



# Town of Hinton Social Development Strategy FINAL REPORT

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## 1.0 INTRODUCTION

### 1.1 Background

This document presents the Social Development Strategy for the Town of Hinton, 2009 to 2012. The document was commissioned by the Town to further establish Hinton as a vibrant and diverse community. The focus of the strategy is social and human services and represents one of five core community pillars or dimensions; the others being economic development, environmental stewardship, culture, and governance.

In recent years Hinton has experienced economic growth through the oil and gas and mining sectors while the historic forestry mainstay of the community has managed to hold its own despite a relative slow-down in activity. The net result has been an increase in the Town's population, an increase in employment opportunities and the change of the community from a traditional resource economy to include a more diverse commercial base with the addition of various support services and retail. More people and more economic activity have created an increased demand for community support services. The consequences of this have been an increase in stress experienced by individuals and families in the community, including crime, substance abuse and family-related problems.

These issues form the rationale for the need to prepare the community for the future by having in place a strategic document that provides the Town with guidance with regard to social and human service priorities. However, this is not a strategy solely prepared to allow Hinton to cope with growth. It is a strategy that prepares the Town for all eventualities and it will enable the Town be prepared to meet the need and demand for human services in a proactive manner. Most importantly, the Strategy will serve to optimize the human capital that Hinton possesses while providing the framework necessary to deliver the highest standard of quality of life.

The Town of Hinton Social Development Strategy is intended to provide the Town with long-range planning and implementation guidelines, provide recommendations on service availability and delivery, define priorities and present strategies to meet future needs in the Town.

The Social Development Strategy is intended to:

- Reflect previous and current research and community input.
- Provide a Vision and long-term plan for development of social capital in Hinton.

- Clarify roles and responsibilities of municipal social and related service delivery agencies.
- Be a strategy that reflects sound financial analysis for future sustainability.
- Encourage collaboration and partnerships among stakeholders, partners and citizen groups through a comprehensive community engagement process focused on community needs and priorities.
- Provide a community prioritization process that both community and municipal leaders can use to determine future facility development priorities.
- Provide alignment for community social initiatives within and across municipal departments and community stakeholders.

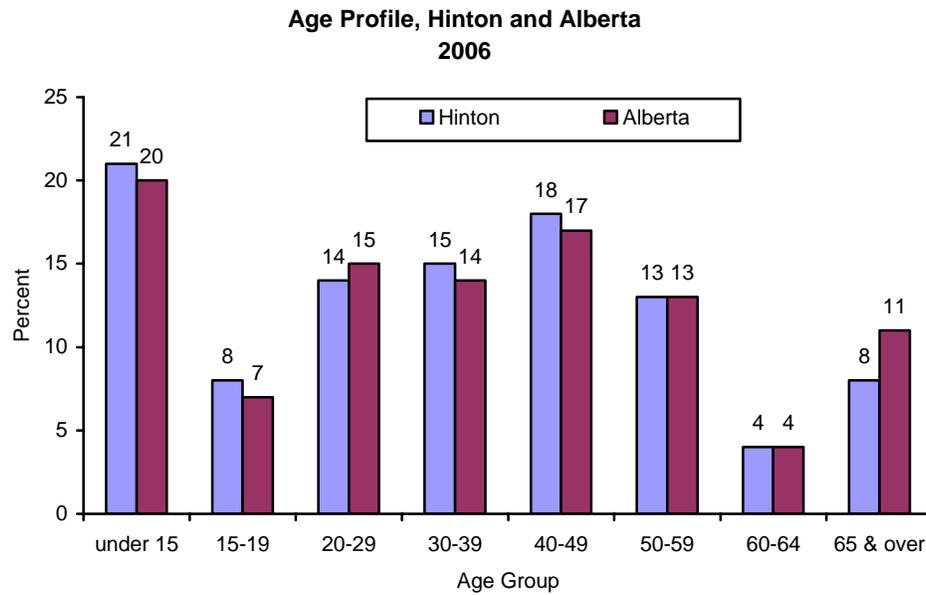
To address these objectives, a multi-phase consultation process was implemented. This began with a review of the Town's core strategic documents and was followed by meetings with community agency stakeholders, a survey of residents in Hinton and two workshops with a mix of residents and service providers. This comprehensive process provided insights from all parts of the community and revealed the extent and nature of social issues.

## **1.2 Community Profile**

The population of Hinton is 9,769<sup>1</sup>. The Town's population profile shows marked differences from that of Alberta as a whole with a significantly higher percentage of people under the age of 20 (28.8% compared to Alberta's 26.4%) and a notably lower percentage of residents over the age of 65 (7.6% compared to 10.7%).

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<sup>1</sup> Town of Hinton Census, 2006. <http://www.town.hinton.ab.ca/siteengine/activepage.asp?PageID=110>



Source: Statistics Canada. 2006 Census of Canada

There are other demographic differences that set Hinton apart from the rest of Alberta. Of note is the income profile for families. Table 1 shows that the median family income in Hinton is \$82,069 which is over 11% higher than that for Alberta. A similar trend is also evident for all households.

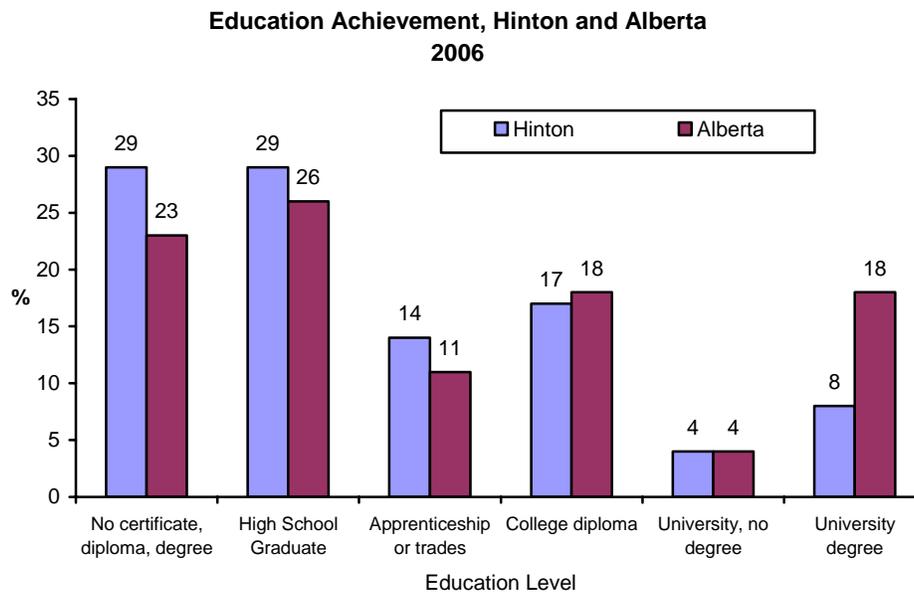
**Table 1  
Median Incomes of Census Families,  
Hinton and Alberta, 2006**

	Hinton	Alberta
Median Income		
All census families	82,069	73,823
All households	77,539	63,988
Lone Parents	33,795	40,397
Female Lone Parents	30,259	37,469
Male Lone Parents	73,370	55,205

Source: Statistics Canada. 2006 Census of Canada

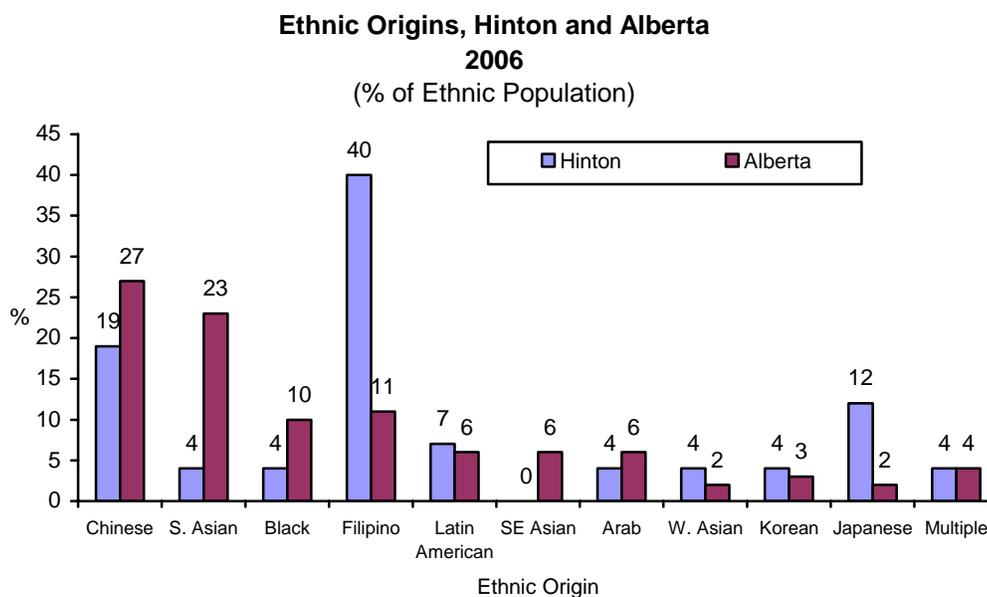
While median incomes in Hinton are higher than the median for Alberta, there is significant difference among single parent families in Hinton. Of particular note is that the median for all lone parent families in Hinton is \$33,795, females earn significant less at \$30,259 which is 2.5 times less than the earnings for male-led families.

The educational profile of Hinton's population also differs from that of Alberta as a whole. There is a higher percentage of residents in Hinton with apprenticeship and trades qualifications which reflects the industrial make-up of Hinton's labour force. By contrast, there is a lower percentage of university graduates.



Source: Statistics Canada, 2006 Census of Canada

A further aspect of Hinton's population that sets it apart from the rest of Alberta is the ethnic composition. The 2006 Census shows that 12% of the town's population is Aboriginal which is about twice the rate found elsewhere in Alberta. Hinton also has noticeably higher percentages of Filipino people (40% of all ethnic groups reported) Chinese (19%) and Japanese (12%).



Source: Statistics Canada. 2006 Census of Canada

### 1.3 Targetted Growth

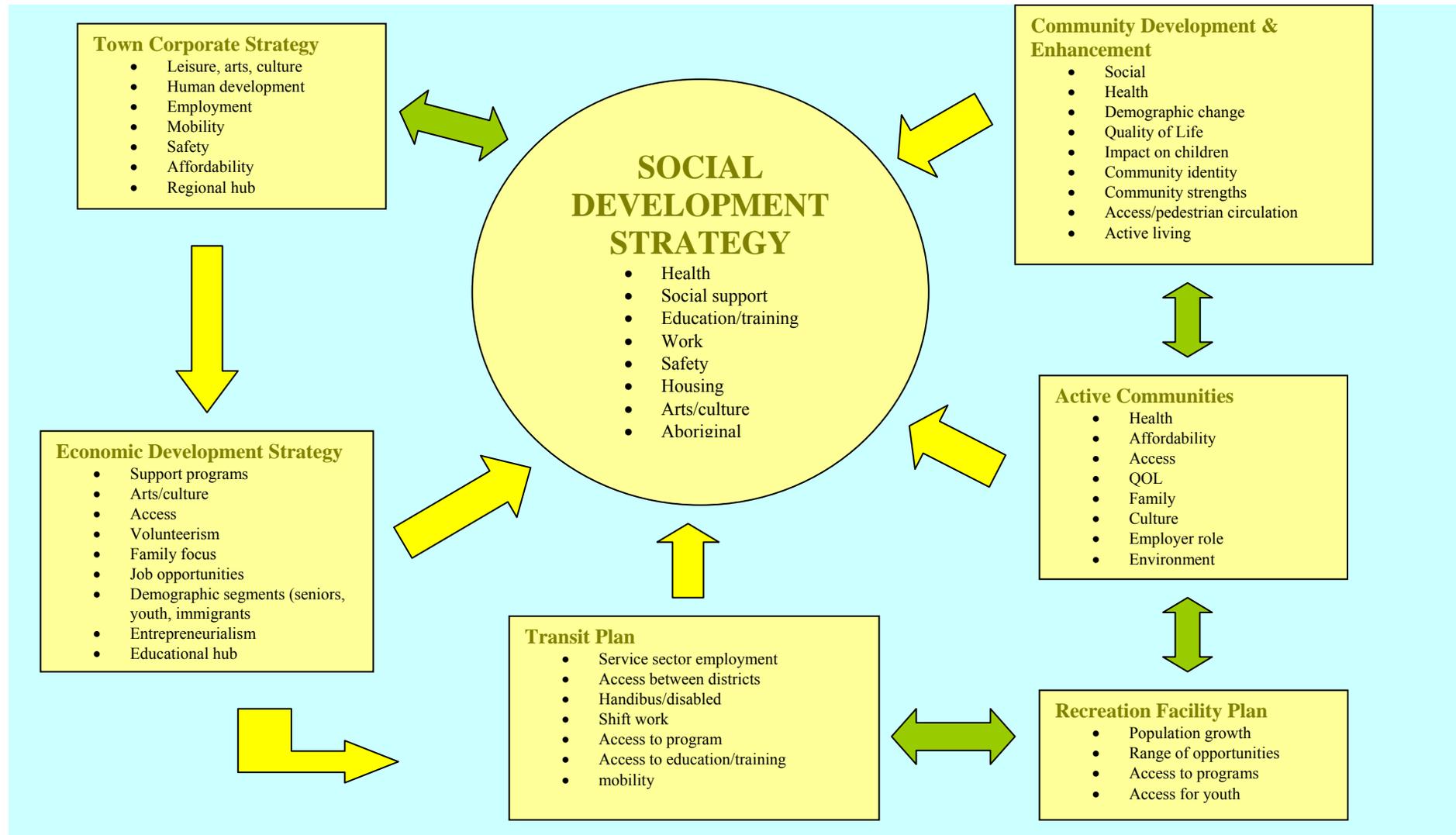
The Town's Economic Development 5-Year Business Plan (2008) indicates the population growth targets. The overall goal is to see an annual growth rate of 4% in order to achieve a total population of 12,000 by 2012. Within this growth specific target populations are identified. This includes adding 35 young families which, at an average household size of 3.1 people, will add just over 100 people to the community. The addition of 25 targetted newly retired couples might bring a further 50 people, and up to 240 people might be added if the goal of 60 immigrant families is achieved. In each of these scenarios there will be an increase in demand for various community services, including some services that might not be presently available including, for example, specialized services for seniors care as this group ages.

