



**Langley Senior**  
RESOURCES SOCIETY

**2024 - 28 Strategic Plan**

# **FINAL REPORT**

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**June 2023**

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## ACKNOWLEDGEMENTS

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The Langley Senior Resources Society (LSRS) Strategic Planning Working Group was formed to develop a three to five-year plan, set goal, priorities, and strategies.

- Loretta Solomon, LSRS Board President
- Sherry Tingley, LSRS Board Vice-President
- Lynn Richards, Secretary, LSRS Board Director
- Rasmeet Chaney, LSRS Board Director
- Mary Catharine Duvall, LSRS Member
- Kate Ludlam, LSRS Executive Director
- Marta Filipski, Facilitator

Langley Senior Resources Society gratefully acknowledges the openness and generous time contributed by all internal and external stakeholders who participated in our surveys, questionnaires, and interviews. This includes LSRS board directors, staff, volunteers, members, clients, and the following 14 community partners:

- 2SLGBTQI+ Community Representative - Sue Higginbottom
- Accessibility and Inclusion Advocate - Ron Bergen
- Avalon Gardens
- Bria Communities
- City of Langley
- COSCO BC – Council of Senior Citizens Organization
- Langley Community Services Society
- Langley Division of Family Practice
- Langley Environmental Partners Society (LEPS)
- Langley Lodge
- Langley Seniors in Action (LSA)
- Lower Fraser Valley Aboriginal Society
- Township of Langley
- Waceyá Métis Society

## EXECUTIVE SUMMARY

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The Langley Senior Resources Society conducted a mixed methods engagement survey to update our mission, vision, and values and to learn from our stakeholders how they felt about the organization, what was important to them, and where they think the organization should be focusing its efforts going forward. This report serves as a final assessment and summary of the findings from surveys and interviews with board members, staff, members, volunteers, non-members, and senior-serving community partners. It emphasizes LSRS's commitment to listen to our stakeholders and consider their needs and priorities as we develop our 2024 - 2027 strategic plan.

### Major Conclusions

The strategic planning engagement process, through both surveys and interviews, revealed a high level of alignment among participants around three priority themes. These themes reflect not only current service gaps, but also a shared vision for how the organization can evolve to better serve a diverse and growing senior population.

The three themes that clearly emerged from surveys and interviews were:

1. A greater focus on inclusivity and diversity.
2. Bring LSRS programs and services into the neighbourhoods of Langley.
3. Be a community leader on issues important to seniors.

#### 1. A Greater Focus on Inclusivity and Diversity

Participants consistently emphasized the need for a more intentional and visible commitment to inclusivity and diversity. This extends beyond demographic representation to ensuring that programs, services, and organizational practices are welcoming, accessible, and relevant to seniors of all cultural backgrounds, abilities, identities, and socioeconomic circumstances.

Feedback highlighted that some seniors - particularly those from marginalized or underrepresented groups - may face barriers to participation, whether due to language, transportation, cultural differences, or affordability. There is a clear expectation that the organization will take proactive steps to reduce these barriers. This includes integrating equity-informed practices into program design, investing in staff training and cultural competency, and building relationships with diverse communities to better understand their needs.

Importantly, inclusivity was not framed as a standalone initiative, but as a lens that should be embedded across all aspects of the organization's work. Stakeholders view this as

essential to maintaining relevance and ensuring that no seniors are left behind as the organization grows.

## **2. Deliver Programs and Services in the Neighbourhoods of Langley**

A second strong theme was the need to deliver programs and services closer to where seniors live. Many participants noted that centralized service delivery can limit access, particularly for those with mobility challenges, limited transportation options, or social isolation.

There is a clear desire for a more community-based approach - one that distributes programming across neighbourhoods throughout Langley rather than relying primarily on a single location. This could include partnerships with community centres, housing complexes, faith-based organizations, and other local hubs where seniors already gather or feel comfortable.

This theme reflects a broader shift toward accessibility and convenience, but also toward building stronger local connections. Delivering services in neighbourhoods is not only about logistics; it is about fostering a sense of belonging and ensuring that seniors remain connected to their immediate neighbourhoods. Participants see this as critical to improving participation rates, enhancing well-being, and reaching those who may currently be underserved.

## **3. Be a Community Leader on Issues Important to Seniors**

The third theme points to an aspirational role for the organization: to be a recognized and trusted leader on issues affecting seniors. Participants expressed a desire for the organization to move beyond service delivery and take a more active role in advocacy, education, and community leadership.

This includes raising awareness of key issues such as social isolation, health and wellness, housing, transportation, and financial security. It also involves convening stakeholders, contributing to policy discussions, and ensuring that the voices of seniors are represented in broader community decision-making.

Stakeholders indicated that the organization is well-positioned to take on this role, given its experience and community presence. However, doing so will require intentional investment in capacity, clarity of mandate, and strengthened partnerships with other organizations and levels of government.

Ultimately, this theme reflects a desire for the organization to help shape the future of senior services in Langley - not only by responding to needs, but by anticipating them and influencing the systems that affect seniors' quality of life.

Together, these three themes provide a clear and cohesive direction for the organization's future. They reinforce the importance of equity, accessibility, and leadership, and highlight the need for strategic investment to translate these priorities into meaningful action.

### **Key Considerations: Aligning Growth with Inclusivity and Diversity, Community Reach, and Sector Leadership**

As LSRS enters a period of growth, a central consideration is ensuring that expansion is purposefully aligned with both the priorities identified through the strategic planning engagement survey and the organization's long-term goals. Survey findings underscore a strong expectation from stakeholders that the organization not only broaden its reach, but do so in a way that is inclusive, community-embedded, and responsive to the evolving needs of seniors.

To meet these expectations, targeted investments will be required in the three interconnected areas:

1. **Advancing inclusivity and diversity** must be foundational to all future strategies. This includes developing culturally responsive programs, reducing barriers to access, and strengthening organizational capacity to engage underrepresented and marginalized senior populations. Growth that does not intentionally prioritize inclusivity risks reinforcing existing service gaps.
2. **Expanding service delivery into neighbourhoods across Langley** will require both resource allocation and new operating models. This may involve decentralized programming, partnerships with local community organizations, and flexible service delivery approaches that meet seniors where they are. Scaling in this way ensures that growth translates into meaningful access rather than centralized expansion alone.
3. **Positioning the organization as a recognized community leader** on issues affecting seniors will require clarity of role, investment in advocacy and research capacity, and strengthened relationships with stakeholders across sectors. Leadership in this context extends beyond service provision to include shaping dialogue, influencing policy, and convening partners around shared priorities.

Taken together, these investments reflect a shift from growth as expansion to growth as impact. Aligning resources, strategy, and community voice will be critical to ensuring that the organization not only grows, but does so in a way that is equitable, relevant, and sustainable.

## Secondary Conclusions

- + **Our current Mandate, Vision, Mission, and Values continue to resonate strongly with staff, volunteers, members, and the broader community.** Feedback gathered through the engagement process indicates that these statements are well understood, relevant, and reflective of the organization's core purpose and values. Some participants suggested minor adjustments to better align with the three emerging themes. Overall, participants consistently expressed a strong sense of alignment between the mission, the work being carried out, and the impact experienced by seniors. This shared understanding provides a solid foundation for future planning, reinforcing confidence that the organization's direction remains meaningful and grounded in community needs. Maintaining this clarity of purpose will be important as the organization grows and evolves, ensuring that all strategic decisions continue to reflect and advance its vision and mission.
- + **Aligning the Recreation and Resource Center with the Adult Day Program.** Strong alignment between the Recreation and Resource Centre and the Adult Day Program is essential to delivering a cohesive and high-quality experience for seniors. While each program serves distinct needs, both contribute to a shared continuum of care and engagement, and should operate with a unified vision, complementary service models, and consistent standards. Greater coordination in program planning, communication, and resource allocation will help reduce silos, improve client transitions between services, and ensure that participants and their families experience seamless, person-centred support. Establishing this alignment will strengthen overall impact, enhance efficiency, and better position the organization to respond to the diverse and evolving needs of the community.
- + **Increase hours of operation into the evening and weekends to include more programming and services.** Engagement findings indicate a clear and consistent desire among those we serve for expanded hours of operation, including evenings and weekends. Participants noted that current schedules can limit access, particularly for seniors who rely on caregivers, have daytime commitments, or prefer programming outside traditional hours. Increasing availability would enable broader participation, reduce barriers to access, and create more flexible opportunities for social connection, recreation, and support services. As demand continues to grow, extending hours represents an important opportunity to better align service delivery with the diverse lifestyles and needs of seniors, while enhancing the organization's overall reach and impact within the community.

## Strategic Recommendations

Building on the findings from the engagement process, the following recommendations are intended to guide LSRS in translating key themes into meaningful and measurable action. These recommendations are interconnected and should be approached as part of a coordinated strategy for growth, impact, and sustainability.

### **1. Advance Inclusivity and Diversity Across All Operations**

LSRS should adopt an organization-wide inclusivity and diversity framework that informs decision-making at all levels. This includes conducting an equity audit to identify barriers within current programs and services and developing a multi-year action plan with clear goals and accountability measures. Investments should be made in staff and volunteer training focused on cultural competency, anti-oppression practices, and inclusive service delivery. In addition, LSRS should strengthen outreach and partnerships with diverse and underrepresented communities to co-design programs that are responsive to their needs. Consideration should also be given to reducing financial, language, and transportation barriers through subsidies, translation services, and targeted supports.

### **2. Expand Community-Based Service Delivery in Langley Neighbourhoods**

To improve access and reach, LSRS should develop and implement a decentralized service delivery model. This includes identifying priority neighbourhoods with higher concentrations of underserved seniors and piloting satellite or mobile programming in those areas. Strategic partnerships with local community centres, housing providers, faith-based organizations, community partners, and other grassroots groups will be critical to success. LSRS should also explore flexible program formats, including pop-up services and hybrid (in-person and virtual) offerings, to meet diverse needs. A phased approach to expansion, supported by clear evaluation metrics, will help ensure sustainability while building community presence and trust.

### **3. Strengthen Role as a Community Leader and Advocate for Seniors**

LSRS should formalize its role as a community leader by developing a clear advocacy and engagement strategy. This includes identifying priority issues affecting seniors (e.g., social isolation, housing, transportation, health and wellness) and defining how the organization will contribute to awareness, policy dialogue, and system-level change. Establishing a seniors' advisory council or similar mechanism can help ensure that lived experiences inform advocacy efforts. LSRS should also invest in building relationships with municipal and regional partners, health authorities, and other service providers to position itself as a convener and collaborator. Enhancing communications and public visibility will further reinforce its leadership role.

### **4. Align Internal Programs and Services for Greater Impact**

To ensure a seamless client experience, LSRS should strengthen alignment between the Recreation and Resource Centre and the Adult Day Program. This includes developing shared service principles, improving internal communication and referral pathways, and exploring integrated program planning where appropriate. Cross-training staff and coordinating intake and

assessment processes can further enhance continuity of care. Establishing common outcomes and evaluation measures across programs will support a more unified approach to service delivery and impact measurement.

### **5. Extend Hours of Operation to Improve Accessibility**

LSRS should explore a phased expansion of operating hours to include evenings and weekends. This may begin with pilot programs to assess demand, staffing requirements, and cost implications. Consideration should be given to prioritizing high-demand programs or services that would benefit most from extended hours. Staffing models may need to be adapted to support flexible scheduling, and volunteer engagement could play a role in implementation. Extending hours will improve accessibility for seniors and caregivers, increase participation, and better reflect the diverse lifestyles of the community.

### **6. Sustain Alignment with Vision, Mission, and Values**

While the current Vision, Mission, and Values remain strong and widely supported, LSRS should undertake minor refinements to ensure explicit alignment with the three strategic themes. These updates should be accompanied by a clear communication plan to reinforce organizational direction and shared purpose. Embedding these guiding statements into performance measures, program design, and decision-making processes will ensure they remain active and relevant as the organization evolves.

### **7. Create a new Strategic Plan**

Developing a new strategic plan is a critical step in translating the insights from the engagement survey into clear, actionable direction for the organization. While the survey findings provide a strong understanding of community needs and priorities, a formal strategic plan ensures these insights are organized into defined goals, measurable outcomes, and realistic timelines. This creates accountability and allows the organization to track progress, allocate resources effectively, and make informed adjustments over time. Establishing clear metrics and milestones will also support transparency with stakeholders and demonstrate impact. Ultimately, a well-defined strategic plan provides a roadmap for sustainable growth, ensuring that the organization's efforts remain focused, coordinated, and aligned with the evolving needs of the seniors it serves.

### **Conclusion**

Collectively, these recommendations support a strategic shift toward more inclusive, accessible, and community-driven service delivery, while strengthening LSRS's role as a leader in the seniors' sector. Implementation will require thoughtful prioritization, resource allocation, and ongoing evaluation, but will ultimately position the organization to better meet the current and future needs of seniors across Langley.

## **New Mission, Vision, and Values**

On July 24, 2023, the Board formally adopted and updated the Vision, Mission, and Values statements, reflecting a thoughtful refinement of the organization's guiding framework; the current Mandate was unchanged. These revisions were undertaken to ensure clear alignment with the three key themes identified through the strategic planning process, enhancing inclusivity and diversity, expanding community-based service delivery, and strengthening the organization's role as a leader on issues affecting seniors. The updated statements provide a more focused and contemporary expression of purpose, positioning the organization to respond effectively to evolving community needs while remaining grounded in its core principles.

### **Our CURRENT Mandate:**

To connect people 50+ with recreation, resources and programs designed to meet individual and specific needs and improve their quality of life.

### **Our NEW Mission:**

As leaders in our community, we provide programs, services and connection through a holistic approach to meet the emotional, physical, and social needs of seniors and their families.

### **Our NEW Vision:**

An inclusive community where seniors in Langley are valued and supported to learn, socialize and thrive.

### **Our NEW Values:**

- Leading with Heart
- Compassionate
- Welcoming
- Inclusive
- Innovative
- Collaborative
- Integrity

## INTRODUCTION

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Langley Senior Resources Society was incorporated as a non-profit organization in 1985 and provides innovative recreation, education, and social programs and comprehensive supportive services to seniors in the City and Township of Langley. LSRS is led by a volunteer Board of Directors who live or work in the local community. The Board of Directors is a governing body, with the day-to-day operations managed through an Executive Director, staff, and volunteers.

LSRS owns and operates the largest free-standing seniors center in British Columbia and operates the largest Adult Day Program in Fraser Health. We partner with many community organizations to deliver programs and services at our two locations and in partner sites throughout Langley. Our dedicated staff, and over 200 volunteers, serve Langley seniors with heart and compassion every day.

