

Introduction

It is within the mandate of the Recreation and Parks department to provide resources, programs and facilities to enhance the quality of life for older adults, and this Seniors Services Delivery Review is intended to provide a roadmap for the future delivery of programs and services to the older adult population in Halton Hills.

Aging comes with challenges. In order to remain independent, many older adults with time will need support through a diverse range of programs and services. As noted in *Aging with Confidence: Ontario's Action Plan for Seniors, 2017*, this fastest growing age group in Ontario will need an array of support services that cross all stages of older adulthood. The aging population and shifting leisure preferences of older adults is resulting in a need to look at new and innovative programming opportunities, many of which will need to incorporate active living and wellness elements.

One of the primary resources in supporting the needs of older adults are two senior centres called the Hillsview Active Living Centre, one in each Acton and Georgetown. The two locations were established in June of 1995 along with the development of a Memorandum of Understanding (MOU) agreements with each site that outlines the terms and conditions of a partnership with the Town which has been mutually beneficial for many years. This document is reviewed and updated annually. The name Seniors Centres is misleading but senior centres are designed to help older adults live longer, healthier and more active lives. Seniors Centres are a proactive approach to aging as older adults age in place. In 2014 the Town of Halton Hills worked with the Boards to change the name to Hillsview Active Living Centre to broaden the appeal and better reflect the diversity of programs and services offered. Hillsview offers a wide range of health, education, recreation, volunteer and other social interaction opportunities that enhance dignity, support independence and encourage community involvement. The Hillsview Active Living Centre is also a resource location, or Community Hub, for the entire community providing a wide array of information services outside of recreation.

Two of the largest growth areas expected to be the mature adult (55-64) and the older adult (65+). Unlike previous generations of older adults, today's aging population is engaging in active opportunities longer into their older years. As a result, there will be an increasing pressure on programs and services to respond to the demands of the long term of this demographic.

Many communities in Ontario have already begun to experience considerable pressure associated with their burgeoning older adult populations, while the Town of Halton Hills can proactively plan for the future through this review and other studies. Specifically, the review addresses the following objectives that have emerged through consultation with the Hillsview Active Living Centre Joint Executive Board of Directors:

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

The Senior Services Delivery Review will help inform the 2020-2025 Recreation and Parks Strategic Action Plan and serve as a long-term planning framework to assist the Town of Halton Hills and the Hillsview Board of Directors in responding to the current and future recreation and financial needs of the Hillsview Active Living Centre.

Demographic Summary

Statistics Canada defines seniors as persons 65 years and over.

For the period of 2018-2028, it is projected that the population growth for individuals aged 55-64 in Halton Hills will be 18%, while there is a projected 35% increase in individuals in the community aged 65 years and over. As of 2015, the number of working seniors in Halton Region has increased to 1 in 5, or 22%, of older adults aged 65-74. This represents an increase of 91% since 2005.

By 2018, a large proportion of “Boomers” became seniors, which when compared to the larger “Boomer” cohort represents only the tip of the iceberg. Seniors populations will continue to grow significantly within the next 15 years, especially within Halton Hills, and represents a unique set of challenges and opportunities for the Hillsview Active Living Centre to provide a greater diversity, quantity, and quality of services and space to serve this population.

Current Situation

The Town of Halton Hills currently employs a model of partnership service provision of older adult recreation programs through an MOU with the Hillsview Active Living Centres in Acton and Georgetown. In addition, the Town provides direct service delivery in some service areas and local organizations make use of Town facilities, private facilities and schools in order to provide programs and services for older adults. The focus of this review is on the Hillsview Active Living Centre.

The Hillsview Active Living Centre has the following mission statement:

To engage older adults in outstanding experiences which enhance their quality of life.

In pursuit of this mission, the Hillsview Active Living Centre provides quality programs which promote physical, mental, social and emotional well-being. This review embraces this mission and uses it as a foundation in its analysis and the crafting of recommended actions for service and financial stability in the future.

The Hillsview Active Living Centre directly provides and facilitates access to a number of programs, services and venues for use by the public. With a growing population and a more prevalent demographic shift, the need for revitalized and additional services and program space is expected. The Hillsview Active Living Centre currently has approximately 1150 members across two geographic locations and provides a wide variety of registered and drop-in program opportunities, including those in the areas of active living, general interest and workshops.