## 1.4 Administrative Context

Key considerations in the preparation of this Strategy are the interlaced nature of the Town's various strategy documents, and the Town's own goal of achieving city status by 2012. Each document contains elements that have social implications. The relationships between these components and the Social Development Strategy are summarized and illustrated in the following diagram. The Town's Corporate Strategy provides the overview of Town operations and sets the overall direction for the community. From this, strategies for economic development, community planning, recreation, infrastructure and transit planning all take guidance.

Each of these strategies has a social dimension or a social consequence. As Hinton experiences population growth resulting from economic development strategies and more people come to the community, the demand for services increases. Furthermore, when a targeted population such as seniors is identified, there will be an increase in need for seniors' support services, whether this means more in-home care, or extended care. These connections, along with others highlighted in the diagram, link to the Social Development Strategy meaning that this document must prepare the Town and provide the direction necessary to meet the community's social outcomes.

**Town of Hinton  
Social Development Strategy**



## 2.0 THE STRATEGY DEVELOPMENT PROCESS

### 2.1 Process

The preparation of the Social Development Strategy is a “bottom-up” process. This means that the desires and needs of residents are given priority. The approach was based on a community-driven process that engages participants and supports collaborative input. The Work Plan concept is illustrated in Figure 1. The process links municipal administration with community and stakeholder groups and the Town’s residents. Information from the stakeholder interviews and surveys was collated and evaluated and used to support two strategy workshops where key service priorities and gaps were discussed to frame the Social Development Strategy. The final stage involved the presentation of the draft Strategy at community open houses after which the Strategy was refined prior to final submission to Council.

A three-stage process was employed. First, over 20 community stakeholders, those directly involved in the delivery of services, were consulted to determine key issues affecting service delivery and the key challenges and gaps they saw in the community. Stakeholders from the Human Services, Health, Education, Business, Municipal Administration and the Arts sectors were consulted. Respondents identified a number of strengths in the community, not least of which is the willingness to work together shown by many individuals and groups, and a focus on what is possible to move the community forward. Hinton was characterized as a caring community that is willing to address difficult issues.

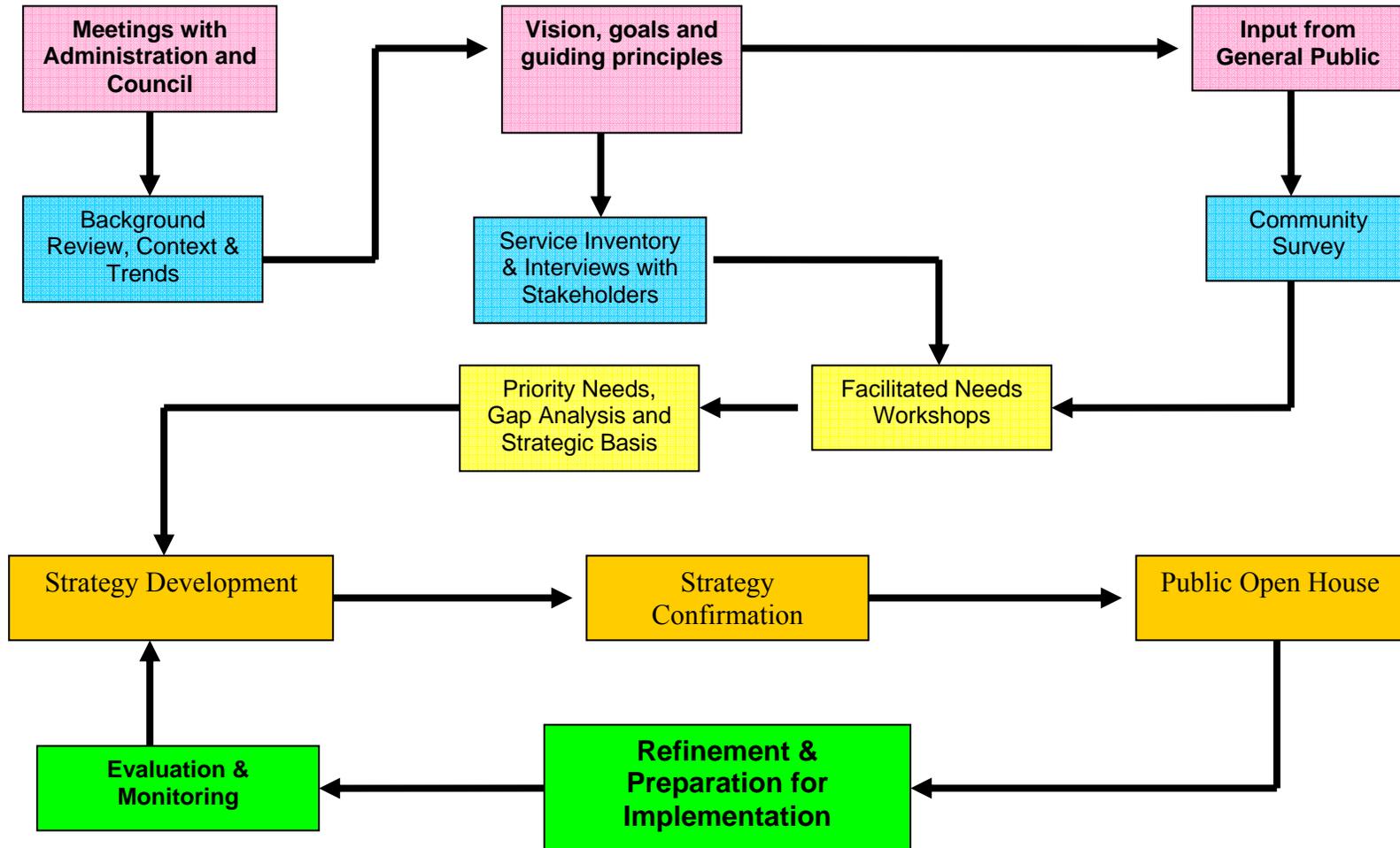
Further investigation was then undertaken through a telephone survey of Hinton residents designed to explore perceptions and awareness of services and priorities for the future. A telephone survey of 340 randomly selected households was conducted in November 2008<sup>2</sup>. The survey used a set of questions to assess the perceptions residents have about social or human services available in Hinton, residents’ expectations for service delivery, and their priorities for the next five years (see Appendix 1 for a copy of the questionnaire).

This was followed by two workshop sessions held in Hinton that involved a mixture of residents, front-line service providers and high school students. Each workshop explored in greater detail four key aspects of the community: affordable housing, seniors’ needs, youth, and issues affecting the immigrant and Aboriginal communities. A final opportunity for public comment was provided by an open house held in March, 2009.

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<sup>2</sup> A sample of this size for Hinton is statistically valid with a margin of error of ±5%, 19 times out of 20.

Figure 1 – Work Plan Conceptual Linkages



## 2.2 Key Findings

### Background

The most recent research about social conditions and attitudes in Hinton was conducted in 2006 by the Foothills Research Institute. Their study looked at the social implications of economic development in Hinton<sup>3</sup>. In particular, the study found that “substance abuse is a symptom of family dysfunction and a lack of social cohesion within the home and community”.<sup>4</sup> The data in the study identified five key social risk factors in Hinton that create challenges for healthy family and community relationships:

- *multiple sectors*, with a divide between the higher-paying resource sectors and lower-paying service sector, resulting in a type of class system and rigid social structure;
- *high incomes*, with a race to 'keep up with the Joneses', and high consumer debt;
- *union environment*, resulting in a 'culture of entitlement,' as well as the belief that there are 'no consequences' to substance use/abuse and that others will 'fix the problem';
- *transience*, resulting in a lack of social connections for many families and individuals; and
- *shift work*, which limits a worker's ability to be involved in family and community life.

Left alone, the risk factors can produce decreased social cohesion and increased individual isolation<sup>5</sup>. Addressing these factors requires that “adequate resources and a lead role for human service agencies within the community be adopted (sic)”<sup>6</sup>. It was within this context that the research for the Social Development Strategy was developed to determine the extent to which the issues identified in the Beyond Boredom report remained evident in Hinton, and to identify community-driven strategic direction for building solutions.

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<sup>3</sup> Foothills Research Institute, [Beyond Boredom: Contributing Factors to Substance Abuse in Hinton, Alberta](#). Final Report, September 2006

<sup>4</sup> Ibid, p. iii

<sup>5</sup> Ibid, p.iv

<sup>6</sup> Ibid.

## **Perceptions of Life in Hinton**

There was a strongly positive response from stakeholders and residents toward life in Hinton. The community survey found that 86% of respondents expect to be living in Hinton in 3 years time. Consequently they will be directly affected by the implementation of the Social Development Strategy. Those who expect to be leaving will be doing so because of alternative employment opportunities, or retirement.

Employment was the main reason for living in Hinton. This means that any softening of the economy may result in the working age population diminishing. However, there is also evidence that the key factors in population retention are the lifestyle available in Hinton and family ties. These reasons suggest that residents are establishing roots in the community for the long term; an important point for the Social Development Strategy as it speaks directly to the corporate goal of enhancing the quality of life for Hinton residents.

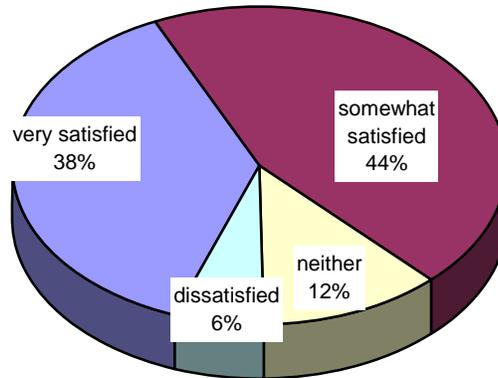
Residents demonstrated a strong commitment to Hinton. Almost all (96%) who took part in the survey believe that Hinton is a good place to raise a family and over 80% see the community as having a strong sense of family, being willing to help others, and being tolerant. There are similar strengths associated with the commitment major employers have made to the community, the availability of safe parks and open areas, and the overall sense of community pride.

Conversely, there are some aspects of life in Hinton that are perceived to pose challenges. The availability of affordable housing and drug and property-related crime received the lowest positive response, and opinion was split about the availability of activities for young people and a general willingness to volunteer.

## **Satisfaction with Quality of Life**

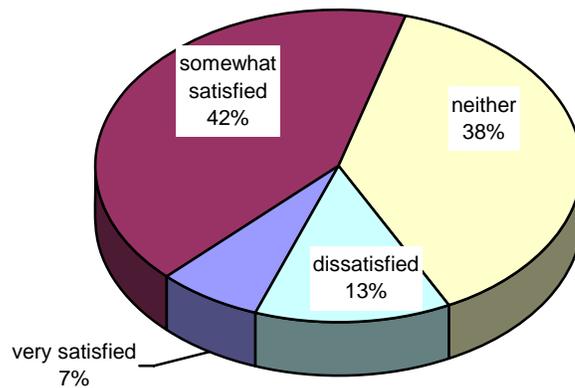
Stakeholders and residents agree that the Hinton offers a high level of quality of life. The majority of residents (82%) are satisfied with the quality of life offered in Hinton. Employment opportunities and lifestyle are key factors, and tend to out weigh any perceptions of a high cost of living (housing aside).

Satisfaction with Quality of Life in Hinton



By contrast, the satisfaction level with the human services that are available is markedly lower, with 49% somewhat or very satisfied and 38% taking a middle-ground position of uncertainty. The difference between this rating and that for overall quality of life represents an important gap in the relationship between community needs and perceptions of service delivery.

Satisfaction with Human Services



### Volunteerism

Volunteerism is seen as a cornerstone for getting things done in Hinton. Two-thirds of respondents have previously volunteered and 93% are somewhat or very likely to do so again. Yet there is a feeling among 45% of respondents that residents are unwilling to

volunteer, suggesting that volunteerism is driven by an attitude of taking responsibility. This point was also made by some of the stakeholders that were interviewed.

Stakeholders also noted that the recruitment of volunteers becomes more difficult if the volunteer activities are longer term or administrative in nature type rather than being action-oriented, with a short-term commitment. There seems to be no problem when volunteer tasks are project oriented, such as installing a playground or being involved in an event, but the need for help with planning events or working through an administrative process to secure funding is considered to be of less interest.

### **Knowledge of Existing Services**

Knowledge varies among residents of services available in Hinton. Mostly positive ratings of good or excellent were recorded for:

- teen recreation,
- substance abuse,
- services for the physically disabled,
- emergency shelters,
- seniors' health services,
- arts and cultural activities,
- post secondary opportunities, and
- victims' support.

