

# COMMUNITY DEVELOPMENT REPORT

Surrey and White Rock Better at Home Program  
April 2013

## Together, we can give seniors a hand.



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at Home**

United Way helping seniors remain independent.

**Better  
at Home**

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## 1. Introduction: The Better at Home Program

*Better at Home* is a program that helps seniors with simple day-to-day tasks so that they can continue to live independently in their own homes and remain connected to their communities. The program is funded by the Government of British Columbia and managed by the United Way of the Lower Mainland, with services delivered by a local non-profit organization. The *Better at Home* program is designed to address the specific needs of local seniors, allowing communities to choose from the following basket of services:

- Friendly visiting
- Transportation to appointments
- Snow shoveling
- Light yard work
- Simple home repairs
- Grocery shopping
- Light housekeeping.



Surrey has been identified as a potential *Better at Home* site. Generation Strategies (Wendy Whelen and Helle Ambrosius) was contracted as community developer to assess community readiness, identify seniors' assets, needs and priorities in regards to the basket of services, and help identify a potential lead organization best suited in the community to deliver the *Better at Home* program. The community developer recommended that the City of White Rock also be included in the process because it is adjacent to and completely surrounded by Surrey, it has a relatively small population, and because the two municipalities share many services related to seniors.

This report reflects the findings of the community developer and will be used by the lead organizations to design an appropriate local *Better at Home* program that meets community needs.

## 2. Local Community Development Approach

The role of the community developer was:

- To assess Surrey's and White Rock's readiness to implement the *Better at Home* program;
- To identify non-medical home support services needed by Surrey and White Rock's senior populations; and,
- To support the selection of a lead agency(s).

The following describes how this work was accomplished.

### Community Profile:

A community profile of the local seniors' population was prepared to help understand where

seniors live, how many are isolated and or vulnerable, and how many require additional help at home. The complete profile is contained in Appendix A.

#### Local Community Research:

The community developer undertook a review of local community research respecting senior's issues in Surrey and White Rock. Some of the informative documents reviewed are:

- Statistics Canada Census information (2006 & 2011)
- United Way of the Lower Mainland Seniors Vulnerability Report (2011)
- Emerging Trends in Poverty in Surrey (2006)
- City of Surrey Crime Reduction Strategy (2010)
- Report on the State of Public Health in Canada - Growing Older Adding Life to Years (2010)
- Building on our Strengths: Towards Collaboration on Seniors' Health, Fraser Health (2012)
- United Way Seniors Forum: An Atlas of the Lower Mainland and Sea to Sky Seniors Population and Services (2008)
- Metro Vancouver Housing Data Book, Metro Vancouver (2012)

#### Key Stakeholders and Community Assets:

The community developer identified stakeholders in the community that are involved with and/or provide services and are working with seniors. There is in excess of 100 agencies/groups working with seniors in Surrey/White Rock. A comprehensive list of community assets is contained in Appendix B.

#### Community Meetings:

Generation Strategies and staff from the United Way hosted three (3) community meetings in White Rock/South Surrey, Central Surrey and North Surrey in mid-December 2012 and early January 2013. The purpose of these meetings was to solicit additional input from seniors and other stakeholders to prioritize the preferred non-medical home support services for the *Better at Home* program. Appendix C contains a summary of the results of these meetings.

#### Focus Groups and Coffee Chats:

Meetings were held with seniors both in formal (knitting groups) and informal (discussions at senior's events) settings. Appendix C contains a summary of the results of these meetings.

#### Seniors' Community Survey:

A community survey was distributed to senior's centres and libraries in Surrey and White Rock. It was also available at the community meetings and on-line. A total of 170 surveys were received. Appendix C contains the details and results of the survey.

### Surrey and Semiahmoo Senior's Planning Tables:

The community developer attended meetings of the Surrey Senior's Planning Table (January) and the Semiahmoo Senior's Planning Table (February). These advisory groups are made up of representatives from many of the senior's advocacy and service organizations in Surrey and White Rock, along with a number of seniors. The Planning Tables' comments and recommendations respecting the delivery and priority of non-medical support services in Surrey are summarized in Appendix C.

### Review of Potential Lead Agencies:

A thorough review of the potential service providers or lead agencies was conducted to assess the capabilities of the agencies to deliver the *Better at Home* services and to ensure that they met the eligibility requirements. Five existing service providers indicated an interest in participating in the Better at Home program. These agencies are: PICS, SUCCESS, Sources, Seniors' Come Share Society and the Surrey Urban Mission. Through interviews and requests for information, an overview of each of these agencies was prepared and is contained in Appendix D.