Recognizing that the next five years are crucial to the Society's success, the Board of Directors embarked on a strategic planning effort to address current and emerging needs and to build organizational capacity to support and sustain LSRS's inevitable growth. The time frame for this plan begins in 2023 and continues through 2028. The plan provides our roadmap for the future and outlines the goals and strategies that will help achieve our mission and vision.



## BACKGROUND

In 2022, B.C.'s senior's population was 1,058,462. The senior's population has grown 16% over five years and 41% over ten years. Seniors now represent 20% of the provincial population compared to 18% in 2018 and 16% in 2013.<sup>1</sup>

### 0.1.1 POPULATION BY SENIORS AGE GROUPS

	2018	2019	2020	2021	2022
<b>65 – 69</b>	297,871	305,905	314,194	323,371	332,215
<b>70 – 74</b>	234,301	247,501	262,364	274,164	278,298
<b>75 – 79</b>	157,393	166,508	174,505	183,228	199,295
<b>80 – 84</b>	108,107	111,147	115,031	119,521	124,596
<b>85+</b>	115,076	118,278	121,529	123,330	124,058
<b>65+</b>	912,748	949,339	987,623	1,023,614	1,058,462

Source(s): Census Profile, 2021 Census of Population  
British Columbia Profile Table

### 0.1.2 CENSUS 2021 65+ POPULATION - LANGLEY

Area	Pop 65+	% of Total Pop	Growth Since 2016		65+ Low Income Status Before Tax	
City	5,815	17.3%	855	17.2%		
Township	22,805	20.1%	4,130	21.9%		
<b>Combined</b>	<b>28,620</b>	<b>17.8%</b>	<b>4,985</b>	<b>20.9%</b>	<b>26,860</b>	<b>93.2%</b>

Source(s): Census Profile, 2021 Census of Population  
City of Langley and Township of Langley Profile Table

#### Current State (Pre Strategic Plan):

**Mandate:** To connect people 50+ with recreation, resources and programs designed to meet individual and specific needs and improve their quality of life.

**Mission:** To deliver services through a holistic approach aimed at meeting the emotional, physical and social needs of seniors and their families.

**Vision:** We envision a community in which all seniors are supported and empowered to socialize, learn and enjoy life.

**Values:** Caring, Respect, Empathy, Independence, Safety, and Equality.

## **RATIONALE AND SCOPE OF WORK**

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Covid-19 was an intense time of change on the lives of seniors. Businesses, libraries, and services closed and there was a shrinkage of social spaces, a lack of access to information, and a situation of massive isolation. Record interest rates, a severe shortage of affordable housing, and rapidly increasing food costs accentuated the pressures on seniors.

Emerging from the pandemic, it was clear this impacted the Langley senior's community in many ways. With such major socio-economic change and impact, it was apparent that LSRS needed to pause, reflect, and assess how these changes have affected membership and seniors in Langley. It was time to review how LSRS would evolve programs, services, resources, and our facility to remain relevant and supportive as we moved forward over the next few years.

The overarching objective was to review and refresh the LSRS Mandate, Mission, Vision, and Values to ensure they reflect the needs of those we serve and our community.

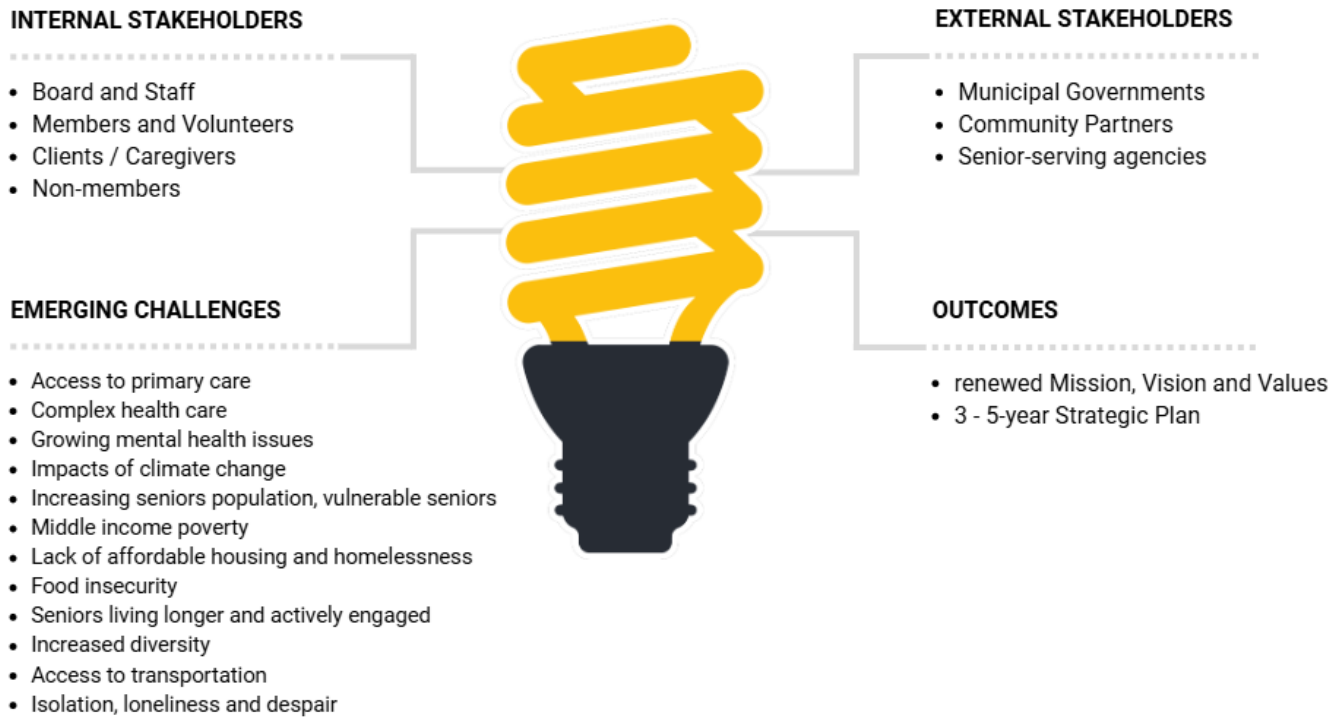
Five major deliverables of this work will include:

1. Workplan for data collection and stakeholder engagement
2. Board/senior staff planning session
3. Facilitated member engagement sessions
4. Compiled themes and other data
5. An updated Mandate, Mission, Vision, and Values

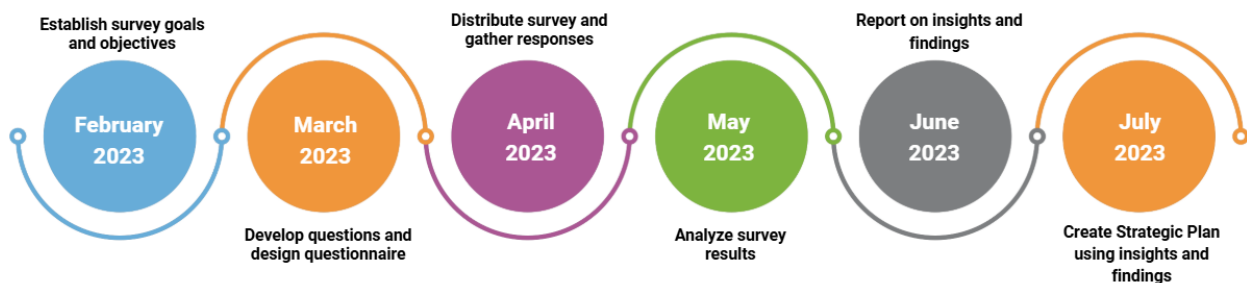
These deliverables would serve as a critical foundation for LSRS to design and implement a comprehensive 3 – 5-year strategic plan. This plan would not only strengthen LSRS's organizational capacity to innovate and adapt in a rapidly evolving environment but also enable it to proactively identify and respond to emerging challenges. Ultimately, it would position LSRS to more effectively meet the complex, diverse, and growing wellness needs of our seniors' community, ensuring programs and services remain relevant, accessible, and impactful over the long term.

## THE PROCESS

The LSRS Board of Directors undertook facilitated strategic planning process to inventory and assess current programs, services, operations, and facilities. **LSRS board directors, staff, volunteers, members, clients, Langley’s seniors’ community, and 14 seniors serving, non-profit community partners, social services agencies, and municipal governments participated.**



The strategic planning work took place over a 6-month period, beginning in February 2023 and ending in July 2023. The process began with a kickoff meeting with the planning committee and facilitator. A workplan was developed for data collection and stakeholder engagement, as well as the development of key questions for the staff, board, and membership surveys. The team identified and collected data to support the decision-making process.



During March and April 2024 key stakeholders were identified and a questionnaire was developed for structured interviews. Stakeholders indicated personal preferences in how they chose to respond to the interview request. Options included a telephone or zoom interview, or a face-to-face interview.

The information gathered was obtained through print copy and online surveys, telephone interviews, and in person interviews.

A total of 170 participants shared thoughts, comments, suggestions, and their vision for the future of LSRS and our role in the community.

Although stakeholder interviews were time consuming, they elicited useful data and allowed for meaningful relationships and partnerships to emerge in the process.

During the process, the facilitator shared the collated data and themes with the planning committee which allowed time for review and reflection. Feedback gathered will lay the groundwork to prepare a Strategic Plan that will serve to guide the Society’s focus and growth over the next five years.

## **WORK PLAN - DATA COLLECTION AND STAKEHOLDER ENGAGEMENT**

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Facilitator Marta Filipski developed the following work plan and schedule for March - June 2023.

<b>Phase</b>	<b>Item</b>	<b>Estimated Timeline</b>	<b>Leads</b>
<b>Planning &amp; Prep</b>	Kick-Off meeting with Board Subcommittee and facilitator Marta Filipski	Feb 17	MFilipski
	Develop a work plan for data collection and stakeholder engagement	Feb 17	MFilipski
	Develop key questions for staff, board members and membership surveys.	Feb - Early March	Strategic Planning Working Group, including facilitator
	Identify and collate available data to support decision-making; data could include: <ul style="list-style-type: none"> <li>• Program level data</li> <li>• Membership demographics</li> <li>• Staffing/HR indicators</li> <li>• Community Trends</li> <li>• Financial /grant information</li> </ul>	March	Strategic Planning Working Group and staff to collect available data.

Phase	Item	Estimated Timeline	Leads
	<p>-----</p> <p>Available data - Feb 17 discussion and to be confirmed. Data to include:</p> <ul style="list-style-type: none"> <li>• Member data (#s, age, where they live), year over year</li> <li>• Program #s</li> <li>• ADP Data collected by FHA (need to confirm)</li> <li>• Data on demographics trends with the Township of Langley</li> </ul>		
<b>Milestone/Deliverable:</b> Agreed upon Workplan including Data Collection & Engagement Plan.			

<b>Discovery Phase</b>	<p><b>Board Director and Staff Consultation</b></p> <p>Online survey</p>	March/April	<p>MFilipski</p> <ul style="list-style-type: none"> <li>• Develop survey</li> <li>• Collate results</li> </ul> <p>Strategic Planning Working Group</p> <ul style="list-style-type: none"> <li>• Support promotion and completion of survey</li> </ul>
	<p><b>External Stakeholder outreach</b> (funders, partners, competitors, advocates)</p> <ul style="list-style-type: none"> <li>• Structured interviews</li> </ul> <p>Groups currently involved with LSRS but may not currently be engaged.</p> <p>Identified Stakeholders:</p> <ol style="list-style-type: none"> <li>1. Langley Seniors in Action</li> <li>2. City of Langley</li> <li>3. Township of Langley</li> <li>4. Council of Senior Citizens Organization of B.C.</li> <li>5. Fraser Health Authority</li> <li>6. Housing providers (Bria Communities, Chartwell, Avalon)</li> <li>7. United Way</li> <li>8. Meals on Wheels</li> </ol>	March/April	<p>MFilipski</p> <ul style="list-style-type: none"> <li>• Develop questionnaire and template</li> <li>• Collate results</li> </ul> <p>Strategic Planning Working Group</p> <ul style="list-style-type: none"> <li>• Meet with and document Stakeholder interviews</li> <li>• Consider bringing new ED to interviews</li> </ul>

	<p>9. Chamber of Commerce  10. Immigration groups/ groups that can represent growing diversity of the community  11. Langley Community Services Society  12. Metis/Indigenous group  13. LGBTQ community  Others?</p>		
	<p><b>Membership and Volunteers (800):</b></p> <p>In person facilitated session: Feedback for future vision of LSRS (2-3 hours)</p> <ol style="list-style-type: none"> <li>1. Invitation to go out to all members and ADP Clients/Caregivers with a response target of 80.</li> </ol> <p><b>Survey:</b>  May want to pair with other membership surveys that touches on satisfaction with programming – follow up with ED</p>	<p>Suggest Week of May 13   (suggest early evening or weekend)</p>	<p>Strategic Planning Working Group</p> <ul style="list-style-type: none"> <li>• Support promotion of session</li> <li>• Support logistics (room, set up, catering) for session</li> <li>• Presentation on changing demographics of Langley seniors</li> <li>• Breakout group facilitators</li> </ul> <p>MFilipski</p> <ul style="list-style-type: none"> <li>• Design and facilitation of large group session</li> <li>• Collation and theming of participant input</li> </ul>
	<p><b>Presentation to Board/Senior Staff: Results and Themes</b></p> <ul style="list-style-type: none"> <li>• Suggest special virtual meetings</li> </ul>	<p>May/June (2 hours)</p>	<p>MFilipski and Strategic Planning Working Group</p>
<p><b>Milestone/ Deliverable:</b> Agreed upon Workplan including Data Collection &amp; Engagement Plan.</p>			

<b>Alignment</b>	<p><b>In - person Board and Senior Staff Planning Session</b></p> <ul style="list-style-type: none"> <li>• Suggest 6-hour session with senior staff involvement</li> <li>• Review work plan, process, goals, deliverables and survey questions</li> </ul>	June 24 or 25	MFilipski
<b>Milestone/Deliverable:</b> Board/Senior Staff Planning Session & DRAFT Mandate, Mission, Vision and Values.			

