Present: Councillors S. Merulla (Chair), T. Jackson (Vice Chair), S. Duvall, B. McHattie and R. Pasuta

Absent with Regrets: Councillor B. Morelli – Sick Leave
Councillor M. McCarthy – Other City Business

Also Present: Councillors B. Bratina and B. Clark
J. Priel, General Manager, Community Services Department
J. Soldera, Director, Social Development & Early Childhood Services
C. Murray, Director, Housing
P. Meredith, Deputy Chief, Hamilton Emergency Services
T. Morasse, Social Policy Analyst
C. Gallimore, Senior Policy Analyst
D. Brodati, Manager, Policy & Program Development
S. Paparella, Legislative Assistant, Clerk’s Office

THE EMERGENCY & COMMUNITY SERVICES COMMITTEE PRESENTS REPORT 07-015 AND RESPECTFULLY RECOMMENDS:

1. **APPOINTMENT OF CHAIR (Item A)**

   That Councillor T. Jackson be appointed as Chair of the Emergency & Community Services Committee for 2008.

2. **APPOINTMENT OF VICE CHAIRS (Item B)**

   That Councillors S. Duvall and S. Merulla be appointed as First Vice Chair and Second Vice Chair of the Emergency & Community Services Committee, for 2008, respectfully.

Council – December 12, 2007
3. **Inland Refugees from the United States (ECS07076) (City Wide) (Item 5.1)**

   That Report ECS07076 - Inland Refugees from the United States be received.

4. **Water Filter Fund (ECS07089) (City Wide) (Item 5.2)**

   That Report ECS07089 – Water Filter Fund be received.

5. **Fairness to Hamilton Campaign Sub-Committee Minutes, dated August 15, 2007 (Item 5.3)**

   That the Minutes of the August 15, 2007 meeting of the Fairness to Hamilton Campaign Sub-committee be received.

6. **Child Care Fee Subsidy Program Income Test (ECS07093) (City Wide) (Item 7.1)**

   (a) That the Child Care Fee Subsidy Program Waitlist Strategy, attached as Appendix A to Report 07-015, be approved.

   (b) That Council correspond with the Premier of Ontario and the Minister of Children and Youth Services to request an additional 100% provincial funding to support the increase in demand for child care fee subsidies that have occurred since the introduction of the Provincial Child Care Fee Subsidy Income Test.

   (c) That copies of the correspondence, which are to be sent to the Premier and the Minister of Children and Youth Services, be forwarded to the Association of Municipalities of Ontario (AMO) and all local area MPPs.


8. **Domiciliary Hostel Program Funding Changes (ECS07094) (City Wide) (Item 8.1)**

   That the General Manager of the Community Services Department be directed and authorized to pay a per diem increase of 2% to domiciliary hostel service providers,
effective June 1, 2007, funded 100% by the Province up to December 31, 2007, and cost shared on an 80/20 basis, effective January 1, 2008.

9. Environment Hamilton’s Day Pass Program (ECS07095) (City Wide) (Item 8.2)

That staff be authorized and directed to become a partner in Environment Hamilton’s Day Pass Program by offering “buy one - get one free” admission for public swims and public skates at the recreation facilities and entrance to any Hamilton Civic Museum.

10. Beasley Community Centre (ECS07092) (Ward 2) (Item 8.3)

That the General Manager of Community Services be authorized and directed to draft, in partnership with the Hamilton-Wentworth District School Board, an Agreement respecting the design and build of a City owned community centre that is to be joined to the new school building, which is scheduled to be constructed on the existing site of the Dr. Edgar Davey Elementary School, and to report back to the Emergency & Community Services Committee.

11. Human Services Plan Update (ECS07048(a)) (City Wide) (Item 8.4)

(a) That the Terms of Reference for the Human Services Plan, attached as Appendix B to Report 07-015, be approved.

(b) That the Terms of Reference for the Human Service Planning Table, attached as Appendix C to Report 07-015, be approved.

(c) That Councillors B. Clark and B. McHattie be appointed to the Human Service Planning Table for the balance of the 2006-2010 term of Council.

12. Funding for Food Share Member Agencies Christmas Campaign (ECS07101) (City Wide) (Item 8.5)

(a) That the General Manager of the Community Services Department be directed and authorized to pay $100,000 to Food Share on behalf of emergency food providers from the existing departmental budget.

(b) That any additional funding for emergency food services be contingent on the development of a strategic plan for the emergency food sector.
(c) That staff be directed to provide a report back to the Emergency & Community Services Committee, respecting the Strategic Plan for the emergency food sector.

FOR THE INFORMATION OF COMMITTEE:

(a) CHANGES TO THE AGENDA (Item 1)

The Clerk noted the following changes to the agenda:


(ii) Added as Item 4.3 – Delegation Request from Perpetua Quigley, Program Manager – Ontario, the ACT Foundation of Canada, respecting the ACT High School CPR Program – Hamilton.