The constitution, for the purpose of the Centre, is defined as a person 55 +, however any adult at any age who can benefit from programs or services offered at the Centre can participate.

Membership of the Centre is \$35/year which allows access to both locations and provides members with discounts on Town active living programming and reduced rates on specified programs and trips, access to drop-in programs at a cost ranging from \$0 - \$5, access to Free to Explore pass, free subscription to the Centre's newsletter published five times per year, and voting privileges at the Centre's Annual General Meeting. There is a higher non-member rate to accommodate visitors which can vary depending on the activity.

With its current membership, the Hillsview Active Living Centre is attracting approximately 14.3% of the Town's 2016 population age 55 and older. It is expected that this number will continue to grow along with the Town's population in the future. In the current MOU with the Town, the Board of Directors is responsible for 25% of the operating budget. This is raised through membership fees, program fees (drop-in, travel, café), donations and fundraising efforts. The Town applies for, and manages, two provincial grants through the Ministry of Health and Ministry of Seniors and Accessibility that accounts for \$164,000 per year in annual operating funding. Both the Town and the Board also have the opportunity

to apply for special grant funding through various Ministries and funding bodies like Trillium, New Horizons, Seniors Community Grant and Ministry of Seniors and Accessibility to help support new programming and equipment.

In April 2018, the Town received notice that we were successful in the application for additional funding for seniors active living programs up to \$18 000 per year through the Ministry of Seniors and Accessibility – Seniors Active Living Centre Program Expansion Funding. This ongoing operational funding supports “ActiveEasy for Older Adults” by designing and implementing a WalkFit Program in recreation facilities. For \$30/year, the ActiveEasy WalkFit pass provides an annual membership with access to 51 hrs/week of self-directed walking at Moldmasters SportsPlex and Acton Arena & Community Centre. Fitness stations are also included in the program to further improve its overall effectiveness. This speaks to creative ways of delivering service through existing assets and program expansion across the community. The Town also provides opportunities for older adults through other department sections including the Town’s Active Living Strategy, active living and aquatics programming, library services and outdoor spaces.

The current operation of HillsvieW has strengths and challenges that will play an important role in planning for the future.

Strengths

i) Partnerships

Along with the Town, HillsvieW also has a long list of program and service partners. These partnerships drive success of beneficial programs based on population health characteristics. Program and service partners currently engaged with HillsvieW include: Links2Care, Halton Healthcare, Lifemark Wellness, Volunteer Halton, ActiVan and Acclaim Health to name a few. Town staff is also a representative at discussions for the reform within the Ministry of Health with the Ontario Health Team model mandated through the Province.

ii) Joint Executive

Beginning in 2006, the executive committees from both HillsvieW Boards of Directors meet four times per year to discuss the following:

- Network and share Centre information
- Investigate opportunities for joint programming and shared services
- Develop and review the strategic action plan
- Address joint strategic priorities including membership development, provision of programs and services, marketing, and revenue generation.

This strategic initiative has grown in strength and resulted in the collaboration of programming, volunteer and membership development, revenue generation, marketing and service delivery, accreditation, governance and space needs. There is an opportunity in the future to further strengthen the mandate of this group for the operations of the Centres.

iii) Facility Space

In 2010 Council adopted recommendations from the Town’s Seniors Space Needs Study which included action items to address the physical space requirements needed from 2011-2021. As a result, between 2013 and 2016 both HillsvieW locations underwent significant renovations to increase the amount of space available for flexible and expanded programming. This has led to a 52% increase in the number of programs and services offered. With the changing landscape of how programs and services are being delivered with the needs of this demographic, the recommendations in the original space needs study are out of date and the trend is towards integrated service delivery within larger community centres.

iv) Programs and Services

The Hillsview Active Living Centre provides opportunities for older adults to enjoy and enhance quality of life, physically, mentally, socially and emotionally. Through active living, wellness programs, social activities and continuous learning, the Hillsview Active Living Centre exhibits a culture of caring and most importantly a feeling of equity and inclusion where every person served feels that they are welcome and that they belong. With the additional space, both Centres have increased the number of opportunities available for active living including language lessons, arts, culture, music and culinary workshops, partnerships, horticulture, pickleball and social and congregate dining.