### Key Stakeholder/Potential Lead Agency Meetings:

Two Key Stakeholders meetings were held to help select agencies to provide the *Better at Home* services in Surrey and White Rock. The purpose of the first meeting was to hear about the capacity of the interested service providers to deliver the *Better at Home* program and to scope out if there are any potential alliances or partnerships that could occur given the large geographical area and diversity in the City of Surrey and White Rock. A second meeting was held to confirm the interested agency's capacity to deliver the program and to actually select a lead agency(s). The first meeting was attended by 12 people representing five service providers and the second was attended by 12 people representing four service providers. The agendas, invitees and participants in these two stakeholder/lead agency meetings are contained in Appendix D (pages 20 - 23).



Thanks to the cooperation among these local agencies, two partnerships have been formed to deliver the *Better at Home* services in South Surrey/White Rock and Whalley/City Centre.

### Media Campaign:

The community developer issued a press release to 68 media outlets announcing that community consultations regarding the *Better at Home* program were in progress, inviting them to participate and generally advising them of the details of the program. The press release, along with the list of the 68 media organizations contacted is contained in Appendix E.

### 3. Community Profile: Description of the Local Seniors' Population

Surrey and White Rock are located in the centre of the Metro Vancouver region. Surrey covers a huge geographic area - 317.4 square kilometers, 35% of which is designated agricultural. The city consists of six neighbourhoods (or communities), each with its own town centre. Surrey's "downtown" is referred to as the City Centre and is completely surrounded by and is part of Whalley. White Rock is located along Surrey's south border adjacent to the US/Canada border. It is a small waterfront community with its own town centre. However, it is surrounded by South Surrey and the two communities share most services including those oriented to seniors.

A community profile of the local seniors' population was prepared to help understand where seniors live, how many are isolated and/or vulnerable, and how many require additional help at home. The complete profile is contained in Appendix A. Some highlights include:

- The total population of Surrey in 2011 was 468,251 of which 56,570 (12.1%) were over the age of 65 (including 6,875 people over the age of 85).
- The total population of White Rock in 2011 was 19,339 of which 5,685 (29.4%) were over the age of 65 (including 1,235 over the age of 85). White Rock has the highest proportion of seniors 65+ years of age in the region as well the highest proportion of seniors 85+ years of age (21.7%).
- In 2011, the median age in Surrey (for both sexes) was 37.5. The median age in White Rock (for both sexes) was 53.8.
- In Surrey and White Rock overall and across all neighbourhoods, there are more senior (65+) females than males.
- In absolute numbers, Newton has the most seniors followed by Whalley, South Surrey and White Rock.
- In terms of percentages of neighbourhood population, White Rock by far has the highest percentage of seniors, followed by South Surrey.
- In absolute numbers, South Surrey has the highest number of seniors living alone, followed by White Rock and Whalley. White Rock has the highest *percentage* of its senior population living alone, followed by City Centre and South Surrey.



- City Centre and Whalley (which surrounds the City Centre) have the highest percentage of low-income seniors.
- Panjabi is the most common home language in all of Surrey/White Rock’s neighbourhoods except for Guildford, South Surrey (Korean) and White Rock (German).
- City Centre and Whalley have the highest share of people with Aboriginal identity.
- The most common place of birth among immigrants in Surrey/White Rock is Southern Asia, except for South Surrey, White Rock and Cloverdale (Europe).
- The most vulnerable neighbourhoods<sup>1</sup> in Surrey are the City Centre, Whalley and Newton, which means there may be more of a likelihood of low-income and/or immigrant seniors living in these neighbourhoods.

The table below summarizes the demographic profile of seniors in Surrey and White Rock:

### Select Characteristics of Seniors Population by Neighbourhood/Community

	Cloverdale	Fleetwood	Guildford	Newton	Whalley <sup>2</sup>	City Centre	South Surrey	White Rock	Surrey Total
Total Population	37,700	50,040	52,240	109,385	83,190	17,560	59,890	19,339	468,251
Total Population Over 65	3,425	5,150	4,842	10,330	8,165	1,074	7,022	5,690	56,570
Proportion of Population Over 65	9.1%	10.3%	9.3%	9.5%	9.8%	6.1%	11.7%	29.4%	12.1%
Male Population Over 65	1,610	2,185	2,265	4,885	3,805	905	5,375	2,265	26,070
Female Population Over 65	1,815	2,965	2,577	5,445	4,360	1,169	6,485	3,430	30,495
Seniors living alone	705 20%	770 15%	950 19%	1,520 14%	1,735 22%	780 40%	3,310 27%	2,412 42.4%	9,680 20.7%
Low income seniors	15.7%	16.2%	23.8%	18.4%	23.8%	38.6%	7.0%	12.7%	16.4%
Top 2 most common home languages (other than English or French)	Panjabi (1,255) Korean (350)	Panjabi (6,310) Korean (1,380)	Korean (3,100) Mandarin (2,070)	Panjabi (31,810) Hindi (2,600)	Panjabi (16,050) Hindi (2,520)	Panjabi (700) Korean (450)	Korean (805) Mandarin (770)	German (520) Korean (340)	Panjabi (57,835) Korean (6,410) Hindi (6,330)
Population with	850 2.3%	905 1.8%	895 1.7%	1,815 1.7%	2,255 2.7%	730 4.2%	910 1.5%	290 1.6%	7,630 1.9%

<sup>1</sup> This is from Surrey’s Poverty Reduction Fact Sheet ([www.surrey.ca](http://www.surrey.ca)).

<sup>2</sup> Whalley and City Centre are considered to be one neighbourhood for administrative purposes - Whalley surrounds the City Centre and the City Centre essentially is Whalley’s town centre as well as the “downtown” for all of Surrey.

	Cloverdale	Fleetwood	Guildford	Newton	Whalley <sup>2</sup>	City Centre	South Surrey	White Rock	Surrey Total
Aboriginal Identity									
Immigration by place of birth (2 most common)	Europe (2,625) Southern Asia (1,505)	Southern Asia (6,850) Europe (3,605)	Eastern Asia (7,345) Southeast Asia (5,420)	Southern Asia (30,620) Europe (5,070)	Southern Asia (15,585) Southeast Asia (5,945)	Southeast Asia (1,775) Europe (1,475)	Europe (7,635) Eastern Asia (2,530)	Europe (2,605) UK (1,300)	Southern Asia (557,600) Europe (27,675)
Vulnerability Score <sup>3</sup>	42	44	45	54	60	55	40	n/a	n/a

## 4. Summary of Community Assets

As defined by the United Way of the Lower Mainland, community assets include “both stakeholders (a person, group, and organizations with investments in senior’s health and well-being) and services (non-medical and medical support services and programs available for seniors that help them live longer in their own homes and remain engaged in the community).”

There are dozens of programs, community services, advocacy groups, health-related and faith-based support, and other services for seniors in Surrey and White Rock - both community based (non-profit or public) and private (for profit). The extensive list of Surrey and White Rock’s community assets is contained in Appendix B.

The City of Surrey and White Rock have excellent recreation/social infrastructure for seniors including senior’s centres in all 6 of Surrey’s neighbourhoods and another 2 in White Rock. Seniors referral services (Seniors Connexion) and settlement services are offered out of the seniors centres.

## 5. Seniors Needs: Non-Medical Home Support Services

The survey respondents identified the three most important non-medical services as: a) friendly visiting (97%), b) light housekeeping (95%), and c) transportation (94%). It is interesting to note that the importance of all services was identified as being at least 81%, meaning that there is a general indication among respondents that all of the supports from the basket of *Better at Home* services are needed and required in Surrey and White Rock.

Further, the survey respondents indicated that the Better at Home services tend to be needed most in South Surrey (60%), Newton (58%) and White Rock (39%).

<sup>3</sup> Vulnerability Score includes measurements such as share of population living below LICO (low income), recent immigrants, renter households spending 30% or more of income on housing. The scores here are estimated averages. The higher the score, the more vulnerable a neighbourhood is.

Input received at the community meetings and focus groups indicates that, in general, transportation (to appointments and other activities) is considered to be the most important service that should be provided by the *Better at Home* program.

In view of the results of all consultations, it is clear that the lead agency(s) should be prepared to provide transportation, friendly visiting (combined with help with minor home issues) and light housekeeping as the three main support services. Simple home repairs and light yard work are also needed but on a secondary basis.

## 6. Suggested Opportunities for Service Integration/Coordination

**A Town Centre Community Approach:** Given the large geographic size of Surrey and the diversity of its six fairly independent communities (plus White Rock), there is a need to organize and manage the delivery of *Better at Home* services on a community by community basis and to some degree, on a multi-cultural basis.