(iii) Added as Item 8.5 - Funding for Food Share Member Agencies Christmas Campaign (ECS07100) (City Wide)

(iv) Added as Item 9.1 – A Motion respecting Squash Courts at Chedoke Golf Club


The agenda for the December 5, 2007 agenda of the Emergency & Community Services Committee was approved, as amended.

(b) DECLARATIONS OF INTEREST (Item 2)

There were none declared.

(c) APPROVAL OF THE MINUTES OF THE PREVIOUS MEETING (Item 3)

3.1 November 21, 2007

The Minutes of the November 21, 2007 meeting of the Emergency & Community Services Committee were approved, as presented.
(d) **Delegation Request: Lynn Aquin, on behalf of the Campaign for Adequate Welfare and Disability Benefits respecting Heat Response Matters (Item 4.1)**

The delegation request made by Lynn Aquin, on behalf of the Campaign for Adequate Welfare and Disability Benefits respecting Heat Response Matters, was approved.

(e) **Brenda Johnson, Project Manager, Environment Hamilton, respecting Item 8.2 – Report ECS07095 – Environment Hamilton’s Day Pass Program (Item 4.2)**

The delegation request made by Brenda Johnson, Project Manager, Environment Hamilton, to speak at the December 5, 2007 meeting of the Emergency & Community Services Committee, respecting Item 8.2 – Report ECS07095 – Environment Hamilton’s Day Pass Program, was approved.

(f) **Perpetua Quigley, Program Manager – Ontario, the ACT Foundation of Canada, respecting the ACT High School CPR Program – Hamilton (Item 4.3)**

The delegation request made by Perpetua Quigley, Program Manager – Ontario, the ACT Foundation of Canada, respecting the ACT High School CPR Program – Hamilton, was approved.

(g) **Brenda Johnson, Project Manager, Environment Hamilton, respecting Item 8.2 – Report ECS07095 – Environment Hamilton’s Day Pass Program (Item 6.1)**

Brenda Johnson, Project Manager, Environment Hamilton, provided an overview of the Environment Hamilton Day Pass Program to Committee. Ms. Johnson advised Committee that Environment Hamilton’s Day Pass Program is to assist in providing affordable outings for families with children, in conjunction with the HRS Day Pass. The HSR Day Pass provides an all day pass for two (2) adults and four (4) children or one (1) adult and five (5) children, at a cost of $8.00, effective in 2008. A few of the partners involved with Environment Hamilton’s Day Pass Program are: the YMCA, YWCA, Canadian Football Hall of Fame, Hamilton Military Museum, Hamilton Children’s Museum, Dundurn Castle, Hamilton Art Gallery, Lakeland Pool, and many more.

The presentation by Brenda Johnson, Project Manager, Environment Hamilton, respecting Item 8.2 – Report ECS07095 – Environment Hamilton’s Day Pass Program, was received.
(h) New Director of Recreation

Joe-Anne Priel, General Manager of the Community Services Department introduced Diane LaPointe-Kay, the new Director of Recreation, to the Committee.

(i) Child Care Fee Subsidy Program Income Test (ECS07093) (City Wide) (Item 7.1)

Jane Soldera, Director, Social Development and Early Childhood Services, provided a PowerPoint presentation and an overview of Report ECS07093.

(j) On Any Given Night – Measuring Homelessness in Hamilton (2007) (ECS07097) (City Wide) (Item 7.2)

Tammy Morasse and Jeff Wingard, SPRC, provided a PowerPoint presentation and an overview of Report ECS07097.

Chris Murray, David Brodati, Tammy Morasse and Jeff Wingard were available for questions.

(k) Human Services Plan Update (ECS07048(a)) (City Wide) (Item 8.4)

(a) That the Terms of Reference for the Human Services Plan, attached as Appendix A to Report ECS07048(a), be approved.

(b) That the Terms of Reference for the Advisory Committee for the Human Services Plan, attached as Appendix B to Report ECS07048(a), be approved.

(c) That Councillor B. Clark be appointed to the Advisory Committee for the Human Services Plan for the balance of the 2006-2010 term of Council.

(d) That one additional member of Council be appointed to the Advisory Committee for the Human Services Plan for the balance of the 2006-2010 term of Council.

Item 8.4 - Human Services Plan Update (ECS07048(a)), as amended, was reconsidered.
(l) Squash Courts at Chedoke Golf Club (Item 9.1)

Staff was directed to investigate the feasibility and costs associated with adding a squash court(s) at Chedoke Golf Club and report back to the Emergency & Community Services Committee.

