

# Making It Happen



Volume 1.3 Dec.— 2006

## Seniors' Transportation Roundtable



EDMONTON  
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COORDINATING  
COUNCIL

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What do you get when you put 86 decision makers from federal, provincial and city government (in the areas of transportation, transit and community services) together with private transportation providers as well as funders, seniors, researchers and senior-serving organization representatives? You get a lot of ideas of how to improve transportation services for seniors!

The November 3, 2006 Roundtable on Seniors' Transportation was a productive and valuable day. It raised awareness among transportation service providers and it established a lot of working relationships. Now a steering committee will be given the task of looking at all the ideas and prioritizing them according to what is doable in the short term and what will take considerably longer. They will also need to identify who can carry out those ideas.

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## Volunteer Driving Organizations for Seniors

In light of our recent Roundtable on Seniors' Transportation, we bring you a profile of the three Edmonton Volunteer Transportation organizations that serve seniors exclusively. All are members of ESCC. The three organizations are Lifestyle Helping Hands Seniors Association headed by Doreen Armstrong; Seniors Driving Centre of Edmonton, directed by Anna Der; and the Society of Seniors Caring About Seniors, piloted by Bernice Gordeyko. All three organizations are similar in that they offer rides to seniors, are in desperate need of more drivers and currently can not meet the demand for their services. Each also has unique qualities as you will see in the information that follows.

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## Gems found on the ESCC website

### [Resources for Agencies](#)

Information for agencies on charity status, promotion, senior centre funding, cheap courses for staff and volunteers, policy templates, statistical information about seniors and information of help to seniors

### [Meetings and Reports](#)

Information from ESCC events, e.g. material from the Roundtable on Seniors Transportation.

### [ESCC Members](#)

Information and links. If your organization does not have a presence on the World Wide Web, here is your chance.

### [Meet ESCC](#)

Information about ESCC.

These are just a few of the treasures on the ESCC website – Other gems are found by exploring.

## A Look Back at ESCC and its Fall Activities

### What we've been working on at ESCC

Since our last newsletter we have:

- Hosted a workshop on databases;
- Jointly planned and hosted with Alberta Motor Association the Roundtable on Seniors' Transportation;
- Brought Executive Directors and Board Chairs together to hear Kelly Sloan's presentation "The Board and Executive Director: Developing and Nurturing an Effective Relationship;"
- Coordinated a joint submission to the Provincial Ad Hoc Committee reviewing Alberta's Seniors Centres and their ability to financially sustain their operations;
- Hosted Cultural Cues, an information meeting about Calgary projects aimed at helping immigrant and refugee seniors;
- Established a set of policies for framework, self-governance, operations and advocacy and posted these as templates on our website.
- Compiled fact sheets and gathered research on seniors' issues and made these available on our website.
- Worked with the Interagency Programmers Group to publish program directories for Edmonton Seniors and service providers.
- Assumed coordination of the Seniors Scene page in the Edmonton Examiner.
- Offered support to the Edmonton Volunteer Driving Network – representatives from several organizations that utilize volunteer drivers.
- Served the sector as communication hub with regular contact through weekly e-bulletins, quarterly newsletters and a website.
- Obtained our status as a charity, which helps us to be an independent entity.

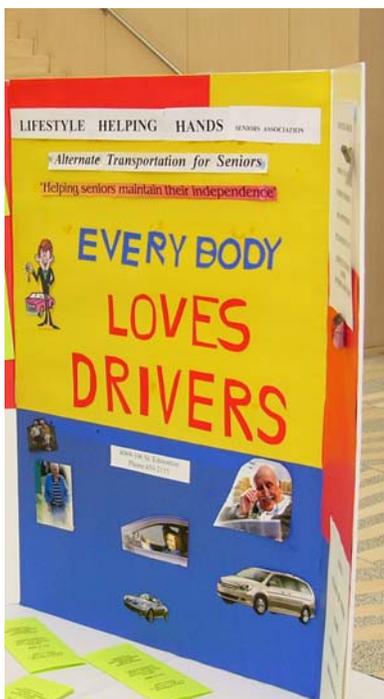
### What are our plans for 2007?

- Hold a board retreat in January to review our strategic plan, mission and vision.
- Organize a regular schedule of meetings for Board Chairs of senior-serving organizations with guest speakers on topics of interest.
- Organize a regular schedule of meetings for Executive Directors with guest speakers on topics of interest.

