Choosing our Future...
Working Together

2014
Community & Emergency Services
Business Plan

November 2013
Community and Emergency Services Department

Purpose/Function
The Community and Emergency Services Department contributes to the City of Hamilton’s economic prosperity by:

- delivering social assistance, childcare, and affordable, social housing and homelessness initiatives
- providing income and employment supports to people who are in temporary financial need
- providing accommodation and support services to elderly and disabled adults
- providing a licensed child care program
- providing recreational amenities and programming
- mobilizing emergency medical and health care services
- providing fire prevention, fire suppression and rescue services
- building partnerships to develop sustainable solutions to community and neighbourhood issues
- investing in individuals, families and neighbourhoods to advance personal well being and build strong communities providing meaningful opportunities for social and economic growth
- assisting Hamiltonians participate in a range of community and health related activities
- protecting and promoting quality of life and public safety

Divisions Include:
- Benefit Eligibility
- Employment & Income Support
- Children’s Services & Home Management
- Hamilton Fire Department
- Homes for the Aged
- Housing Services
- Neighbourhood & Community Initiatives
- Recreation
- Paramedic Service

Programs and related services that are provided by the Community Services Department (as defined by the Service Delivery Review) include:

- Social Support & Development
  - Housing Planning & Administration
  - Housing Supports
  - Long Term Care Accommodation
  - Long Term Care
  - Community Based Care
  - Employment Services
  - Financial Assistance Case Management
- Special Supports
- Community Grants
- Child Care Management
- Best Start Initiative
- Directly Operated Child Care Program
- Life Skills & Case Management

• Leisure & Recreation
  - Recreational Program Delivery
  - Recreation Facility Booking and Access
  - Food Services & Delivery

• Public Safety
  - Paramedic Service
  - Community Neighbourhood Paramedic Initiatives
  - Fire Services
  - Corporate Radio System
  - Emergency Management

• Corporate Services
  - Community Services Department Support Services
  - Paramedic Support Services
  - Hamilton Fire Department Support Services

2013 Highlights:

A Prosperous & Healthy Community
  - Completed eight neighbourhood development plans with strategies for implementation, with another two plans scheduled for completion by end of 2013. Final plan to be completed in 2014.
  - Completed the draft Precinct Master Plan for the Pan Am precinct.
  - Worked with the Emergency Food Strategic Planning Committee and developed/implemented food bank standards and strategic direction
  - Consulted with stakeholders on key components of the seniors strategy
  - Implemented Phase two of the Housing & Homelessness Action Plan, including critical investment strategies, targets, required resources and outcomes.
  - Completed a Community Fire Risk Assessment
  - Opened the new Westmount Community Centre
  - Commenced construction on the New Flamborough Seniors Centre
  - Received federal funding under the Community Infrastructure Improvement Fund for Sackville Hill Seniors Centre and Ancaster Senior Achievement Centre
  - Planned and implemented Recreation components of the Neighborhood Action Plans
Valued & Sustainable Services

- Formed a working committee with representatives from Hamilton Best Start Network and the Children's Mental Health committee to develop the single access to the system for children and families. The work built on the Health Connections phone line and Contact Hamilton.
- Integrated stakeholder consultation and collaboration in all major evaluations and reviews
  - Examples - Emergency Food System, Early Years Community Plan, Changes to the Housing Services Act
- Enhanced Recreation program registration process (including technology enhancements)
- Evaluated and adopted best practices in key recreation programs (fitness programs and children & youth programs)
- Developed and delivered the new Housing Stability Benefit to replace the Community Start-Up Benefit
- Developed and delivered services through the new Community Homelessness Prevention Initiative (CHPI)
- Issued an RFP for the development of new rental affordable housing under the Investment in Affordable Housing Program
- Focused efforts to optimize the Case Mix Index (CMI) at the lodges resulting in the CMI increasing from 100 to 115 to increase provincial subsidies.
- Advanced the "Balanced Scorecard" that identifies the key performance indicators for programs, services, and the operation of Lodges. Many of the performance indicators are compared at the municipal and provincial level and publically reported.
- Reduced operating cost in the Hamilton Farmers' Market by over $60,000 and completed the transition of vendors from the Jackson Square space
- Introduced a Downtown Outdoor Farmers' Market on Saturdays

Leadership & Governance

- Developed and introduced specific strategies to attract and retain Volunteer Firefighters

2014 General:

- Amalgamated the Paramedic & Fire Services into the 2014 Department Plan.
- Consolidated like tasks under common objectives
- Removed tasks that were not strategic in nature

2014 Initiatives:

A Prosperous & Healthy Community

- Development of an Integrated Emergency Management Program with industry, business and community partners.
- Opening of the Rosedale and Green Acres Outdoor Pools and construction on Birge Outdoor Pool.
• Expansion of the Ancaster Seniors Achievement Centre – grand opening April 2014
• Implementation of the new social housing waitlist service (Access to Housing)
• New Rental Unit Construction, Housing Allowances, Affordable Home Ownership and Housing Allowances
• Implementation of Early Years Framework in Child Care

**Valued & Sustainable Services**
• Implementation of formal agreements with users of dedicated space in recreation facilities
• Action recommendations from the Arena Rationalization study (with PW), (with recommendations to Council in 2015)
• Develop a new Reciprocal Agreement with Hamilton Wentworth District School Board
• Implementation of critical investment strategies in the City of Hamilton’s 10-year Housing and Homelessness Action Plan
• Development and implementation of the new “Housing First” federal Homelessness Prevention Strategy
• Implementation of Domiciliary Hostel Review.
• Implementation and evaluation of new Housing Stability Benefit
• Focus on community partnerships and volunteer opportunities to enhance program and service delivery at the lodges.
• Continued emphasis on service delivery and actions based on gaps in performance indicators at the lodges
• Conduct service review in Paramedic Services to evaluate current performance and future needs
• Implement a coordinated citizen and stakeholder engagement program

**Leadership & Governance**
• Implement new SAMS (Social Assistance Management System) case management software in Ontario Works
• Renewed emphasis on employee engagement and practices