



## REPORT

**REPORT TO:** Mayor Bonnette and Members of Council

**REPORT FROM:** Samantha Howard

**DATE:** November 10, 2020

**REPORT NO.:** RP-2020-0027

**RE:** Seniors Services Delivery Review – Hillsview Active Living Centre

### RECOMMENDATION:

THAT Report RP-2020-0027 dated November 10, 2020 regarding the Seniors Services Delivery Review for the Hillsview Active Living Centre be received;

AND FURTHER THAT the final recommendations of the Seniors Services Delivery Review outlined in Report RP-2020-0027 be approved in principle;

AND FURTHER THAT ongoing funding and operating budget impacts that support the recommendations be referred to Budget Committee for consideration in 2022 in the amount of \$23, 872;

AND FURTHER THAT staff be directed to report back on future updates to advise of further changes in the provision of services at the Hillsview Active Living Centre.

### BACKGROUND:

In June 2018, staff was directed to complete a financial and service delivery review with the Hillsview Active Living Centre as outlined in RP-2018-0019, to provide recommendations of best practices to address the needs of older adults today and into the future.

In June 2018, Council approved CCA-2018-0077 that read in part:

AND FURTHER THAT staff be directed to proceed with a service delivery review of the Hillsview Active Living Centre in partnership with the Board of Directors;

AND FURTHER THAT staff be directed to proceed with a financial review of the Hillsview Active Living Centre and explore funding and revenue generation opportunities in partnership with the Joint Executive of the Board of Directors;

AND FURTHER THAT staff be directed to report back on future updates to advise of further changes in the provision of services at the Hillsview Active Living Centre.

## **COMMENTS:**

The purpose of this report is to update Members of Council on the status of the Seniors Services Delivery Review, and to seek approval in principle for the final recommendations referenced in Appendix A.

For development of the Seniors Services Delivery Review undertaken in 2019/20, the Department, in partnership with the Hillsview Active Living Centre Joint Executive Committee developed the following project objectives:

- Analysis of future population growth and relationship to the community's existing and emerging lifestyles of older adults
- Assess current demands and future trends in recreation and impact on service delivery
- Examine the existing provision of programming and services for older adults while identifying gaps in service and potential implications on service delivery
- Perform an internal financial review and confirm the role of the Town within the existing Memorandum of Understanding (MOU) and its current and potential partners in the delivery of older adult programming
- Review recommendations of 2010 Space Needs Study to determine and compare facility provision to future recreation trends and service delivery needs
- Work closely and consult with representatives from the Hillsview Joint Executive Board throughout the review

## **Current Situation**

Throughout 2019 and early 2020, staff performed a review with Hillsview representatives of the current Memorandum of Understanding, membership make-up, funding streams, strengths and challenges of the organization.

The recommendations in the Seniors Service Delivery Review support the strengths of the organization and address the identified challenges including:

- Increasing service demands including increased scope of programs to meet broadened interests and community-based social service support
- Financial stability of the each Hillsview location as charitable organizations
- Volunteer capacity

As part of the Recreation and Parks strategic planning process, staff researched and reviewed current and emerging trends in recreation that will impact current and future program and service needs. These were reaffirmed at a workshop with Hillsview Joint Executive representatives as part of the Seniors Service Delivery Review.

## **Final Recommendations**

The Seniors Service Delivery Review sets out strategic actions for the next five years focusing on maintaining the strengths of Hillsview while addressing the identified challenges. The purpose of this internal review is to provide a roadmap for Hillsview and the Town in strengthening the delivery of programs and services to the older adult population. This is a supplementary document to help inform both the Hillsview Active Living Centre and Recreation and Parks Strategic Action Plans. Implementation is a multi-year phased approach to guide the actions, responsibilities, and decisions of the Town and the Hillsview Joint Executive Committee.