<b>Review</b>	<p>Staff and member and input</p> <p>Focused communication that outlines suggested changes from Board decisions</p> <ul style="list-style-type: none"> <li>• Could include a few survey questions for input gathering</li> </ul>	July	<p>MFilipski</p> <ul style="list-style-type: none"> <li>• Develop survey</li> <li>• Collate results</li> </ul> <p>Strategic Planning Working Group</p> <ul style="list-style-type: none"> <li>• Support communication to members and promote survey</li> </ul>
<b>Finalize Draft</b>	<p>Meeting with Strategic Planning Working Group to consider final inputs; finalize draft; complete before AGM</p>	Early August	<p>MFilipski and Strategic Planning Working Group</p> <ul style="list-style-type: none"> <li>• Bring to board for final approval</li> </ul>
<b>Milestone/Deliverable:</b> Final Mandate, Mission, Vision and Values.			

<b>Implementation</b>	<p>Implementation steps to begin planning for:</p> <ul style="list-style-type: none"> <li>• AGM (September 2023) – what will be shared?</li> <li>• Develop a Communication Strategy to share findings and proposed changes</li> <li>• Updates to official organizational documents</li> <li>• How will we re-align programs and services with new organizational direction?</li> <li>• Future strategic planning to realign priorities with new organizational direction?</li> </ul>
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# STAKEHOLDER ENGAGEMENT

Stakeholders are the people and organizations that impact or influence LSRS. These include decision-makers, supporters, and the communities we serve.

Our stakeholders – ranging from board members, staff and volunteers to members, clients / caregivers, funders, and community partners – experience LSRS from different vantage points. As such, their input and insight can help inform our strategic planning. Their combined perspectives will round out the picture for our strategic plan, filling in blind spots and offering answers to open questions.

Stakeholder engagement is a key driver of success and can inform and improve our plan by incorporating diverse perspectives and ideas to help shape LSRS’s future. By actively involving and collaborating with stakeholders, LSRS can gain valuable insights, build strong relationships, and create a broader impact.

By actively engaging with our stakeholders, their influence benefits LSRS in these three key areas:

### 1. Improved organizational effectiveness

Operating a complex nonprofit organization like LSRS means juggling more decisions, working within tighter deadlines, and handling more daily demands than many staff teams can manage by themselves. **The benefits of proactive stakeholders:**

<b>Better Governance</b>	Responsibility sits with many people and not just one person. This makes it easier to address financial management, policy changes and meet compliance requirements.
<b>Greater coordination</b>	Leaders and staff can better manage capacity, ensure quality service delivery, and maximize community outreach.
<b>Wider reach</b>	Volunteers, partners, media, corporate sponsors, and donors help amplify our message, attract beneficiaries, and fill resource gaps our teams can’t cover alone.

**LSRS Stakeholders** 

- > Mission-driven and impact-focused
- > Board, staff, volunteers, members, clients/caregivers, and communities served
- > Influence decisions through engagement, collaboration, and support

**Success indicators:** *Trust and outcomes*

## 2. Stronger accountability across teams

Stakeholders promote accountability by setting expectations and providing oversight. Their involvement makes it easier to monitor progress, spot issues earlier, and ensure transparent decision-making. The two forms of accountability that matter:

- > **Vertical:** Ensuring we comply with organizational bylaws, provincial and federal laws, contracts, procedures, and regulations.
- > **Horizontal:** Maintaining consistency and equality across relationships with donors (individual and corporate); foundations; municipal, provincial, and federal agencies; and the communities and individuals served.

## 3. More ethical and transparent operations

Stakeholders are built-in checks on internal decision-making. They ask questions, expecting clear answers, and raise their concerns early. When decisions are made behind closed doors, rumours and assumptions fill the gap, causing trust to erode. Decision-making must be transparent and done through the proper channels. Document the “what” and the “why” in plain language and be ready to respond when asked to stakeholder requests for information.

Stakeholder engagement, like our strategic planning survey, is critical to the success of LSRS. It helps build trust, foster relationships, and ensures everyone is working toward the same goals. By engaging with those who interact with us most directly, we hoped to capture meaningful insights into how our work is viewed, where we are succeeding, and where there may be opportunities to strengthen our connection and better serve the community.



## INTERNAL STAKEHOLDERS – BOARD, STAFF, VOLUNTEERS, MEMBERS, AND CLIENTS / CAREGIVERS

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Our internal stakeholders work within LSRS on its day-to-day operations and directly shape mission delivery and decision-making. Our internal stakeholder groups include:

- **Board members** guide the overall direction of LSRS activities and provide oversight to help stay focused key objectives and any legislation affecting us.
- **Staff** are paid “frontliners” who deliver our program and services and whose goal is to improve outcomes for the people and communities we serve.
- **Volunteers** expand the level of support our paid staff provide, as well as helping with program and service delivery, internal functions, and community outreach.
- **Members and Clients / Caregivers** access programs, services, and resources.

Confidential surveys were available from May 1 to 30. Advance notice was provided to the Board, staff, volunteers, clients / caregivers, and members through the LSRS newsletter in both print and online formats. To maximize participation, survey invitations were distributed via Mailchimp to the LSRS subscriber list and a Facebook post directed followers to the online survey. A secure drop box was placed at the front desk for completed submissions, and LSRS board members assisted individuals who required help completing the survey.

### Internal Stakeholder Survey Results: Board and Staff

Survey administered March 2023

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In March 2023, 12 LSRS Board directors and 43 staff were invited to participate through an online survey. *See Appendix A for Board and Staff Engagement Survey Questionnaire.*

<b>Response =</b>	<b>12 staff - 28% response rate</b>
<b>18</b>	<b>6 Board members - 100% response rate</b>

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#### Question 1: Why does LSRS exist and what do we do?

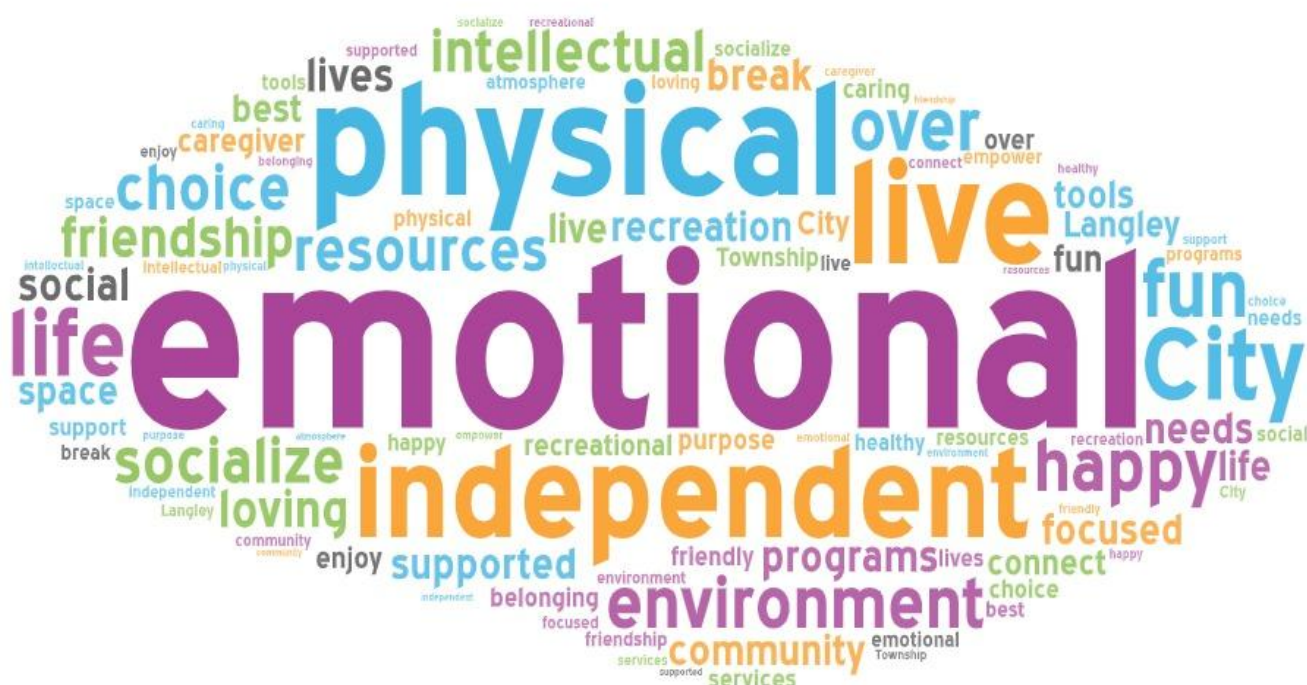
*Rationale: We sought to gain a deeper and more nuanced understanding of how individuals most closely connected to LSRS perceive our current role within the community. We aimed to explore not only their level of awareness and understanding of what we do, but also their personal experiences, perspectives, and feelings about our presence, impact, and effectiveness.*

- > Whether it be at the recreation and resource center or Adult Day Program, LSRS provides social, recreational and educational programs for older adults to improve their quality of life.

- > The second we walk into the Langley Senior Resources Centre; there is a sense of friendliness and smiling faces.
- > LSRS is an amazing place where people feel at home.
- > Senior's voices are heard and the keystone role of older adults in our community is respected, celebrated and maintained.
- > Support, resources and recreation as well as an opportunity to socialize.
- > Community space, atmosphere and tools that empower older adults in Langley City and Township.
- > Giving purpose, friendship and belonging.
- > Seniors remain focused, independent, supported and enjoy life as we age.
- > Friendly environment for seniors to connect.
- > The Adult Day Program offers respite and support to caregivers at the same time as providing recreation, socialization and medical supervision to clients.
- > Loving, caring and fun environment for seniors with disabilities as well as supporting their caregivers.
- > Seniors can live happy and healthy lives.

**Question2: What common words would you use to describe LSRS**

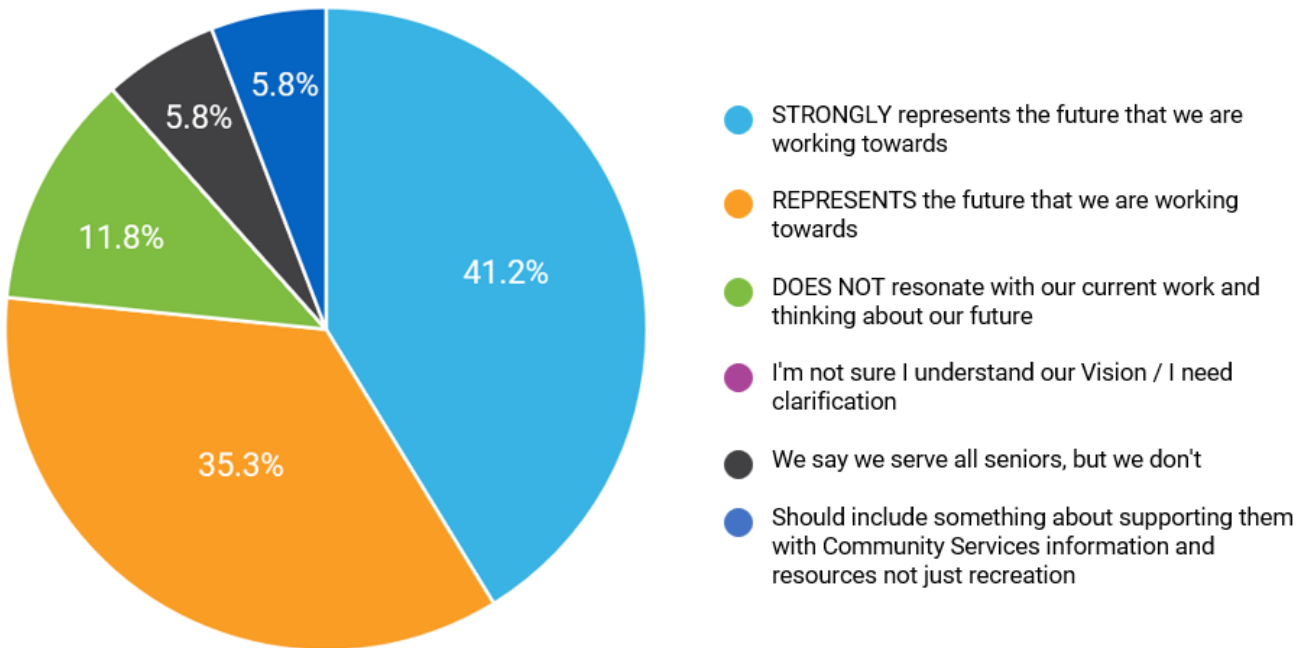
*Rationale: Board Members and staff were invited to share the words and phrases they would use to describe LSRS, with the goal of gaining insight into how the organization is perceived internally, what values and qualities stand out most, and how these perspectives align with our mission, culture, and the experience we strive to create for the community.*



**THEME: Our current Vision continues to resonate. Reflecting on and enhancing our Vision to embody the future we are trying to create.**

Our current Vision: “We envision a community in which all seniors are supported and empowered to socialize, learn, and enjoy life.”

17 responses:



- The vision is apparent within this organization and will continue to grow as the senior population increases.
- We tend to be member centric, and it gives the impression that I have heard from the community that we are like a country club.
- We all WANT to work toward that future, but uncertainty in leadership has left us flailing a bit. All staff needs to know the bigger picture ... not just our little silos.
- Remove 'supported', focus on empowered.
- A big part of what we do is supporting caregivers.

**Inclusivity:**

- We are not very inclusive when it comes to diversity.
- We talk about being, and want to be, more inclusive, and wanting to be, but we've not taken concrete steps to get there. E.g. we talk about having a multicultural committee, but we don't do it.
- Put an emphasis on diversity but it would also engage volunteers.
- We should be more physically inclusive and work on programs to include more ethnic groups.