v) CARF Accreditation (Commission on Accreditation of Rehabilitation Facilities)

The Town of Halton Hills – Hillsview Active Living Centre is an accredited service provider through CARF, an internationally recognized symbol to our commitment to excellence. Hillsview has earned three subsequent three year accreditations which is evidence that we strive to improve efficiency, fiscal health, and service delivery – creating a foundation for consumer satisfaction. Each year staff and the Board of Directors submit an extensive quality improvement plan to CARF as an indicator of ongoing conformance to the standards of excellence to retain accreditation. In the 2019 Accreditation Summary Report, the Hillsview Active Living Centre was recognized for its strategic planning and implementation. Hillsview's current status and explicit goals for the organization's growth and well-being was highly noted.

vi) Volunteer Management

Volunteers are the backbone of the Hillsview organization. In 2018 there were over 220 volunteers who contributed over 22,000 hours to support daily operations of the Centres. As this population ages, there will be a continued reliance on volunteers to meet service demands. In 2018 the Recreation and Parks department reallocated funding to allow for the equivalent of one FTE to support the growing demand of volunteerism required to sustain Recreation and Parks programs and service levels. For Hillsview this position has helped the Centres attract younger older adults who can provide leadership and volunteer services while at same time respond to frequent users who range from active to frail. While volunteerism is a strength of the Centre operations, it is also identified as a challenge for the future. The landscape of volunteering is changing leaving organizations challenged to keep people engaged over the long-term. The trend towards lower commitment is driving demand on the Volunteer Coordinator especially for an organization like Hillsview which relies on volunteers for day to day operations.

Challenges

i) Increasing Service Demands

The impact of the aging demographic poses some significant challenges in service delivery for older adults. Some of these trends include:

- Demand for more active programming
- Demand for higher quality of programs
- Decrease in volunteerism
- Greater disparity among older adults with respect to income levels
- Increased need for physical, social and mental health supports
- Increase in scope and complexities with managing the Centres to align with accreditation and address increasing risk and liabilities

As reflected in the Hillsview Board of Directors' strategic action plan, priority area includes researching, evaluating and strategizing options and opportunities to prepare for the growing demands.

Hillsview also plays a critical role on the health care continuum. Physical activity and social connectedness has proven to be vital to seniors' health and social well-being. Those with close connections and relationships tend to cope better with health conditions and experience fewer mental health issues, like depression and a reduction in chronic disease. This addresses the importance of remaining connected with the health care reform at the provincial level as opportunities for continued and/or enhanced future funding may exist for community health service providers.

ii) Financial Stability

Over the past 5 years, Hillsview has experienced minimal membership growth but statistics indicate that there has been meaningful growth and activity in face to face attendance days resulting in serving a greater number of people in a variety of capacities. This means that there are an increased number of older adults attending the centres multiple times per week, more members involved in specialty programs, and the number of non-member visitors participating in specific experiences has also increased.

Both the Hillsview and Town operating budgets demonstrate an elevation of costs over the past five years which reflects a continued demand on service levels. The Centres have experienced a decreasing ability to fundraise or further increase room rentals. As a result, Hillsview Board of Directors has had to draw upon reserves to meet MOU obligations.

To ensure financial viability of the Hillsview organization there is a potential need for additional operating budget in the future which could result in a change to the 75/25 split in the MOU and overall governance model.

iii) Volunteers

With increased programs and service, there is a growing demand on volunteers. In 2018, the Town resourced one FTE to support volunteers across the Recreation and Parks department. The volume of work associated with recruiting, assigning, training, and managing volunteers exceeds the capacity of one FTE. This current level of support is challenging within the existing staff position. Hillsview requires a minimum of 21 hours per week with a dedicated budget to support current operations. This is anticipated to grow as population and service levels increase for this demographic.

Trends in Recreation

Effective planning for current and future older adults in Halton Hills requires the identification of existing and emerging trends that could potentially affect program and service needs. Understanding trends related to demographics, participation, and facility provision can assist with anticipating shifts in the demand for recreation opportunities amongst older adults. This section summarizes these trends from a global perspective and further identifies the local implications for consideration (See Chart A).