The City of Surrey and the City of White Rock have excellent recreation, social, education and lunch programs for seniors delivered through their network of community centres. The City of Surrey also has staff assigned to specifically work with seniors. The community centres contain facilities such as lounges, meeting and craft rooms solely devoted to seniors. The programs are delivered on a “town centre” basis - that is, each of Surrey’s six communities and the City of White Rock (which is comparable in size to a Surrey neighbourhood) has its own senior centre and its own set of senior’s programs and activities. The centres (with the help of Seniors Come Share Society and SUCCESS) also host referral and immigration/settlement services and are a great resource for newcomers and those in need of assistance. Accordingly, there is an opportunity to utilize the City’s existing program delivery infrastructure to help deliver the *Better at Home* program in Surrey’s communities and White Rock.

**Immigrants and Newcomers:** Both PICS, DiverseCity and SUCCESS provide services to immigrant and newcomer seniors. There is an opportunity to link the expertise and resources of these agencies to the *Better at Home* program thereby providing translation services, cultural awareness, referrals and immigration services to seniors throughout Surrey and White Rock.

**Seniors’ Planning Advisory Tables:** There is an opportunity to use the expertise and wide representation (including the United Way and the City of Surrey) of the two Seniors’ Planning Tables (Surrey and Semiahmoo) as an advisory resource (i.e., “Advisory Committee”) for *Better at Home*. This is feasible if: a) the groups agree to take on this additional role, and b) the additional connection with *Better at Home* will not interfere with or undermine the regular function and mandate of these groups.



**Volunteers:** SUCCESS has an extensive network of volunteers and students available to assist with delivering *Better at Home*. Further, they provide volunteer and home care training. These resources should be used by all of the lead agencies. Surrey Urban Mission, although not a lead agency, has many volunteers and specific experience with vulnerable seniors and those at risk. There is an opportunity to partner with Surrey Urban Mission with respect to delivering *Better at Home* in Whalley/City Centre where there are more vulnerable, isolated, low-income and homeless seniors. The City of Surrey also has a formalized senior and youth volunteer program (see [www.surrey.ca](http://www.surrey.ca)). This presents a great opportunity to partner with the City of Surrey toward increasing the volunteer base throughout the City.

**Aboriginal/First Nation Elders:** There are generally two clusters of aboriginal/First Nation seniors in Surrey/White Rock: Whalley/City Centre and the Semiahmoo First Nation adjacent to White Rock in the most southerly part of Surrey. To ensure that these elders have access to support services in their homes, there is an opportunity for the South Surrey/White Rock *Better at Home* program to link with the Semiahmoo Nation through its band office in South Surrey/White Rock. There is also an opportunity for the Whalley/City Centre *Better at Home* program to link with the South Fraser Friendship Centre (formally Kla-how-ya) to access elders in Whalley and throughout the rest of Surrey.

**Collaboration with Private-Sector Service Providers:** There are at least 14 for-profit service providers in Surrey/White Rock that offer non-medical home care and assistance (see Appendix B). These service providers have trained and experienced staff that could potentially be engaged by lead agencies to undertake support services. Partnership agreements could be used to define roles, responsibilities and fees specific to *Better at Home*. At least one of these businesses (Comfort Keepers) has expressed a keen interest in participating in the *Better at Home* program.

**Collaboration with Divisions of Family Practice:** Two branches of the Division of Family Practice (Surrey/North Delta and White Rock/South Surrey) have recently been established. Given that in many cases the first contact for seniors that need home support is their family physician, there is an opportunity to reach out to all seniors through these organizations. They are in contact with and can disseminate information about *Better at Home* directly to physicians and then on to vulnerable seniors. The Executive Directors of both Surrey/White Rock branches have indicated a willingness to collaborate with lead agencies in this regard.

## 7. Community Readiness

The research and community development process confirms that Surrey and White Rock are more than ready to embrace the *Better at Home* program. Throughout community consultations and meetings, there was unanimous support for bringing in *Better at Home* as soon as possible. The community development process further revealed that the top four communities (out of seven) most in need of *Better at Home* services are:

- 1) **Newton:** Newton has the highest number of seniors of all the communities in

Surrey/White Rock. Approximately 30% of Newton's seniors are South Asian or of South Asian heritage. The CASI program, lead by DiverseCity, is currently operating in Newton and has had it's contract renewed under the *Better at Home* initiative.

