers as well as people with walkers or wheelchairs to get around.

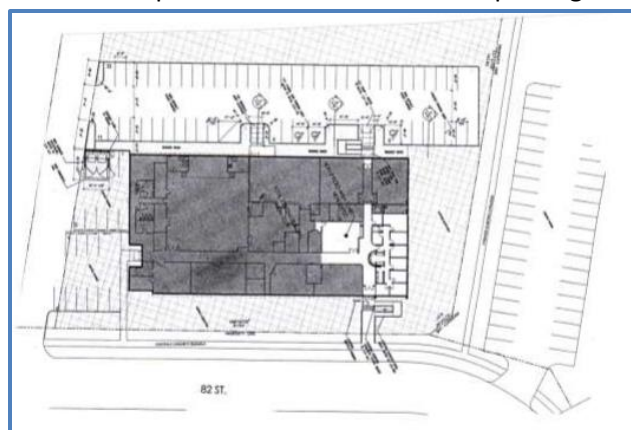


The second phase was to add the Program room and the Craft room.

The third phase was to renovate the office area and the meeting room which became the Edmonton Room.



The fourth phase was to build the west parking lot.



We upgraded our sound system in the auditorium in 2011. The cost for the most recent renovations totalled about \$3.6 million. The funding was as follows:

Fundraising Activities	- \$180,000
Member donations	- \$183,000
Non-member donations	- \$14,000
Corporations	- \$76,000
City of Edmonton	- \$1,077,000 0
Province	- \$ 591,000 0
Federal	- \$897,000 0
Gaming revenue	- \$310,000
Interest on excellent investments	- \$47,000

Much credit is owed to the vision of the membership, the Board, and the staff of those years, that the money was raised and the project brought to completion.

As of 2014, SEESA has the space to accommodate over 1200 members.

Appendix D – Building Inspection

Topic	Sub-Topic	No.	Visible Evidence Search	Answer re Visible Evidence
Site	Snow	1	Public Sidewalk Cleared	Yes
	Snow	2	Site Sidewalk Cleared	Yes
	Snow	3	Parking Lot Cleared	Yes
	Ice	4	Ice/slippery hazards	No, Steve looks after when needed
	Parking	5	Capacity/stalls	Huge
	Parking	6	Stalls Energized	Only 6 staff ones
	Parking	7	Plug-ins Used	Steve says only when -30 approx
	Parking	8	Plug-ins on timer	No
	Parking	9	Disabled Designated	Yes
	Parking	10	Signage/restrictions	Just 1 stall - "President
Transportation	Bus-Stop	11	Meters Away	N/A in front of Building
	Bus-Stop	12	What Routes	501, 510X, 522, 524
	Parking on street	13	Restrictive signage	N/A Not needed due to parking lot
	Non-Mobile Service	14	Handicapped parking, ramps	Yes, SEESA provides Drive Happiness clients
Layout	Exterior Exits	35	Locations	Three - west, east, south
	Interior	36	Doors that can be locked to limit access	See marked up plan from Steve. Vestibule interior doors do not lock
	Exterior Access	37	Rooms/space have direct access outside	Cafeteria only
	Washrooms	38	What washrooms serve what sections	3 sets, - see ZONING
	Change Rooms	39	Changeroom for sports/athletic activities	No. 1 small changeroom in NE, 0 for GYM
	Gym	40	Most direct access to gym	South Entrance
	Gym	41	Washrooms/change rooms accessible to gym	None, but lots of storage, South

Topic	Sub-Topic	No.	Visible Evidence Search	Answer re Visible Evidence
Health & Safety	H&S	15	1st Aid Kit	Didn't ask
	H&S	16	Defibulator	Yes
	H&S	17	Eye Wash Station	Didn't ask
	Fire	18	Evacuation Plan	Didn't ask. They've NEVER had a fire drill
	Fire	19	Fire extinguishers	Yes
	Fire	20	Last Date of inspection	Recent
	Fire	21	Fire exits Marked	Yes
	Fire	22	Fire exits unobstructed	Yes
	Covid	23	Mask Signage on Entry	Yes
	Covid	24	Hand Sanitizer provided	Yes
	Covid	25	Masks provided	Yes. Requested double masking
	Covid	26	Check Vaccine status to enter	Yes
	Office Safety	27	Tripping Hazards	None but didn't inspect 100%
	Office Safety	28	Electrical Hazards	None but didn't inspect 100%
	Physical Security	29	Cameras	Yes
	Physical Security	30	Monitoring/response	In process of establishing process
	Shop Safety	31	Room Locked	No
	Shop Safety	32	Controls on who can use	No
	Shop Safety	33	Orientation on proper tool use to users prior	No
	Shop Safety	34	Safety warning signage in shop	No
Equipment	Condition	57	Kitchen equipment	OK
	Condition	58	Fitness Equipment	OK
	Sports Equipment	59	Avail. With Gym Rental	Non-traditional, no B-ball, BV-Ball, etc.
	Workshop/other	60	Specially equipped rooms	Weaving/Quilters
	Donations	61	If disposing, restrictions or sensitivity	YES, Many, some marked- IN LOVING MEMORY of...
	A-V Equip Built-in	62	Mounted televisions	Approx. 5 - Cafe., Edm. Room, Fitness, +?