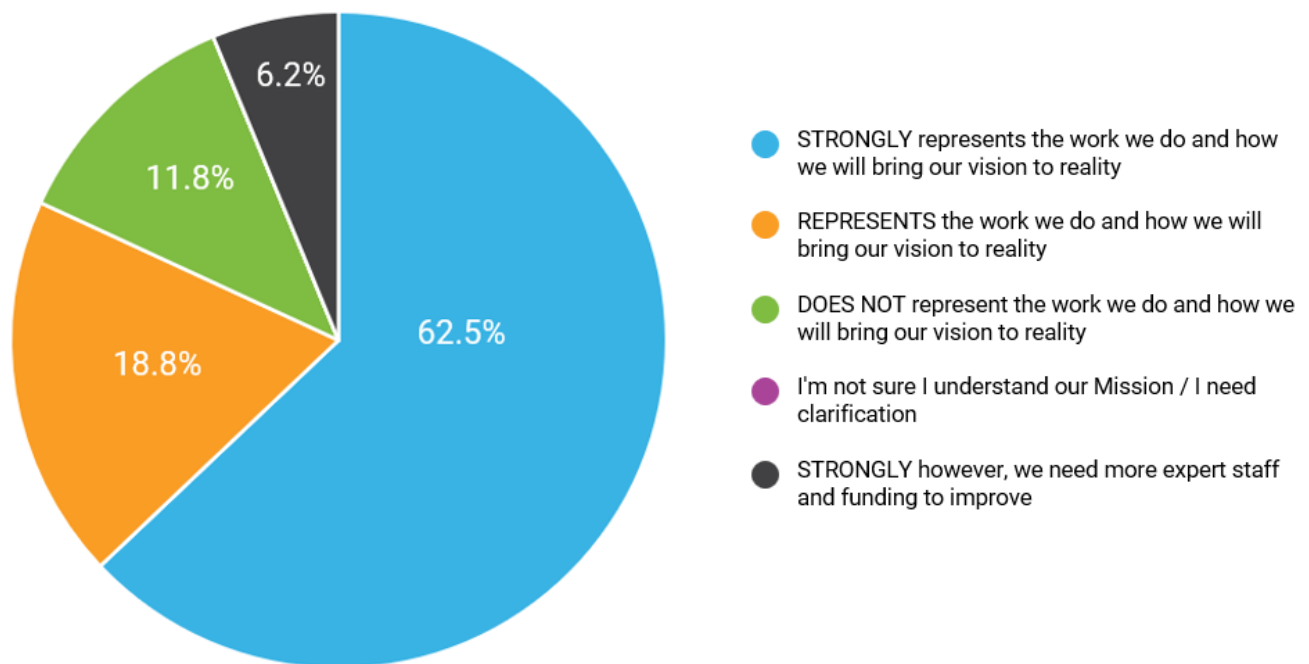
**Advocacy/Outreach:**

- Current vision does not clearly communicate that we are more than a Recreation Centre. Seniors need to know they can come to Outreach for help with a variety of concerns.
- We should be advocating for older adults re: current issues and challenges (transportation, housing ...).

**THEME: Our current Vision and Mission represent the work of our organization. We are striving to be mission-driven and focused on impact.**

Our current Mission: "To deliver services through a holistic approach aimed at meeting the emotional, physical, and social needs of seniors and their families."

16 responses:



**We are on the right track:**

- Our mission is: to provide a safe and welcoming environment where adults learn, socialize and enjoy life through the offering programs and services, and volunteer opportunities that enhance their independence and quality of life.
- The organization does fulfill the mission ... as we go on, we will have more seniors become involved.
- All of us work to the greatest extent to fulfill our mission, BUT the demand for help, especially for housing is too overwhelming with our current number of staff.
- We are on a right path when we provide quality of life. Additionally, it provides relief to the family member on an emotional and physical level.

**Curiosity about how ADP fits into our mission:**

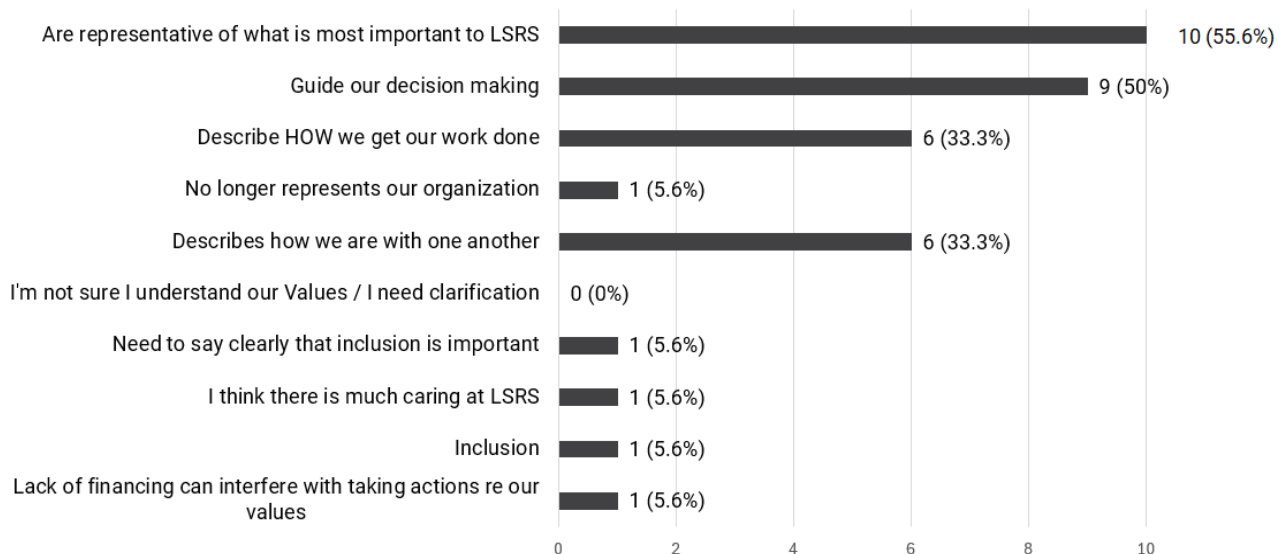
- We make sure our clients are our top priority. We do the best for their safety and wellbeing. I feel that we give their family a break of respite care when we look after their loved ones even for just a day.

**Stopping us from fulfilling our mission:**

- All the elements are there, and there is a lot of heart in the organization. There is also a lot of background politics from members, board, and staff that needs to get under control and has been preventing the society from reaching its potential for years.
- Systemic issues exist that are interfering with the society's ability to carry out its mission. Recognizing personal agendas, egos, and strife versus what is best for the society is important. This needs to be approached as a business and less like a club in a lot of ways.

**THEME: Our values generally are representative of what is most important to LSRS. We must embed these in all levels of our organization.**

Reflecting on our Values: Caring, Respect, Empathy, Independence, Safety, and Equality. Respondents were asked to check all statements that apply:



- No need to amend these statements.
- The above values are what I hope guide what and how we do things, idealistically. There is a bit of room for improvement before that is totally true.
- The wording is right; it just needs to be reflected in the management.
- *"I think that there is much caring and respect from the people who work at the Centre. The staff is noticeably non-diverse, but then so is the membership."*

- *"The environment is overall socially safe, but physical safety is a huge issue....one first aid attendant on staff, no fire plans, evacuation procedures...I hate to imagine what would happen if there was a big fire or other catastrophic event."*

#### **Add/Change:**

- Inclusion - LSRS is not as inclusive as it could be.
- How does the word "independence" have anything to do with how people treat each other?
- Add: collaboration, inclusiveness, diversity, integrity, compassion, transparency, ethical culture.

**THEME: We are a unique resource to our community. Our community wants LSRS to be a leader.**

#### **Recreation and Resource Center (RRC)**

- We are different in that the community has some expectation that we will be a leading, expert voice on senior's issues.
- Our LSRS main building is large, can hold many different events to raise money for itself. It has an industrial kitchen which could be serving meals to many more people, if needed.
- The size of our main facility is impressive. It allows us to provide a rich variety of activities.
- The size of our volunteer corps is unique, and a major reason for any success we have.
- Our people are very friendly and warmly welcoming.

#### **Adult Day Program**

- We are one of the largest day programs within Fraser Health.
  - Bathing program.
  - Our therapeutic goals are the same as other organizations, but we use recreation + love to achieve them.
  - *"We have all these different aspects and programs that run under the umbrella of 'LSRS' and there is so much potential and room to grow them and make them work cohesively to provide that 'holistic' approach. So much potential."*

#### **How would you describe the community that this organization serves?**

- There are two streams that we serve. The recreation primarily serves more of the "well off" seniors and outreach mostly supports the low-income seniors who often have no extra money and are struggling to have basics of life.
- Langley is a mix of wealthy long-time members of the community and less fortunate members who are just trying to live healthy lives.
- *"When you enter our Centre, you would think our community is a white, middle-class population. But this is not reflective of the population of Langley."*

- Diverse array of seniors with multiple needs – all income levels, all physical/mental abilities.
- White, straight, middle-class individuals.
- Disabled elderly.
- LSRS serves a largely female clientele.
- This organization should be described as serving the community.
- The lives of older adults are impactful to the whole community - all generations, and all cultures. This is the angle that LSRS needs to focus on to remain impactful and viable.

### **Parts of that community that we serve well:**

- We do well with providing recreational activities on our site to older adults.
- Those that are mobile, those with common routine interests.
- We are good at serving single seniors who drive.
- We do good work for those who are already social by nature and those who are active.
- All parts of the community are served on some level, not just seniors but their families, our volunteers from the centre give their time to visit others, they are supportive, we are so fortunate to have so many special seniors.
- ADP serves a specific population well to support their mental, emotional, social and physical needs.
- *“Low-income individuals rely on the resources we try and provide (I think it is life changing to many of them), but we are not set up with a viable system to support the number we have that need these resources, or the number that there is going to be in the coming years.”*
- Programming is not in place and is not done in such a way that we are raising the funds to financially support these resources we need to provide.



### **Parts of that community that we serve better:**

- Younger seniors. those still working 9-5 jobs.
- We provide no education focussed on substance use in older adults, even though it is a significant and hidden issue.
- We could serve isolated seniors better. We could serve people in outer reaches of the Township better (Aldergrove, Walnut Grove, etc.). We could promote our organization better.
- The lower income seniors. i.e. Vulnerable people need help now, re urgent housing crisis. Isolated seniors need more community outreach, education, gov't finances, and adequate nutrition.
- We will need to navigate a support network for clients who are no longer able to attend ADP due to inability to participate in programs.

### **Addressing needs of different cultures/ethnicities:**

- Build better multicultural connections and develop ways to engage the multicultural communities in LSRS recreational activities
- Understanding cultural differences to reducing factors that contribute to inequality by building relationships with cultural community organizations and incorporating cultural activities into our programs, providing traditional food, enabling clients to speak their own language with their peers.
- *"In the past the center has not provided programming that serves diverse or minority populations. I think that that is starting to shift, and I think focusing on this shift is very important. It is an important way that will promote growth in the centre."*
- More ethnic focused programs. E.g. Ukrainian night, Polynesian dance presentation, etc.



## 50+

- We should be discussing our mandate of being an organization that serves 50+. Why do we feel this is important?
- Do the over 50 population want to be part of a Seniors Centre?
- Stop trying to force the over 50-year group to be a part of a senior's centre.
- If we must keep working at incorporating the over 50's, then maybe it isn't meant to be
- The recreation programs are for the 50+ (older) adults, yet they are only offered during regular work week hours. This really needs to change!
- If LSRS has difficulty attracting the interest of the 60+ age group due to limited operational hours at the Recreational site, partner with Rec centres that are open on weekends and evenings to provide services
- Under current days/hours and services, we serve people over 65 years old. We certainly do NOT serve people between 50 and 65. That would require completely different kinds of programming and weekend and evening scheduling.

### **Programs/services we should consider expanding and doing more of.**

*NOTE: To be used for future strategic planning.*

- Community partnerships - we need to believe this is truly important.
- We need to be a vital, knowledgeable and organized part of emergency response in Langley. We need to fully understand that seniors don't need first aid kits or sandbags, they need social connections and social networks.
- Open Saturdays and Sundays. Expanding hours to include evening activities and weekends would be great.
- Improve and enhance outreach to vulnerable seniors in our community.
- Inter-generational programming. Getting involved in more community initiatives and breaking the barrier of 'seniors' and 'other generations'.
- Greatly increase Social Prescribing, Better at Home meal service, house-keeping contracts, volunteers for transportation services, Emergency Benevolence Fund.
- Catering and facility rentals, done right, could be a massive financial support system.
- Stretch our services into the community to reach vulnerable seniors and work to become less member centric, site focused.
- Outreach needs more support to provide and develop a housing platform, as this is a very high demand service that we are unable to keep up with.
- Looking at remote programming will become a necessity.
- We need to be leaders in innovative models of volunteerism:
- Must review/ build volunteer opportunities as it motivates seniors to build networks
- We have many volunteers, but they are not utilized and then leave
- Consider developing a Multicultural Committee made up of volunteer
- Consider a volunteer committee interested in developing ideas for the newsletter
- Consider volunteers working in the kitchen
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- We need to be leaders in innovative models of volunteerism:
  - Review/ build volunteer opportunities as it motivates seniors to build networks
  - We have many volunteers, but they are not utilized and then leave
  - Consider developing a Multicultural Committee made up of volunteer
  - Consider a volunteer committee interested in developing ideas for the newsletter
  - Consider volunteers working in the kitchen

**Programs/services our organization should move away from or do less of.**

*NOTE: To be used for future strategic planning.*

- LSRS should carefully monitor trends, however, so we continue to ensure we are providing relevant and needed services/programs.
- Although working well within limited resources, more funding is needed to serve our clients better. (e.g. services, staff, volunteers).
- Some seniors come there and feel completely ignored by other seniors. We could have a buddy system to help new people get integrated into the group. Not just introduced but successfully belonging. I think the divide comes from Socio-economic differences/extremes.
- Perhaps as we go forward, we could have a staff person welcome a new member, introduce them to the others in a program they might enjoy.

**Aligning Recreation and Resource Centre and the Adult Day Program.**

*NOTE: To be used for future strategic planning.*

- Do we need to align these services more closely?
- Aligning staff more closely:
  - Mandatory staff visits to the other facility for an understanding of each others work.
  - Combined staff parties, team activities, job shadowing, work out of different offices if we can.
- Integrate newsletters: More articles in the newsletter re ADP. Profile ADP volunteers in the newsletter.
- Just be less distant. Social morale has improved between the 2 centres over the past 2 years - which is appreciative!
- Fixing the us-and-them staff culture across the two locations.
- Cross-training between ADP/LSRS staff and volunteers to learn more about each other's services and jobs. Education of staff/volunteers will help each location better serve seniors and the community.
- Becoming more aware of what each program has to offer, I believe both programs do amazing work.

- ADP clients and their families could participate, attend or maybe even participate in, possibly as a fundraiser. Have their art displayed. Show off their choir and instrument skills.
- Have RRC staff, no matter what their role is at LSRS, spend 1 day working at the ADP. They could set up the bowling pins, help clients with their art projects, join in on the games, serve clients their morning and afternoon refreshments, and their lunch.

### **Specific to Adult Day Program (ADP)**

*NOTE: To be used for future strategic planning.*

- Only bring enough food for the ADP clients on a given day (e.g. 35 people, 35 meals) so as not to waste extra food - it usually is okay, but sometimes extra unserved food is thrown out, and it hurts.
- Cook more fresh food/veggies versus packaged food from the grocery store.
- More services for clients attending ADP; nail cutting and haircuts?
- Provide creative solutions to help families cope with the changes in behavior caused by dementia.
- Lunch program should be better for the dietary needs of the clients and should have a dietician approving the menu.
- Instead of throwing out excess food at the end of the day, it should be packaged up and sent to Meals on Wheels or frozen, to be served on a different day.