Recreation Trends for Older Adults:

- Older adults are living longer, independently in their community, and are aging in place.
- Social support is a key determinant of successful aging. It delays the onset of chronic illness. It is a preventative measure that also prevents social isolation and loneliness. Living alone can be a personal choice or the result of life circumstances. Older adults that live alone are at risk for a

higher rate of social isolation and loneliness. This group of older adults may face potential challenges of being disconnected from the community and experience a reduced number of social interactions.

- Need for programs for Boomers and older Seniors aged 80+. Baby Boomers are more demanding with regard to the quality of programs and services provided.
- Greater increase of older adults with cognitive impairments and mental health issues. According to the 2018 International Council on Active Aging, older people are living longer resulting in nearly every adult over the age of 65 has at least one health condition. There is an increasing trend amongst older adults to source out community health and social services i.e. drop-in mental health supports, foot care, hearing, counseling, etc.
- Evolving interests among older adults. In general, older adults are remaining active longer in life than past generations (both work and play), as well as continuing to work later in life which has caused a shift in the type and intensity of recreation activities pursued by the different age cohorts within this population. Program trends include education, lifelong learning, instructor led exercise/fitness programs, health education and disease management, food and nutrition education, and intergenerational programs. The Baby Boomers, as a group are more active and fit than those that came before them. This will continue as they age, and it is expected to result in an increase in drop- in activities and fitness. Programs and workshops that allow for participation in learning and intellectual activities are also of increasing interest to the new generation of older adults. However, there will also still be older adults that are interested in traditional pursuits (e.g., cards, teas, bingo, etc.), which will require the continued provision of a broad range of opportunities.
- Issues specific to Seniors Centres include lack of transportation, accessibility and risk of isolation, with a wide range of financial means challenged most by low or fixed incomes.
- Individuals want more personal choice. They prefer to have a 'buffet of options' for programs.
- Increase in cost of providing services versus lack of funding options
- Volunteers are essential to the operation of an organization like Hillsvieiw. The Town of Halton Hills relies heavily on volunteers in the provision of its older adult programs and services including special events, fundraising efforts, social events and lunch programs to name a few. Hillsvieiw has approximately 220 volunteers annually that contribute 22,000 hours to the operation. Volunteers are changing. There is an increased focus on short-term purposeful volunteering rather than committing to something over the long term. Hillsvieiw is experiencing a challenge in attracting, training and retaining volunteers for leadership positions like organizing a fundraising event or critical positions like serving on the board of directors.
- Increased interest in drop-in and self-scheduled opportunities. Lack of time is often identified as the number one barrier to participation for every age group, including older adults. For many older adults, volunteering, travelling, caring for family members (grandchildren, spouse, and/or parents), and working later in life can be contributing factors.

Summary: Trends in Recreation – Town of Halton Hills (Chart A)

Trend	Recommendation
<p>Older adults are living longer, independently in their community, and are aging in place.</p>	<p>We continue to maintain two Active living centres in each community. We recognize the importance of having Town transit for participants to access them. Town of Halton Hills is undergoing a Transit Strategy to phase in conventional transit by 2021.</p>
<p>Social support is a key determinant of successful aging. It delays the onset of chronic illness. It is a preventative measure that also prevents social isolation and loneliness.</p>	<p>Social programs and opportunities are embedded in the way we provide our programs and services. We ensure there is appropriate space for social connectivity to take place. We promote social inclusion.</p>
<p>There is a need for programs for Boomers and older Seniors aged 80+. Baby Boomers are more demanding with regard to the quality of programs and services provided.</p>	<p>We continue to provide programs geared to the older age cohort. We work to expand more active programming, technology courses. Accreditation ensures standards that meet the needs of all membership.</p>
<p>Greater increase of older adults with cognitive impairments and mental health issues.</p> <p>Program trends include education, lifelong learning, instructor led exercise/fitness programs, health education and disease management, food and nutrition education, and intergenerational programs.</p>	<p>More training for staff. More services required for supporting persons with dementia and mental health.</p> <p>Respond and continue to include all of these program trends. When available, use grant funds to augment hiring professionals to deliver programs.</p>
<p>Individuals want more personal choice, they prefer to have a 'buffet of options' for programs.</p>	<p>Include availability, accessibility and variety for personal choice.</p>