Topic	Sub-Topic	No.	Visible Evidence Search	Answer re Visible Evidence
Cost-Saving Opportunities	Heating	42	Zone temp. control	Have 4 or 5 zones; details not available
	Heating	43	Room temp. Control	Have; may be able to use timers
	Heating	44	Timers on thermostat	Not sure, but don't use
	Heating	45	Empty rooms turned down	Yes
	Heating	46	Heat Turned Down @ night	Yes
	Heating	47	Door & Window seals - ice/Drafts	OK
	Heating	48	Last time furnaces serviced	NA, City responsibility
	Heating	49	Last time furnace filter changed	NA, City responsibility
	Power	50	Type of Light Fixtures	LED except old Fluorescent in Gym (HIGH)
	Power	51	De-lamping	Some possibilities
	Power	52	Motion Sensors	None - cost-benefit - most spaces are small?
	Power	53	Room Controls	Yes
	Power	54	Continual draws, not running (e.g. PC's)	Office equipment
	Power	55	Kitchen equipment unplugged	Emptied but not unplugged
	Water	56	Low use fixtures	None
	Unused Land	57	Unused space outside & on parking area	Community Garden
Disabled Access	Entry Door Main	63	Automatic	Push Button Automatic
	Entry Door Back	64	Automatic	Push Button Automatic
	Entry Door Staff	65	Automatic	Push Button Automatic
	Door Widths	66	Wheelchair Accessible	OK
	Washroom 1 Provision	67	Entries, stalls	Entries & stall OK
	Washroom 2 Provision	68	Entries, stalls	Entries & stall OK
	Washroom 3 Provision	69	Entries, stalls	Entries & stall OK
	Washroom 4 Provision	70	Entries, stalls	Entries & stall OK
	Washroom 5 Provision	71	Entries, stalls	Entries & stall OK
	Washroom 6 Provision	72	Entries, stalls	Entries & stall OK
	Ramps where needed	73	3 Entrances.	Yes & a portable lift for stage
Adjacent Amenities		74	Playground, water park, outdoor rink, skating trail, ball fields, child care service	Extensive, newer, well maintained

Appendix E - Significant Competitors &/or Potential Partners

Type	Sample Organizations in Catchment Area	Address
Adult/Continuing Education	Edmonton Lifelong Learners Assoc. (ELLA)	www.my-ella.com
Adult/Continuing Education	University of Alberta	https://ext.ualberta.ca
Adult/Continuing Education	NAIT	www.nait.ca/nait/continuing-education
Adult/Continuing Education	Alberta Council on Aging	www.acaging.ca
Adult/Continuing Education	Edmonton Community Adult Learning Assoc	www.ecala.org
Adult/Continuing Education	Metro Continuing Education, EPL	www.metrocontinuingeducation.ca
Churches	First Church of God	9224-82 St.
Churches Currently Advertising Seniors Programs	Spirit of Hope United Church (Around 60 Club)	7909-82 Ave.
City of Edmonton Recreation Centres	Hardisty Fitness and Leisure Centre	10535-65 St.
Great Edmonton Foundation	Garden Homes	8040 to 8058-95 Ave.
Legions - Veterans Organizations	Strathcona #150 Legion	9020-51 Ave.
Not-for-profit sports & recreation associations, including those of special interest to Seniors	Edmonton Sport & Social Club	www.edmontonsportsclub.com
Not-for-profit sports & recreation associations, including those of special interest to Seniors	Edmonton Volleyball & Pickleball Centre	9455 45th Ave NW,
Occupation or Organizational Retiree/Pension Assoc,	Alberta Retired Teachers' Association (ARTA)	15505-137 Ave.