(m) Outstanding Business List Items Requiring New Due Dates (Item 11.1)

The proposed new due dates for the following Emergency & Community Services Committee Outstanding Business List items were approved:

(i) Item “A” – Fee Waiver Policy
   Due Date: December 5, 2007
   Proposed New Due Date: June 18, 2008

(ii) Item “H” – Roomers & Boarders Update
    Due Date: December 5, 2007
    Proposed New Due Date: April 16, 2008

(iii) Item “I” – City’s Strategy to Manage Greenspace and Open Space Deficiencies
     Due Date: TBD
     Proposed New Due Date: March 19, 2008

(iv) Item “U” – Update on the HES06005(a) re: Resource and Deployment of EMS
     Due Date: December 5, 2007
     Proposed New Due Date: January 16, 2008

(v) Item “Y” – Hamilton Junior Bengals’ Lacrosse Club – Relocation Costs
    Due Date: December 5, 2007
    Proposed New Due Date: January 16, 2008

(vi) Item “Z” – Ice Rates and Times for Non-Affiliated Clubs
     Due Date: November 21, 2007
     Proposed New Due Date: January 16, 2008

(n) Items to be removed from the Outstanding Business List (Item 11.2)

(i) Item “H” – Vital Services By-law

Item “H” – Vital Services By-law was considered complete and removed from the Emergency & Community Services Committee Outstanding Business list and the matter was addressed with at the November 21, 2007 Committee meeting.
(o) ADJOURNMENT (Item 13)

There being no further business, the Committee adjourned at 2:56 p.m.

Respectfully submitted,

Councillor S. Merulla, Chair
Emergency & Community Services Committee

Stephanie Paparella
Legislative Assistant
December 5, 2007
Strategy Overview

In a situation in which the demand for fee subsidy is greater than the available funding, the following priority queue is proposed as a way to manage the wait list. The strategy is based on a mix of reasons for service and income criteria. Within each priority queue, applicants will be given access on a first-come/first-serve basis.

Priorities for Service

Priority #1: Financially eligible applicants with a child who requires special needs resources\(^1\) and/or those vulnerable families in high risk situations\(^2\).

- This group of applicants will not be placed on a wait list for subsidy. Once applicants are deemed eligible, they will automatically receive their fee subsidy entitlement.

Priority #2: Financially eligible applicants who live below the poverty line.

- This group includes those applicants who are in receipt of OW or ODSP benefits who are actively looking for work, going to school, participating in an approved training program and/or community participation activity on a full-time/part-time basis.
- Program staff will address the issue of what operational processes can be put in place to plan for the transition to employment for social assistance recipients so that continuity of child care support is available.
- It also includes a broader range of applicants who may not be in receipt of OW or ODSP benefits, but who earn low incomes and need access to child care.

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\(^1\) He or she had a developmental need and must meet the definition of a “handicapped child” in O. Reg 262 under the \textit{Day Nurseries Act}: “A child who has a physical or mental impairment that is likely to continue for a prolonged period of time and who as a result thereof is limited in activities pertaining to normal living as verified by objective psychological or medical findings and includes a child with a developmental disability”.

\(^2\) Includes those families in which the need for child care directly related to the child, or is the result of a greater family need because of issues with the home/ family environment, where the family is referred by an outside agent (e.g. children’s aid society, public health unit, family physician, or another early intervention/ prevention/ professional). Status is assessed on a case-by-case basis based on the details of the referral. Examples of families who would be prioritized under this queue include those who are involved with a children’s aid society or those applicants who are victims of domestic abuse.
care because they are working, looking for work, attending school and/or have an identified social need.  

- Applicants qualifying for this queue based on the latter criteria will be determined using Statistics Canada’s Low Income Cut-off (LICO). Applicants whose after tax income falls below the LICO (see Table below) based on their family composition will be considered a priority for service.
- The LICO is adjusted for family and community size and is an income threshold below which a family will likely devote a larger share of its income on the necessities of food, shelter and clothing than an average family (see Table below).

**Low Income Cut-offs (LICOs) after taxes for communities with 500,000 or more residents for 2006**

<table>
<thead>
<tr>
<th>Size of Family Unit</th>
<th>Low Income Cut-offs After Tax ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 person</td>
<td>17,570</td>
</tr>
<tr>
<td>2 persons</td>
<td>21,384</td>
</tr>
<tr>
<td>3 persons</td>
<td>26,628</td>
</tr>
<tr>
<td>4 persons</td>
<td>33,221</td>
</tr>
<tr>
<td>5 persons</td>
<td>37,828</td>
</tr>
<tr>
<td>6 persons</td>
<td>41,953</td>
</tr>
<tr>
<td>7 or more persons</td>
<td>46,077</td>
</tr>
</tbody>
</table>


**Priority #3: All other financially eligible applicants.**

- Includes all other financially eligible applicants under the income test guidelines who need access to child care because they are working, looking for work, attending school and/or have an identified social need.

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3 He or she needs child care because he or she has other developmental or environmental needs outside of the definition of a “handicapped child” or vulnerable families in high risk situations.

4 Eligibility will be determined using a copy of the applicant’s Schedule 5 from their Federal Tax return from the previous year to determine the number of dependents and family size, as well as their Federal Notice of Assessment to determine their annual net income.