There is a high percentage of 'don't know' responses evident in the survey data. This may reflect that respondents are unaware that a service exists or that they have little knowledge or experience of the relative effectiveness that a service has in the community. This is worth noting as it has a direct bearing on whether residents believe that Hinton is well-served. It is a finding that should also drive future efforts to inform the community.

### **Constraints to Accessing Services**

Those who have experienced difficulty in accessing needed services in Hinton have had to travel elsewhere, usually to Edmonton. There is also evidence that awareness of services in Hinton may have been as much a constraint as the limited choice in what is available.

Stakeholders indicated that some successes have been realized in this regard. However, the key challenge is keeping specialists in the community for a reasonable length of time. To-date, there is a feeling that the town is in a situation that can be characterized as

representing “one-step forward and two-steps back”. Nonetheless, there is real potential to attract specialists for the longer term as the community builds its infrastructure and overall appeal through the various strategic initiatives that have been put in place in recent years.

### **Key Areas for Preventative Focus**

When pressed about the areas where Hinton should be taking a preventative or proactive role, survey respondents identified five core issues received most attention. These were:

- Alcohol/drug issues
- Teen
- Crime
- Housing
- Seniors’ needs

These issues were the same for stakeholders with the exception of crime which was tied more to the influence of the drug issue.

The community survey further identified residents’ priorities with regard to service availability for the near term (within three years) and the medium term (between three and five years from present).

The near term priorities that coincide with the 2012 time horizon were identified as the following:

1. Counseling services for youth/teens.
2. Services that help seniors stay in their homes longer.
- =3. Social/recreation programming for youth/teens.
- =3. Programs/support for substance abuse.
5. Emergency shelter for youth.
6. Home help for the sick/elderly.
- =7. Respite services for families dealing with care issues.
- =7. Foster care for teens from broken homes.
9. Suicide/distress line.
10. Services for youth with emotional/behavioural problems.

From this list, it is apparent that **youth issues**, including substance abuse, **seniors' concerns** and **housing** are the most significant priorities for the community as a whole. Crime is indirectly inferred through the concern with teens and substance abuse.

For the medium term and beyond 2012, the following were considered to be the areas for attention:

1. Post-secondary courses and training.
2. Social/recreation programs for seniors.
3. Short-term temporary housing for new workers.
4. Programs/services for people with disabilities.
5. Social/recreation programs for youth under 12.
- =6. Victims' support services.
- =6. Family counselling.
- =8. Mental health services.
- =8. Day-care.
- =10. Help for foreign workers and their families.
- =10. Help for other newcomers.

## **2.3 Potential Solutions**

The discussions with stakeholders and post-survey workshops brought to light a number of possible ways to address the main issues of concern.

### **Housing**

Affordable housing was highlighted as a main priority by everyone we spoke to. The Town's recently announced preparation of an Affordable Housing Strategy will provide the framework necessary to improve the community's housing mix.

One of the critical factors in this strategy will be the ability to leverage alternative forms of housing that are both low cost and that cater to needs among various demographic groups. Gaps are evident in that there is no permanent men's emergency shelter, no youth emergency or transition accommodation, no group homes for the mentally disabled or mentally ill, no group homes for youth who are struggling with addictions, mental health or serious social issues, or for pregnant and parenting teens. Addressing these deficits was seen as a high priority for the future.

A housing strategy will need to include a range of housing forms from apartments to town-houses and single family starter homes to short-stay hostel-style accommodation for

youth and young adults, and short-term transitional housing for new labour arriving in Hinton. In addition, the nature of future demand from a growing population of seniors might ultimately put pressure on the number of available extended care units in Hinton.

The delivery of housing solutions involving community partnerships was also recognized. The Evergreen Foundation and Habitat for Humanity were both cited as key partners. It must also be recognized that the introduction of new or different housing options at the neighbourhood level can sometimes lead to community resistance. Therefore, community support for change is essential. Steps will be required to help the community support change and to avoid some of the negative stereotypes that are sometimes associated with affordable housing.

### **Seniors**

With an increase in the number of seniors targeted in the Town's economic development plan, it will be important that the Town has in place services that meet future needs of this population. Workshop participants highlighted the need to work with the existing service providers with regard to extended care, and also saw that an increase in home-care for seniors preferring to remain at home was a reasonable expectation. Hinton has tended for many years to be a young community, but it is starting to age as earlier generations reach retirement. The evidence from the survey about family ties and length of residence is also showing that a shift in the age profile is occurring. The implications are that there will be an increased need for more social and recreational activities for this demographic, more need for home support, and more need for transportation support to help seniors reach appointments and activities.

### **Youth and Families**

There are many challenges facing Hinton's youth that have been documented elsewhere, and were repeated as part of our meetings with stakeholders. A key factor which drives the desire to leave school is attitude toward school when employment is readily available. Input provided by high school students at the workshops made it clear that some teens place more value on earning money than on some of their academic requirements. A key objective is to prevent teens from dropping out of school with the impression that they can find work without having the required qualifications. As the economy tightens and job opportunities become fewer, the value of qualifications for future employment and prosperity must be stressed.

To a certain degree there is a belief among some stakeholders that a difference exists between approaches used by the school systems. The Public system is seen to be more

challenged and to have limited resources, larger classes, and more students with significant social and economic needs. The Catholic or French immersion programs appear to be better served. If true, such a situation will further exacerbate the socio-economic divide in the town.

The Town and the Yellowhead Regional Education Consortium have begun the process of developing the concept of Hinton as a regional education hub. This is a strategy that is designed to encourage young people to remain in Hinton and to provide the training necessary to support the delivery of various services. Providing local access to post-secondary opportunities in fields that tie to the community's economic base is seen to be important. The role of employers is also significant, both in terms of supporting training and also in strengthening messages about the value of training to young job-seekers looking for long-term, well-paying employment.

Inclusion is an important factor. Hinton's youth are no different to those elsewhere. What they desire is a voice in how their needs and interests are met. The Youth Centre can help with this. Further help can come from Town administration by leading the formation of a "Youth Council"-type body through which youth needs can be communicated to Town Council. Projects can then be identified and initiated and ultimately "owned" by the youth community. Ultimately, by creating meaningful involvement and ownership, Hinton's young people can be diverted from the negative influences attributed to the drug and crime cultures.

Making these types of initiatives viable requires support from many community sectors, especially families and parents. The shift-work/latch-key kid culture that underlies the lives of many children needs to be addressed, either through Youth Centre activities or through after-school care in ways that accommodate the irregular working hours of parents. This might mean shifting the mindset of service providers away from traditional 9-to-5 models to more flexible ones.

The family is central to the needs of youth. Discussions with stakeholders and in the workshops highlighted the continuing need for family support services. Many of the community issues that affect youth are linked to family dysfunction and break-down. This is often attributed to parents being unable to cope with various life stresses including caring for their children. For the Social Development Strategy this means that implementation plans must recognize that actions in one area, such as youth or seniors, have implications for the family unit as well.

## **Ethnic Populations**

There appears to be varying levels of understanding about the Aboriginal and immigrant communities. As noted previously, these groups account for a sizeable proportion of the Town's population making it somewhat distinct from other communities in Alberta. With an increase in the number of immigrant families targeted over the next 3 or 4 years, there will be a need for Hinton to accommodate new arrivals.

Cultural activities are a good way for newcomers to become involved in the Town. The participation of the Filipino community in the local Föhn Festival is a good example as is the Filipino Christmas party which brings people from outside their population group to enjoy their celebrations with them. Similar cultural activities can also be developed for the local Aboriginal population to increase their profile and to draw them into the community as a whole.

There are also more day-to-day needs such as employment and language training that some believe are presently limited. Part of future success will depend on co-operation among agencies. This has a spin-off effect in that employers value co-operation between community groups and when they see this they are more likely to support community initiatives.

## **Cooperation and Collaboration**

To be successful, cooperation and collaboration between agencies is required. This was recognized by agency stakeholders and workshop participants. When co-operation exists it reflects strength in the community and this is something that external funders, such as large employers, find appealing. The existence of the Interagency Committee is an existing example of this, although the full potential of this has yet to be achieved and more could be done.

Collaboration between services can introduce innovative solutions through alternative perspectives to issues. While a number of positive initiatives and actions were mentioned in the stakeholder interviews, there remain concerns that innovation and cooperation between programs and services was a missed opportunity, and was not as strong as it needs to be if the Town is to achieve its community goals.

There is a need for networking and communication to be stronger for the benefit of future programming and responses. Institutions and services need to know more about each other and how their work can be more complimentary. There is currently a tendency for service providers to operate too much in their own space or "silos", where thinking is inward rather than outward. Changing this perspective so that groups are able to find

ways to link their programs, services and possibly resources, is something that needs to be facilitated to ensure those who need services will receive the full benefit.

There is also recognition of a social and economic divide created from the geographic layout of the town and its two distinct districts of the Valley and the Hill. These districts can be characterized by specific populations such as single parents, the working poor, youth who fail to complete high school, and the Aboriginal population. With these populations having a high need for various human services, the geographic separation creates challenges for service providers when they are located elsewhere in town.

Many of those interviewed felt that they lacked the necessary resources to support their desire to provide quality programming. They have focus, willingness and commitment, and were trying to be innovative, but were unable to meet the needs of all their constituents. They often felt they were operating in isolation, without others understanding the complexities of their work, particularly funding agencies. Finding ways to improve coordination and share resources is potentially a means to bridge this gap, and to ensure the equitable availability of services to different segments of the population.

One of the evident challenges to agencies being able to report a clear picture of local issues as a whole is the limited availability of easily understandable statistical data. Some agencies have excellent statistics on the performance of their organization and response to their clients. Others do not. Additionally, some services may not be used by people with need because they deal with a situation themselves. As a result, their need goes uncounted, leaving a further gap in the numbers. Part of the implementation of the Social Development Strategy is to develop a common database that provides a statistical snapshot of need and response in Hinton.

### 3.0 VISION AND PRINCIPLES FOR HINTON

Sustainable development involves the social, economic and environment sectors of the community. It requires strong relationships between these sectors and the development of partnerships between them. Sustainability reflects the ability of a community, or its capacity, to cope with issues and to find effective ways to address them. Issues are multiple and interrelated and therefore require multiple and interrelated solutions. The Town of Hinton has indicated their willingness to be responsive to identified needs. Community support is fundamental to success. The Social Development Strategy provides the Town with the framework by which it can develop its resources to build capacity and reach the goal of sustainability.

#### 3.1 Principles to Effect Change

Hinton has social and economic strengths that provide a solid foundation for the future. Much of this strength reflects a willingness to link together the Town's various community strategies with the aim of achieving municipal sustainability. The Social Development Strategy is a key component in this process.

To achieve the goal of sustainability through the integration of the human services sector with other core municipal sectors, the following model provides a practical framework<sup>7</sup> :

- Create a Social Vision for the Municipality.
- Incorporate this Vision into the town's own delivery of services.
- Achieve the Vision, goals and actions through collaborative relationships, coordinated actions and integrated programs involving diverse sectors and community organizations.
- Develop a factual understanding of the issues through communication with citizens and stakeholder organizations using clear, easily understandable data collected through surveys and sharing of service level statistics.
- Build from previously successful initiatives or those already in place.
- Engage citizens and relevant organizations in all aspects of planning and action, and be accountable to the public.
- Set clear targets for the desired goals and monitor progress on an ongoing basis.

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<sup>7</sup> Torjmen, S. and Eric Leviten-Reid. Comprehensive Community Initiatives. Caledon Institute of Social Policy. 2003.

- Build in an evaluation system from the beginning of each project.
- Modify and improve performance through continual learning.
- Be prepared to take non-traditional approaches and afford those involved the opportunity to change practices.
- Take risks and learn from the experience.
- Reinvest financial, human or other resources and harness their value through community partnerships that use needed skills.
- Provide funding support for new initiatives particularly to support coordination and collaboration.

### **3.2 Vision Statement and Principles for Social Development**

The findings of the various interviews with stakeholders, the community survey and the workshop sessions support the following Vision Statement for the Town of Hinton:

*“Hinton is a safe, healthy and caring community which fosters a sense of belonging and pride. It is a culturally rich and diverse community that ensures that all citizens have access to opportunities and resources and promotes their active participation. It is vibrant and promotes support for basic needs as well as inclusion and learning for all”.*

Working towards this Vision will see implementation of the Social Development Strategy guided by the following principles:

1. Willing to work with partners in the community.
2. Demonstrate leadership through the Town’s human resource policies that support and encourage community involvement among employees.
3. Create an equitable environment throughout the community that fosters involvement from all members of the community.
4. Adoption of an integrated approach to community service planning that encourages capacity building to meet community needs.
5. Serve as an advocate to bring municipal issues onto the agenda of other levels of government.

### **3.3 Roles and Responsibilities**

Successful implementation of the above principles will require that the Town adopt some core actions. There is a trend evident in the findings from research on social policy that

shows the importance of the role of local governments in addressing social issues in ways that benefit individuals and advance healthy communities<sup>8</sup>. While three levels of government each have a role to play and must work together, municipalities are best positioned to deal with local social issues and to find the solutions that are most relevant to their communities.

Through its recent strategic planning initiatives and the development of the Social Development Strategy, the Town of Hinton has demonstrated its desire to integrate its planning activities in ways that meet the interests of a healthier community.

The following actions are presented as the basis from which the Town can build and develop community support for the Social Development Strategy.

### **Delivering Services**

The Town directly provides various services to its citizens. Some of these services are part of its legal mandate while others are a response to community needs that are not served by other agencies. These are Town-owned services. In some situations, the Town may step back from delivery and provide a more support-oriented role if a local partner becomes available.