Type	Sample Organizations in Catchment Area	Address
Other Seniors' Activity Centres	Central Lions Seniors Recreation Centre (CLSA)	1113-113 St.
Other Seniors' Activity Centres	Edmonton Seniors Centre	11111 Jasper Ave.
Other Seniors' Activity Centres	Strathcona Place 55+	10831 University Ave.
Other Seniors' Activity Centres	McCauley Senior Citizens' Centre - Operation Friendship	9526-106 Ave.
Other Seniors' Activity Centres	Sage Seniors Association	15 Sir Winston Churchill Sq.
Other Seniors' Activity Centres	Southwest Seniors 'Outreach Society (SWESA)	10832-62 Ave.
Other Seniors' Activity Centres	Millwoods Cultural Society for the Retired and Semi-Retired	1560-48 St.
Other Seniors' Activity Centres	Millwoods Seniors Association	2610 Hewes Way
Other Seniors' Activity Centres	Senior Citizens Opportunity Neighbourhood Assoc. (SCONA)	10440-84 Ave.
Private Clubs	Glenora Club	11160 River Valley Rd
Private Clubs	Derrick Golf and Winter Club	3500 119 St NW
Private Fitness & recreation Facilities	Family Yoga Centre	4740-99 St.
Occupation or Organizational Retiree/Pension Association, plus Probus Clubs	PROBUS Club of South Edmonton	3500-119 St.
Public Health Organizations offering Seniors Support	Edmonton Southside Primary Care Network	3110 Calgary Trail
Not-for-profit sports & recreation associations, including those of special interest to Seniors	Edmonton Pickleball Club	4030 117 St NW,
Not-for-profit sports & recreation associations, including those of special interest to Seniors	The Minus One (Social Dance) Club of Edmonton	7308-112 Ave.
Seniors' Congregate Housing & Care Facilities	Holyrood Court, (89 suites for +55)	7930-95 Ave.
School Gym rentals via joint Agreement	Holyrood Elementary School	
Edmonton Federation of Community Leagues	represents 157 community leagues	
Neighbouring Holyrood Community League	Website Notice: The Holyrood Community Garden Committee welcomes any interested members of the community to join this exciting project. Contact garden@holyroodcommunity.org	www.holyroodcommunity.org

Type	Sample Organizations in Catchment Area	Address
SECLA Community Leagues, currently advertising Seniors Programs or with Seniors Liaison or Links	Ottewell Community League	www.ottewell.ca
SECLA Community Leagues, currently advertising Seniors Programs or with Seniors Liaison or Links	Capilano Community League	www.capilanocl.ca
SECLA Community Leagues, currently advertising Seniors Programs or with Seniors Liaison or Links	Kenilworth Community League	www.kenilworthcommunity.com
SECLA Community Leagues, currently advertising Seniors Programs or with Seniors Liaison or Links	Cloverdale Community League	www.cloverdalecommunity.com
SECLA Community Leagues, currently advertising Seniors Programs or with Seniors Liaison or Links	Fulton Place Community League	www.fultonplace.org
SECLA Community Leagues, currently advertising Seniors Programs or with Seniors Liaison or Links	Gold Bar Community league	www.goldbarcl.com
SECLA Community Leagues, with NO Seniors Co-ordinator position (but no advertised program)	Avonmore, Forest Terrace Heights, Holyrood, Idylwyld, Strathearn	
Community Leagues in Catchment Area, not members of SECLA	King Edward Park Community League	www.kingedwardpark.org/
Seniors' Congregate Housing & Care Facilities	Holyrood Extendicare	8008-95 Ave.
Seniors' Congregate Housing & Care Facilities	Jubilee Nursing Home	10333-76 St.
Service clubs	Kinsmen, Rotary, Lions	
Southeast Community League Association (SECLA)	(11 Community Leagues)	
Specialized Seniors Organizations	Alberta 55 plus (Winter & Summer games)	1113-113 St.
Specialized Seniors Organizations	Bent Arrow Traditional Healing Society	11666-95 St.
Specialized Seniors Organizations	Bernadette N. Swan Social Care Foundation	10211-105 St.
Specialized Seniors Organizations	GeriActors Theatre	www.geriactors.ca
Specialized Seniors Organizations	Rocky Mountain Seniors Ski Club	18611-92 Ave.
Specialized Seniors Organizations	Northern Alberta Pioneers & Descendants Assoc.	9430-99 St.
Specialized Seniors Organizations	Canadian Association of Retired People (CARP)	www.carp.ca/edmonton
Specialized Seniors Organizations	Multicultural Women & Senior Services Assoc (MWSSA)	329 Woodvale Rd.
Specialized Seniors Organizations	Jewish Senior Citizens' Centre	10052-117 St.
YMCA's	YMCA Computer Learning Centres	