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TO:	CHAIR AND MEMBERS COMMUNITY AND NEIGHBOURHOODS COMMITTEE MEETING ON NOVEMBER 1, 2011
FROM:	LYNNE LIVINGSTONE DIRECTOR OF NEIGHBOURHOOD AND CHILDREN'S SERVICES COMMUNITY SERVICES DEPARTMENT
SUBJECT:	HAMILTON ROAD SENIORS' CENTRE AND COMMUNITY CENTRE AND KIWANIS SENIORS' COMMUNITY CENTRE 3 YEAR STRATEGIC PLAN

RECOMMENDATION

That, on the recommendation of the Director of Neighbourhood and Children's Services, with the concurrence of the Executive Director of Community Services, the following report **BE RECEIVED** for information purposes.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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Hamilton Road Seniors' Centre and Community Centre and Kiwanis Seniors' Community Centre Program Operations and Business Process Review, January 25, 2010

BACKGROUND

Context

The Hamilton Road Seniors' Centre and Community Centre at 525 Hamilton Road and Kiwanis Seniors' Community Centre at 78 Riverside Drive have, for over 35 and 44 years respectively, been popular London community hubs for seniors/older adults and community groups to meet and enjoy the many benefits of participating in recreation and leisure activities.

In an effort to maintain these services as centres of excellence and to meet the growing demographic of the senior/older adult population, in 2009, the City of London's Community Services Department, Neighbourhood and Children's Services Division initiated a program operations and business review of these 2 senior centres.

The scope of the project included a review of the 2 senior centres program service delivery models, business and operations practices and staffing models against best practices to identify areas for improvements/change. An analysis of industry best practices, stakeholder input, benchmarking process and demographic data collection was used. As part of this process input was gathered from members of the 2 centres, Kiwanis and Hamilton Road staff, Kiwanis tenants, the Hamilton Road Community Association, Crouch Neighbourhood Resource Centre, the Seniors Community Association, the Forest City London Kiwanis Club and other associated City staff.

Civic administration reported the key findings of this review to the former Community and Protective Services Committee on January 25, 2010 (key findings and recommendations from this review can be found in Appendix A).

3 Year Strategic Plan

One of the recommendations from the program operations and business review of the 2 senior centres was to develop a longer term strategic plan with goals and actions for each of the centres. This has been a focus over the last year and, building on the information gathered through the program operations and business review, we are now ready to publicly release the Kiwanis Seniors' Community Centre and the Hamilton Road Seniors' Centre and Community Centre Strategic Plan (copies of the Strategic Plan will be distributed to Committee members at the meeting on November 1, 2011 and will be available to the public at the 2 centres).



Dimensions of Wellness

As you will see from the Strategic Plan, one of the underlying features of our centres is that our programs, activities and services are built on a model of wellness which looks at people holistically. This model of wellness (developed by the National Wellness Institute) has a number of dimensions which are interconnected and that, together, contribute to healthy living (see the table below for the dimensions of wellness).

Physical	The physical dimension recognizes the need for regular physical activity. Optimal wellness is met through the combination of good exercise and eating habits and includes medical self-care and the appropriate use of a medical system.
Spiritual	The spiritual dimension recognizes our search for meaning and purpose in human existence. You'll know you're becoming spiritually well when your actions become more consistent with your beliefs and values.
Intellectual	The intellectual dimension recognizes one's creative, stimulating mental activities. A well person expands their knowledge and skills while discovering the potential for sharing their gifts with others.
Social	The social dimension encourages contributing to one's environment and community.
Emotional	The emotional dimension recognizes awareness and acceptance of one's feelings. Emotional wellness includes the degree to which one feels positive and enthusiastic about oneself and life.
Occupational	The occupational dimension recognizes personal satisfaction and enrichment in one's life through work. You'll contribute your unique gifts, skills and talents to work that is both personally meaningful and rewarding.
Environmental	The environmental dimension recognizes the ability to live in a clean and safe environment that is not detrimental to health.

The 3 Year Strategic Plan lays out a clear path for the centres. This plan builds on the concepts of the dimensions of wellness and works to continue to engage the members of the centres.

The mission statement for the 2 centres is:

“To enrich the lives of older adults, over the age of 55, by providing activities, programs, services and space where everyone feels a sense of belonging, vitality and has fun.”