6 Statistics Canada reports that the population of the City of Hamilton in 2006 was 504,559.
Purpose:

The Human Services Plan (HSP) for the City of Hamilton will set in place strategies that enhance quality of life\(^1\) for all residents of the City of Hamilton. Specifically, the plan will articulate a strategy and set out the actions that need to be pursued in order for all citizens to have access to the appropriate and required human services\(^2\) – when, where and how they need them – now and in the future. The plan will also explore and make recommendations, based on consultations, about how human services should be delivered to residents. Finally, the HSP will inform and assist municipal staff in developing Official Plan (OP) policies as part of the development of a new OP for the City of Hamilton.

Background:

**Hamilton’s Human Services Plan – What is it?**

The Human Services Plan for the City of Hamilton will set in place strategies that enhance the quality of life\(^3\) for all residents of the City of Hamilton. Most definitions of quality of life encompass all three aspects of sustainability (social, environment, and economy), but the Human Services Plan will focus directly on the social aspects of quality of life. Since quality of life deals with factors beyond the control or influence of the City, the Human Services Plan will be limited to those human services that are directly delivered by the City of Hamilton. Specifically, the plan will forecast human services needs, articulate a strategy and set out the actions that need to be pursued in order for all citizens to have access to the appropriate and required human services\(^4\) – when, where and how they need them – now and in the future. The plan will also explore and make recommendations, based on consultations, about how human services should be delivered to residents. This may result in new ways of delivering human services, or different partnerships than currently exist.

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\(^1\) The FCM definition recognizes that in any given municipality quality of life is influenced by interrelated factors such as: affordable, appropriate housing, civic engagement, community and social infrastructure, education, employment, the local economy, the natural environment, personal and community health, personal financial security, and personal safety. *Source: FCM Quality of Life Reporting System Highlights Report, 2004.*

\(^2\) Human services are defined as those services that promote a safe, healthy community and maintain and support a high quality of life of residents addressing issues such as: physical activity; community animation and interaction; aging in place; ability to walk/cycle; accessible locations for live, work and play; and affordable housing options with a mix of residential densities.

\(^3\) The FCM definition recognizes that in any given municipality quality of life is influenced by interrelated factors such as: affordable, appropriate housing, civic engagement, community and social infrastructure, education, employment, the local economy, the natural environment, personal and community health, personal financial security, and personal safety. *Source: FCM Quality of Life Reporting System Highlights Report, 2004.*

\(^4\) Human services are defined as those services that promote a safe, healthy community and maintain and support a high quality of life of residents addressing issues such as: physical activity; community animation and interaction; aging in place; ability to walk/cycle; accessible locations for live, work and play; and affordable housing options with a mix of residential densities.
The scope of the Human Services Plan includes those human services, which are within the City’s mandate to deliver or within its sphere of influence, and are impacted by physical growth, intensification and or demographic changes such as immigration, as outlined in GRIDS. Although the City provides a significant number of human services, the complete array of human services required to meet the need of all citizens can only be done in partnership with other local human services providers. Through the development of the Plan, these providers will provide input to the Plan and its recommendations through targeted and broad consultation, and through the participation of local human services providers on the Advisory Committee.

Over the next 25 years, Hamilton will face a number of serious issues as a result of demographic shifts, economic restructuring, environmental sustainability and urban growth. With the development of a HSP, the City can shape a progressive vision that directs investment and enhances coordination of human services such as affordable housing, employment services, public health services, recreation, long-term care, transit, neighbourhood renewal, community safety and emergency services. The HSP will focus on the following actions:

- integrating planning across the human services system;
- higher service quality for residents;
- benefits of multi-year City budgets;
- enhancing coordination and integration of services across program areas;
- increasing investment by senior levels of government, non-profit and private sectors;
- building financial stability overtime; and,
- defining a shared vision for human services delivery.

The HSP will forecast service trends, based on population projections and residential intensification activities, as outlined in the Growth Related Integrated Development Strategy (GRIDS). Stakeholder and community consultation will shape the vision, strategies and outcomes of the HSP, which is scheduled to be completed in 2009.

**Strategic Alignment – How does it fit?**

In 2003, the Building a Strong Foundation (BASF) process was initiated by the City of Hamilton. Guided by a cross-departmental staff team, the BASF process utilized an integrated planning approach to model principles of sustainable development. The BASF process sought community input regarding a renewal of the vision statement of Vision 2020 and to identify key guiding principles for GRIDS.

The HSP will be informed by the implementation of GRIDS, contribute to the development of the new OP and provide direction on the future planning and delivery of human services thus embracing an integrated planning approach. HSP provides an overarching framework for the development of supporting documents such as the Community Infrastructure Plan and the Housing Affordability Study.
Appendix B to Item 11 of Report 07-015
Page 3 of 9

(see Figure 1). Completion of these two documents will fulfill the City’s legislative responsibility, as outlined in Ontario’s Growth Plan for the Greater Golden Horseshoe (2006)\(^5\). It will also complement the implementation and development of other policy and planning initiatives such as the immigration strategy. To ensure alignment with the OP and GRIDS, the planning horizon for HSP is the year 2031.