Summary of Consultations

Throughout the course of this review, staff held five workshops with designated members of the Hillsview Joint Executive between April – August 2019. Workshops were focused on the following:

April 3, 2019	Trends in Recreation specific to Older Adults <ul style="list-style-type: none"> - reviewed research material - summary of Hillsview member surveys
May 29, 2019	Current MOU with the Town and Governance model <ul style="list-style-type: none"> - reviewed details of MOU - performed SWOT analysis of current governance model - municipal comparators
June 19, 2019	Review of recommendations in 2010 Space Needs Study and confirm facility provision needs that align with future trends and services <ul style="list-style-type: none"> - reviewed validity of all 23 recommendations - alignment with Recreation and Parks Strategic Plan and Gellert Phase 2 feasibility study
August & September 2019	Staff review and summary of research materials and draft recommendations
October 3, 2019	Final review of recommendations to designated members of Hillsview Joint Executive
November 7, 2019	Additional workshop – focus on financials and review of final recommendations

Hillsview Financial Review & Recommendations

*notes – impacts to Hillsview Georgetown of moving to Gellert will be addressed within the scope of that project which may result in changes to options below.

Memorandum of Understanding

Option A

Assumptions:

- MOU remains the same at 75/25
- Impact to 25% contribution – 1.75% per year increase in staffing salaries, 3% increase in rent
- Town continues to apply for and manage government grants
- HST pulled out because it's a recoverable expense
- Hillsview Board continues with existing fundraising efforts and uses savings to cover expenses

Option B

Assumptions:

- MOU remains the same with phased-in changes to financial contribution to the Town over next 10 years
- 2022 – 80/20
- 2025 – 90/10
- 2030 – 100% municipally funded
- HST pulled out because it's a recoverable expense
- Hillsview continues with existing fundraising efforts and uses savings to cover expenses
- Town continues to apply for and manage government grants

Option C

Assumptions:

- MOU modifications to remove cost of Town staff under financial responsibilities
- Financial % remains the same at 75/25
- This provides financial stability for the long-term and allows Hillsview to retain their charitable status
- HST pulled out because it's a recoverable expenses
- Town continues to apply for and manage government grants
- Cost-analysis review of Hillsview Acton for updated rent expense
- Budget forecast and impact to Hillsview and Town budget

It is recommended that Option C be selected to review and if proceeds will result in a phased-approach over the next ten years. This approach is reasonable and is affordable for Hillsview. It retains the strength of the organization and provides resources to respond to growing demographics and industry trends. Hillsview Board will retain a level of ownership while taking steps towards greater operational and fiscal efficiencies.

At the end of ten years, it is recommended that the Town and Hillsview perform another review and further evaluate option B. This review could align with the reorganization of Hillsview Georgetown when relocating to Gellert Community Centre.

Governance

Since 2010, the Hillsview Active Living Centre has worked jointly as a Board Executive to align strategic plans, communication, and accreditation standards for policies and procedures. It is recommended that this Joint Executive comprised of members from both Acton and Georgetown meet every month as the main governing body and decision-maker for both Hillsview locations. The Joint Executive will oversee the following: strategic plan, operating budget, philanthropy, accreditation, policies, plans and procedures. Each location will continue to have a dedicated Site Board that meets six times per year to receive information from the Joint Executive and govern site-specific practices. This is a change from current structure so it is recommended that be added to the 2020-2023 Hillsview strategic action plan and a phase-in approach is used. One Joint Executive 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.

The Joint Executive consists of no more than 5 members from each community (10 members total) including:

President (rotating meeting chair between Acton and Georgetown)

Vice-President

Treasurer

Secretary

Immediate Past President

Site Boards will consist of no more than 9 members including the 5 from the Joint Executive (4 additional to recruit). These positions may include the committee chairs, membership at-large or non-member volunteers.