The goals and objectives outlined in the 3 Year Strategic Plan include:

Goals	Objectives
Provide a collaborative, holistic approach to wellness in recreation and leisure programs and services to members, employing a hub and satellite model	Use a planning framework, on an annual basis, to determine which programs, services, activities and space to provide to members
	Engage members in the planning of programs, services, activities and space
	Engage with cultural group leaders to identify programming interests, method of delivery and location of programs
	Develop an evaluation plan for the programs, services, activities and space
	Establish regular opportunities each quarter to allow members to voice their opinions about the centre and for staff to provide information/obtain feedback about the centre
	Employ a membership model for daily membership activities, services and space
Provide supplementary programs and services at the neighbourhood level to members	Create opportunities for supplementary programs and services for members with other community and City facilities (for example: weight training, swimming, sport/physical activities)
Connect community partners so that London is a welcoming, age	Provide information to City community facilities, neighbourhood resource centres and Seniors

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Goals	Objectives
friendly community	Neighbourhood Advisory Committees (SNACs) on how to be welcoming to older adults and programming across the dimensions of wellness in neighbourhoods
Increase awareness of opportunities and range of services available for older adults at our centres	Develop a multi-pronged advertising strategy for the centres, including exploring the use of incentives and promotions to encourage current members to attract new members to the centres
	Develop a membership recruitment strategy
Continue to promote the use of our community centres for public access	Continue to maximize the use of physical space by supporting community interests
	Generate revenue to support operational needs
Create a diversified funding base for the centres	Seek support through the Local Health Integrated Network (LHIN), Ministry of Health and Long Term Care and other funders to determine what, if any, funding opportunities may be available through them
	Introduce the concept of endowment funds and then make information about this option available to members and the community
Ensure our centres are friendly, welcoming and accessible	Identify parking alternatives, including strategies for increased use of public transit and car pooling, for Hamilton Road Seniors' Centre and Community Centre

Later this fall, staff will be hosting sessions with members at each of the centres to introduce the Strategic Plan.

What's Next?

In terms of strategic direction, over the course of a number of years, the centres will move to a “hub and satellite” model of service delivery. This model has at its centre a “hub” which is the current physical structure of the centres. The hub would provide a number of services for older adults including: daily activities; special events; trips; Spectrum programs; food services; and, access to information. It would also include community programming that would move beyond solely serving the 55+ year old population.

The “satellites” would be attached to the hub in 2 ways and would provide services to the older adult population through: partnership programs with existing organizations to provide access to services and equipment not available at the hub (for example: pool, weight room); and, provision of daily activities and Spectrum programs at neighbourhood locations throughout the city (for example: apartment buildings, churches, malls, libraries etc.).

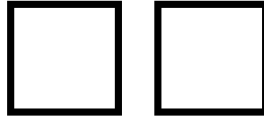
FINANCIAL IMPACT

No financial impact

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SUBMITTED BY:	
Paul D'Hollander Manager, Area Recreation Services Neighbourhood & Children's Services	
RECOMMENDED BY:	CONCURRED BY:
Lynne Livingstone Director Neighbourhood & Children's Services	Ross L. Fair Executive Director Department of Community Services

- c. Michelle Kerr, Supervisor, Neighbourhood and Children's Services
Tracy Drenth, Supervisor, Neighbourhood and Children's Services



APPENDIX A

Hamilton Road Seniors' Centre and Community Centre and Kiwanis Seniors' Community Centre Program Operations and Business Process Review

Key Findings

The Hamilton Road Senior's Centre and Community Centre and Kiwanis Seniors' Community Centre both play a vital role in the London community. It is being reported that generally the programs and services being provided rate in the satisfactory to good range. In order to move to a level of excellence increased focus on updating business operations and practices, as well as, articulating a clearer role for the centres with a rapidly growing 55+ aging population is needed. The centres need to evolve into community centres versus seniors/older adults only.

Summary of Recommendations

1. Program Service Model recommended is that of a "hub and satellite" model. This model has at its centre a "hub" which is the current physical structure of the centres. The hub would provide a number of services for older adults including: daily activities; special events; trips; Spectrum programs; food services; and transportation services. It would also include community programming that would move beyond solely serving the 55+ year old population. The "satellites" would be attached to the hub in 2 ways and would provide services to the older adult population through: partnership programs with existing organizations to provide access to services and equipment not available at the hub (for example: pool, weight room); and, provision of daily activities and Spectrum programs at neighbourhood locations throughout the city (for example: apartment buildings, churches, malls, libraries etc.). To implement the hub and satellite program model actions in the following areas are suggested: strategic planning; governance; membership model; additional fees for activities; involvement of members; programs and services; planning and evaluation; and multiple sources of funding.
2. Business Process and Operations Areas for Improvement and Change are identified in level of priority (high, medium, low) for implementation purposes. Items listed in the high priority category include: governance; membership fees; collection of additional fees; visitors and drop-ins; Spectrum programs and registration process; special events; trips; community rentals; food services; physical space; partnerships; tenants; advertising and marketing; staffing and volunteers. Items listed in the medium priority category include: payment model and hours of operation. Items in the low priority category include: centre budgets.
3. Staffing Model in order for the centres to implement the proposed program service model, to continue to be recognized centres of excellence and to set the stage for the future of seniors/older adults in the London community, a volunteer coordinator and outreach coordinator are needed.