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**Lifestyle Helping Hands Seniors Association**

4069 - 106 Street  
Office hours  
11 A.M. to 3 P.M.  
Mon. through Fri.  
Phone: 450-2113  
email:  
[lhhsa@shaw.ca](mailto:lhhsa@shaw.ca)  
ESCC website:  
[lhhsa\\_pages](http://lhhsa_pages)



**The Seniors Driving Centre - Edmonton**

General Hospital  
Room 2C22-1, 11111  
Jasper Avenue NW.  
Office hours  
10 A.M.-4 P.M.,  
Mon. through Fri.  
Phone 732-1221

email:  
[seniorsdriving@ocii.com](mailto:seniorsdriving@ocii.com)  
website:  
[www.seniorsdriving.org](http://www.seniorsdriving.org)

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**LIFESTYLE HELPING HANDS SENIORS ASSOCIATION**

**(LHSA)** is a registered, non-profit society whose purpose is to assist southwest Edmonton seniors in remaining independent in their own homes as long as possible. The Association provides volunteer drivers to help seniors reach doctors' offices, clinics, hair appointments, social outings and shopping when other means of transportation do not suit the senior's need.

To participate, seniors must live in southwest Edmonton and purchase a \$10 per year membership. Those seniors requesting rides purchase \$6 tickets which entitle them to 1.5 hours of the driver's time. Tickets may be purchased at the Association office or from other locations. (Call the office for these.) A two-day notice is preferred.

LHSA also maintains a registry of screened service providers for snow removal, yard work, odd jobs, and housework. Seniors requiring assistance receive the names and telephone numbers of approved service providers and contract directly with them for services needed. Lifestyle Helping Hands Seniors Association also holds Spring and Fall Teas for its 150 clients.

Office volunteers, volunteer drivers, and one part-time paid employee provide the services of LHSA. All service providers are required to have a police security check. Volunteer drivers must also provide proof of insurance coverage. Drivers select times when they are available and receive an honorarium towards gas. Office volunteers work two hours each week. A volunteer board of seven governs the Association. In 2004, 322 round trips were provided; 459 round trips were provided in the first eight months of 2005.

**SENIORS DRIVING CENTRE OF EDMONTON (SDC)** was established in 2001 to provide safe, reliable transportation for frail seniors, of modest means (under \$30,000), living in Edmonton. Most clients are isolated with little support and their average age is 83 years. Volunteer drivers take seniors to and from vital appointments (e.g. doctor's offices, hospitals, stores, and banks), at a minimum charge, enabling clients to maintain their independence.

Prospective clients need to call the Centre's administrative

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office for an appointment to be assessed as to their suitability for the service. They must be able to walk by themselves or with a cane or walker and live in Edmonton. Once accepted to the service seniors pay an annual membership fee of \$15. A ride ticket cost \$7 and equals a two-hour trip within Edmonton. There is a two ticket maximum per trip. They must call at least three working days in advance. There are 400 seniors on the Centre's waiting list for services.

Volunteers will go to seniors who need to purchase tickets. Volunteer drivers will assist seniors with their coats and shoes/boots and ensure they get into their appointment and back safe inside their home. They will also accompany the senior to their appointment if required.

Seniors Driving Centre of Edmonton has one staff member and 20 volunteers working in the office and on the board. All volunteers must successfully complete a security check by Edmonton Police Services. Last year, the Centre's 30 volunteers provided 9,600 trips (14,400 volunteer hours) for approximately 300 seniors. In 2004, the Centre benefited from a total of nearly 22,000 volunteer hours.

**THE SOCIETY OF SENIORS CARING ABOUT SENIORS (SSCAS)** is a non-profit organization whose mandate is to provide alternative transportation for South East Edmonton Seniors in need of special and personal attention. It seeks to be an effective service facilitator for seniors to help them retain their lifestyle, sense of independence and well-being. SSCAS was created in 1988 to assist seniors in south Edmonton with household services. In 1994, the transportation program was introduced. The main purpose is to help seniors live independently in their community as long as possible.

To be eligible for the service, seniors must reside south of the river, be 65 or older and have an income less than \$25,000 if single or \$40,000 if a couple.

Membership to the Society costs \$10 per year, ride tickets are \$6 for a 1.5 hour trip and 48 hours notice is required. Tickets are available from the office by mailing in a cheque. Rides are available during business hours. The service can accommodate walkers but not wheelchairs. Volunteers will

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**The Society of Seniors Caring About Seniors**

St. James Catholic School, Room 106,  
7814 83 St.