# Internal Stakeholder Survey Results: Members and Volunteers

Results compiled June 2023 - prepared by Marta Filipski

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In May 2023, LSRS members and volunteers were invited by mail, online, and in-person to participate. See *Appendix B for Member and Volunteer Engagement Survey Questionnaire*.

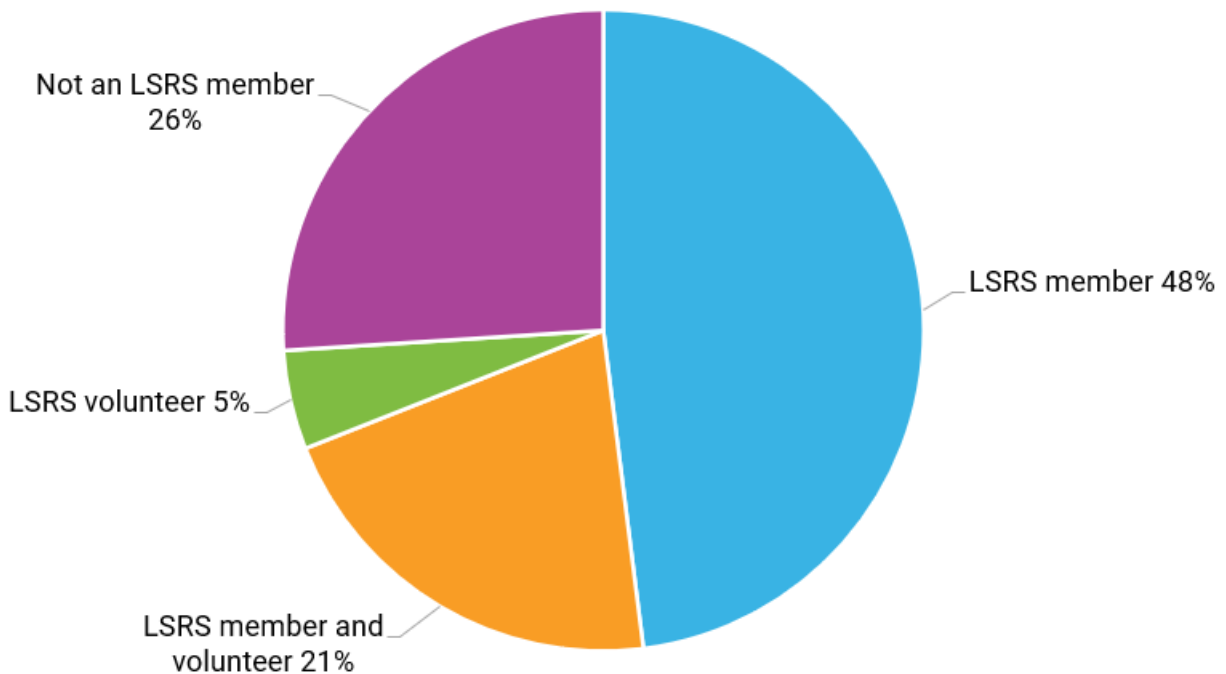
<b>Response =</b>	<b>1101 members – 8% response rate</b>
<b>137</b>	<b>160 volunteers – 27.2% response rate</b>

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*Note: 29 participants identified as a LSRS member and volunteer; for reporting purposes, this number was divided by 2 and 14.5 was added to each category.*

## Question 1: Participants identified themselves as:

*Rationale: We analyzed engagement by quantifying members, non-members, volunteers, and individuals who hold multiple roles. This approach highlights both the size of each group and their overlap, helping us understand stakeholder composition, identify where engagement is strongest, and uncover opportunities to grow participation - whether by converting non-members, better supporting volunteers, or nurturing highly involved individuals.*



### Question 2: Participants level of engagement with LSRS:

*Rationale: We examined how often members, non-members, and volunteers engage with us, focusing on both frequency and consistency over time. This helps clarify levels of involvement, identify the most and least active groups, and reveal opportunities to strengthen participation, improve outreach, and build more meaningful, ongoing connections.*

I engage with LSRS	Member	Member and Volunteer	Volunteer	Not a member
Weekly	41	29	6	4
Monthly	9			5
Annually	1			7
I do not regularly engage with LSRS	15		1	19
<b>Total number of respondents</b>	<b>66</b>	<b>29</b>	<b>7</b>	<b>35</b>

### Question 3: How do you describe LSRS to others who may not be as familiar with the organization?

*Rationale: We sought to better understand how volunteers and members perceive and describe our organization, particularly how they communicate our purpose, values, and impact to others. This helps reveal the narratives that resonate most, as well as how clearly and consistently our mission is conveyed through their perspectives.*



**Question 4: What about LSRS attracts you to the organization?**

*Rationale: We explored what attracts members and volunteers to LSRS and what keeps them engaged over time, from initial connections to ongoing experiences. This helps identify what people find meaningful and rewarding, revealing the factors that drive loyalty, satisfaction, and a sense of belonging, and guiding improvements to better meet their needs.*

<p><b>Responses from members</b></p>	<ul style="list-style-type: none"> <li>• A tremendous resource for seniors</li> <li>• The people – staff, volunteers and members</li> <li>• Convenient location</li> <li>• Programs             <ul style="list-style-type: none"> <li>&gt; "You have something for everyone"</li> <li>&gt; "Table Tennis, bridge, fitness classes, the Tuk Shop, the cafeteria, the library, the info sessions, the health clinics</li> <li>&gt; "Enjoy the activities. I especially liked the dinner suppers and entertainment."</li> <li>&gt; "For me it is Fit &amp; Fab &amp; Yoga following Tuesdays &amp; Thursday. Excellent instructor Stacey is. She always gives options &amp; encourages you to do what feels best for you"</li> <li>&gt; "LSRS has many areas of interest for me, choir, exercise classes, the walking group, sessions from the community"</li> </ul> </li> <li>• Community and inclusiveness             <ul style="list-style-type: none"> <li>&gt; Potential for friendship and activity of all kinds</li> <li>&gt; LSRS has physical, emotional and social outlets for all my personal needs</li> <li>&gt; Meeting people that are likeminded, shared interests, seniors</li> </ul> </li> <li>• Support for caregivers</li> <li>• Food services             <ul style="list-style-type: none"> <li>&gt; Good lunches at reasonable prices</li> </ul> </li> </ul>
<p><b>Responses from volunteers</b></p>	<ul style="list-style-type: none"> <li>• Positive &amp; friendly environment, community &amp; feeling of belonging             <ul style="list-style-type: none"> <li>&gt; It provides meaningful and lasting connections with others, it is a safe environment,</li> <li>&gt; "I always feel like I am coming to my "second home" and enjoy the many participants who come to visit and take part of our wonderful programs"</li> <li>&gt; "The friendly atmosphere and so much to do. Beautiful surroundings. The bench at the front where someone who is lonely can sit and chat."</li> <li>&gt; "It is a very warm and friendly environment for ALL seniors."</li> <li>&gt; "My friends are all here"</li> </ul> </li> <li>• Getting involved and giving back to the community             <ul style="list-style-type: none"> <li>&gt; Opportunity to give back through volunteerism &amp; serving others</li> </ul> </li> <li>• Convenient location</li> </ul>

	<ul style="list-style-type: none"> <li>• The people who work there <ul style="list-style-type: none"> <li>&gt; Friendly, smiling, helpful people.</li> <li>&gt; Inclusiveness, friendly atmosphere, helpful programs.</li> </ul> </li> </ul>
<b>Responses from Non members</b>	<ul style="list-style-type: none"> <li>• "Its reputation for having its finger on the pulse of the issues and needs of Langley seniors and responding to that information with effective programs and resources."</li> <li>• Programs for seniors</li> <li>• Fellowship with peers</li> <li>• The kindness and helpfulness of the staff &amp; members</li> <li>• Caregiver Support Group</li> <li>• Not much</li> </ul>

**Question 5: How would you describe the community that LSRS serves?**

*Rationale: We set out to gain a deeper and more meaningful understanding of whether our members and volunteers truly recognize and appreciate who LSRS serves, including the diverse individuals and communities at the heart of our mission, and the full scope of their needs, experiences, and circumstances.*

Descriptor	Comment
<b>Seniors living within the City and Township of Langley, and from neighboring communities</b>	<ul style="list-style-type: none"> <li>• "Far reaching. We have members from Cloverdale that attend. "</li> <li>• "Some community services may be limited to the local community area however the programs and activities are open to anyone 50+ from Langley and beyond."</li> </ul>
<b>Active and engaged seniors</b>	<ul style="list-style-type: none"> <li>• "People 50 and over that need help or want to stay actively contributing to their community."</li> </ul>
<b>Variation to what age LSRS serves – 50+, 65+, "elderly".</b>	<ul style="list-style-type: none"> <li>• Theme of community of younger older adults (50 plus) not needing to be focus of who LSRS serves.</li> <li>• We are advertising that we serve 50+ but we should probably let go of this. For at least 8 years the Centre has tried to attract this age group, and it is probably time to stop and instead focus our energy and resources on the many who truly need the Centre".</li> </ul>
<b>Diverse and growing senior's population from all walks of life</b>	<ul style="list-style-type: none"> <li>• "Varied with people from many cultures and religions melding together happily in one spot to enjoy each other's company."</li> </ul>

	<ul style="list-style-type: none"> <li>• LSRS serves all denominations, ages, social, physical, etc. needs of community seniors who choose to participate.</li> <li>• Increasing numbers coming from cultural groups, immigrant or refugee backgrounds.</li> </ul>
<b>Seniors needing social connections on a regular basis</b>	<ul style="list-style-type: none"> <li>• Open to all who want to join.</li> <li>• Seniors from the community looking for activities, making new friends and a reason to get out of the house.</li> </ul>
<b>Conservative and not diverse</b>	<ul style="list-style-type: none"> <li>• "It is a wide variety of people that LSRS serves, but I still find the Centre is a bit insular. Langley is a diverse community but that is not necessarily reflected in terms of who is accessing the services."</li> </ul>

**Question 6: How should LSRS go about welcoming the change in our community's demographics and its diversity?**

*Rationale: We aimed to understand how LSRS can effectively respond to the community's evolving diversity by adapting programs, services, and outreach. This focuses on fostering inclusion, meeting changing needs, and ensuring all individuals feel seen, heard, and supported.*

<b>1</b>	<p><b>Continue current path and keep doing what LSRS is doing</b></p> <ul style="list-style-type: none"> <li>• "Just continue to focus on seniors."</li> <li>• "Perhaps not concentrating on the diversity, just the person and what their needs are."</li> <li>• "I don't think it has changed, it has always been diverse."</li> <li>• "Doing a fine job now. I personally think you are doing very well already."</li> <li>• "I don't think LSRS needs any changes."</li> <li>• "Do more of what you already do by reaching out to find the older adults who could benefit from LSRS and creating opportunities to listen to what they have to tell you about how you could operationalize your core beliefs of respect, welcome and inclusion. "</li> </ul>
<b>2</b>	<p><b>Focus on affordability and support financial limitations of seniors coming, or wanting to come, to LSRS</b></p> <ul style="list-style-type: none"> <li>• "Lower prices so seniors can stay active. Example - Surrey offers free yoga for a senior for a \$125 annual membership fee. "</li> <li>• "Some of the people may not be able to afford the annual membership fee, but LSRS accommodates them by asking just a few more dollars for</li> </ul>

	<i>their services. We now have had people from Ukraine coming as refugees.”</i>
<b>3</b>	<b>Must focus more on social isolation. We need to develop a culture of connections and cultivate values of kindness, inclusion, commitment to one another.</b>
<b>4</b>	<b>Our programs need to continue to evolve to reflect our ethno-cultural, socio-economic backgrounds, and gender/sexual identities.</b>
<b>5</b>	<p><b>Take time to look at diversity, equity and inclusion and ways to attract more people from all diverse communities</b></p> <ul style="list-style-type: none"> <li>• <i>“Welcoming members who have some knowledge of diversity and inclusion issues. Go out to ethnic clubs/organizations and issue invitations. Ask what sort of welcome newcomers would appreciate and what activities interest the newcomers. Offer more ethnically diverse meal/snack choices. Take time to learn pronunciation of newcomers’ names. Diversity and inclusion training/coaching for Club leaders. “</i></li> <li>• <i>“Remember diversity is not just about ethnicity but it is also those living in poverty, homeless, LGBTQ community.”</i></li> <li>• <i>“We must start to address accessibility as well. The new BC Accessibility Law is in effect, and we should have an Accessibility Committee in place.”</i></li> <li>• <i>“As an organization, do we truly have inclusion as a value?”</i></li> <li>• <i>“Conduct regular Listening Forums, and include members, clients and community to take part.”</i></li> <li>• <i>“I wonder if we see other cultures volunteering that this may help a sense of inclusion.”</i></li> <li>• <i>“Hire some staff that speak those languages as well as look for volunteers from those demographics. Find out what their interests and activities are so they might be offered? “</i></li> <li>• <i>This should start with the Board and Staff. If this is something that the Board believes in, which I hope it does, it needs to lead by example.</i></li> </ul>
<b>6</b>	<b>Enhance our advocacy role which will help us be seen as the “go to” hub for all seniors.</b>

# 7

## Focus more on food programs.

- *Because they are wonderful connectors.*
- *"Focus more on feeding vulnerable seniors in our community."*

### Question 7 – What types of programs, services and/or initiative should LSRS consider attracting the 50+/working older adults?