There will always be a need for the Town to identify those services that it will need to deliver and this is reflected in the Social Development Strategy. This is an important role because it brings benefits to citizens that might otherwise not be served, or not be served adequately. The Town's role becomes more important where issues are identified as a local priority.

### **Coordinating Partnerships**

The Town is in a position to foster a sense of responsibility for social well-being among all sectors, including non-profit agencies, church groups, service clubs, local communities of interest, business groups, neighbouring municipalities or other levels of government. Much has already been achieved through this process (e.g. Rotary's success with the Handi-Bus, and the involvement of Hinton in the ACE initiative (Active, Creative, Engaged communities)). Part of the Town's role is to collaborate with key partners to focus on key community issues, as has recently been the case with the issue of affordable housing.

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<sup>8</sup> Sherri Torjman and Eric Leviten-Reid. "The Social Role of Local Government." Caledon Institute of Social Policy. March 2003. p.3.

Key benefits can include:

- Identify emerging social trends from agencies that are working with specific client groups.
- Build information and knowledge that can be used to make funding decisions that meet social needs in the most effective way.
- Through partnerships identify issues or needs that are common to several or all agencies and coordinate the transfer of information or funding to resolve these issues and build capacity of the social services sector as a whole.
- Partnerships foster improved communication and trust, thereby creating community support and commitment.
- Partnerships increase resources and can achieve more than when initiatives are undertaken alone.

### **Leadership**

The Town can lead all employers by ensuring that its training and employment practices make it the employer of choice. Employment practices can be responsive to family needs, include flexible working arrangements, job sharing and unpaid leaves of absence for family reasons. The Town might also be a strong advocate for volunteerism by allowing workers a set number of paid hours per month for community service. It could offer young people mentoring, internships and student placements and work to remove barriers faced by those who have difficulty entering the labour market, such as people with disabilities, recent immigrants and Aboriginal Canadians.<sup>9</sup>

Establishing partnerships with local service agencies, the Town will be better positioned to building community capacity. The Town can also coordinate agencies by bringing them together in a forum to share information and address issues, or by finding funding for the development of a training package for boards of volunteer organizations. It can work with non-profit agencies to ensure that the provision of human services is integrated, complete and holistic, and it can establish decision-making protocols that give opportunity and consideration to all groups to avoid any risk of influence from active lobbyists.

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<sup>9</sup> Caledon Institute. pp. 6-7.

### **Advocating for Change**

A key role for the Town is that of advocacy, both for service support and long term social change. A key mechanism to achieve this is its membership in the Association of Urban Municipalities of Alberta. Part of this function will include working with administrations of organizations from other government sectors or departments, such as at the hospital to ensure that seniors' or mental health services are available locally. Likewise, working with private sector developers can bring solutions to challenges such as affordable housing that has recently been undertaken.

## 4.0 STRATEGIES FOR SOCIAL DEVELOPMENT

The strategies presented in this section describe the nature of the identified issue, the initiatives considered to be most doable and the priority of each initiative in the years leading up to 2012. Priorities are noted for each initiative along with expectations of the role of the Town and an outline of the key partners. The involvement of various community groups, service clubs, church and other organizations is implicit in the partnering process. An important underlying element to all of the strategies is the requirement to track progress by collecting relevant data that supports the relative priority of each strategy. Considerations for implementation, including the need for evaluating performance and the allocation of resources, are presented in Section 6.0.

### A. Housing

The need for affordable housing that includes a range of housing units was considered to be a priority issue facing Hinton. During 2009, the Town will be preparing its Housing Strategy to address issues of concern.

The low income and working poor, new immigrants, the “hard to house” with mental health or addiction issues, the transient population, youth, seniors trying to escape domestic violence – are all under-served in the area of shelter or housing. Rent increases over the past five years have exacerbated the issue for many.

**Town of Hinton  
Social Development Strategy**

Strategy Area	Strategy and Initiatives	Advocacy	Coordinate	Direct Delivery	Priority Level	Partners
<b>Housing</b>	<b>Strategy Statement:</b> <b>Increase the availability and mix of safe, high quality and affordable housing units to meet diverse needs.</b>					<ul style="list-style-type: none"> <li>• Representatives from the specific target populations.</li> <li>• Associated human services or health programs.</li> <li>• Landowners, developers and landlords.</li> <li>• Province of Alberta.</li> </ul>
	Integrate the Social Development Strategy with the 2009 Affordable Housing Strategy.			x	1	
	Secure funding from recently announced Provincial and Federal housing programs.	x		x	1	
	Provide a range of housing models including low-income house and apartment units, hostels for out of town students, workers in short term temporary employment or those new employees arriving in town and searching for permanent housing, housing co-operatives, and emergency accommodations for those in crisis.			x	2	
	Group home options for those with social, health or disability needs requiring additional supports and, where feasible, include support services related to needs of special populations.			x	2	
	Availability of life skills services for youth and young adults requiring supports for independent living.			x	3	

Priority 1= 2009-10; Priority 2 = 2011-12; Priority 3 = after 2012.

**Hinton's Role:**

- Identify suitable land for housing development.
- Provide demand forecasts.
- Work with landowners and developers as part of the development process.
- Secure financial support from the Provincial government's affordable housing programs.

## B. Youth (under 19)

A significant number of contributors to the Social Development Strategy process feel youth have a bleak sense of the future. Conversely many other young people feel positive about their economic future, but are not considered fully in touch with the reality that jobs now require specific skills and, at minimum, a high school diploma.

Recreational activities for low income children and youth in both summer and winter are limited, particularly for those requiring an investment in equipment. There is, however, an opportunity to increase the number and availability of activities for young people in the winter, such as indoor soccer. Keeping youth active, involved and engaged is a key element in community efforts to address issues such as high drop-out rates, vandalism and more serious crimes.

The McConnell Foundation, supporting Canadians in building a society that is inclusive, sustainable and resilient, has developed a set of “Guiding Principles for Youth Engagement”. These principles emanate from research provided through grants to communities. The premise is that building youth leadership takes courage to allow that leadership to flourish within their cultural perspective. While it is important to focus on youth at risk for treatment modalities, the principles of youth engagement are relevant to all young people. Hinton appears to have the basis of a support network that can encourage youth to become engaged and to flourish. Some of the principles are reflected below

**Town of Hinton  
Social Development Strategy**

Strategy Area	Strategy and Initiatives	Advocacy	Coordinate	Direct Delivery	Priority Level	Partners
Youth (under 19)	<b>Strategy Statement:</b> <b>Promote leadership development by engaging and empowering youth in decision-making processes.</b>					<ul style="list-style-type: none"> <li>• Youth</li> <li>• Youth Centre</li> <li>• Schools</li> <li>• Employers</li> <li>• Arts Council</li> </ul>
	Introduce inclusive mechanisms that help identify and build upon the interests of youth.			x	1	
	Focus on supporting action-oriented projects led by youth, which have an impact now and can develop capacity through additional opportunities for the longer term.		x		1	
	Provide support for the community Youth Centre in the expansion, development and delivery of programs and services for youth.			x	1	
	Involve youth in arts and cultural programming.		x		1	
	Provide no-cost recreation opportunities, such as free swims in winter months, or reduced cost equipment rentals to mitigate the cost barrier associated with engaging in activities.			x	1	
	Educate youth about the work environment with emphasis on the value of education and the qualifications employers seek from high school graduates.		x		1	
	Support the development of a Youth Council which would regularly report youth issues and ideas to Town Council.			x	2	
	Give ownership of programs for youth to the youth participants. Have them identify needs and expectations, and provide support for actions to address them.			x	2	
	Develop a mechanism for involvement of at-risk youth in the generating of solution-focused programs and services.			x	2	

Priority 1= 2009-10; Priority 2 = 2011-12; Priority 3 = after 2012.

**Hinton’s Role:** Ensure financial support for youth programming, either directly through grants and making facilities available, or indirectly through supporting grant applications and fundraising.  
 Work with the Youth Centre to create and operate programs.  
 Establish trust among youth in order to demonstrate that the Town is supportive of youth initiatives.



**C. Seniors**

Meeting the needs of the growing numbers of seniors in Hinton is a priority. There was a clearly articulated concern with the lack of affordable housing. There was also concern about the increasing health risks associated with the numbers of older individuals developing dementia or other chronic diseases, and the impact of these conditions on the service delivery system in Hinton.

While there are some seniors care services available, seniors requiring additional care or assisted living have limited options. Strict Provincial eligibility criteria mean that only certain people can qualify for assistance. A diverse response is required that includes an outreach model of support and a continuum of services, from staying in the home – aging in place – through to long-term care.

Strategy Area	Strategy and Initiatives	Advocacy	Coordinate	Direct Delivery	Priority Level	Partners
Seniors	<b>Strategy Statement:</b> <b>Create a senior-friendly community by supporting the provision of diverse services for seniors.</b>					<ul style="list-style-type: none"> <li>• Municipality</li> <li>• Evergreen Society</li> <li>• Local and regional seniors' organizations</li> <li>• Families</li> <li>• Health and human services</li> <li>• Schools</li> <li>• Businesses and workers support agencies (e.g. WCB)</li> </ul>
	Expand in-home care and provide respite opportunities for seniors remaining in their homes to alleviate demand for institutional care and stress on family care-givers.			x	1	
	Ensure sidewalks are regularly cleared in the winter and that sidewalk access is barrier free for those using mobility assist equipment.			x	1	
	Increase the number of extended care spaces to accommodate growth in demand associated with an increase in the number of seniors living in Hinton by 2012.	x	x		1	
	Introduce cross-generational programs that bring seniors together with young people in both a service delivery and socialization model.			x	2	
	Support training of additional professional care givers to deliver seniors' services, through liaison with YREC.	x	x		2	

**Town of Hinton  
Social Development Strategy**

Strategy Area	Strategy and Initiatives	Advocacy	Coordinate	Direct Delivery	Priority Level	Partners
	Evaluate a range of cross-seasonal recreation and social activities aimed at seniors and ensure content, quality and quantity is sufficient to meet future demand.		x		2	
	Improve transport availability for seniors for travel around Hinton and between Hinton and other centres.		x		2	

Priority 1= 2009-10; Priority 2 = 2011-12; Priority 3 = after 2012.

**Hinton's Role:**

Advocate seniors' service needs to Alberta Health Services.  
 Evaluate opportunities with partners to establish an "Aging at Home" program.  
 Determine funding options through Federal government agencies including Veterans' Affairs, and possibly Health Canada, Indian Affairs and Northern Development.  
 Facilitate local seniors' organizations and current service providers to prepare action plans to meet long-term and in-home care needs.  
 Evaluate opportunities for retrofit of Town infrastructure to improve accessibility throughout the town.  
 Coordinate with employment and training agencies to identify opportunities for meeting the local need for care-givers.  
 Liaise with schools to identify opportunities for cross-generational programming.

### Strategies for Identifiable Populations

Hinton's population includes Aboriginals, immigrants and people with disabilities. It is important that these groups are recognized as requiring specific approaches in the Social Development Strategy.

#### D. Aboriginal Community

Strategy Area	Strategy and Initiatives	Advocacy	Coordinate	Direct Delivery	Priority Level	Partners
Aboriginal	<b><u>Strategy Statement:</u></b> <b>Ensure the Aboriginal community is engaged and included as part of the wider community through employment, cultural and social interactions.</b>					<ul style="list-style-type: none"> <li>Aboriginal community members and businesses.</li> <li>Education and trades sectors.</li> <li>Arts/cultural organizations.</li> <li>Literacy, counselling and treatment services in Hinton.</li> <li>Models of service delivery to this population in other centres can be researched.</li> </ul>
	Expand language and literacy skills upgrading opportunities.		x		1	
	In partnership with Aboriginal organizations, provide culturally appropriate counseling support for those affected by substance abuse, suicides and family break-up.		x		1	
	In partnership with the Aboriginal organizations, provide support for employment training.		x		2	
	Work with the Aboriginal community to present arts and cultural events.		x		2	

Priority 1= 2009-10; Priority 2 = 2011-12; Priority 3 = after 2012.

**Hinton's Role:** Liaison with local Aboriginal organizations.  
Provide assistance, when needed to link needs of the Aboriginal community to service providers.  
Ensure equal opportunity policies are in place and adhered to.

## E. Immigrant Community

Strategy Area	Strategy and Initiatives	Advocacy	Coordinate	Direct Delivery	Priority Level	Partners
Immigrant	<b>Strategy Statement:</b> <b>To ensure the immigrant community is engaged as part of the wider community through employment, cultural and social interactions.</b>					<ul style="list-style-type: none"> <li>• Members of the Immigrant community</li> <li>• Library services</li> <li>• Employment and Immigration</li> <li>• ESL services in Hinton</li> <li>• Businesses</li> <li>• Churches</li> <li>• Arts and Cultural representatives</li> </ul>
	Communicate with Edmonton's Mennonite Centre for Newcomers for program support and sharing.		x		1	
	Work with the immigrant community to present arts and cultural events.		x		1	
	Develop a local multicultural outreach program and orientation centre for newcomers.		x		2	
	Incorporate opportunities for English as a Second Language (ESL) training in schools and work.		x		2	

Priority 1= 2009-10; Priority 2 = 2011-12; Priority 3 = after 2012.

**Hinton's Role:** Support and facilitate those groups in the community that currently provide services to immigrant residents. Identify community members with the skills to help immigrants arriving in Hinton.