Fees and Revenue Generation Opportunities

Overall, the Town's older adult program and drop-in fees are comparable to fees in other communities. Many communities, including Halton Hills, are dealing with a trend of increasing program fees throughout most business units, including older adult services. This is a result of the rising cost of program delivery and increasing revenue targets. The Town of Halton Hills continues to offer subsidies based on need instead of broad age-based discounts. Age-based discounts and program fees/level of subsidy vs. community benefit will be targeted in the Recreation and Parks rates and fees review. It is recommended that Town staff continue to work closely with the Board of Directors on the following to ensure financial stability:

- i) Consider extending the benefits of being a Hillsview member to other Town programs and services. This will be reviewed as part of the Recreation and Parks rate review to be completed by February 2020.
- ii) Board must continue with annual review of drop-in fees of Hillsview programming to determine level of cost-recovery. Access to Recreation and Parks rate review will assist with understanding cost of space and other indirect costs associated with running programs.
- iii) To encourage continued growth in membership, it is recommended that Hillsview maintain the current \$35 annual membership fee which is high-end of market comparators.
- iv) As most people age, physical, emotional, and intellectual stimulation take on a greater importance, but becomes more difficult to achieve. While declining health and mobility may be two key reasons for this, financial concerns also play a part, particularly for those that are currently age 90 or older, which represents 12.5% of Hillsview membership. To promote participation amongst this somewhat marginalized group, Hillsview waves this fee to this age group. As boomers are living longer and healthier, the age boundaries of this cohort should be reviewed to determine which members are eligible for waiving the membership fees. Drop-in fees should still apply to all participants.
- v) Formalize recreation financial assistance within Hillsview that aligns with the Town's affordability policy.
- vi) To help resolve ongoing administrative challenges within the Hillsview board, it is recommended that the Town and Hillsview perform a business process review to determine viability of transitioning Hillsview-specific financial operations (membership and drop-in fees) to PerfectMind software for point of sale and reconciliation support. This will alleviate risk associated with cash-handling and stream-line quarterly payments made to the Town.
- vii) Facility optimization including service partner agreements and external use of facility space remain a key revenue source for both Hillsview locations. Maintain an inventory of private and community organizations that offer recreation opportunities for older adults. Continue to work with health and social service agencies to explore potential areas of partnership (e.g., synergies with seniors' housing, information dissemination, outreach, wrap-around services, seniors connectors, and actions arising from Halton Region's Community Safety and Well-Being Plan – Social Isolation Action Table.).
- viii) Continue to broaden marketing and advertising opportunities in the Hillsview newsletter and across digital platforms within the Centres and on social media. For operational and fiscal efficiencies, it is recommended that Hillsview consider consolidating two Hillsview newsletters into one and printing more to reach a wider audience. It is also recommended that Hillsview consider dedicating resources as part of the annual operating budget to support strategic plan initiatives like marketing and promotions.

- ix) It is recommended that the leadership for fundraising and sponsorship be a responsibility of the Joint Executive. Fundraising with the purpose of offsetting operating expenses can be challenging when telling the story to potential donors. A unified approach to philanthropy will be most efficient with volunteer and staff resources, provide increased number of opportunities and create a longer-term more strategic approach for philanthropy in “telling the story” of Hillsview Active Living Centre. It is recommended that the Joint Executive hold one annual giving campaign to raise funds for both Hillsview locations. One campaign will minimize stress on volunteer and staff resources and focus can be put on recruiting involvement and support from external agencies. The Recreation and Parks department will be revising the current sponsorship strategy. It is recommended that Hillsview work with the Town on sponsorship opportunities to maximize efficiencies and resources.
- x) Continue to explore grant funding opportunities as they become available. The Town of Halton Hills will continue to apply for and manage two annual operating grants through the Ministry of Health and the Ministry of Seniors and Accessibility. It is recommended that a smaller group of members from the board be assigned to broaden grant surveillance that align with Hillsview strategic plan and work with the Recreation Supervisor on approving and submitting applications.

Hillsview Service Delivery & Space Needs Review & Recommendations

The Town’s current service delivery model supports that Hillsview continues to be the primary hub for older adult services in the Town. The recreational needs of the Boomer population can be addressed through expanded, integrated, specialized, and value-added program offerings within a larger community centre and other satellite locations. These will also be complemented by partnerships with other government, non-profit and private sector services.