*Rationale: We explored which programs and services LSRS should offer to better engage adults 50+, especially those still working, by understanding their needs, interests, and schedules. This helps identify flexible, relevant opportunities that support well-being, foster connection, and fit their lifestyles.*

#### Consideration 1: Increase hours of operation to include more programming and services in the evenings and weekends



- *"Increase the Center's hours to accommodate members who are still working or volunteering elsewhere. "*
- *"The hours and days that the programs and events are offered are not in line or give the opportunity for people who work. Many who are 50-60-65 years old, do not consider themselves a senior. LSRS is viewed as a senior center, thus they think the center would not have anything that would interest them. Have programs geared exclusive to this age group, bringing them into the building just for their event or program. Planting the seed early, that they may become a member and keep participating while they get older"*
- *"The building should stop being open 9-4, Monday to Friday. Seniors need to be able to drop in anytime, evening activities and food services at least. "*
- *"Open longer hours but this might not be something LSRS should do given the many needs of seniors that are not met, and that the 65+ age group is growing."*
- *"Employed older adults are a minority but do have needs that could be met with programs on weekends."*
- *"More evening classes and events would be needed to attract those who are working all day. Maybe an article in the local paper asking the younger senior for to contact you with suggestions."*

<p><b>Consideration 2:</b>  <b>Ask the younger 50+ Langley population what they need</b></p> 	<ul style="list-style-type: none"> <li>- "Involve the young 50 group by providing orientation for those interested; invite those to do presentations of their expertise/skills..."</li> <li>- "Find out what 50+ need or are interested in. Is it hard for them to live in this inflation-filled period? How can a person help? How to shop for the cheapest price in groceries, cook delicious meals with what you have? Budgeting, crafting, learning how to use tools for home renos. These are just suggestions as I am 53."</li> <li>- "Get them in at ground level to contribute to planning. People need to be heard and have their ideas/opinions valued. If they have ownership of the plans, they will participate in its execution both as leaders and participants."</li> </ul>
<p><b>Consideration 3:</b>  <b>Focus on affordability to enhance access for all seniors. LSRS should not focus on serving the 50 plus population and instead focus on the older senior population.</b></p> 	<ul style="list-style-type: none"> <li>- "Many 50+ are still working or having to work. LSRS services are not available to them leaving out a group who would benefit from membership/participation."</li> <li>- "We should stop focusing on this age group altogether. 50-year-olds can access gyms and community centers, where all the programs and exercise equipment already exist, as well as expanded hours. This age group doesn't need us, nor are they interested in being part of a senior's organization, so after 8 years of trying, let's drop this and shift our focus to those who need us - the more vulnerable seniors! "</li> <li>- "The 50+ are not interested in coming to a Seniors Centre. Use valuable resources to help those who need our services"</li> <li>- "I believe our energy and resources are best invested in developing/improving what we can for current age group"</li> <li>- "This age group doesn't need us. We don't even speak the same language"</li> <li>- Stop pretending to serve 50+. What kind of organization tries to serve a population ages 50-100 years of age?? There are no gaps in the community for services for this age group so don't try to fill it</li> <li>- "I think the needs are much greater in the older adult population and that might be where we can be the most benefit</li> </ul>
<p><b>Consideration 4:</b>  <b>Expand areas of focus for improving programs and services</b></p>	<ul style="list-style-type: none"> <li>- "Continue to research programs of interest to seniors, and to expand senior's information regarding what is happening in the community, province, and country. Not only for their information, but how they can contribute".</li> <li>- "Our existing programs are fantastic. Perhaps to consider for our future can also include more of safety - selfcare - introductions to</li> </ul>



*members who contribute their time in volunteering - and always greet each other with a smile!"*

- *Explore intellectual programs focused on learning new skills.*
- *Explore and increase intergenerational activities.*
- *"Assistance with negotiating the medical care system.*
- *" Programs that showcases all the different ways you can volunteer after retirement'.*
- *"Cultural events including food and overviews of what the events mean to that culture. Culture based activities. Determine through contact with other groups to find out what may attract them."*
- *"More social activities."*
- *"It would be good to be open for evening dinners, and performances by local artists."*
- *More physical activity - exercise programs geared to younger, more active seniors.*
- *"I did not find the 3 different exercise programs I took at LSRS (2018-19) to be much of a workout. Was 69 at the time, I am not fit but the LSRS classes were not challenging so I did not continue with the rec center."*

### **Question 8: Additional wisdom and advice from participants**

*Rationale: We wanted to provide respondents with a meaningful opportunity to share their advice and wisdom, drawing on their lived experiences, insights, and perspectives to help inform our decisions, strengthen our approach, and guide future planning in a way that reflects the voices of our community.*

"The Centre needs to evolve further to **become a HUB of resources and services**. It should serve a role to seniors as a gateway to services in our Centre and in our community."

"We need to continue to move away from a member centric organization and think more about **advocating for seniors in Langley** as a whole? Forget the 50-year-olds who do not need us."

"We need to be seen as **strong advocates for vulnerable seniors** (those living in poverty for e.g.). We need to be seen as supporting the homeless seniors."

"Become more of an **advocate for seniors and their caregivers**, especially when it comes to navigating the broken, convoluted Fraser Health system."



"If we are going to be an emerging organization and **take a leading voice** where aging is concerned, we need to become better educated in many topics and involved in community committees."

"LSRS should rebrand themselves as the **leading, most knowledgeable and credible voice** where senior's issues are concerned".

"We must move into the community to **become more visible and accessible** and not simply amalgamate programs on one site."

"I think LSRC has the ability to excel and **become a role model for other senior's centers** as it develops and grows. Hats off to the Board for taking this progressive step towards excellence."

"With a new Township council, maybe approach them about similar assistance as you get from Langley city."

"**Most members do not understand the real workings** of the Centre and the ADP location. If we don't understand how things operate presently, then it's challenging to make suggestions for how the future should be shaped."

"I would love to see LSRS **working more closely with seniors' centres** in Brookwood and Aldergrove. There is strength in numbers if these groups could speak with one voice."

"I think **transportation is a major issue** for many, so if you had busses to other recreational venues, it might be popular."

"I think you are doing a wonderful job. The only addition would be to **increase the size of the parking lot**. Seniors with mobility issues may be discouraged from participating because they can't get parking."

"We should look at **expansion of our existing building**, but perhaps more importantly we need to **build certain services into neighbourhoods in Langley** e.g. Willoughby, Walnut Grove, Aldergrove.

We need to **go, and be accessible, where the seniors are** and not simply develop more on the 51B site."

Our **volunteer program needs to be revamped**, reenergized, better supported and we need to find more opportunities for our volunteers."

"We need to **build our relationships with the business community**."

"We need to have a focus on fundraising so that we can better serve older adults in Langley."

"LSRC needs to **look at different areas for funding**. I've noticed in the last year increases in fees for everything. Stop using your members for additional revenue. The meals, exercise programs, etc. should be at cost for members. Seniors have a very limited income; you are eliminating many members by your constant increases."

"I think it would be helpful to have a professional come and give a **talk about inclusiveness** and how different doesn't mean bad. Encourage folks to be non-judgmental."

# EXTERNAL STAKEHOLDERS – COMMUNITY

Community stakeholders are essential partners of LSRS. Organizations were invited to participate if they were Langley-based and served seniors in some capacity. They included advocates, partners, non-profits, and municipal governments. Fourteen (14) stakeholders participated in the survey interviews which were completed between March - May 2023 using a seven (7) question survey.

Respondents were given options to be interviewed in person, by telephone or virtually. If in-person engagement was not possible, a link was sent by email to access the survey online. All interviews were carried out by the same three (3) consistent board members and lasted up to one hour.

The community stakeholder surveys provide a rich opportunity for LSRS to discover what was working for seniors, what was not working, and what needed to change. See *Appendix C for Community Partner Interview Questionnaire*.



## Community Stakeholder In-Person Interviews

Interviews were completed between March – May 2023 and were carried out by board members and the Executive Director. Those interviewed included:

**2SLGBTQI+ Seniors in Langley – Sue Higginbottom** brings older LGBTQ people together providing community and advocacy for many who were trail blazers for civil rights and equality in the LGBTW2 community. The group addresses such issues as safety, gaps in the health care system, and human rights equality and inclusivity.

**Avalon Gardens** is a private, independent senior living community located in the Murrayville neighborhood of Langley. Individual suites are provided in a safe and friendly environment.

**Accessibility and Inclusion Advocate - Ron Bergen** assembles and distributes care packages for people in the community seniors, First Nations elders, low-income families and people experiencing homelessness.

**Bria Communities** is a group of four senior living communities providing independent living suites. Seniors are provided with a community that supports purpose, friendship, safety and happiness and choices are valued.

**City of Langley** is a 10-square-kilometre vibrant, safe, history rich urban center with a population of approximately 29,000 people. Langley Senior Resources Society is situated on City owned land.

**Council of Senior Citizens of BC (COSCO)** is an umbrella organization that brings together over 70 different senior's organizations, representing approximately 80,000 women and men to work on common issues. Run by volunteers, it's mandate is to promote the well-being of seniors and their families and advocating for policies that allow seniors to remain active, independent and fully engaged in life.

**Langley Community Services Society** assists nearly 5000 individuals and families each year to enhance their lives through counselling, education, and the provision of information and resources. A wide variety of services is offered, including settlement, integration, and substance use services.

**Langley Division of Family Practice** is a group of physicians who work to address common health goals. They organized to improve patient care, increase family physician's influence on health care delivery and policy and provide a strong collective voice and impact in Langley.

**Langley Environmental Partners Society** is an environmental organization in the Fraser Valley that partners with local environmental support groups to engage the public in a variety of

initiatives that contribute to a healthy community. The focus is protecting and restoring the environment through education, cooperation and action.

**Langley Lodge** is a long-term care home providing 24-hour, 7 day a week professional care in a protective, supportive environment for people with complex care needs and can no longer be cared for in their own homes or in an independent/assisted living residence.

**Langley Seniors in Action** is a group of volunteers that include seniors, government and senior-serving community organizations working together to identify issues that affect older adults and work on solutions.

**Lower Fraser Valley Aboriginal Society** is comprised of a group of individuals who provides advocacy and support, assistance and referrals to Urban Aboriginals and their families. Programs offered include social, cultural, recreational, economic, community development, cultural and historical restoration.

**Township of Langley** has a population of about 146,000 and is a district municipality known as the “Birthplace of BC. It extends from the Fraser River to the Canada-United States border and contains six distinct communities that are rich in history and offers business opportunities, a strong economy, recreational activities and shopping.

**Waceya Métis Society** develops and enhances opportunities for Metis communities by implementing culturally relevant social and economic programs and services.

## Community Stakeholder Survey Results

Results compiled June 2023

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In March – May 2023, 14 senior-serving community organizations were met with and interviewed in-person. See *Appendix C for Community Partner Questions*.

**Response** | **14 community organizations invited - 100% response rate**

### Question 1: What do other community organizations think of LSRS?

*Rationale: It was important for us to understand what our community partners knew about LSRS, how they perceived our organization, and what impressions or opinions they held about us. This insight helps assess the effectiveness of our outreach and communication, identify areas we can strengthen relationships, and ensure that our reputation, impact, and mission are clearly understood and valued by those we collaborate with most closely.*

<b>1</b>	<b>General understanding of social, recreational and food related activities</b>	<ul style="list-style-type: none"> <li>▪ Lunches, community events, tuck shop, community garage sales</li> <li>▪ Entertainment, cards, lunches, info speakers</li> <li>▪ Workshops for residents</li> <li>▪ Social Activities</li> <li>▪ Educational sessions</li> <li>▪ Meals to go</li> <li>▪ The community programs, such as shredding and garage sales are exciting</li> </ul>
<b>2</b>	<b>Recognition that LSRS is the largest senior's organization in the province in their own freestanding facility</b>	<ul style="list-style-type: none"> <li>▪ They have a beautiful facility where they combine education, food, social and support services to help seniors stay well, recover and age in place.</li> </ul>
<b>3</b>	<b>Seen as being strongly supported by volunteers</b>	<ul style="list-style-type: none"> <li>▪ "The volunteerism is an impressive machine."</li> </ul>

**NOTE:** Limited insight/mention of other services LSRS provides including ADP, outreach, resource support, caregiver support etc.

**Question 2: What are the trends in our community?**

*Rationale: We wanted to understand whether our community partners were aware of the current trends and challenges affecting seniors. We aimed to learn from their firsthand experiences and gather their insights, so we could better understand the realities seniors face, identify emerging opportunities or gaps in support, and strengthen our programs and services in ways that are informed by those who work closely with this population.*

Trend	Comment
<b>The number of seniors is growing rapidly in Langley</b>	<ul style="list-style-type: none"> <li>▪ Diversity is changing.</li> </ul>
<b>The number of seniors in significant need and living on the edge has grown</b>	<ul style="list-style-type: none"> <li>▪ Middle income living in poverty</li> <li>▪ Increasing # of vulnerable seniors in Langley</li> <li>▪ Increasing # of seniors with no housing or close to being out of their home</li> <li>▪ Housing shortages</li> <li>▪ Homelessness</li> <li>▪ Seniors having to work longer for money</li> </ul>

	<ul style="list-style-type: none"> <li>▪ Metis community for Langley are seeing a lot of seniors that require more financial aid</li> <li>▪ Increasing number of seniors facing food insecurity</li> <li>▪ Access to transportation</li> <li>▪ Isolation and loneliness</li> </ul>
<b>Health and Wellness</b>	<ul style="list-style-type: none"> <li>▪ The number of seniors with disabilities has increased, many of them with non-visible disabilities e.g. mental health issues, severe anxiety, visual impairments, severe isolation</li> <li>▪ Growing mental health issues, Issues with physical wellbeing</li> <li>▪ Access to primary care - Increasing number of seniors, those with long time GPs are becoming unattached, some seniors choosing food over medicines</li> <li>▪ Complexity of navigating the healthcare system</li> </ul>
<b>Aging in Place</b>	<ul style="list-style-type: none"> <li>▪ More &amp; more seniors remain active as they age.</li> <li>▪ Volunteer retention is important</li> <li>▪ Ageism is alive and well in Langley</li> </ul>
<b>Climate change</b>	<ul style="list-style-type: none"> <li>▪ Emergencies are disproportionately impacting seniors (flooding, wildfires, heat domes, cold weather), plus things like Covid19.</li> </ul>

**Question 3: Gaps in our community that LSRS should address**

*Rationale: We wanted to gain a deeper understanding of the gaps and challenges our community partners observed and encountered in their work with seniors. Specifically, we sought to learn where they felt additional support or resources were needed, and to hear their perspectives on the areas they believed LSRS should prioritize. By capturing their insights, we aimed to align our efforts more closely with community needs, address unmet demands, and focus our initiatives on the strategies and services that would have the greatest impact.*

<b>GAP:</b> Location of services	<p>“The programs LSRS offer in the one location is not serving those that need it as they are not close enough, do not like transit, do not drive and /or cannot walk. LSRS needs to be in the far corners of Langley. like Aldergrove; Fort Langley; Willoughby, Walnut Grove</p>
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**GAP:** Inclusive programming and spaces to address diversity and accessibility needs.  
A HUB for seniors that brings social and health services together for seniors

- Mental health services (ex: Counseling, peer support, mindfulness)
- Outreach services
- Increasing immigrant services, improved access to housing
- Music and pet therapy
- Education re Ageism
- Resources for the food insecure
- Transportation needs

**Question 4: How should LSRS evolve programs / services to meet community needs?**

*Rationale: We gathered partner insights on priority areas and LSRS’s role in the community, including perspectives on our mission, identity, and impact. This helps align our programs and initiatives with community needs, expectations, and opportunities for meaningful collaboration.*

**EVOLVE**

- Continue to evolve and move forward
- Review mission, vision, and values
- Signal to our community their input is valued and LSRS is ready to respond

**COLLABORATION**

- Deepen community partnerships, specifically with senior-serving organizations
- Seek out collaborations
- Advocate for seniors and issues important to them

**NEED**

- Understand the needs of those we serve
- Seek clarity on our purpose
- Evaluate impact and adjust to meet seniors needs
- Serve the most vulnerable, support the frailest

**REACH**

- Extend current hours
- Expand programs and services into the neighbourhoods of Langley
- Ensure resources are accessible to all seniors and effectively meeting their needs

**Question 5: Where have there been past collaborations and what kind?**

*Rationale: We sought to better understand LSRS partnership history by reviewing past collaborations, including the types of initiatives undertaken, successes, and challenges. Our goal was to learn what worked well, what challenges were encountered, and how these experiences shaped their perception of LSRS. This helps us identify best practices, improve future partnerships, and ensure they remain effective, mutually beneficial, and aligned with community needs.*

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✓ **Advocacy** – with Township of Langley Seniors Advisory Committee; advocate for seniors housing needs; participation in a senior’s isolation survey

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✓ **Facility Rental** – LSRS Main Hall has been used for community events and activities; meeting rooms have been used by community groups

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✓ **Grants** – to help subsidize memberships; sponsorships

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✓ **Programming Partnerships** - With Langley Seniors in Action and Fraser Health, established Social Prescriber role; Langley Community Services Settlement department worked with LSRS regarding services for youth and connecting seniors. Indigenous presentation. Veggie bag giveaway for community Services clients. Joint Luncheons for specific groups (ex; LGBTQIA+)

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✓ **Promotions** - by purchasing ad space in newsletter

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✓ **Services** - Poverty reduction, healthier community partnerships, Primary Care Networks, Collaborative Services Committee, connection to Nurse Practitioners, family doctors. Distributing Personal Hygiene Kits to seniors who are unhoused.