**Figure 1: HSP as Part of Overall Growth Strategy**

![Diagram](image)

**What is the scope of the Human Services Plan?**

The scope of the proposed HSP includes municipal services that are within the City’s mandate to deliver, or its sphere of influence\(^6\), and are impacted by physical growth, intensification and/or demographic change such as immigration. While the scope of the HSP will focus on the services and programs operated by the City, clarifying and establishing relationships with other human service providers will be an important consideration in the development of the Plan (See Appendix A to the ToR).

**Approach to developing a Human Services Plan**

A two-phased approach to the HSP has been developed, which is consistent with the planning approach used in GRIDS and Airport Employment Growth District Study. Phase I entails creating a study design to develop vision, values and principles that will guide the plan as well as the scope and outcomes of the project. These components of the study design process will be built through consultation within the

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\(^6\) ‘Sphere of influence’ refers to that which the City fulfills mandated roles like CSMC (Consolidated Municipal Service Manager). Programs/services excluded from the City’s ‘sphere of influence’ include grants provided to organizations who deliver human services.
City and with our community stakeholders. The intended outcomes of Phase I are a shared understanding, buy-in to the planning process and a detailed work plan for Phase II; outlining required resources, background studies, governance and timelines. The results of Phase I will be presented to the Senior Management Team (SMT), the Emergency & Community Services Committee, and other stakeholders as a decision point, prior to starting Phase II. Phase I is envisioned to be a six month process once the consultant has been secured.

Phase II of the project will carryout the recommended study design, as outlined in Phase I of the project. This will include the development of strategies, actions and outcomes to guide human services planning and delivery now and in the future. A number of context and background documents that will involve significant data collection and analysis will support the work of Phase II. Every effort will be made to meet deadlines to ensure human services planning and services delivery issues are considered in the new OP. If completion of the HSP extends past the deadline for submission to the new OP, directions and recommendation from the final HSP may be incorporated via OP amendments, as required. While some of this work may begin within the Phase I, it is anticipated that this work will be completed in Phase II.

**Governance Model:**

Development of the HSP will be lead by the Community Services Social Development Team who will report directly to SMT and the Emergency and Community Services Committee on key project milestones. Figure Two illustrates the governance structure and reporting relationships envisioned for the development of the HSP.

![Figure 2: Governance Structure for the Development of the HSP](image)

Two committees will be established in Phase I to guide the development of the HSP:
a. An Advisory Committee consisting of key senior decision-makers representing a cross-section of stakeholders from the human services sector will provide high-level, strategic guidance on the development of the HSP. Two key activities will be achieved in Phase I:

- Develop the vision and principles, scope and outcomes of the HSP; and,
- Confirm results from public consultation on vision and principles, scope and outcomes of the HSP

The advisory group is envisioned to be our community touchstone on this project. This committee will report to the Emergency and Community Services Committee. It is anticipated that the committee will meet 6 times between January to June 2008 assuming approval of the TOR and the successful recruitment of committee members.

b. A Cross-Departmental Team will be established to provide operational oversight and technical expertise in Phase I of the project. Key activities of this team will be:

- Provide input into defining project scope;
- Data collection for the Community Infrastructure Study;
- Collect information including existing planning/policy documents to be included in municipal role background study; and,
- Provide input into work plan for Phase II.

Members of the cross-departmental team will be expected to apply integrated thinking by identifying linkages across social/health, economic and environmental factors. This committee will report to SMT through the General Manager of Community Services (project sponsor) and the Manager of the Social Development team (project lead). Time commitment for members participating in the Cross-departmental Team will be one day a month for six months commencing January 2008.

At any given time during the development of the Plan, the Social Development Team reserves the right to also assemble a Technical Advisory Committee (TAC), if required.

c. TACs could be established to provide short-term, specialized input to the development of the plan. For example, understanding the long-range implications of the Local Health Integrated Network (LHIN) for human services planning may require the establishment of a TAC for a time-limited, intensive exploration. In another example, bringing the business community and employers together to discuss the implications of changing employment patterns in Hamilton will provide critical input to the development of the HSP.
Deliverables:

Planning for the preparation of the HSP will be a cross-departmental, collaborative effort with leadership provided by the Social Development Team of the Community Services Department in partnership with the Long Range Planning Division of the Planning and Economic Development Department. The planning process will seek to achieve the following deliverables:

a. Formation of a community vision for human services planning and delivery now and in the future.

b. Development of a multi-level Communications Plan including newsletters, web updates, media releases, consultation communications tools, etc.

c. Review of existing demographic, health, employment, economic and other related indicators and statistics relevant to the HSP.

d. Conduct a gap analysis of relevant quantitative and qualitative data.

e. Completion of a summary report synthesizing the results of gap analysis of quantitative and qualitative data highlighting the themes and challenges.

f. Development of a multi-phased consultation process with key stakeholders and public and human service providers at key developmental phases of the HSP to identify themes and respond to draft recommendations.

g. Completion of a draft and final HSP including action-oriented recommendations with the specific contents to be determined upon completion of deliverables 2-6 outlined above. See Appendix B of the ToR for the table of contents.

h. Reports to Council.