**F. Persons with Disabilities**

It is challenging to those with physical disabilities to get around independently in Hinton. Services are not always available for those with disabilities. It is desirable to work toward attracting professionals in the area of disabilities and encouraging them to provide services in the town.

Strategy Area	Strategy and Initiatives	Advocacy	Coordinate	Direct Delivery	Priority Level	Partners
Physically Challenged	<b>Strategy Statement:</b> <b>To provide a community environment that enhances the quality of life for those with physical and cognitive disabilities</b>					<ul style="list-style-type: none"> <li>• Persons with disabilities</li> <li>• Service delivery representatives</li> <li>• Service clubs</li> <li>• Youth</li> <li>• Businesses</li> <li>• Community at large</li> <li>• Arts community</li> </ul>
	Promote Hinton to health professionals to provide locally-based services to the disabled community.	x	x		1	
	Ensure that community infrastructure and building designs accommodate accessibility features, such as automatic doorways, curbs-cuts and wide parking spaces.		x		2	
	Create programs and activities that include disabled and non-disabled community members.		x		2	

Priority 1= 2009-10; Priority 2 = 2011-12; Priority 3 = after 2012.

**Hinton’s Role:** Advocate for Hinton’s needs for health professional to the National and Provincial health community.  
Work with local advocates for the disabled community to support fund-raising and program initiatives.



## G. Young Adults (19 to 25)

Community representatives identified a need to provide services and opportunities that would either keep young people in the community or encourage them to return. The survey found that residents believe that there is a significant lack of social opportunities for young adults.

The Town's strategy to develop a regional education hub in Hinton would facilitate growth and provide additional educational opportunities in Hinton for youth and young adults, encouraging them to stay in school, to stay in the town, and attract students from elsewhere. It would provide more hope for their future and offer a focus on economic and human services that are needed in Hinton, including training for the oil, gas and mining sectors, and for health care and allied services.

Literacy is a further issue. The complexity of dealing with adults who are isolated and embarrassed by literacy challenges takes more time than currently allocated to achieve success, particularly amongst the Aboriginal population.

Strategy Area	Strategy and Initiatives	Advocacy	Coordinate	Direct Delivery	Priority Level	Partners
Young Adults (19-25)	<b>Strategy Statement:</b> <b>Create an environment that is supportive of the lifestyle and educational needs of young adults.</b>					<ul style="list-style-type: none"> <li>Young adults living in Hinton, those who are planning to leave, and those who have previously left and returned</li> <li>YREC</li> <li>Employers and individual mentors</li> </ul>
	Provide affordable rental housing units that allow young adults to live independently from their families.		x		2	
	Provide an employment and entrepreneurial environment in Hinton that encourages young adults to stay in the community for the long term.		x		2	
	Expand existing community based programming for young adults.		x		2	
	Develop a facility, or enable the use of an existing facility, that can be used for concerts, parties or special events of interest to the 19 to 25 year old demographic.		x		x	

Priority 1= 2009-10; Priority 2 = 2011-12; Priority 3 = after 2012.

**Hinton's Role:** Facilitate partnerships and provide leadership in service development, including student housing options.

## H. Substance Abuse

Substance abuse, with the corresponding increase in drug related crime is as an issue of concern in all sectors. It is an issue that affects all aspects of life in Hinton as well as the image of the community. An essential step in responding to such social issues is to build relationships with other sectors and partners.

Strategy Area	Strategy and Initiatives	Advocacy	Coordinate	Direct Delivery	Priority Level	Partners
Substance Abuse	<b><u>Strategy Statement:</u></b> <b>Continuation of the Hinton Drug Action Committee and the initiatives undertaken to provide health, wellness, social, and recreational programming to reduce substance abuse</b>					<ul style="list-style-type: none"> <li>• Schools</li> <li>• Health and social services sector</li> <li>• Bars and restaurants</li> <li>• Recreational programs</li> <li>• Law enforcement</li> <li>• Concerned/interested citizens</li> <li>• Religious and cultural institutions</li> </ul>
	Educational programming at schools, in the workplace and in the wider community. Make use of speakers or mentors who have faced substance abuse.		x		1	
	Continuation of existing support programs provided by all levels of government, service providers, schools and employers.		x		1	
	Ensure availability of a sufficient number of detox beds in Hinton.	x			2	
	Counselling and access to support and to transitional housing options.			x	2	

Priority 1= 2009-10; Priority 2 = 2011-12; Priority 3 = after 2012.

**Hinton's Role:** Work with and where necessary coordinate local and regional service agencies.  
Advocate to Provincial agencies to bring funding for detox and prevention services to Hinton.

## I. Access to Services and Employment

Hinton is divided along geographical and income lines - the Valley and the Hill Districts. The difference in housing and social structure is evident and the physical accessibility between the two Districts is difficult despite the recent introduction of municipal transit service. Within both these areas are smaller areas of isolated families and individuals who do not have access to transport allowing them timely and easy access to goods and services.

In addition, families require support for the care of their children if they are to be available for paid work, especially shift work. If families are to be given the opportunity to fully engage in employment, a diverse and accessible system of childcare services is required.

Currently, day care, after school care and family day homes do not operate within the hours necessary for shift workers, resulting in a large proportion of children receiving care from informal arrangements. This is not always in the best interests of the child. Quality of care and accountability are not guaranteed in these casual arrangements. There are also difficulties with the availability of transportation to get young children to and from out-of-school care programs.

The cost of living in Hinton requires couples in lower paying employment to have two incomes. Poverty is a reality for many single parents and quality child care is out of range for many.

**Town of Hinton  
Social Development Strategy**

Strategy Area	Strategy and Initiatives	Advocacy	Coordinate	Direct Delivery	Priority Level	Partners
Access to Services	<b><u>Strategy Statement:</u></b> <b>Review community infrastructure plans to identify ways to strengthen the level of physical and social integration of all residents.</b>					<ul style="list-style-type: none"> <li>• Youth</li> <li>• Seniors</li> <li>• Child care service providers</li> <li>• Alberta Employment and Immigration</li> <li>• Province of Alberta</li> <li>• Local businesses</li> </ul>
	Support the expansion and improved integration of licensed early childhood learning and care spaces.	x	x		1	
	Create additional physical access between the Hill and the Valley which facilitates safe walking and biking – a bridge, tunnel, stairs.			x	1	
	Evaluate options for improving transportation to out-of-town appointments for seniors.			x	1	
	Develop community transit service by adding a second “reverse run” on the existing loop and adding extra routes.			x	2	
	Community planning initiatives that reduce the nature of the divide between the Valley and the Hill Districts.			x	2	
	Reduce the necessity to drive within the town. Build curb-cuts to facilitate easy walking for those using assisted devices.			x	3	

Priority 1= 2009-10; Priority 2 = 2011-12; Priority 3 = after 2012.

**Hinton’s Role:** Advocate to Provincial governing bodies to obtain access to out-of-school care and early childhood learning funding.  
 Communicate Hinton’s needs to Federal representatives.  
 Evaluate the costs of operating a “second loop” transit service and determine funding support available from Federal and Provincial urban transit programs.

## J. Health and Wellness

The general consensus seemed to be that existing services required more resources. There was an appreciation that not all specialized services could be offered in Hinton, but that those existing ones could be strengthened, particularly in the areas of counselling and support for youth and families and in services for seniors.

Strategy Area	Strategy and Initiatives	Advocacy	Coordinate	Direct Delivery	Priority Level	Partners
Health & Wellness	<b><u>Strategy Statement:</u></b> <b>Support the improvements to the health and wellness sector in Hinton to meet needs of a growing population</b>					<ul style="list-style-type: none"> <li>• Health and social services sectors</li> <li>• Businesses associated with health – pharmacies, fitness centres, and recreation</li> <li>• Representatives of the arts and culture community</li> <li>• Urban planners</li> <li>• Users of services</li> </ul>
	Scrutinize existing health and wellness education and support programs, including teen pregnancy, mental health, and substance abuse programming to identify means of strengthening links between services and the integration of responses to the complex needs of participants.		x		1	
	Examine the feasibility of bringing all health and wellness services onto a geographic campus.		x	x	1	
	Continue to monitor population change and subsequent changes in demand for health service. Provide an inclusive forum where demographic and demand changes can be presented and discussed annually. Use such forums to compare data about Hinton to experiences in other communities and identify trends that might emerge in Hinton.	x	x	x	2	
	Encourage health care professionals to practice in Hinton. Research the response to this issue made in other municipalities, including marketing approaches.				2	

Priority 1= 2009-10; Priority 2 = 2011-12; Priority 3 = after 2012.

**Hinton's Role:** Advocate the Town's needs to Alberta Health Services and health partners.  
Facilitate local service agencies to find solutions to local needs.

## 5.0 IMPLEMENTATION AND BUDGET PLANNING

### 5.1 Resource Allocation

Many of the initiatives listed require commitment and focus to coordinate, organize, plan, and execute the ideas that will be generated by the partner groups and to evaluate and report on the results. The importance of this function can not be underestimated, but it is also true that additional human resources will be necessary.

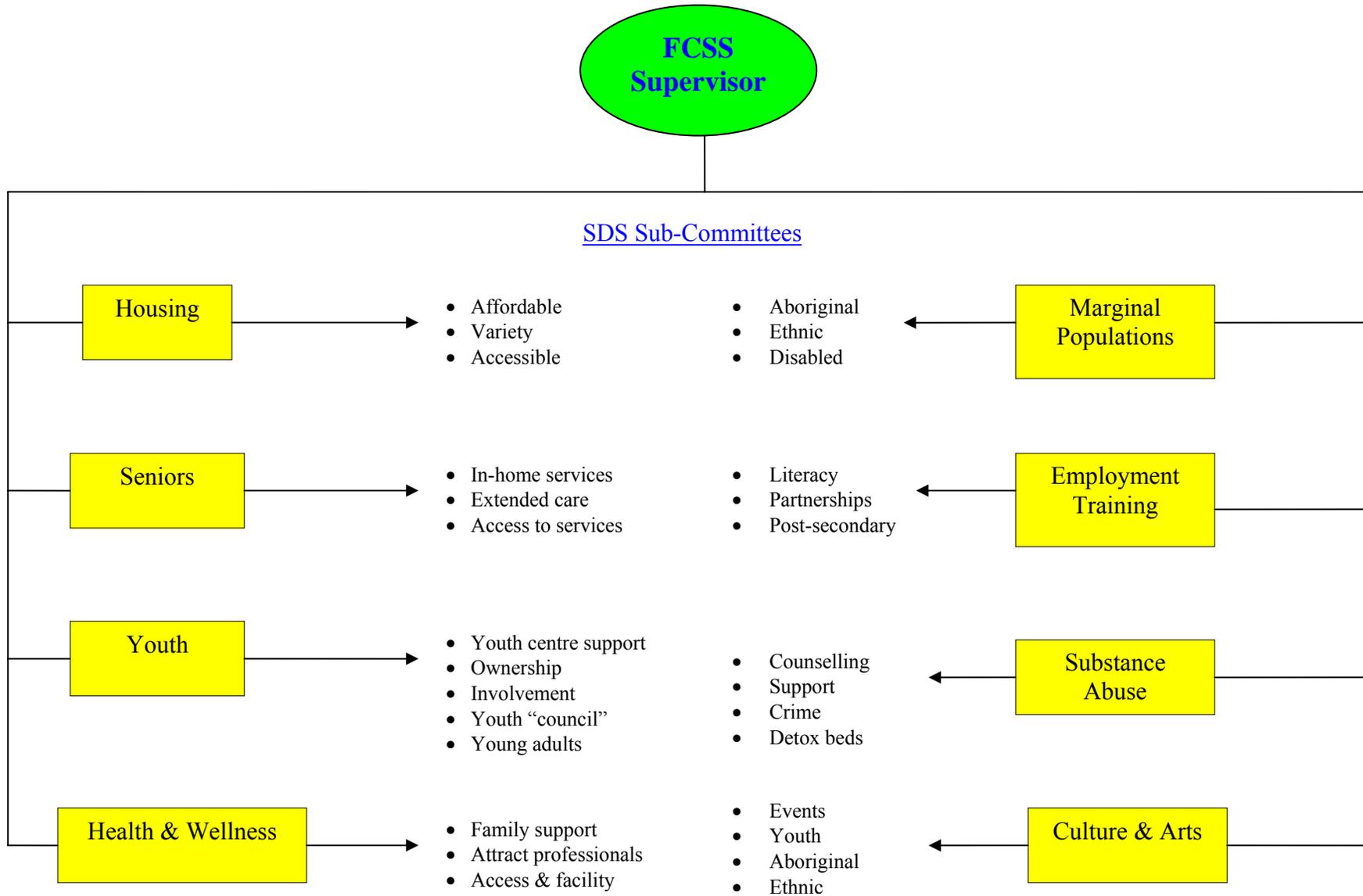
For the Town, we see a need for the addition of 1.5 full-time equivalent (FTE) to drive and coordinate a process dedicated to implementing the initiatives presented for each strategy. This process will focus on project management and program development.

The human resource requirements will be more intense at the beginning of this process. Once programs are in place and a strong culture of cooperation and coordination has developed, it will be necessary to re-evaluate the skill set and HR needs.

Part of the cooperation process might be to use existing human resources through secondments and cross-training. In many smaller agencies and services, the possibility for professional advancement and development is limited. Secondments allow for learning, but must be supported both financially and with mentoring and coaching. Back filling positions also allows others in the organization to move up and gain valuable skills.