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## **Question 6: Where are further opportunities for collaborations?**

*Rationale: We wanted to invite our partners to share their perspectives on additional opportunities for collaboration, encouraging them to highlight areas where LSRS could work more closely with them to create greater impact. By understanding where synergies exist, uncovering unmet needs, and exploring innovative approaches, we aimed to strengthen our relationships, expand our collective reach, and develop new initiatives that benefit both our organization and the broader community we serve.*

Most role holders interviewed are looking to enhance collaboration and opportunities for partnership with LSRS. **Examples discussed included:**

- Indigenous education/ Reconciliation
- Healthcare services (Mental health, Primary Care Network)
- Promoting each other's programs and events
- Sponsorship opportunities
- Intergenerational and Diversity focused programming

## **Community Stakeholder Survey Themes**

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### **THEME: Current Perception of Langley Senior Resources Society**

Overall, community stakeholders view LSRS as providing recreation, socialization, fundraising events, and food related activities. There is recognition of the large and impressive volunteer program. The community has less knowledge of the Adult Day Program, Community Outreach, resource, and caregiver support. There is recognition LSRS has a substantial membership, but limited knowledge of the less visible outreach clients accessing services.

There is an awareness that LSRS is the largest free standing seniors center in the province, and has the capacity to provide education, food, social and support services.

### **THEME: Trends Impacting Seniors in our Community**

Several powerful trends are reshaping the lives of seniors today, influencing how they live, stay healthy, and remain connected. Advances in healthcare and longer life expectancies mean that more people are living well into older age, often managing chronic conditions rather than acute illness. At the same time, rapid digital transformation - from telehealth to social media - offers new opportunities for independence and engagement but also creates challenges for those less comfortable with technology. Economic pressures, including rising living costs and shifting retirement patterns, are prompting many seniors to remain in or re-enter the workforce.

Meanwhile, changing family structures and increased urbanization can lead to both greater isolation and new forms of community support. Together, these trends highlight the evolving needs of an aging population and the importance of adaptable systems that promote dignity, inclusion, and quality of life. Trends identified through our engagement survey include:

- Access to primary care
- Many seniors unattached to a physician
- Growing mental health issues
- Complexity of managing their health care
- Climate change disproportionately impacting seniors
- Increasing population of seniors and vulnerable seniors in Langley
- Middle income poverty
- Lack of affordable housing
- Homelessness
- Food insecurity
- Seniors living longer and remaining active as they age
- Diversity is changing
- Access to transportation
- Isolation, loneliness and despair

### **THEME: Gaps in Service**

Many seniors' centers play an important role in fostering community and well-being, yet gaps in service often limit their ability to fully meet the diverse needs of older adults. Gaps in service at the Langley Seniors Center identified through our engagement survey include:

- The programs and services offered at the Recreation and Resource Centre in one location is not meeting the needs of many who need it
- Hours of operation are limited.
- Growing mental health issues, counselling needs, peer support
- Isolation, loneliness and despair continue post pandemic
- Lack of access to primary care
- Complexity navigating the healthcare system
- Food insecurity
- Immigrant services
- Lack of access to affordable housing
- Inclusive programming and spaces to address diversity and accessibility
- Outreach services
- Access to Transportation

## SUMMARY

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In June 2023, a facilitated 4-hour workshop was held with LSRS board members to review the draft-themed material, concluding with a draft mission, vision, and values.

The strategic planning consultative process is a positive step forward to meeting community needs.

- Seniors want to be asked what they need - not told. *"Nothing about us, without us."*
- Community needs and access to services could be met more readily if the geographic reach of LSRS was expanded to Aldergrove, Fort Langley Willoughby and Walnut Grove. Accessibility would improve for those who do not have access to transport, do not drive and cannot walk.
- Continue to explore, develop, and improve partnerships and community collaboration. This process could include, but not be limited to, other senior-serving agencies, business communities, municipal governments, educational institutions.
- Expand the hours of operation to include weekends and evenings to provide the support needed to isolated and lonely seniors
- Advocate for equity of services and resources for vulnerable seniors
- Expand and increase the presence of LSRS at community tables and community events to build awareness of less visible services, such as Adult Day Program, community Outreach services, resources, and caregiver support.
- Focus and expand support to more vulnerable, low-income seniors e.g. food
- Evolve into a HUB of senior's services; research how a senior's HUB would improve services, including other senior serving non-profits, business, health care providers
- Evaluate existing programs to ensure they meet needs
- Plan for a more diversified community

### **Past Collaboration and Future Opportunity**

LSRS has a history of collaboration with partners in the areas of joint programming, services, advocacy, grant applications, promotions, and facility rentals.

Most stakeholders, however, asked for further opportunities for enhanced collaboration and partnership. These included:

- Indigenous education/reconciliation,
- Healthcare services (mental health, primary care network),
- Promoting each other's programs and events,
- Sponsorship opportunities,
- Intergenerational activities, and
- Diversity focused programming.

## APPENDICES

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### A. LSRS Board and Staff Engagement Survey Questionnaire

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1. Why does LSRS exist and what do we do?
2. What are the common words you would use to describe LSRS?
3. Does our current vision resonate with you? If yes, why and if no, why?
4. Does our current mission represent the work of the organization? If yes, why and if no, why?
5. Do our values represent what is most important to LSRS?
6. Are we a resource to the community? If yes, why and if no, why?
7. How would you describe the community that LSRS serves?
8. What parts of that community do we serve well?
9. What parts of that community could we serve better?
10. Should we continue to strive to serve 50+?
11. What is LSRS's role in the changing demographics in Langley (City and Township)?

**B. LSRS Member and Volunteer Engagement Survey Questionnaire**

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1. I am a

- Member of LSRS
- Not a member of LSRS
- Volunteer
- Member and Volunteer of LSRS

2. I engage with LSRS :

- Weekly
- Monthly
- Annually
- I do not regularly engage with LSRS

3. In 1 or 2 sentences, how do you describe LSRS to others who may not be as familiar with the organization?

4. What about LSRS attracts you to this organization?

5. How would you describe the community that LSRS serves?

6. How should LSRS go about welcoming the change in our communities' demographics and its diversity?

7. What types of programs, services and/or initiative should LSRS consider attracting the 50+ / working older adults?

8. Additional wisdom and advice from respondents

### **C. Community Partner Interview Questions**

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1. What do you know about LSRS, and the services offered through the organization?
2. Have you been involved in any collaboration between your organization and LSRS?
3. Tell us about the trends you are seeing in the community you represent.
4. What are the gaps in the community which LSRS could be addressing?
5. Being a leader in the services offered, how can LSRS continue to provide services and evolve as the needs of the community are changing?
6. What are some of the collaboration opportunities between our organizations, for the seniors in the community?

## **D. Community Partner Interview Notes**

Interviews conducted March - May 2023 by Loretta Solomon, Sherry Tingley, Rasmeet Channey, and Kate Ludlam

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### **2SLGBTQI+ Community Representative - Sue Higginbottom**

**1. What do you know about LSRS, and the services offered through the organization?**

- Sue volunteered at LSRS for many years, and worked for the Centre, but did not necessarily participate in any programs or access services herself.

**2. Have you been involved in any collaboration between your organization and LSRS?**

- The LGBTQ group has collaborated with LSRS re a luncheon at the Centre involving the LGBTQ community and interested LSRS members (in past year).

**3. Tell us about the trends you are seeing in the community you represent.**

- N/A

**4. What are the gaps in the community which LSRS could be addressing?**

- Counselling services needed
- Peer support groups for seniors in need of mental health support e.g., loneliness, isolation
- Computer training needed to help seniors with social connections
- Volunteer retention is important
- Mindfulness training and education needed
- Pet therapy (on a routine basis)
- Music theory (on a routine basis)
- Dancing (on a routine basis)

**5. Being a leader in the services offered, how can LSRS continue to provide services and evolve as the needs of the community are changing?**

- Expand services into Willoughby and Walnut Grove where services for seniors are lacking
- LSRS services are somewhat contained and need to be spread more widely in the community
- Marketing of LSRS services needs to happen
- Student involvement should be more routine

## Accessibility and Inclusion Advocate - Ron Bergen

### 1. What do you know about LSRS, and the services offered through the organization?

- Ron has been associated with LSRS as a member and a volunteer for the past several years.

### 2. Have you been involved in any collaboration between your organization and LSRS?

- Ron has been in collaboration with LSRS for the past year, when he initiated and carried out a project to make and distribute Personal Hygiene Kits to seniors who are homeless/vulnerable. These were distributed through several non-profits, including LSRS. The project began in Nov 2022 and were distributed during the Christmas period. The program has since expanded to provide summer hygiene kits containing different items.

### 3. Tell us about the trends you are seeing in the community you represent.

- The number of seniors is growing rapidly in Langley
- The number of seniors in significant need and living on the edge has grown
- The number of seniors with disabilities has increased, many of them with nonvisible disabilities e.g., mental health issues, severe anxiety, visual impairments, severe isolation

### 4. What are the gaps in the community which LSRS could be addressing?

- LSRS must do more in providing outreach services
- Must become a more inclusive organization
- Must focus on accessibility issues, given the new Accessibility Law is now in effect. Accessibility does not just mean physical accessibility
- The new law applies to 2SLGBTQI+ community, visual etc. - all forms of accessibility
- LSRS should form an Accessibility Committee to help our organization meet the requirements of the new law.

### 5. Being a leader in the services offered, how can LSRS continue to provide services and evolve as the needs of the community are changing?

- If LSRS is going to continue with trying to serve the age group 50-60 years of age, they must expand our hours to include evenings and weekends.
- If they aren't going to do this, they should consider dropping this as part of their mandate.
- Could combine the extended hours with other activities such as a BBQ, a dance, fundraising

## **Avalon Gardens (Independent living)**

### **1. What do you know about LSRS, and the services offered through the organization?**

- LSRS is an inclusive gathering place for seniors.
- The volunteerism is an impressive machine. I attended the 4-session course many years ago and left incredibly inspired.
- The community programs, such as shredding and garage sales are exciting, well-organized, and well-received by the community.
- Enjoyed one of the Langley Seniors of the Year luncheons.

### **2. Have you been involved in any collaboration between your organization and LSRS?**

- In approx. 2010-2013, Avalon Gardens paid for a one-page ad in the quarterly events catalogue.
- Have encouraged Avalon residents to become members of LSRS.
- Have invited LSRS paid staff and volunteers for lunch and tours.

### **3. Tell us about the trends you are seeing in the community you represent.**

- Post pandemic, we rapidly filled suites. Seniors were coming in droves looking eager to put their isolated lifestyles behind them.
- Many of the more fragile residents who have aged in place (some residents since 2010) have been moving to full care or passing away; this has increased.
- Interested and moving into Avalon are far more active, younger seniors (early 70's-80's).

### **4. What are the gaps in the community which LSRS could be addressing?**

- Not sure. We'll let you know if we learn of some issues of need.

### **5. Being a leader in the services offered, how can LSRS continue to provide services and evolve as the needs of the community are changing?**

- Please continue to provide a gathering place for seniors to feel appreciated, build new friendships, keep active, stimulated to try new things.
- We LOVE LSRS!!

### **6. What are some of the collaboration opportunities between our organizations, for the seniors in the community?**

- Our Wellness Nurse (RN) would LOVE to conduct an Advanced Planning session to provide a practical orientation on all the Green Sleeve forms.
- An open invitation to our outdoor exercise, pop-up shops, music activities. Avalon would support the shredding event.
- We would love to be considered for event sponsorship.

## Bria Communities

- 1. What do you know about LSRS, and the services offered through the organization?**
  - LSRS is a safe place to socialize, enjoy a meal, run by volunteers
  - Community resource
- 2. Have you been involved in any collaboration between your organization and LSRS?**
  - Bria is a sponsor of LSRS
- 3. Tell us about the trends you are seeing in the community you represent.**
  - More resources for cognitive issues
  - Affordable housing
  - Help with navigating the healthcare system
- 4. What are the gaps in the community which LSRS could be addressing?**
  - Great job addressing community need with the funds their working with.
- 5. Being a leader in the services offered, how can LSRS continue to provide services and evolve as the needs of the community are changing?**
  - Partnerships with seniors' organizations, sponsorship, fundraising, member drives.
- 6. What are some of the collaboration opportunities between our organizations, for the seniors in the community?**
  - Looking forward to meeting with Kate (new Executive Director) and discussing.

## City of Langley

- 1. What do you know about LSRS, and the services offered through the organization?**
  - Knows a great deal about LSRS and visits the organization occasionally. Aware that recreational services and education programs take place, as well as meals to go.
- 2. Have you been involved in any collaboration between your organization and LSRS?**
  - The City of Langley supports LSRS by providing a grant to assist seniors to subsidize memberships. Mayor and Councillors also attend and support activities like Monday Morning Talk Show, Seniors Week, and other special activities.
- 3. Tell us about the trends you are seeing in the community you represent.**
  - Aging in Place
  - Increase in number of seniors in Langley
  - Increasing number of vulnerable seniors in Langley.
  - Increasing number of seniors with no housing or close to being out of their home.