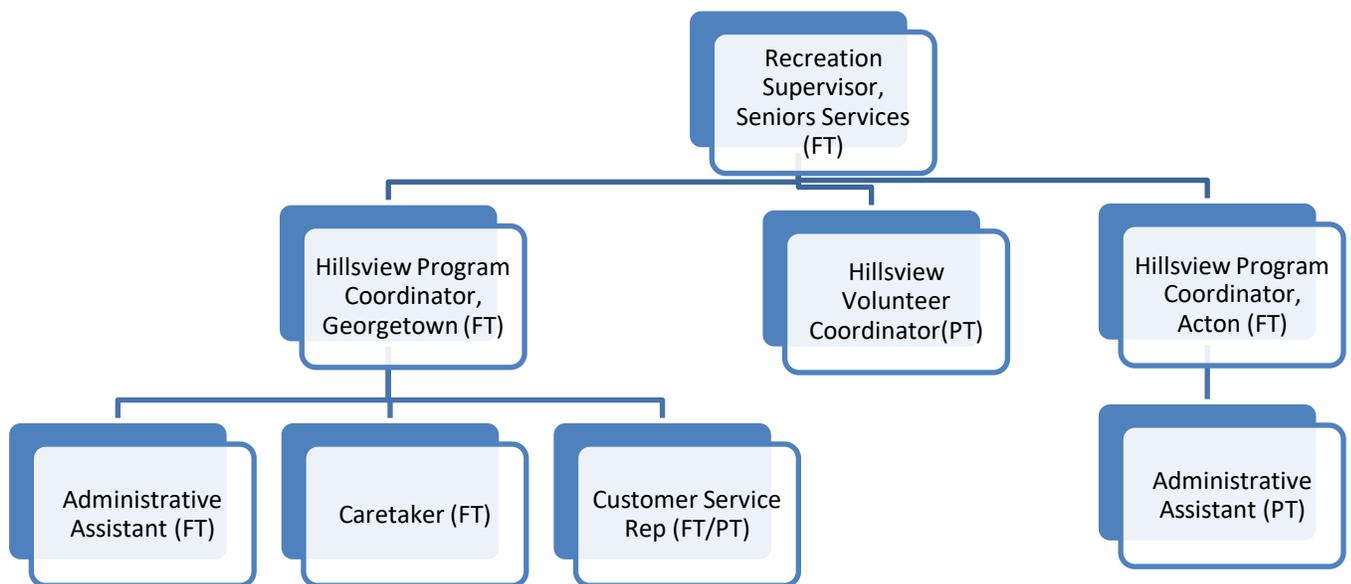
Collaboration with outside stakeholders and partners is encouraged as a way to improve service levels and overall effectiveness, gain access to new approaches and resources, and take advantage of other synergies in areas where the Town may be challenged. One of these challenges is programming to rural residents. Trends suggest that there is a need for an integrated care system that combines a variety of supports, including various health and social services in one location. This service delivery review suggests that recreation is also a key component of this integrated care, largely in a preventative role in that it provides opportunities for physical, social, and intellectual stimulation and support.

The concept of a community hub defines that multiple services across the health care continuum be available in one single location. Hillsview Acton is currently located within a municipal building and has capacity for some internal growth to accommodate additional programs and services by programming outside of regular hours of operation and using other spaces within the facility. Hillsview Georgetown is in a leased facility. Acquiring additional space will put a financial strain on the organization as it results in increased lease payments and in the current location there is not adequate physical space to accommodate the growth required. The following is recommended to continue to support the strengths of Hillsview and also address future needs and trends:

- i) Continue to support partnership agreements/MOU with other agencies that service this population and compliment services offered at Hillsview to create the “one-stop community hub model of service delivery i.e. CMHA walk-in clinic, partnership with seniors day programs, etc.
- ii) In the past, seniors centres have been located in stand-alone facilities. This practice is challenging with the growing pressures of optimizing program and service opportunities while being strategic and efficient with available resources. Communities are increasingly moving towards providing dedicated space for older adults within community centres and this is a model that is used in many communities, including new builds in our neighbouring municipalities Milton and Oakville. Hillsview Acton is currently located inside Acton Arena and Community Centre which provides space optimization and resource efficiencies. As