- 2) **South Surrey and White Rock:** South Surrey and White Rock generally constitute the "Semiahmoo Peninsula" and are isolated from the rest of Surrey by the Agricultural Land Reserve. This area operates in many ways as one community. This area has the highest percentage of seniors and in particular seniors over the age of 85. It also has the highest number of seniors living alone. There is also a well-established network of seniors and caregivers services such as those delivered by the Seniors Come Share Society and Sources BC. Discussions with some seniors indicate that due to financial constraints, the existing services are utilized to their maximum capacity (i.e., extensive wait lists for home visits, assistance with chores, etc.).
- 3) **Whalley/City Centre:** This area has the second highest number of seniors in Surrey/White Rock as well as the highest number of vulnerable (i.e., low income) and aboriginal seniors. The area has an abundance of services for homeless people and people at risk. As a result it has an extensive social service network. Of note is the Surrey Urban Mission which has operated in the area for many years helping seniors using its vast network of volunteers.

## 8. Potential Risks Going Forward

It is recommended that *Better at Home* policy makers and those implementing the program be cognizant of the following factors that may present challenges as the program moves forward in Surrey and White Rock:

**Reaching out to Vulnerable and Marginalized Seniors:** Helping isolated seniors and delivering at-home support services to those who need it most will be a challenge. Agencies may experience a lack of ability or capacity to connect with and deliver support to Surrey's most isolated and vulnerable seniors such as older, low-income and homebound seniors.

**Sustainable Funding:** Ongoing funding of the *Better at Home* program has not been confirmed beyond three years. Agencies may face challenges securing government funding beyond that and therefore should focus on and put in place alternative revenue-generating options. It will also be challenging to cover the costs of delivering *Better at Home* on a fee for service basis using only the sliding scale formula.

**Equity and Fairness:** It may be a challenge to balance the program to ensure that those seniors who are in the most financial need receive good access to the services. Thought should be given to a method to ensure the program is delivered fairly to all of those who need it.

**Competition:** There may be a potential for *Better at Home* to create competition in the home care industry between for-profit and not-for-profit agencies delivering the same support services.

There may also be concerns related to the matter of volunteers taking the place of paid workers in the industry.

**Volunteers:** Although the major service providers in Surrey and White Rock have a vast network of volunteers, it may be challenging to secure additional volunteers to work with *Better at Home*. Recruitment and training of volunteers will likely be an ongoing challenge, as will volunteer screening and continuity.

**Excessive Demand for Services:** It is noted that there are at least 57,000 seniors in Surrey and only three *Better at Home* sites to serve them. The seniors' population in Surrey and White Rock is expected to grow dramatically in the future. As a result, pent up and increased demand for the services will be ongoing. There is a need for additional *Better at Home* programs in Surrey to adequately serve the growing population and to respond to its diversity and large geographic region.

**Marketing and Communications:** Research suggested that many seniors in Surrey and White Rock are unaware that in-home support services exist or will be provided via *Better at Home*. Consequently, an aggressive and effective marketing and communication program is required, especially to reach isolated seniors.

**Program Coordination:** It will be challenging to “fit in” the *Better at Home* program among the many and diverse seniors services already in existence. Some options to overcome this may be to employ a central phone number in each of the communities (i.e., South Surrey/White Rock, Whalley/City Centre) or to add *Better at Home* referrals to an existing seniors contact point such as community centres or through Seniors Connexion.

## 9. Local Better at Home Program Details

### 9.1 Preferred Services

The results of all consultations point toward the following services, in order of importance, as potentially being the most in demand by Surrey and White Rock seniors:

- 1) **Transportation** (includes transportation not only to medical appointments but to friends', social gatherings, shopping and other activities).
- 2) **Friendly visiting** (may also be combined with other services such as help with minor home issues and shopping/cooking).
- 3) **Light housekeeping.**
- 4) **Simple home repairs.**
- 5) **Light yard work.**

It is notable that all of the supports from the *Better at Home* basket of services appear very important. Accordingly, there is a need/demand for all of the services to be available and provided as needed.

## 9.2 Proposed Lead Agencies

In 2013, Surrey and White Rock have been approved for three *Better at Home* program delivery sites. These are: 1) South Surrey/White Rock, 2) Newton (contract awarded to DiverseCity), and 3) Whalley/City Centre.

Following two meetings with potential lead agencies (or service providers), and discussions, interviews and confirmation of eligibility, four existing local service agencies representing two partnerships (plus DiverseCity in Newton) are recommended, as follows:

South Surrey/White Rock: **Seniors' Come Share Society** (Lead) and **Sources BC**.  
Whalley/City Centre: **Progressive Intercultural Community Services (PICS)** (Lead) and **SUCCESS**.