Planning Process:

The two-phased planning process will consist of eight major elements:

Phase I:
- Project start-up; and,
- Develop Vision, Principles, Values and Scope.

Phase II:
- Gather Information and Data;
- Develop Strategies and Actions;
- Write the Plan;
- Obtain Community and Stakeholder Approval;
- Implementation of the Plan; and,
- Monitoring, Learning, Evaluation, Change.
The elements are sequential, but they will also be iterative as a collective and common understanding evolves. For a more detailed outline of the planning process please see Figure 3.

Approval Process:

There will be several stages of approval throughout the development of the HSP:

- Approval of the ToR at SMT, the Emergency & Community Services Committee and ultimately by Council;
- Approval of the detailed Work Plan by the Cross-Departmental Staff Team, Advisory Committee and SMT;
- Approval of the Consultation and Communications Plan by the Cross-Departmental Staff Team, Advisory Committee and SMT;
- Approval of the Draft Plan by the broader community, Cross-Departmental Staff Team, Advisory Committee and SMT; and,
- Approval of final Plan by Council.

Project Staffing:

While the development of the HSP will be a collaborative effort, it is an ambitious initiative that will require dedicated project management support, a planner/analyst and administrative support. Since the development of the HSP will rely on the subject matter expertise of staff, staff members sitting on the Cross-Departmental team must be allowed the time required to collect and analyze relevant statistical information and to facilitate the discussion of themes that arise from the analysis of this data within each of their sectors.
Figure 3: Steps in the Human Services Planning Process

Phase One

Planning to Plan / Project Start-up
- Create and finalize work plan
- Develop communication strategy
- Establish consultation strategy
- Establish governance model
- Secure project resources
- Obtain project approval (SMT)

Develop Vision, Principles, Values and Scope
- Establish plan framework (vision, principles, values)
- Define scope
- Develop conceptual model(s)
- Foster stakeholder buy-in

Gather Information and Data
- Conduct environmental scan (influencing factors, service inventory, policy/plan scan, stakeholder analysis, demographic profile)
- Define municipal role
- Land-use/service concept mapping
- Service gaps analysis
- Complete Community Infrastructure Study

Phase Two

Develop Strategies and Actions
- Identify opportunity areas
- Develop selection and screening criteria
- Decide ‘who does what’ (roles/responsibilities)
- Prepare goal, strategy and action statements
- Develop measurable indicators (is this possible?)

Write the Plan

Obtain Community and Stakeholder Approval
- Consultation on draft report
- Final plan approval

Implementation of the Plan
- Project plans
- Resources
- Communication

Monitoring, Learning, Evaluation, Change
- Outcome measures
- Evaluation strategy
- Documenting progress

Adapted from Action for Neighbourhood Change: A Guide for Neighbourhood Planning
Human Services Sector is Inter-related

Appendix A to the Terms of Reference

Health Care
- Primary Health Care
- Hospitals
- Other Ministry of Health Services
- Public Health
- EMS
- City Provided LTC
- Community Provided LTC
- CCAC

Education
- HWDSB + HWCDSB
- Private Schools
- Post Secondary (i.e. McMaster, Mohawk)

Community & Social Services
- Culture: Arts & Heritage
- Parks & Recreation
- Child Care
- City Provided Child & Family Services
- Community Provided Child & Family Services
- Early Intervention Services (Children)
- Libraries
- Non-Profit Comm. Agencies

Housing
- Affordable Choices

Police & Safety
- OPP
- Police Services
- Courts
- Fire
- Economic Development

Other
- Transit
- Employment/Jobs

Subsidized or Income Tested
- Social Assistance
- Child Care Fee Assistance
- Homelessness Prevention
- Rent Subsidies
- Homelessness Supports

Crisis Intervention
- Infectious Disease Outbreak
- City Provided Emergency Response
- Community Provided Emergency Response

Source: Region of York
Purpose:

The Human Services Plan (HSP) for the City of Hamilton will set in place strategies that enhance the quality of life\(^1\) for all residents of the City of Hamilton. Specifically, the plan will articulate a strategy and set out the actions that need to be pursued in order for all citizens to have access to the appropriate and required human services\(^2\) – when, where and how they need them – now and in the future. The plan will also explore and make recommendations, based on consultations, about how human services should be delivered to residents. Finally, the HSP will inform and assist municipal staff in developing Official Plan (OP) policies as part of the development of a new OP for the City of Hamilton.

Background:

Hamilton’s Human Services Plan – What is it?
The Human Services Plan for the City of Hamilton will set in place strategies that enhance the quality of life\(^3\) for all residents of the City of Hamilton. Most definitions of quality of life encompass all three aspects of sustainability (social, environment, and economy), but the Human Services Plan will focus directly on the social aspects of quality of life. Since quality of life deals with factors beyond the control or influence of the City, the Human Services Plan will be limited to those human services that are directly delivered by the City of Hamilton. Specifically, the plan will forecast human services needs, articulate a strategy and set out the actions that need to be pursued in order for all citizens to have access to the appropriate and required human services\(^4\) – when, where and how they need them – now and in the future. The plan will also explore and make recommendations, based on consultations, about how human services should be delivered to residents. This may result in new ways of delivering human services, or different partnerships than currently exist.