Capital costs on many initiatives will require investment from the municipality, other levels of government, and from the private sector. In many cases, new buildings will not be required because existing housing, program space and office stock can be adapted. Costs for road and sidewalk adaptation, transport systems will have to be allocated in the annual municipal budgets. Likewise, any future expansion of public transit service will require at least one extra bus, two drivers, and at least ½ FTE for maintenance services.

The first step in the process is to establish a working team responsible for the implementation of the Social Development Strategy. Their mandate will be to define the specific actions and resources necessary to address each of the Strategy's initiatives. The Social Development Committee will be led by Hinton Community and Protective Services and will report to the Community Service Advisory Board. It should be comprised of a representative from each strategic area plus up to two members-at-large to represent the community as a whole. The committee should meet at least once per month, but more frequently in the first six months of start-up.



## 5.2 Potential Implications for Partner Agencies

In addition to the resource needs anticipated for the Town, there are also many that will be the responsibility of the partner agencies. These are outlined below. The resource requirements are The Town may assist in finding resources, where appropriate.

### Substance abuse

- Determination of the capital cost to develop the number of beds necessary to address the issue. The number of beds needed to be determined from an assessment of recent demand served in Hinton and demand that has been served elsewhere.
- Staff cost for a detox centre would include an addictions specialist, a social worker and a program manager.
- Investment of time by associated partners.

### Child Care

- Additional staff to coordinate childcare services so all spaces are fully utilized, reflecting the shift-work aspect to life for many parents and recognizing that current staffing levels will not allow for additional program planning and development responsibilities.
- Improved transport between all out-of-school care services, including licensed day homes.

### Youth

- The Youth Centre has plans to expand its services which will require an additional staff person (½ FTE to start increasing to 1 FTE as programming becomes established) to support the current Youth Outreach Worker.
- Additional staff might be most effectively placed by providing a budget line item to hire youth for projects within these initiatives. Young people indicated their strong desire to have some income, which was usually gained from working at unskilled minimum-wage jobs. Providing opportunities of this type can result in the transfer of important employment skills that will be of benefit in the future.

### Young Adults

- Find an individual with an entrepreneurial spirit to investigate opportunities, coordinate between partners, encourage involvement, conduct needs assessments and keep communications open and active between all community members.
- ½ FTE would be enough to act as a liaison between partners.

### Seniors

- Capital costs for housing will be considerable, particularly for long term care, if new units cannot be incorporated into existing facilities.
- Coordination of health, recreation and social services for seniors will require additional staff, perhaps one FTE.
- Home care will need to include the health and social components if seniors are to be supported by aging in place initiatives.

### Aboriginal Community

- Literacy programs are challenged in their requirement to address all the needs identified. Additional human resources are required which might be provided on a regional shared-service basis.
- A role for the Arts Council exists to support Aboriginal cultural events. This requires a paid staff structure rather than being strictly volunteer-based.

### Immigrant Community

- The current language services for non-English speakers have limited human and budget resources. There is a need for such services to be appropriately responsive.
- A role for the Arts Council exists to support immigrant community cultural events. This would involve a paid staff structure rather than being strictly volunteer-based.

## 5.2 Outcome and Evaluation

The success of the Social Development Strategy will be determined through an evaluation process that employs a set of key performance indicators. The following table presents a set of possible measurable indicators that apply to and broadly reflect each of the strategy areas identified in this report. Identifying and collecting the appropriate data is an underlying function of this process which, in turn, will allow for the continued recognition of changing priorities and the setting of new ones.

It must be recognized, however, that this is a guide. It will be necessary to develop outcomes for strategies that will reflect both the Town's vision and the identified needs. It must also be recognized that clear targets and objectives must be defined and that this process will require the facilitation of collaborative initiatives and the involvement of diverse partners.

The indicators can then lead to very specific targets for which current data can be used as the benchmark against which progress can be assessed. Regular reporting on progress will help identify successes and any changes or challenges that might cause a revision of a target.

### Guide to Performance Indicators

Strategy Area	Indicator
Housing	<ul style="list-style-type: none"> <li>• Number of new units resulting in reduced demand</li> <li>• Change in mix of available housing types</li> </ul>
Health and Wellness	<ul style="list-style-type: none"> <li>• Number of new alliances/relationships between partners</li> <li>• Number of new collaborative initiatives resulting in improved services</li> <li>• Campus-style service delivery</li> <li>• Increased number of professionals working in Hinton in specifically identified areas of priority</li> </ul>
Substance abuse	<ul style="list-style-type: none"> <li>• Decrease in number of substance abuse related crimes</li> <li>• Reported decrease in family issues related to substance abuse</li> <li>• Provision of local support services/detox services able to meet identified need</li> </ul>
Access to Services/employment	<ul style="list-style-type: none"> <li>• Increased number of licensed day care and after school spaces filling the diverse needs of families</li> <li>• Improved transportation services/transit expansion</li> <li>• Infrastructure/access improvements</li> </ul>
Youth (under 19)	<ul style="list-style-type: none"> <li>• Number of new youth-led projects</li> <li>• Expansion of Youth Centre operations and programs to be more inclusive of youth leadership and youth needs</li> <li>• Increased participation rates among youth in programs</li> <li>• Reduced school drop-out rates</li> </ul>

**Town of Hinton  
Social Development Strategy**

Strategy Area	Indicator
	<ul style="list-style-type: none"> <li>• Increased rates of inclusion of at-risk youth in community initiatives</li> </ul>
Young adults	<ul style="list-style-type: none"> <li>• Number of age-specific business operators</li> <li>• Change in approach of the business community to youth-led initiatives</li> </ul>
Seniors	<ul style="list-style-type: none"> <li>• Increased number of extended care spaces</li> <li>• Development of programs/participation in cross-generational activities</li> <li>• Ensure transportation and infrastructure facilitate seniors increased mobility around town</li> <li>• Decreased number of complaints about access in winter</li> </ul>
Aboriginal	<ul style="list-style-type: none"> <li>• Increased number of skills and upgrading programs and improved participation rates</li> <li>• Improved access to training support</li> <li>• Increased participation/attendance at cultural events</li> </ul>
Immigration	<ul style="list-style-type: none"> <li>• Increased participation/attendance at cultural events</li> <li>• Increased number of English as a Second Language opportunities through the workplace</li> <li>• New arrivals greeted and introduced to services by an outreach program</li> </ul>
Disabled	<ul style="list-style-type: none"> <li>• Increased number of specialist health professionals in Hinton</li> <li>• Infrastructure retrofitting projects</li> </ul>

## **APPENDIX 1**

### **Community Survey Questionnaire and Topline Report**

**TOWN OF HINTON SOCIAL DEVELOPMENT STRATEGY  
SURVEY FOR RESIDENTS**

In this survey we will be asking general questions about living in Hinton and specific questions about human services in Hinton. By human services, I mean those services designed to meet a physical, emotional or social needs. These services are usually provided by non-profit groups in Hinton with funding from various sources including donations, the Town of Hinton Family and Community Support Services or departments of the provincial government.

Do you live in Hinton or outside of the Town?            1=Town            2=rural

**1. Approximately how long have you lived in Hinton? (READ)**

- |                    |                      |
|--------------------|----------------------|
| 1=less than 1 year | 4=11 to 20 years     |
| 2=1 to 5 years     | 5=more than 20 years |
| 3=6 to 10 years    |                      |

**2. What are your main reasons for living in Hinton? (DO NOT READ – check all that apply)**

- Job/employment opportunities for self and/or spouse
- For family/marriage reasons
- Cost of housing/living
- Proximity/access to Jasper National Park, mountains and wilderness areas
- Life style
- Other (specify) \_\_\_\_\_

**3a. Do you expect to be living in Hinton in the next three years?**

- 1=YES (go to Q4)            2=NO            3=DON'T KNOW

**b. IF NO, How likely will the following possible reasons be for you leaving Hinton?**

	Not at all Likely	Somewhat Likely	Very Likely	Don't know
Job/employment opportunities for yourself or your spouse	1	2	3	8
Education opportunities for self or spouse	1	2	3	8
Education opportunities for family	1	2	3	8
For family/marriage reasons	1	2	3	8
Cost of housing/living	1	2	3	8
Retirement	1	2	3	8
Any other possible reasons? (specify):				

**4a. I'm going to read some statements about Hinton. Please tell me whether you strongly agree, agree, disagree or strongly disagree with these statements. (Note: Record "don't know", but don't offer it as an option.)**

	<u>strongly disagree</u>	<u>disagree</u>	<u>agree</u>	<u>strongly agree</u>	<u>Don't Know</u>
Hinton is a good place to raise a family	1	2	3	4	8
It is safe to walk in my neighbourhood after dark	1	2	3	4	8
People around here are willing to help their neighbours	1	2	3	4	8
The major employers in the area provide support	1	2	3	4	8

	<u>strongly disagree</u>	<u>disagree</u>	<u>agree</u>	<u>strongly agree</u>	<u>Don't Know</u>
to community events and community programs					
Hinton has generally been progressive in attracting business to the community	1	2	3	4	8
Parks, playgrounds and open spaces in Hinton are safe	1	2	3	4	8
Hinton has enough affordable housing to meet future demand from population growth	1	2	3	4	8
Outside of work or school, there are lots of things for young people to do in Hinton	1	2	3	4	8
Community services are easy to get to for those with need	1	2	3	4	8
Crime against property (e.g thefts, vandalism, etc) is not a significant problem in Hinton	1	2	3	4	8
The availability of illegal drugs is no longer a problem in Hinton	1	2	3	4	8
People living in Hinton have a strong sense of family values	1	2	3	4	8
There is a high level of tolerance in Hinton for people from various religious and ethnic backgrounds	1	2	3	4	8
There is a strong sense of community pride in Hinton	1	2	3	4	8
People in Hinton are very willing to volunteer to help community projects	1	2	3	4	8

b. **During the last 3 years, have you volunteered any of your time to support a community project in Hinton?**

1=Yes                      2=No

c. **If you were asked to volunteer for something else in Hinton that you felt was important to the community, how likely would you be to get involved? Would you be:**

1=not likely                      2=somewhat likely                      3=very likely                      8=don't know

5. **On a scale where 1 means very dissatisfied to 5 meaning very satisfied, how satisfied are you with your overall quality of life in Hinton?**

<b>very dissatisfied</b>	<b>dissatisfied</b>	<b>neither satisfied nor dissatisfied</b>	<b>satisfied</b>	<b>very satisfied</b>
1	2	3	4	5

6. **How well-served is Hinton with the following types of services (READ & ROTATE)**

	<b>Poor</b>	<b>Fair</b>	<b>Good</b>	<b>Excellent</b>	<b>Don't Know</b>
Day-care and early childhood learning services for children under 5 years old	1	2	3	4	8
After school care	1	2	3	4	8
Support services for new parents	1	2	3	4	8
Respite services for parents who need a break from caring for an elderly or special needs relative	1	2	3	4	8
Services for children or youth with emotional or behavioural problems	1	2	3	4	8

	Poor	Fair	Good	Excellent	Don't Know
(e.g. a social worker, psychologist, counsellor)					
Victims' support services, including victims of crime or abuse	1	2	3	4	8
Suicide/Distress line	1	2	3	4	8
Emergency shelter for youth or families in need	1	2	3	4	8
Programs or support groups for substance abuse (alcohol, drugs)	1	2	3	4	8
Child care services for shift workers	1	2	3	4	8
Programs/services for people with severe mental health problems	1	2	3	4	8
Programs/services for people with physical disabilities	1	2	3	4	8
Recreation opportunities for teens (12-19)	1	2	3	4	8
Post-secondary education courses and training	1	2	3	4	8
Health services for seniors	1	2	3	4	8
Care services for helping seniors to remain in their homes	1	2	3	4	8
Arts and cultural activities	1	2	3	4	8
Opportunities for single adults to socialize away from work	1	2	3	4	8
Services for new immigrants	1	2	3	4	8

7. **In the past six months have you been in a situation where you needed help for a physical, social or emotional problem for yourself or your family but couldn't get it in Hinton?**

1=Yes                      2=No (Go to Q9)

8. **If Yes, What were the main reasons made it difficult to get the help you needed?** (DO NOT READ. PROMPT AS REQUIRED. CHECK ALL THAT APPLY.)

confidentiality in a small town  
program or service was not available  
too expensive  
didn't know where to go or who to call  
too far away/transportation problem  
couldn't get appointment/takes too long to get appointment  
language problem  
too embarrassed to seek help  
no one seemed to care  
past contacts not helpful/bad past experience  
too busy  
help wouldn't have done any good  
other (specify)

9. **Just to remind you, human services are those services designed to meet a physical, emotional or social need. In general, how satisfied are you with the quality of human services in Hinton?**  
Would you say (READ)

very dissatisfied	dissatisfied	neither satisfied nor dissatisfied	satisfied	very satisfied
1	2	3	4	5

10. **What would you say are the top three social issues that Hinton should be working to prevent over the next 5 years?**

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11. **Hinton currently offers a variety of social services but as the town grows over the next few years there may be a need for new or extra services to what is already available. Thinking about the next 5 years, please tell me whether you think the services I'm going to ask you about are needed in Hinton either within the next 2 years, between 3 and 5 years from now, or more than 5 years from now.** (Note any reference to "NOW" is classed as '1')