All four of these organizations are able and willing to deliver the program in the respective communities. They all meet the *Better at Home* eligibility requirements and have demonstrated the organizational, financial and volunteer management capacity to effectively and efficiently deliver the program. Details about each of these organizations are contained in Appendix D.

It is noted that these organizations have displayed exceptional professionalism, collaboration and enthusiasm and have essentially worked together to come up with mutually acceptable working partnerships to best deliver the program and improve the lives of seniors in Surrey and White Rock. All four have displayed strong community leadership.

A fifth service organization - Surrey Urban Mission - also participated in the agency meetings and has years of experience working with seniors in North Surrey, especially Whalley/City Centre. Although it is ineligible to be a lead agency (it is not a registered charity as per Canada Revenue Agency's requirements), with its large volunteer base and existing service infrastructure, formal or informal linkages between PICS, SUCCESS and the Surrey Urban Mission should be explored at the outset of the program.

## 10. Recommendations and Next Steps

In addition to the suggestions contained in this report, it is recommended that:

- 1) The four recommended lead agencies put forward applications for *Better at Home* funding through the United Way of the Lower Mainland (*complete as of March 1, 2013*).
- 2) A partnership agreement or Memorandum of Understanding be negotiated between: Seniors' Come Share Society and Sources BC for South Surrey/White Rock; and PICS and SUCCESS for Whalley/City Centre (and possibly between the lead agency and Surrey Urban Mission if applicable).
- 3) The lead agencies give first priority to exploring the delivery of a transportation and friendly visiting program.

- 4) The lead agencies introduce or participate in a province-wide program evaluation initiative after one year to ensure the program's goals and objectives are achieved.
- 5) Every effort should be made to build upon existing supports and to strategically work with other community agencies/organizations so that redundancies are reduced and the needs of seniors in Surrey and White Rock are fully met.

Finally, with respect to adequately serving ALL of Surrey's seniors, it is recommended that funding and administrative capacity be provided for at least two additional *Better at Home* sites to serve Guildford, Fleetwood and Cloverdale. Monitoring of the existing sites should also be undertaken to make sure the services are provided in accordance with the demand.

## 11. Conclusion

The community development process revealed that the three communities in Surrey/White Rock most in need of *Better at Home* non-medical services are Newton, South Surrey/White Rock and Whalley/City Centre. Further, the lead agencies most appropriate to deliver the services in each of the three respective communities are DiverseCity, Seniors Come Share Society/Sources (partnership) and PIC/SUCCESS (partnership). The rationale for these recommendations is as follows:

Community: Newton  
Lead Agency: DiverseCity

In absolute numbers, Newton has the highest number of senior residents in all of Surrey. Approximately 30% of Newton's seniors are South Asian or of South Asian heritage. DiverseCity, under the CASI program, has successfully and efficiently been delivering non-medical services to Newton for the past three years as a pilot project. Because the program is integrated in the community and has been operating effectively for three years, it is recommended that it continue in Newton under the *Better at Home* program and also continue to be led by DiverseCity.

Community: South Surrey/White Rock  
Lead Agency: Seniors Come Share Society in partnership with Sources

South Surrey and White Rock have the highest percentage of seniors, as well as the highest number of seniors over the age of 85 and the highest number of seniors living alone. The Seniors Come Share Society and Sources have been delivering senior's programs in this isolated area of Surrey/White Rock for many years and have voluntarily formed a partnership to enthusiastically deliver the *Better at Home* program in this area. They both are well-equipped to commence the program immediately and have the administrative and volunteer base to bring the program into the community successfully.

Community: Whalley/City Centre  
Lead Agency: PICS in partnership with SUCCESS

This area has the second highest number of seniors in Surrey/White Rock as well as the highest number of vulnerable (i.e., low income) and aboriginal seniors. PICS is operating senior's programs nearby and has the capacity to extend its services to Whalley/City Centre. SUCCESS is also operating programs near to Whalley and has indicated a genuine interest in delivering *Better at Home* to this area. Consequently, as a voluntary partnership, PICS and SUCCESS are appropriate agencies to deliver the program. The Surrey Urban Mission has operated in this area for many years and has a network in the community that may assist with reaching out to isolated and vulnerable seniors. Although they do not meet *Better at Home's* eligibility requirements to deliver the program (they are not a registered charity), the lead agencies should be urged to utilize Surrey Urban Mission's experience and knowledge of the area.