- Homelessness information and # of homeless seniors contact Janet at Stepping Stones.
- Isolation of many seniors remains a big issue
- Increasing number of seniors facing food insecurity.
- Develop programs that connect seniors and food knowledge (gardening/cooking).
- Climate change emergencies are disproportionately impacting seniors (flooding, wildfires, heat domes, cold weather), plus things like Covid19.

**4. What are the gaps in the community which LSRS could be addressing?**

- Programs that connect seniors with nature and music.
- LSRS should help with food insecurity; (there are grants available) and the need is great.
- Find out recipes from the past and print them, make a recipe book of past recipes as a way of connecting seniors to memories of their past.
- Education re Ageism.
- More intergenerational programs will benefit seniors and children.
- Profile active and involved seniors.
- Develop innovative gardening activities to increase seniors' involvement in nature /food.
- A suggestion to the interviewer - write an article on Astounding Seniors (over 90-year-old leaders).

**5. Being a leader in the services offered, how can LSRS continue to provide services and evolve as the needs of the community are changing?**

- Consider connecting with Fraser Valley Regional Library, Stepping Stones, Gateway of Hope as stakeholders.
- Try to identify someone who will scour the literature to seek grant opportunities - there are many.
- Develop programming that connects seniors with nature and music.
- Increase intergenerational programming.
- Develop accessibility initiatives
- Work on food insecurity because it is everyone's problem.
- Don't tell seniors what they need - ask them what they need!
- Look continuously for opportunities to provide inter connectedness between seniors and between seniors and others and between seniors and nature.

**6. What are some of the collaboration opportunities between our organizations, for the seniors in the community?**

- Connect with Langley Community Music School.
- Collaborate with organizations that can increase intergenerational Programming.
- Collaborate with meals on wheels so both organizations can work on food insecurity.
- LSRS must do a delegation presentation to City Council soon!
- LSRS needs to educate the community regarding what we do/our role. LSRS is viewed as a residential site.

- Should connect with Brookwood Secondary and Langley Secondary School e.g., bring them in to connect with our choir, IT teaching for seniors etc.

## **COSCO BC (Council of Senior Citizen Organizations)**

### **1. What do you know about LSRS, and the services offered through the organization?**

- Is a member of the centre and is involved through her Board connection on LSA and as COSCO BC President

### **2. Have you been involved in any collaboration between your organization and LSRS?**

- Great deal of collaboration with COSCO BC and LSA e.g., Passing the Torch, Housing, Social Housing, Isolation Survey
- All Candidates meetings
- LSRS provides services to individuals, LSA brings groups together.

### **3. Tell us about the trends you are seeing in the community you represent.**

- Disparity of income (mansions vs homeless)
- Great deal of isolation during Covid but isolation has always been an issue for seniors
- More seniors remain active as they age
- Ageism is alive and well in Langley

### **4. What are the gaps in the community which LSRS could be addressing?**

- Need solid accurate data
- LSRS should serve as a HUB and bring services together for seniors
- LSRS should spread their services to all areas of Langley
- LSRS services should be integrated with health services
- An increase in navigators is needed

### **5. Being a leader in the services offered, how can LSRS continue to provide services and evolve as the needs of the community are changing?**

- Permanent funding for seniors' centers must be advocated for

## **Langley Community Services Society**

### **1. What do you know about LSRS, and the services offered through the organization?**

- I have a strong awareness of the services offered at LSRS

### **2. Have you been involved in any collaboration between your organization and LSRS?**

- My settlement department worked with LSRS regarding services for youth and connecting seniors

- 3. Tell us about the trends you are seeing in the community you represent.**
  - Changing demographics
  - housing shortages
  - middle income living in poverty
  - population growth
  - growing mental health issues
  - issues with physical wellbeing
  - seniors having to work longer for money
  - social isolation
  - lack of support for seniors
  
- 4. What are the gaps in the community which LSRS could be addressing?**
  - Mental health services
  - Ex: someone came to get help with filling forms at LSRS but was being offered to become a member. Then he went to LCSS.
  
- 5. Being a leader in the services offered, how can LSRS continue to provide services and evolve as the needs of the community are changing?**
  - Survey the community to understand the needs, diversity and inclusion – board, staff, volunteers and clients.
  
- 6. What are some of the collaboration opportunities between our organizations, for the seniors in the community?**
  - Counsellors for mental health issues

## **Langley Division of Family Practice**

- 1. What do you know about LSRS, and the services offered through the organization?**
  - A not for profit dedicated to seniors and their resources. They have a beautiful facility where they combine education, food, social and support services to help seniors stay well, recover and age in place.
  
- 2. Have you been involved in any collaboration between your organization and LSRS?**
  - Yes, we have collaborated on Nurse Practitioners, family doctors, not for profit services, poverty reduction, healthier community partnerships, primary care networks, Collaborative Services Committee and ensuring everyone has a family doctor or nurse practitioner over the last 12 years. We have partners on advanced care planning, social prescribing and better at home services.
  
- 3. Tell us about the trends you are seeing in the community you represent.**

- Increasing number of seniors, those with long time GPs are becoming unattached. Home health targets are very low and struggling to be met. Unattached wait list is growing and now over 1 year long. Long-term care is becoming increasingly difficult to staff 24/7. Access to ER and acute has been declining to levels that are unsafe. Housing, food security and transportation all have increasing pressures. Some choosing food over medicines.

**4. What are the gaps in the community which LSRS could be addressing?**

- Increasing membership
- increasing social supports like counselling and house keeping
- increasing immigrant services
- improved access to housing
- advocating for mental health services (sorely lacking)
- no primary care network investments to Langley compared to other areas of region and province who have received investments several times now.

**5. Being a leader in the services offered, how can LSRS continue to provide services and evolve as the needs of the community are changing?**

- You have a great new ED – kudos! Working across Langley to ensure all resources are effective. Successfully advocating for equity among patients for services and resources (many regional services are now being cut off due to waitlists with no alternatives in sight for local access).

**6. What are some of the collaboration opportunities between our organizations, for the seniors in the community?**

- Primary Care Network (if it's funded), attaching patients, welcoming newcomers, increased social and housing supports. Multiple increases needed for mental health across Langley – so many suffering without any access or long wait times.

## **Langley Environmental Partners Society**

**1. What do you know about LSRS, and the services offered through the organization?**

- Meals for Seniors
- Workshops for residents
- Social Activities

**2. Have you been involved in any collaboration between your organization and LSRS?**

- We have been in collaboration with LSRS in 2020 via the veggie bag giveaway for clients, in conjunction with the then LSCAT at the time.
- LSRS was identified to be the drive-up pick-up location.

3. **Tell us about the trends you are seeing in the community you represent.**
  - More homelessness, more mental health issues, loneliness, food security
  - TRANSPORTATION! More shuttle access
4. **What are the gaps in the community which LSRS could be addressing?**
  - More food-focused workshops and health minded topics
  - Intergenerational programming
5. **Being a leader in the services offered, how can LSRS continue to provide services and evolve as the needs of the community are changing?**
  - Have more community collaboration
  - More supports for low-income seniors
6. **What are some of the collaboration opportunities between our organizations, for the seniors in the community?**
  - Nutrition Coupon Program with Langley Community Farmers Market
  - Seniors Gardening Club
  - Promotional support for our programs that seniors can get involved in

## Langley Lodge

1. **What do you know about LSRS, and the services offered through the organization?**
  - Aware of educational sessions, is familiar with our Mission, Vision and Values, reads our newsletter and follows us on Facebook.
  - Has visited LSRS several times.
2. **Have you been involved in any collaboration between your organization and LSRS?**
  - Very limited collaboration in the past but wants to change that. Langley Lodge has rented rooms from us in the past and had LSRS cater their events at times.
3. **Tell us about the trends you are seeing in the community you represent.**
  - More seniors living in poverty and on the edge, housing challenges are serious, food insecurity, being a provider of choice and workplace of choice is becoming increasingly important to have quality of care.
  - High costs of operations mean more collaboration and sharing is needed.
4. **What are the gaps in the community which LSRS could be addressing?**
  - LSRS should probably become a central HUB of services for seniors
  - Transportation is a gap for many seniors

**5. Being a leader in the services offered, how can LSRS continue to provide services and evolve as the needs of the community are changing?**

- Try to be a provider of choice and a workplace of choice. If you can accomplish this, you will be a quality service.
- To be more financially secure, might want to consider collaborating with Langley Lodge on purchasing, on educational endeavors.
- LSRS might want to consider relocating on a single site with Langley Lodge, like the model of ELIM in Fleetwood, or Kin's Village.
- LSRS is continuing to evolve by moving forward with a review/revision of the mission, mandate and vision. This is a good signal to the community that you are wanting to evolve with their input.

**6. What are some of the collaboration opportunities between our organizations, for the seniors in the community?**

- Langley Lodge would be interested in collaborating with LSRS on purchasing, on education, on some shared space, and on exploring the possibility of co locating on to a single site.

## **Langley Seniors in Action**

**1. What do you know about LSRS, and the services offered through the organization?**

- LSRS is the largest senior's organization in the province in their own freestanding facility. Offers several programs; an outreach; adult daycare and caregiver support groups. There are many components within each of the categories. Some of the components are arts, crafts and music. Cards and games, fitness and sports, health and wellness. Plus, many more.

**2. Have you been involved in any collaboration between your organization and LSRS?**

- Have collaborated specifically on 2 items over the past 2 years. Started with Social Prescribing followed by Senior Centre without Walls. Social Prescribing is now part of the LSRS programing. This is because of the need for an organization with payroll capabilities. As for Senior Centre Without Walls, the coordinator for the program was hired by LSRS. It seemed logical that that program follows that person. It has since morphed into something else.
- LSRS and LSA also worked with Township of Langley Seniors Advisory Committee.
- LSA would like to continue collaborating on items concerning seniors in our community.

**3. Tell us about the trends you are seeing in the community you represent.**

- Trends or issues for seniors in our community mainly revolve around housing and transportation. Behind this is isolation (still) and the cost of food on a fixed income.

- The main items are very thorny as many factors add to the severity of the issues. Dealing with for profit companies who have not a clue of the issues facing seniors today.

**4. What are the gaps in the community which LSRS could be addressing?**

- This a “\$64,000” dollar question for any of the societies serving the seniors. Believe strongly that the programs LSRS offer in the one location is not serving those that need it as they are not close enough; do not like transit; do not drive and cannot walk. LSRS needs to be in the far corners of the Langley’s like Aldergrove, Fort Langley, and Willoughby.

**5. Being a leader in the services offered, how can LSRS continue to provide services and evolve as the needs of the community are changing?**

- To evolve one needs to be able to change at any level for any reason. In my work life, I learned from a CEO that if you do not change you will be left behind. Or something like that.
- Seniors of today are not the same as seniors of 10 years ago. What they have in common ... they hate change. Having said that change will be needed to move forward. I think an assessment needs to be done to see if all programs are fulfilling the original intent. If it is not, then it must go and replaced by something new. Paramount to this type of change is the right staff in place and accepting the change.
- To achieve the goal of better service to the community, focus groups could assist with the future. Suggest the group being served, the seniors. But not just the ones who use the center on a consistent basis. General public to determine the depth of LSRS influence in the community. And lastly, other service providers and societies in the community, no matter who they serve.
- Lastly, to move a society forward with change, one needs a board that can see the vision. If the board is not onside and stuck in the past nothing will happen. Having been involved with a society that had to fight at each meeting to get people to think outside the box was exhausting. When continuing to work on the new vision also need to work on finding new progressive board members

**6. What are some of the collaboration opportunities between our organizations, for the seniors in the community?**

- At this point, I would say LSA is willing to look at any opportunities to collaborate. LSA is in the process of talking with community stake holders as to what is next. It is hoped that out of this may come opportunities for collaboration and for LSA individually.
- Need more time on this but we are interested in collaboration. Only by this can the collective we make things better for the community.

## Lower Fraser Valley Aboriginal Society

- 1. What do you know about LSRS, and the services offered through the organization?**
  - That LSRS offers lunches, community events, tuck shop, community garage sales
- 2. Have you been involved in any collaboration between your organization and LSRS?**
  - Not much except a few meetings
- 3. Tell us about the trends you are seeing in the community you represent.**
  - Diversity is changing. But Langley is not responding well to it
- 4. What are the gaps in the community which LSRS could be addressing?**
  - Become diverse as the community is changing
- 5. Being a leader in the services offered, how can LSRS continue to provide services and evolve as the needs of the community are changing?**
  - We have our own services for seniors as our clients feel safe in a familiar environment
- 6. What are some of the collaboration opportunities between our organizations, for the seniors in the community?**
  - We can collaborate on common opportunities. LSRS has been asked to be present for a day.

## Township of Langley

- 1. What are the gaps in the community which LSRS could be addressing?**
  - Two key needs for seniors in Langley Township are to (continue to) increase the presence of senior's organizations around other community tables and expand programs and services in Willoughby and Walnut Grove (these areas now have a combined population of approximately 75,000).
  - Many other important issues (transportation, housing, and health-related items), many of which have been, in my opinion, well laid out in the Township's Age- and Dementia-friendly Action Plan (a document you may wish to consider as part of the LSRS process): <https://www.tol.ca/en/the-township/resources/plans-reports-strategies/Action-Plans/Age-and-Dementia-friendly-Action-Plan.pdf>

## Waceya Métis Society

- 1. What do you know about LSRS, and the services offered through the organization?**
  - Many services provided for elders

- Entertainment, cards, lunches, info speakers
- 2. Have you been involved in any collaboration between your organization and LSRS?**
    - Have gone to a few meetings. Will be going to them more often as starting the fall to have an indigenous program.
  - 3. Tell us about the trends you are seeing in the community you represent.**
    - Our Metis community for Langley are seeing a lot for seniors that require more financial aid required to stay in their homes as the cost of rent and food has gone up so drastically .
  - 4. What are the gaps in the community which LSRS could be addressing?**
    - Not sure
  - 5. Being a leader in the services offered, how can LSRS continue to provide services and evolve as the needs of the community are changing?**
    - Exercise programs and information programs: keep the mind and body in good health
  - 6. What are some of the collaboration opportunities between our organizations, for the seniors in the community?**
    - The indigenous talk that will be taking place is a great start to seniors as things have come about Indigenous treatment lately and it will broaden their minds as to what happened in the past.