	Within 2 years	Between 3 & 5 year	More than 5 years	Don't Know
Day-care and for children	1	2	3	8
After-school services	1	2	3	8
Services for children and youth with emotional or behavioural problems	1	2	3	8
Post-secondary (college/univ – level) courses and training	1	2	3	8
Social or recreational programs or services for children under 12	1	2	3	8
Social or recreational programs for youth/teens (12 to 19)	1	2	3	8
Social or recreational programs for seniors	1	2	3	8
Services that help seniors stay in their homes longer	1	2	3	8
Help for foreign workers and their families arriving in Hinton	1	2	3	8
Help for those people arriving in Hinton from other provinces but who have trouble with the cost of living in Hinton	1	2	3	8
Home help programs for the sick or elderly	1	2	3	8
Respite services for families dealing with care issues	1	2	3	8
Victims' support services	1	2	3	8
Suicide/Distress line	1	2	3	8
Emergency shelter for youth	1	2	3	8
Programs or support groups for substance abuse (alcohol, drugs)	1	2	3	8
Short-term temporary housing for new workers	1	2	3	8
Foster care for teens from broken homes	1	2	3	8
Counselling services/programs for youth/teens	1	2	3	8
Programs/services for people with severe or chronic mental health problems	1	2	3	8
Programs/services for people with disabilities	1	2	3	8
Family counselling	1	2	3	8

12. **Do you feel that social support for the following population groups should have more emphasis in the next 5 years, less or the same as now?**

Group	More emphasis	Same emphasis	Less emphasis	Not sure
Families	1	2	3	4
Seniors (65 plus)	1	2	3	4
Seniors (55 to 64)	1	2	3	4
Adults (30-54)	1	2	3	4

Group	More emphasis	Same emphasis	Less emphasis	Not sure
Single Parents	1	2	3	4
Young Adults (20 to 29)	1	2	3	4
Teens and Youth (12 to 19)	1	2	3	4
School ages (5 to 11)	1	2	3	4
Pre-school aged children (0 to 4)	1	2	3	4

**My final questions are to help us group your answers with those provided by others who have taken part in this survey. The information you provide will remain confidential and will not be shared with any other agency.**

**12. What is to your current employment status: (READ)**

- 1=employed full-time (30 or more hours per week -Includes self-employment)
- 2=employed part-time (under 30 hours per week - Includes self-employment)
- 3=unemployed but looking for work
- 4=retired
- 5=a student
- 6=a full-time homemaker
- 7=disabled
- 8=other

**13a. What is your current marital status? Are you (READ)**

- 1=married
- 2=common law
- 3=divorced
- 4=separated
- 5=widowed
- 6=single (never married)

**b. Which of the following best describes your household? (READ - Check ONE only).**

- 1=Couple with children under age 18 living at home
- 2=Couple with no children under age 18 living at home
- 3=Single parent with children under 18 at home
- 4=Live by yourself (single adult)
- 5=more than 2 unrelated adults
- 6=more than 2 related adults
- 7=Other

**14. What is the highest level of education you have completed? (DO NOT READ)**

- 1=grade 9 or less
- 2=some high school (10 to 12)
- 3=high school graduate
- 4=some college or university
- 5=college diploma or certificate
- 6=university undergraduate degree
- 7=post graduate
- 8=other

**15. In what year were you born? <GROUPS> 98=refused**

**16. Which of the following categories most closely represents your household's total income from all sources for the last 12 months? (Interviewer: read & circle)**

- 1=under \$20,000
- 2=\$20,000 to \$39,999
- 3=\$40,000 to \$59,999
- 4=\$60,000 to \$79,999
- 5=\$80,000 to \$100,000
- 6=over \$100,000
- 8=don't now/refused

**We've reached the end of our survey and I'd like to thank you very much for taking the time to do this interview.**

**The next stage of this project is a community workshop where more detailed discussions will take place about Hinton's future social services. The workshop session is tentatively planned for the first week of December or early in January. Would you like to be contacted to take part in the next phase?**

**If yes: record name and phone number  
If No, thank for taking part in the survey**

In case my supervisor needs to verify this interview, can you provide me with your first name or initials

Name/Initials\_\_\_\_\_

**Thank You for Your Time**

**Interviewer Record:**

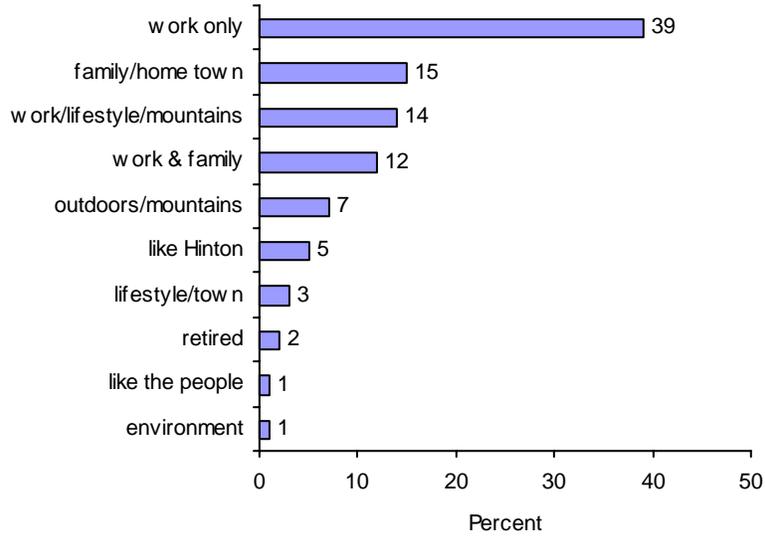
Gender:            1=Male            2=Female            Phone # \_\_\_\_\_            Int#:\_\_\_\_\_

Town of Hinton SDS  
 Community Survey Results  
 Topline Report

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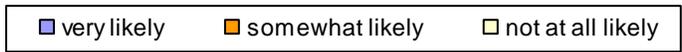
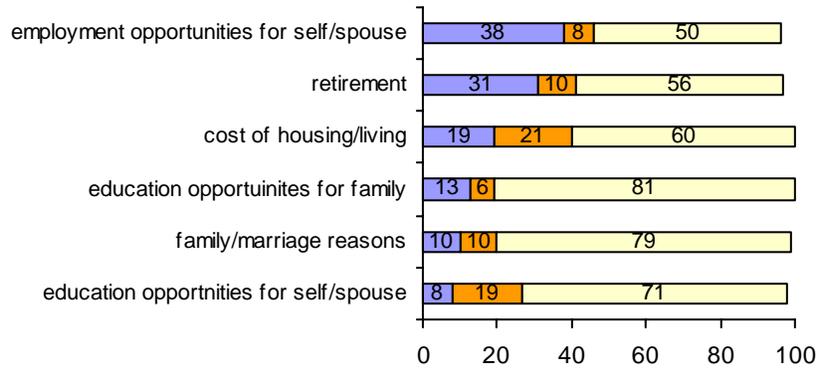
**Reasons for Living in Hinton**

- 86% expect to be living in Hinton in 3 years time
- Employment is the main reason but family and lifestyle connections are evident.



**Reasons for leaving**

- Leaving for jobs or for retirement are key push factors

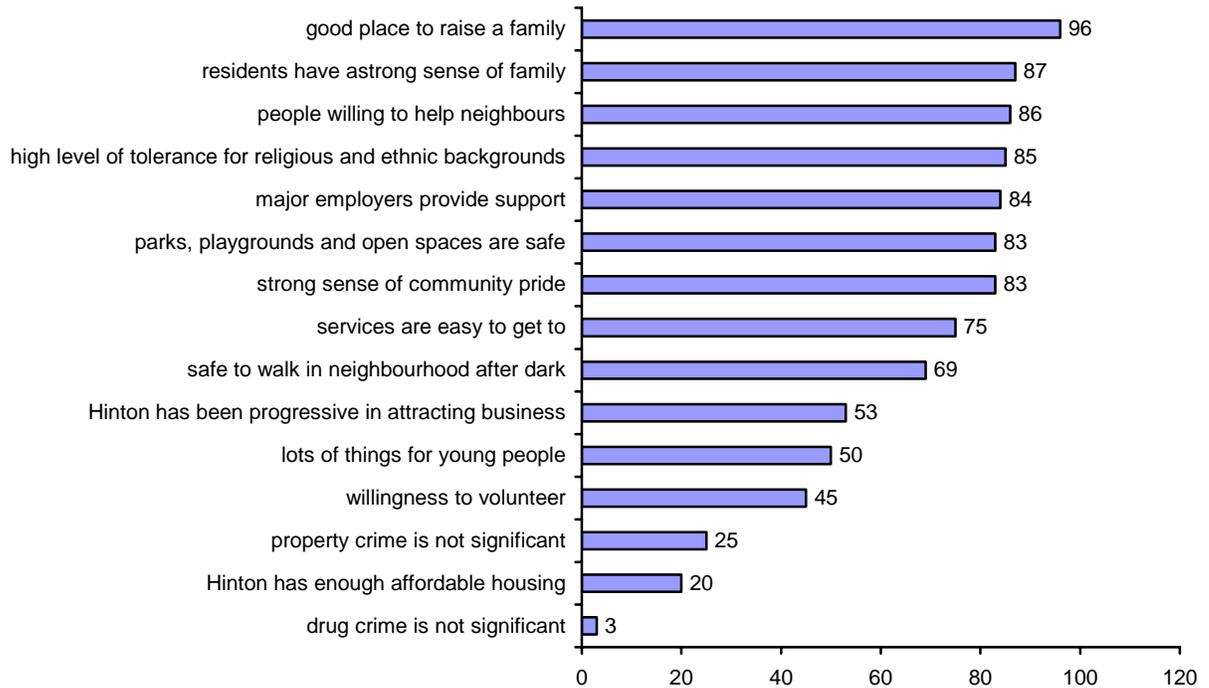


# Town of Hinton SDS Community Survey Results Topline Report

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## Perceptions of Life in Hinton

- Strong family commitment among residents
- Concerns about crime and affordable housing



## Volunteerism

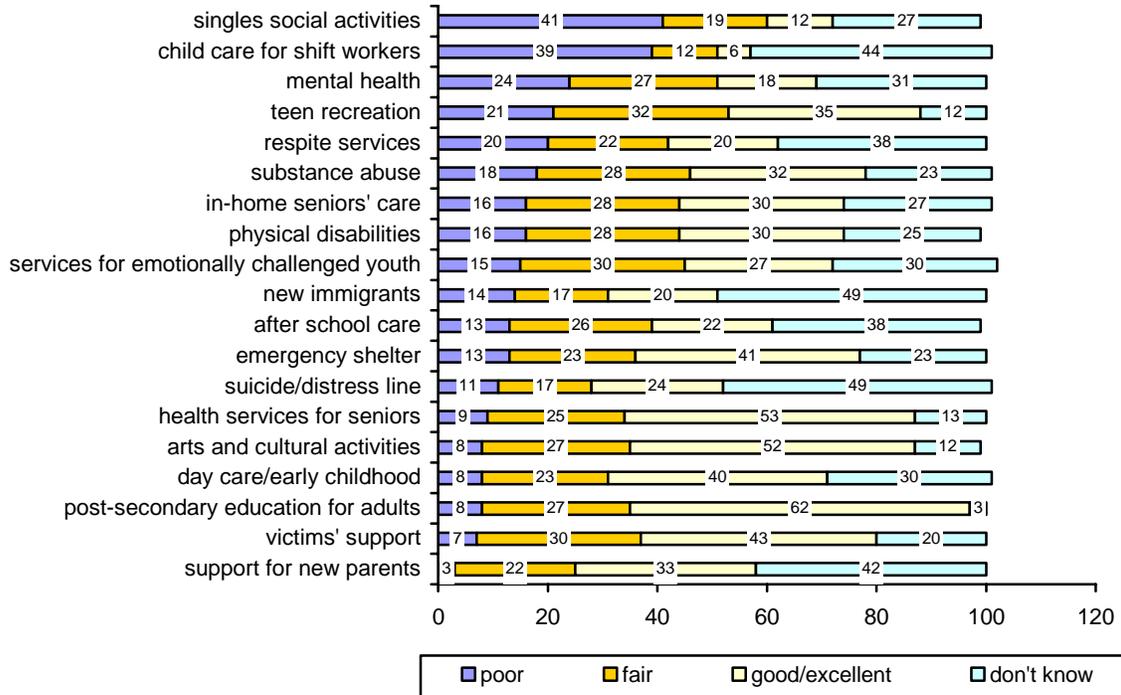
66% of respondents have previously volunteered

49% are very likely to volunteer again in Hinton and 44% are somewhat likely to do so.