Office hours:

10 A.M. – 4 P.M.  
Mon. through Fri.

Phone: 465-0311

email:

[sscas@telus.net](mailto:sscas@telus.net)

Website:

[www.sscas.com](http://www.sscas.com)

## **Edmonton Volunteer Drivers Network (EVDN)**

is a committee that works to solve the tough situations facing volunteer driving agencies. Most difficult are the recruiting of volunteer drivers and funding for the organizations. Through EVDN, these three agencies, along with eight others and ESCC staff, work together for those seniors unable to meet their transportation needs. Your volunteer time and your donations to these senior-serving agencies are vitally needed and welcomed.

accompany clients on appointments if requested.

The Society provides other services beyond transportation. They will recommend qualified service providers to assist members with household duties (yard work, snow shovelling, small plumbing and electrical, etc.). Volunteers manage phones and volunteer drivers must have \$1,000,000 liability and their own vehicle. ■



*Some participants at the Roundtable Nov. 3, 2006*

## **Seniors' Transportation Roundtable**

### **Read all about it!**

Copies of the Roundtable executive summary, the full report, the snapshot view of seniors' transportation, and the speeches from our guest speakers are all posted on our website and can be accessed by visiting the [Meetings and Reports](#) page.

### ***Seniors' Transportation Roundtable (Continued from page 1)***

The steering committee will be made up of volunteers from the Roundtable. About 15 people indicated they would be willing to work on this committee including representatives from the City's departments of Transit, Transportation and Community Services and from the Provincial department of Infrastructure and Transportation. They will join representatives from senior serving organizations, the United Way, the Alberta Motor Association, the Taxi Commission, Seniors United Now and ESCC.

The group will meet early in January to begin their work. We will keep in touch with the ElderNET group in Calgary who are a bit ahead of us on this issue. There may be learnings we can apply here or opportunities to work together to coordinate a provincial effort to improve transportation for seniors. We will keep you informed.

## ESCC Membership

In 2006 ESCC had 27 regular members out of a possible 52 organizations and an additional 12 associate members for a total of 39 members. 2007 promises to be an even better year as we dig into planning for the sector. We'd be proud to have your organization as a member and promise to work hard for the betterment of the sector.

### 2007 Memberships for ESCC now on sale.

To join as a **regular member** your organization must be senior-serving and provide social and recreational programs and/or social support services for Edmonton's aging population. The cost is \$50 per calendar year.

**Associate membership** is available for \$15 per calendar year to individuals or other organizations that have an interest in the delivery of services to seniors.

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- Work with representatives of senior-serving organizations and the City to develop a broad strategic plan for addressing the needs of seniors in Edmonton. The plan will provide guidance for planning by senior-serving organizations and by the City of Edmonton.
- Coordinate the steering committee from the Roundtable on Seniors Transportation and help implement actions.
- Coordinate some joint projects to aid immigrant and refugee seniors - potentially offering mentor support to senior-serving organizations, cultural sensitivity training and program development assistance.
- Continue to advocate for provincial funding to senior centres.
- Offer to senior-serving organizations opportunities for cost-saving services such as group benefits.
- Continue in our role as a communication hub for the sector thus "Linking Senior-Serving Organizations in Edmonton."

### Why Join?

- We provide an avenue for input that directs planning for this sector.
- You can help keep us abreast of the issues your organization is facing.
- We provide opportunities for you to meet with your peers to discuss areas of concern.
- We organize learning opportunities for you and your co-workers on topics that are suggested by members.
- Our strength comes from our members and together we are stronger.
- By joining, you are supporting the ESCC's work as outlined above.

We would like to keep your members informed about what we're doing and we would welcome your suggestions as to how to do this—perhaps we could make regular contributions to your newsletters or you could post our bulletins or newsletters. Let us know if you have other ideas as well.

**Happy Holidays everyone. ■**

*Board Chairs and Executive Director's Meeting—see page 10*



**Concepts put forward by Edmonton Senior Centres**

**That** the demand on long-term care facilities and health services is positively affected by the increased role of senior centres – thereby saving the Province money.

**That** a provincial strategy be initiated to directly fund senior centres for their operating costs thereby allowing centres to continue to provide the social supports that help seniors stay in the community. A model for this proposal could be the Alberta Agricultural Initiative Program which provides funds to not-for-profit agricultural societies to encourage quality of life in the agricultural community.

**That** an outcomes model be designed to help measure the benefits of providing support services to seniors in the community.