- recommended in the 2010 space needs study, it remains ideal for Hillsview Georgetown to relocate to a larger community centre in Gellert Phase 2. The existing Hillsview Georgetown location is approximately 10,000 square feet. An integrated community centre location would not need this amount of dedicated space but will allow for substantial growth with a triple gymnasium, aquatic centres, outdoor space, increased multipurpose spaces in various sizes and an indoor track. This approach affords opportunities for cross-programming, multi-generational participation, and access to a “one-stop-shop” destination for programs and services. For example, in a multi-purpose facility, an older adult could attend a painting class in the dedicated space, enjoy an Aquafit class in the pool, participate in a game of pickleball in the gym, and get access to health and social services like a footcare clinic in a multi-purpose space, all under one roof or even one visit. It is recommended that Hillsview Georgetown prepare to relocate to Gellert Phase 2 and at that time review the MOU agreement with the Town.
- iii) Type of spaces and design features in a larger community centre is critical to the success of serving this population. This can be attributed to the types of programs and services this demographic are looking for, as well as the more active profile of the community centre. There is continued desire and importance of retaining dedicated spaces for older adults within the larger community centre. This must accommodate a lounge, separate entrance, server-style kitchen and smaller spaces to accommodate programs specific to this demographic like technology training, lifelong learning activities and health and social service provision. Multi-purposes spaces throughout the building must be flexible to support other operational needs of Hillsview outside of the dedicated space.
 - iv) The anticipated growth of the older adults in Halton Hills necessitates greater variety in older adult programs and services. In addition to Gellert, it is also recommended that smaller satellite spaces within existing facilities be used for programs and services. Multi-use rooms and other spaces that are underutilized could be programmed for this age group. The size of the space should be confirmed through the business plan process that could provide a variety of opportunities for older adults (e.g., active living classes, educational workshops and courses, meetings, and other programs suited to facility amenities) as well as cross-programming with other activities like the current Walk-Fit program. Furthermore, many boomers are willing to pay more for specialized programs. While boomers also want the camaraderie and inclusion that comes with group activities and events, many are seeking this out in ways that are different from a traditional senior centre format.

Hillsview relies on both staff and volunteers to govern and operate the centres. There will be a continued need for more to support programs and service required to serve this population. To ensure operational and fiscal efficiencies the following organizational structure is recommended that the Town assume all costs and responsibilities for the staff team. It is recommended to develop the business case now with the goal of full implementation by 2030. Seniors services will continue to be within the Recreation Services section of the Recreation and Parks department and be structured in the following:



In the next 5-10 years this will require new resources to fund the following:

- i) One new full-time position - Recreation Supervisor, Seniors Services. This position will oversee the full seniors portfolio and sit as staff liaison on Hillsview Board*
- ii) The current Recreation Supervisor for Hillsview Acton will transition to a full-time program coordinator position. This position will be responsible for overseeing the day-to-day operations on-site. Both Program Coordinators will sit as staff liaison on Site Boards.
- iii) A part time Volunteer Coordinator dedicated to support Hillsview will be required to respond to the growing demands of volunteers as well as the challenge of recruiting and retaining volunteers for governance and operations.
- iv) A part time Customer Service Rep for Hillsview Georgetown will provide front-line support and be the first point of contact for members and visitors to the centre. This position will be structured so hours vary between daytime, evenings and weekends to support program growth and service delivery outside of traditional hours of operation. Note this position is temporary until Hillsview Georgetown is transitioned to Gellert Community Centre.

*Based on the assumption that Hillsview Georgetown is located within a Community Centre building This staffing model is consistent with other units within Recreation Services and will standardize the level of service within older adults (i.e. Aquatics, Community Programs, Community Development).

Implementation and Next Steps

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 plan for the next five years. Implementation is a multi-year phased approach to guide the actions, responsibilities, and decisions of the Town and the Hillsview Board of Directors. It's important to begin immediately in order to plan for the future at a pace that will prepare us for growth in the most efficient way possible while minimizing risk to both the Town and Hillsview.

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