The scope of the Human Services Plan includes those human services, which are within the City’s mandate to deliver or within its sphere of influence, and are

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\(^1\) The FCM definition recognizes that in any given municipality quality of life is influenced by interrelated factors such as: affordable, appropriate housing, civic engagement, community and social infrastructure, education, employment, the local economy, the natural environment, personal and community health, personal financial security, and personal safety. Source: FCM Quality of Life Reporting System Highlights Report, 2004.

\(^2\) Human services are defined as those services that promote a safe, healthy community and maintain and support a high quality of life of residents addressing issues such as: physical activity; community animation and interaction; aging in place; ability to walk/cycle; accessible locations for live, work and play; and affordable housing options with a mix of residential densities.

\(^3\) The FCM definition recognizes that in any given municipality quality of life is influenced by interrelated factors such as: affordable, appropriate housing, civic engagement, community and social infrastructure, education, employment, the local economy, the natural environment, personal and community health, personal financial security, and personal safety. Source: FCM Quality of Life Reporting System Highlights Report, 2004.

\(^4\) Human services are defined as those services that promote a safe, healthy community and maintain and support a high quality of life of residents addressing issues such as: physical activity; community animation and interaction; aging in place; ability to walk/cycle; accessible locations for live, work and play; and affordable housing options with a mix of residential densities.
impacted by physical growth, intensification and or demographic changes such as immigration, as outlined in GRIDS. Although the City provides a significant number of human services, the complete array of human services required to meet the need of all citizens can only be done in partnership with other local human services providers. Through the development of the Plan, these providers will provide input to the Plan and its recommendations through targeted and broad consultation, and through the participation of local human services providers on the Human Services Planning Table.

Over the next 25 years, Hamilton will face a number of serious issues as a result of demographic shifts, economic restructuring, environmental sustainability and urban growth. With the development of a HSP, the City can shape a progressive vision that directs investment and enhances coordination of human services such as affordable housing, employment services, public health services, recreation, long-term care, transit, neighbourhood renewal, community safety and emergency services. The Human Services Plan will address the following:

- integrated planning across the human services system;
- higher service quality for residents;
- benefits of multi-year City budgets;
- enhancing coordination and integration of services across program areas;
- building financial stability;
- increasing investment by senior levels of government; and,
- defining a shared vision for human services delivery.

The HSP will articulate a bold vision for planning, delivering and investing in human services that support a healthy, vibrant city. HSP will forecast service trends based on population projections and residential intensification activities as outlined in the Growth Related Integrated Development Strategy (GRIDS). The goal of HSP is to coordinate planning and implementation of human services delivery. It will incorporate the current plans and studies dealing with human services, as well as GRIDS, and make recommendations for future programs, policy, planning and service delivery. The HSP is scheduled to be completed in 2009.

The scope of the proposed HSP includes municipal services that are within the City’s mandate to deliver, or its sphere of influence, and are impacted by physical growth, intensification and/or demographic change such as immigration. A potential list of services may be found at the end of the ToR. Stakeholder and community consultation will shape the vision, strategies and outcomes of the HSP. To ensure alignment with the OP and GRIDS, the planning horizon for HSP is the year 2031.

Hamilton’s Human Services Plan – How does it fit?
In 2003, the Building a Strong Foundation (BASF) process was initiated by the City of Hamilton. Guided by a cross-departmental staff team, the BASF process
utilized an integrated planning approach to model principles of sustainable development. The BASF process sought community input regarding a renewal of the vision statement of Vision 2020 and to identify key guiding principles for the GRIDS. GRIDS translates Vision 2020 objectives into an urban form, community policy directives and set of planning deliverables designed to reshape Hamilton in the next 25 years to more clearly address its opportunities and challenges.

The HSP will be informed by the implementation of GRIDS, contribute to the development of the new OP and provide direction on the future planning and delivery of human services thus embracing an integrated planning approach. HSP provides an overarching framework for the development of supporting documents such as the Community Infrastructure Plan and the Affordable Housing Strategy (see Figure 1). Completion of these two documents will fulfil the City’s legislative responsibility as outlined in Ontario’s Growth Plan for the Greater Golden Horseshoe (2006). It will also complement the implementation and development of other policy and planning initiatives such as the immigration strategy.

Figure 1: HSP as Part of Overall Growth Strategy

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Our Approach to Developing a Human Services Plan
A phased approach to human services planning has been developed. Phase I entails creating study design to develop vision, values and principles that will guide the plan as well as the scope and outcomes of the project. These components of the study design process would be built through consultation within the organization and the community. The intended outcomes of Phase I are shared understanding, buy-in to the planning process as well as a detailed work plan outlining required resources, background studies, governance and time lines. The results of Phase I will be presented to the Senior Management Team (SMT), Emergency & Community Services Committee and other stakeholders as a decision point, prior to starting Phase II. Phase one is envisioned to be a six month process.