## Senior Centre Funding

The change in leadership in Alberta will have affects on all sectors, including the senior-serving sector. Ed Stelmach was sworn in as our new Premier Dec. 14 and he has outlined his government's priorities. The new cabinet will have 18 instead of 24 ministers. Seniors and Community Supports will maintain its current portfolio including seniors' housing with the exception that affordable housing will move to the Municipal Affairs and Housing portfolio. The ministers of each of the 18 departments were announced Friday, Dec. 15<sup>th</sup> and the new Minister for Seniors and Community Supports is **Greg Melchin** (Calgary-North West).

The provincial Ad Hoc Committee reviewing Alberta's senior centres and their ability to financially sustain their operations was to present their report to the minister in early 2007. The minister may or may not make that report accessible to the public. As early as February 2007, we may have access to the survey results and the senior centre input from the consultation process. The deadline for survey submissions to the Alberta Seniors Advisory Council was Dec. 15<sup>th</sup>. You can request a copy of senior centre inputs by contacting Dianne Laird, Manager of the Seniors Advisory Council at 427-7587 or by e-mail [saca@gov.ab.ca](mailto:saca@gov.ab.ca).

It will be interesting to see what was said by senior centres from across Alberta. ESCC coordinated a joint submission for the public consultation. It represented the recommendations of eight local senior centres and was sent across Alberta via e-mail. There is potential for centres across Alberta to come together around this issue—strength in numbers! ESCC will continue to monitor this area and coordinate any efforts that members believe would be beneficial.

In the case of the eight senior centres in Edmonton, the recurring agreement is that senior centres are hubs in their communities—offering programs, services and educational opportunities, which all combine to support seniors and enable them to remain in their community. In addition, it was acknowledged that the roles of senior centres throughout the Province of Alberta have expanded in direct response to the increased numbers of seniors in the community. In fact many senior centres have become vehicles for the delivery of health and wellness programs as well. Ten concepts were put forward by the eight Edmonton senior centres. See the sidebar for three of them. ■

## ESCC Plans

In the New Year, we will be calling a meeting to develop a plan of action from the ideas generated at the Nov. 24 Cultural Clues meeting. We encourage your organization be involved. Get in touch with myself (Sheila Hallett) or David Loper and we will notify you of planned meetings.

If your agency is looking to reach out to some immigrant and refugee communities in your area, be sure to read the article on page 11, which outlines the experiences SAGE has gained in this area.



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## Cultural Cues

Income security is at the very core of the issues facing immigrant and refugee seniors. With Alberta's hot economy, more and more immigrant families are moving to Edmonton. If a senior has been brought into Canada through the family immigration category then the sponsoring family member must support that senior for 10 years. During this time the senior has no access to pensions or government financial assistance of any kind. They are totally dependent on the good will of their sponsoring family members and are vulnerable to abuse related to their role in the family and to economic insecurity once the sponsorship period ends. Immigrant seniors may be particularly vulnerable to elder abuse as their knowledge of and access to help and resources is restricted by language and by cultural and economic barriers. A proactive strategy is needed to help the seniors in these families. Senior serving organizations are encouraged to step up and offer their support and assistance.

Suicide was the last resort for an immigrant senior living in Edmonton in desperate poverty. Having been brought to Canada through the family class of immigration and then having the family relationship break down, one man's efforts to live a self-sufficient life here proved to be too much.

This was one of the stories shared as organizational representatives gathered on Nov. 24 with guest speaker Sybil Braganza, a community social worker in the Seniors Services Division of City of Calgary. Sybil brought a few examples of projects that she has been involved with including 1) *Cultural Cues-A Resource Guide for Service Providers Working with Calgary's Culturally Diverse Seniors* and 2) the *Connecting Seniors Cultural Calendar 2006* which was produced following a Connecting Seniors Cultural Festival. The materials were produced to help Calgarians understand the potential of multicultural seniors and to recognize the extent to which seniors add richness and vitality to the city. A DVD of a play produced by local seniors titled *One Immigrant Senior Couple's Life in Calgary* was screened. This resource has been used as a tool to train staff at senior centres as it helps to raise awareness about the issues faced by many newly arrived seniors.

The ESCC event allowed Edmonton senior-serving organizations to see what another city has done for

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## Fact sheets about Edmonton's Immigrant Seniors

See the [Meetings and Reports](#) page on the ESCC website for full information.