Town of Hinton SDS  
Community Survey Results  
Topline Report

**Knowledge of Existing Services (Q6)**

- High percentage of “don’t know” responses
- Ratings of ‘poor’ are highest for singles social activities, child care for shift workers, and availability of mental health services
- Good/excellent ratings the highest for support for post-secondary opportunities, seniors’ health services, arts and cultural activities

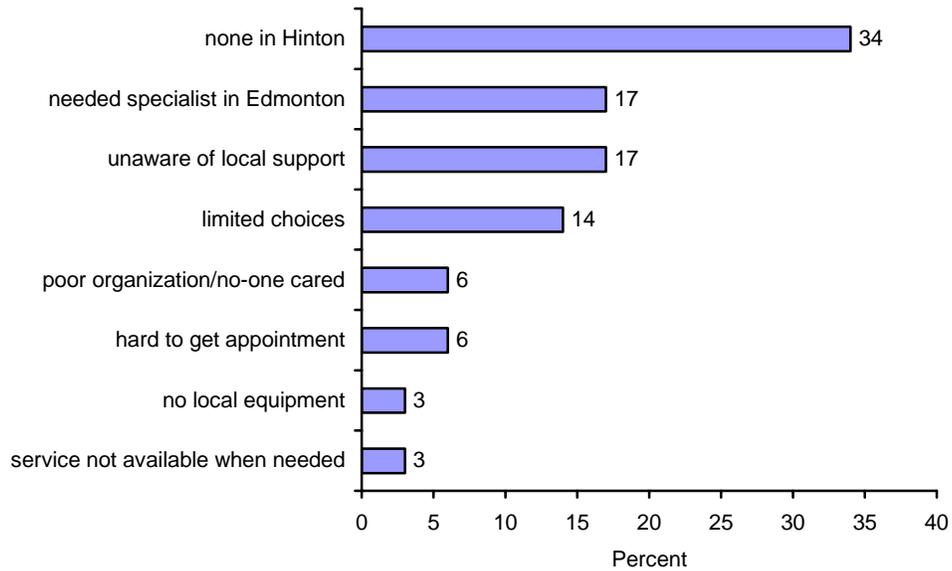


Town of Hinton SDS  
Community Survey Results  
Topline Report

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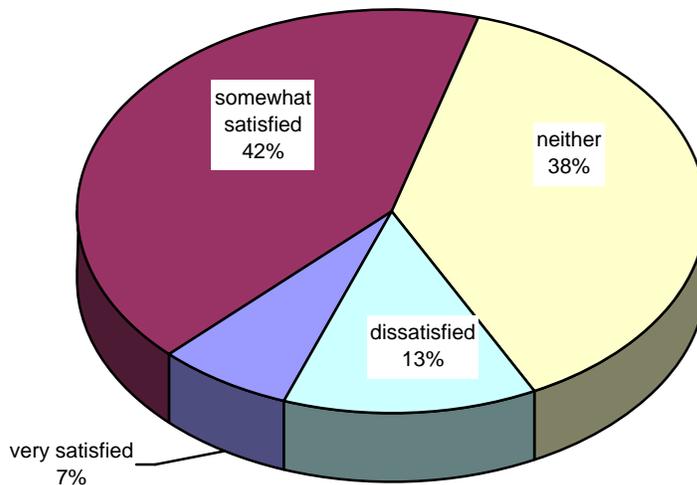
**Past Need for Help**

13% had faced a family issue for which they were unable to get help in Hinton. Key reasons:



**Satisfaction with Quality of Human Services in Hinton**

- 49% satisfied, 38% unsure

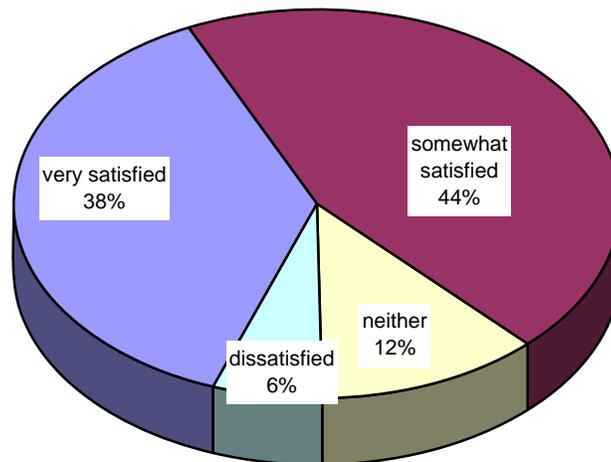


Town of Hinton SDS  
Community Survey Results  
Topline Report

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**Satisfaction with Quality of Life in Hinton**

- 82% satisfied



**Key Areas for Preventative Focus**

- Substance abuse
- Teen activities
- Crime and safety
- Affordable housing
- Home-care for seniors

**Top 10 Services Desired within 3 Years** (based on rank order of reported percentages)

1. Counseling services for youth/teens
2. Services that help seniors stay in their homes longer
3. Social/recreation programming for youth/teens
4. Programs/support for substance abuse
5. emergency shelter for your
6. home help for the sick/elderly
7. respite services for families dealing with care issues
8. foster care for teens from broken homes
9. suicide/distress line
10. services for youth with emotional/behavioural problems

**Top 10 services for between 3 and 5 Years** (based on rank order of reported percentages)

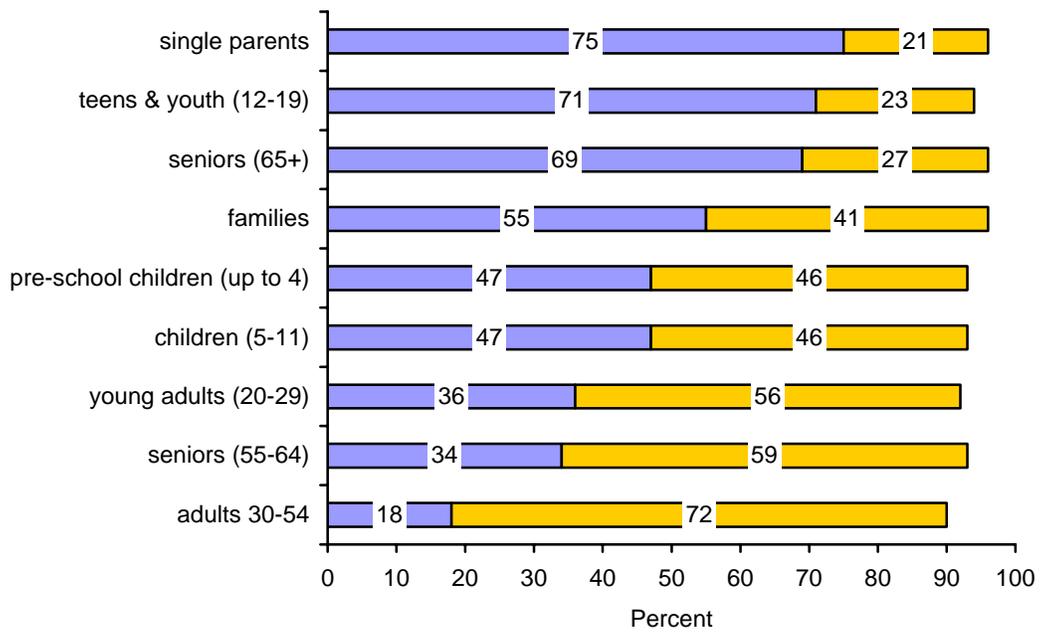
1. post-secondary courses and training
2. social/recreation programs for seniors
3. short-term temporary housing for new workers

Town of Hinton SDS  
 Community Survey Results  
 Topline Report

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- 4. programs/services for people with disabilities
- 5. social/recreation programs for youth under 12
- 6. victims' support services  
 family counseling
- 8. mental health services  
 Day-care
- 10. help for foreign workers and their families  
 Help for other newcomers

**Focus for more emphasis (Q12)**



**APPENDIX 2**  
**WORKSHOP NOTES**

HOUSING	YOUTH
<ul style="list-style-type: none"> <li>• Lack of units</li> <li>• Options: <ul style="list-style-type: none"> <li>- camp</li> <li>- male</li> <li>- men's shelter</li> <li>- sharing between communities</li> <li>- role of employer</li> <li>- define responsibility</li> </ul> </li> <li>• demand from post-secondary</li> <li>• independence for disabled</li> <li>• respite</li> <li>• role of employers: buy to rent back to employee</li> <li>• encourage sharing</li> <li>• hostel: short-term stay</li> <li>• co-op housing</li> <li>• Red Deer model: mix and diversity</li> <li>• High rents <ul style="list-style-type: none"> <li>- non-social service group/communal homes: youth</li> <li>- hard for youth to get own place</li> <li>- location and access from affordable housing to services in town</li> <li>- rental supplement program needs to be broader, alternate guidelines</li> </ul> </li> <li>• extended care exists but need for long term care</li> <li>• Mountain View converted back to extended care</li> <li>• Extend Pine Valley – relive pressure on hospital</li> <li>•</li> <li>• Better allocation of staff including home care</li> <li>• group home: place to live and learn life skills (Edson has one)</li> <li>• role of Habitat for Humanity</li> <li>•</li> <li>• Subsidized for AISH recipients</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of interest in opportunities available</li> <li>• Priorities: parents expectations conflict with teen interests</li> <li>• Youth want income/jobs – will access things they wish to do – more committed to part-time jobs than school courses</li> <li>• Drug/alcohol abuse</li> <li>• Drop-out rates – need recognition/value of qualifications relative to job requirements</li> <li>• Technical/vocational support</li> <li>• Lack of experience excuse from employers</li> <li>• Role of youth centre: focus, staffing and resourcing</li> <li>• Career guidance begins with 10-12 year olds – value of education and consequences</li> <li>• “Leaders of Tomorrow” exists in town</li> <li>• Social conscience – working with community</li> <li>• Hearing from youth</li> <li>• “Youth town council”</li> <li>• Feed into Town decision-making</li> <li>• Reach the segment that doesn't get involved</li> <li>• Get the word out – kids, parents, employers, landlords</li> <li>• Goes beyond school on support for social issues</li> <li>• Targeting programs to those with need</li> <li>• How to get parents/employers involved</li> <li>• At-risk is focus</li> <li>• Negative messages, e.g. allowing smoking on school grounds – bylaw/enforcement</li> <li>• Shift work: latch-key kids – access to parents</li> <li>• Speakers/mentors – those with experience of negative lifestyle</li> <li>• Focus on positives, consequences</li> <li>• Keep youth in Hinton – not leaving for high pay jobs</li> <li>• Build self-esteem</li> <li>• Role: arts council and affordable activities</li> <li>• Build from drug action committee</li> <li>• Negative message from high number of bars/liquor stores</li> <li>• Free swims always popular – simple and effective model</li> <li>• Sports equipment rental – not currently available locally, helps to support opportunity</li> <li>• access</li> </ul>

SENIORS	ABORIGINAL AND IMMIGRANTS
<ul style="list-style-type: none"> <li>• elder abuse – certain constraints for access to shelters</li> <li>• extended care beds needed</li> <li>• Home care gap</li> <li>• Stay in home, like meals on wheels but better – in-home cook and clean</li> <li>• aids for daily living</li> <li>• shortage of trained workers – training for home care – achieve lower level with shorter time</li> <li>• rules are stringent – role of development permit process</li> <li>• in-home food preparation</li> <li>• bylaw issues: parking spots, accessible, curb cuts</li> <li>• knowledge among seniors about programs (e.g parking placards)</li> <li>• limited number of volunteers</li> <li>• benches along trails</li> <li>• funding processes requires payment up-front before re-imburement – can Town front-end in a transitional model</li> <li>• activities: age and capability – seniors’ recreation director</li> <li>• transportation to out-of-town appointments</li> <li>• Accessibility – better snow removal</li> <li>• Entertainment options: social focus, dances</li> <li>• Program exists for start-up but need is for follow-through and sustainability</li> <li>• “What would you like”</li> <li>• Volunteer “buddy” program – cross-generational</li> </ul>	<p><u>Aboriginal:</u></p> <ul style="list-style-type: none"> <li>• drop-out, substance abuse, suicide</li> <li>• politics between Aboriginal groups</li> <li>• Head Start: success</li> <li>• Brighter Futures: Edson model of ECD</li> <li>• Integrated service delivery</li> <li>• Agency co-operation – employers see benefit and more likely to get involved</li> </ul> <p><u>Immigrants</u></p> <ul style="list-style-type: none"> <li>• ESL – more in school</li> <li>• Inter-cultural training</li> <li>• Link to Mennonite Centre in Edm – share info and support</li> <li>• Need Orientation office for immigrants/cultural centre</li> <li>• ESL class as “hub” –access to assistance and training</li> <li>• Role of outreach</li> <li>• Role Grand Alberta Economic Region</li> <li>• Role of churches</li> <li>• Friendship Centre</li> <li>• Aboriginals “seem to fit right in”</li> <li>• Lack of employment mentoring supports</li> <li>• Importance of Foehn Festival for exposure/understanding</li> <li>• Cultural exposure</li> </ul>

**APPENDIX 3**

**NOTES FROM PUBLIC OPEN HOUSES,  
MARCH, 2009**

### **Youth and families**

- Youth Centre should be open every evening and during afternoons on weekends
- Youth Centre needs to be promoted more. Better access, better signage
- Run more programs for after school and for teens
- Outdoor water-park for families
- Low cost recreation
- Follow through on Council plan to clear the lake in the winter for outdoor skating
- Find ways to engage young teens and pre teens through leadership and community development
- Communication and partnerships between organizations needs improving
- Hinton needs better services/recreation leadership from our youth
- Teen parents need be better connected and engaged in the larger community
- Cultural and heritage events will be targeted towards youth, both younger and older, in the form of educational tool kits. Events will have children and their families involved. Involvement of the various demographic groups in the development and implementation of programs will allow a feeling of ownership and ensure continued involvement
- Central location needed to house programs for children, youth and families under one roof, including transportation to school programs

### **Seniors and community**

- Life long learning opportunities needed
- Post secondary learning programs for seniors
- Heritage and cultural development within Hinton is slowly being brought to the forefront by the Historical Society – partnerships being developed with seniors and youth in developing gardens at the station facility
- Community development enhancement – a park area is planned at the station house facility that will be accessible to disabled and be educational to children and involve input from seniors

### **Housing**

- More housing needed for “hard to serve” populations.
- Need supported independent living
- Rent geared to income
- Housing for those with disabilities and mental health issues

**General**

- More supports for 25 – 40 year old age group
- Aboriginal and ethnic communities will be involved in programming and events development by the cultural society
- Stats on female lone parents shocking but not surprising. This stat has not changed in over 3 decades. There are few supports within the community. The Social Development Strategy will hopefully work to see this change
- Destruction of town's assets i.e. parks vandalized regularly. Patrol the parks and walk ways