Phase II of the project will carry out the recommended study design outlined in Phase I of the project. This will include the development of strategies, actions and outcomes to guide human services planning and delivery now and in the future. A number of context and background documents that will require significant data collection and analysis will support the work of Phase II. As required in the Growth Plan for the Greater Golden Horseshoe, a Community Infrastructure Strategy and Housing Affordability Strategy will also be completed as part of the HSP. While some of this work may begin within the Phase I, it is anticipated that this work will be completed in Phase II. A consultation strategy, developed in Phase I, will be implemented to facilitate input across the human service system.

Mandate:

To provide leadership and strategic guidance on the development of all phases of the Human Services Plan for the City of Hamilton.

Functions:

The Human Services Planning Table will:

- Lead and develop vision and principles, scope and outcomes of the HSP;
- Receives results from public consultation on vision and principles, scope and outcomes of the HSP;
- Act as a champion to encourage broad participation in the HSP development process;
- Apply integrative thinking by identifying linkages across social/health, economic, and environment factors in keeping with the principles of sustainable development

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Co-Chairs:
- Co-chairs are responsible for monitoring, reviewing and confirming agenda items as well as conducting the meetings according to the agenda.
- The Co-Chair(s) or their designate will be the media spokesperson for the Planning Table and Human Service Plan.

Membership:
The Human Services Planning Table will consist of two (2) representatives of Council and human service providers who will guide the development of the HSP. Membership will be drawn from a range of stakeholders within the human services sector. This group of senior decision-makers and will meet approximately six times between January to June 2008, or longer should it be required. For a complete list of members may be found at the end of the ToR.

Support will be provided by staff from the City of Hamilton with respect to agendas, minutes, and technical advice. The Human Services Planning Table reports to the Emergency & Community Services Committee

Operating Guidelines:
- Human Services Planning Table members will play a liaison and knowledge-disseminating role between their organization and the Planning Table.
- Minutes of the Human Services Planning Table meetings will be recorded by the staff team and circulated to members for approval at the following scheduled meeting.
- A minimum of six meetings will be held through the duration of Phase 1 of the HSP development.
- Meetings will be held at a City of Hamilton location yet to be determined.

Project Timelines:
- Phase I of the project is scheduled to take place from January to June 2008.
HUMAN SERVICE SECTORS

Human Services Sector is Inter-related

HEALTH CARE
- PRIMARY HEALTH
- HOSPITAL
- OTHER HEALTH
- PUBLIC
- EMS
- CIT PROVIDED
- COMMUNITY PROVIDED
- CCA

EDUCATION
- HWDSB
- PRIVAT SCHOOL
- POST i.e. MCMASTER, MOHAWK

COMMUNITY & SOCIAL SERVICES
- CULTURE: ARTS HERITAGE
- CHILD
- CITY PROVIDED CHILD FAMILY SERVICES
- COMMUNITY PROVIDED CHILD/FAMILY SERVICES
- EARLY INTERVENTION SERVICES (CHILDREN )
- LIBRARY
- NON-PROFIT COMM. AGENCIES

HOUSING
- AFFORDABLE CHOICE
- SOCIAL ASSISTANCE
- CHILD FEE
- HOMELESSNESS PREVENTION

POLICE & SAFETY
- OPP
- POLICE
- COURT
- FIR

OTHER
- TRANSI
- EMPLOYMENT/JOBS
- ECONOMIC DEVELOPMENT

In the diagram:
- Subsidize O Incom Teste
- Crisis Intervetion
- Template Adapted From York
### Human Services Planning Table Membership

<table>
<thead>
<tr>
<th>Sector</th>
<th>Organization/Title</th>
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<tbody>
<tr>
<td>Education</td>
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<tr>
<td>Education</td>
<td>Colleges/ Universities</td>
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<td>Police/Safety</td>
<td>Hamilton Police Services Board; Hamilton Safe Communities</td>
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<td>Primary Health Care</td>
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<td>Community Health Care</td>
<td>Local Health Integration Networks (LHINs)</td>
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<td>Hamilton Community Foundation</td>
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<td>Voluntary/Non-profit</td>
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<td>Seniors and Special Needs</td>
<td>CCAC; Council on Aging</td>
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<td>Children and Youth Sector</td>
<td>Best Start Network</td>
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<td>Immigrant/Settlement Services</td>
<td>SISO; Hamilton Centre for Civic Inclusion</td>
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<td>Chamber of Commerce – Community Development</td>
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<td>Faith Sector</td>
<td>Interfaith Council</td>
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<td>Community Collaborative</td>
<td>Hamilton Roundtable for Poverty Reduction</td>
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<td>Community Services</td>
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<td>Councillor(s)</td>
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