In 2001 the Edmonton Census Metropolitan Area (CMA) had a population of 92,100 seniors and one-third of these were immigrants. Each year more and more immigrants arrive in the city and many of these people are seniors, or soon to be seniors.

In 2005, 88 individuals 66 years and older arrived in the City of Edmonton. That same year there were 163 people aged between 56-65 years and another 371 people aged between 46-55 years.

Statistics Canada information says that about 13.5 per cent of immigrants in 2001 were 60 years and older. The 2005 census information will be released in stages in the spring of 2007 and this will allow comparisons to previous years.

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immigrant and refugee seniors so that we could learn from these projects. It was also meant to initiate some ideas to improve the situation of Edmonton's many immigrant and refugee seniors. It was acknowledged that this is an under-resourced sector and the source of the problem often lies with government policies in dealing with immigrant seniors.

The *Cultural Cues* resource was established as a practical guide for service providers in Calgary, to help them better understand the cultural beliefs and customs of six groups of Calgary's immigrant seniors. Time and resources limited the focus to six communities. The guide listed how each of the cultures viewed family values, cultural values and customs, holidays and celebrations, food habits, aging/lifestyle issues, health care/medicine, mental/emotional health and death/dying. It has proven to be helpful to workers in the health care field. One of the outcomes expected through the resource guide was that service providers would have the tools to respond to the unique needs of seniors from diverse cultures and that their cultural competency would increase. This publication generated lots of interest from the media. Service providers felt more information was needed about other cultures which were not included in the guide due to time and resource issues.

Sybil reinforced the principle that language and cultural background bring people together and this is a starting point for the seniors. Once connections are made and trust is established then you can look at other ways to bridge cultures i.e., through cooking, dance and drama. The get-togethers naturally evolve to discussions about health. Transportation, language and cost are always issues when groups gather.

The workshop participants were looking for ideas of how to attract immigrant seniors to their facilities. One of the Multicultural Health Brokers in attendance told organizations that, "If you have the means to transport the seniors and you have someone who speaks their language, you would be able to get lots of immigrant and refugee seniors to come out." Zdravka Brnada added that it may be better in the beginning to not expect the seniors to come to community organizations, but instead community organizations could take their services into the community. There is potential for cultural sensitivity training, mentoring support and collaboration on projects if we rely on the expertise of immigrant and refugee serving organizations. ■

## The Board and the Executive Director

Kelly Sloan, Executive Director of the YWCA, spoke to board members and Executive Directors of senior-serving organizations on Nov. 7, 2006. Her presentation focused on *The Board and Executive Director: Developing and Nurturing an Effective Relationship*, a book she wrote following the year she spent as a Muttart Fellow. (Available for \$15 plus G.S.T. through the Resource Centre for Voluntary Organizations—497-5616). This event was sponsored by the ESCC and took place at South East Edmonton Seniors Association.

Kelly focused on the importance of mutual respect, trust and appreciation as the key components of the board-Executive Director (E.D.) relationship. Her research included interviews with seven successful not-for-profit organizations, five from Edmonton and two from Saskatoon, all with budgets between \$200,000 and \$3.5 Million. The sectors represented included social services, sports, environment, training, arts and funders.

Through information gained from participants and an extensive literature review the most important practices and actions an E.D. could take to support a board are:

1. Give the board enough information for it to feel comfortable making decisions.
2. Take the lead in ensuring that board members have adequate orientation to the organization and to their role as board members.
3. Support the board working processes and structures by sharing information.

The most important practices and actions that the board can take to support the E.D. are that:

1. Individual board members act as a sounding board for the E.D.
2. The board collectively gives the E.D. the authority to do the job and, therefore, does not micromanage the E.D.'s work.

Twenty-four people attended the event, representing 12 senior-serving organizations. Following a time for questions and answers by Kelly, the group broke into two parts and examined some questions regarding their organizational challenges and the work of the ESCC. Please see the sidebars on this page and the next for details on these meetings. ■

### Board Chairs Meeting

Board chairs expressed concern with the **costs** of operating the facilities, especially the cost of maintenance. Another great area of concern was **recruitment** of board members. The group felt the ESCC could be raising awareness of the **role of senior centres** in the community and should be educating government about the impact of downloading work onto the voluntary sector. senior centres are really struggling with staff retention and recruitment. Board chairs believed that **strength in numbers** can pay off on things like insurance and staff benefits, both of which ESCC could arrange. Board chairs felt there was value in meeting with each other and a regular session will be established.