## **Financial Review and Recommendations**

Staff reviewed 3 options with Hillsview representatives:

- i) MOU remains the same and Hillsview Board of Directors continue with existing fundraising efforts and uses savings to cover expenses
- ii) MOU remains the same with phased-in changes to financial contribution beginning in 2024 over 6 years until Hillsview becomes 100% municipally funded operation
- iii) MOU remains the same with phased-in changes to financial contribution by removing staff salaries from Hillsview's 25% allocation of costs beginning in 2022

Staff and the Hillsview Joint Executive recommend Option 3. This option provides financial stability for the long-term and allows Hillsview to retain their independence and charitable status. Phased-in changes to the calculation of the MOU will begin in 2022 with 20% of staff salaries removed with an additional 10% added each year until 2030; at that time the full 25% share of staffing costs will be built into the base budget and removed from the MOU.

## **Service Delivery and Space Needs Recommendations**

Staff reviewed current level of service and recommendations in the report aim to address future challenges and respond to increased demands on Hillsview. Key highlights include:

- Current and future partnership that align with Hillsview service needs
- Closing the chapter on the 2010 Space Needs Study and redirect focus on optimization of program and service opportunities in community and multi-purpose spaces
- Confirmation of types of spaces and design features that is critical to the success of serving this population and ensure that feedback was provided to the Town as part of Gellert Phase 2 feasibility study
- Identification of new resources to support program and service delivery for this population as it continues to grow in Halton Hills.

## **Governance Recommendation**

As part of the Hillsview Strategic Action Plan, a proposed change to the constitution was motioned and passed at the 2020 Annual General Meeting recommending that the Joint Executive comprised of members from both Acton and Georgetown Board of Directors, be the main governing board for Hillsview. One board will aid Hillsview in addressing challenges including creating operational and fiscal efficiencies, revenue generation, increasing capacity for programs and services, volunteer management and increased capacity to respond to trends in the industry. Each location will continue to have a site-specific board to govern site-specific practices and initiatives.

## **RELATIONSHIP TO STRATEGIC PLAN:**

Staff notes the following alignment of Seniors Services Delivery Review with the Recreation and Parks Strategic Plan and with the recently approved Council Strategic Plan 2020-2025:

**Fiscal and Corporate Management:** service levels that support the quality of life  
**Youth and Seniors Initiatives:** support for services and facilities tailored to their needs

## **FINANCIAL IMPACT:**

There is no direct financial impact with this report. The operating budget impacts will be brought forward to the Budget Committee starting with the first phase in 2022 with twenty percent of staff salaries removed from the MOU at a budget impact of \$23, 872. Incremental budget impacts of an additional ten per cent would be added each year until 2030, at which time the budget impact would be \$ 130, 051 and the full 25% share of staffing costs would be built into the base budget and removed from the MOU.

## **CONSULTATION:**

Throughout the course of the review, staff held six workshops with designated Hillsview Joint Executive Board members throughout 2019. Presentation of final recommendations was shared with the full Joint Executive for consultation in early 2020. The Treasurer and Director of Accounting reviewed the budget impacts associated with a revised MOU.

## **PUBLIC ENGAGEMENT:**

This was an internal review of existing financial and service levels of Hillsview Active Living Centre. Public engagement was not a component of the project.

**SUSTAINABILITY IMPLICATIONS:**

The Town is committed to implementing our Community Sustainability Strategy, Imagine Halton Hills. Doing so will lead to a higher quality of life.

This report supports the pillars of Social Well-being and Economic Prosperity, and in summary the alignment of this report with the Community Sustainability Strategy is very good.

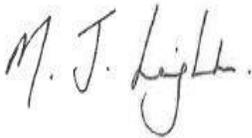
**COMMUNICATIONS:**

Members of the Hillsview Joint Executive Committee will be advised of the outcomes of this report. A communications strategy will be included as part of the project when delivering impact of the recommendations to the general Hillsview membership at a future Annual General Meeting.

**CONCLUSION:**

Staff is committed to the continuation of the Memorandum of Understanding with the Hillsview Active Living Centre as a primary partner to provide quality programs and services for older adults in Halton Hills. Staff has worked with the Joint Executive Committee to complete the Seniors Service Delivery Review and has final recommendations to address future service delivery and financial impact that will act as a guiding framework for the next five years.

Reviewed and Approved by,



Moya Jane Leighton, Town Treasurer and Director of Accounting



Warren Harris, Commissioner of Recreation and Parks



Chris Mills, Acting Chief Administrative Officer