**Next Meeting of Board Chairs and E.D.'s:** "Recruitment of Volunteers and Staff - best practices" Watch for the date.

## Executive Directors Meeting

E.D.'s suggested that email surveys are the best way for ESCC to get input from them. ESCC can help their agencies by setting up regular meetings like this one – a speaker in the A.M. and an E.D. meeting in the P.M. Topics could include:

- **Recruitment** of volunteers & staff
- **Agency policy** templates
- **Funding** issues
  - The impact of the boom economy on the voluntary sector with higher costs and employees finding better paying jobs
  - Lobby for FCSS funding including transportation for seniors.
  - Funding caregivers

**Focus for ESCC** in '07 should be:

- **Collaboration**
- **Media** relationship – more and better PR for ESCC especially with politicians and businesses. The collective voice of senior-serving agencies is important
- Facilitate the organizations **sharing** an expert or a project together

## Elder Abuse

In the recent homeless count there were 286 seniors living on Edmonton's city streets. This problem can be linked to family violence in some cases.

Elder abuse is frequently unrecognized or hidden. In 40-70 per cent of cases the abuse is financial or psychological. In Alberta the number of abused or neglected older women is estimated to be between 7,500 to 18,800 cases with another 6,100-15,200 cases of abuse or neglect of older men. In 38 per cent of cases, the perpetrators of the abuse are adult children and in 26 per cent of cases, it is a spouse. Most often the abuser is a man (in 80 per cent of cases).

In Edmonton there is one shelter specifically for seniors, operated by SAGE, called Edmonton Seniors' Safe Housing. It provides temporary free housing for men and women 60 years and older who are in need of a place to stay due to abuse or neglect. During Family Violence Awareness Month (November) a press conference was jointly organized by the Alberta Council of Women's Shelters, SAGE and the Family Violence Prevention Centre, Nov. 27, 2006. Attention was drawn to the fact that shelters for seniors, of which Alberta only has two, do not receive their funding through the same vein as women's shelters and the funding is not secure. Alberta's other seniors' shelter is run by the Kerby Centre in Calgary. Stays are limited to 60 days and this is lengthened if circumstances warrant. With rent increases in Edmonton and Calgary's housing markets and lack of affordable housing options for seniors, it can take quite a while before suitable alternative living accommodations can be found.

Organizers urged the province to come up with a comprehensive funding strategy for senior's shelters and more emergency housing, transitional support, treatment, counseling and adequate protection services for older adults. ■

### Community Development Conference

January 25, & 26 in Calgary

Theme: **Evaluation: Measuring Our Milestones**

The conference includes speakers, breakout sessions, lunch, and networking. Please note - only mail-in registrations. Click above for registration form and program.



## SAGE Multicultural Outreach Program

This unique partnership evolved out of a New Horizons pilot project conducted from April/05 – March/06. Funded by the United Way, a team of Multicultural Health Brokers in consultation with myself, a social worker from SAGE, work with isolated immigrant and refugee seniors within four communities (Spanish-speaking, Kurdish, Korean and former Yugoslavia) to identify their needs and connect them with “mainstream” services. The learning from this process will be shared with the staff at SAGE and other senior serving organizations to increase cultural competence in practice, program and policy development. A strong partnership is evolving along with a number of exciting projects.



We have developed an eight week pilot Conversation Circle, “CHAT”, which stands for “Conversation, Help and Transition”, through partnership with PALS, a community literacy agency. Conversational English was a strong area of interest identified by the seniors. CHAT is in its sixth week and runs for two hours weekly with participants from all four communities. It provides an opportunity for socialization as well and has met with great enthusiasm from both the seniors and the tutors! We have some students in their late 80’s as well as our 92 year old tutor!



We are currently offering weekly computer training in Korean to a small group of Korean seniors, with the assistance of a Korean volunteer.

Our project received funding from the Rotary Club for two trips in the New Year to the Devonian Gardens and the Ukrainian Village. The seniors are excited about the opportunity to travel outside of their neighborhoods.

As well, we have applied for funding for an exciting SPIN (Small Plot Intensive Farming) one year pilot project - a unique model of commercial urban agriculture. We envision a wide range of health, economic and social benefits for the seniors. We hope to have it underway for next summer’s gardening season.

The collaborative nature of this project offers many opportunities for shared learning and staff training. I accompany the Brokers on home visits whenever appropriate and observe firsthand the positive impact the program is having! - Debbie Marcus ■

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Provided by:

THE CITY OF  
**Edmonton**



**United Way**  
Alberta Capital Region