To: Chair and Members
   Emergency & Community Services Committee

From: Joe-Anne Priel
      General Manager,
      Community Services Department

Telephone: 905 546-4839
Facsimile: 905 540-5608
E-mail: jpriel@hamilton.ca

Date: May 9, 2007

Re: Human Services Plan (ECS07048) (City Wide)

A. Background:

The City of Hamilton’s Mission, Vision and Values and Vision 2020 have set out strategic directions for the future of the City of Hamilton. These two documents are important planning tools that emphasize the principles of sustainable development and the “interconnectivity” between three important sectors in our City: social/health, economic, and environmental.

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 to the community the principles of sustainable development. Designed to use a community-based approach, the BASF process sought community input regarding a renewal of the vision statement of Vision 2020 and to identify key guiding principles for the Growth Related Integrated Development Strategy (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 30 years to more clearly address its opportunities and challenges.

The integrated approach was designed to recognize the whole is different than the sum of the parts. Integrated planning means integration of assumptions, strategic direction and policy. In the context of GRIDS, other Master Plans such as the Culture and Recreation Master Plan, the Transportation Master Plan, Keys to the Home etc. combined with the Human Services Plan will provide a more holistic approach to planning for growth management. The integrated planning approach means that planning is much more than the arrangement of land uses and the pipes and roads that connect them.
The Human Services Plan can be viewed as a master plan for “soft services” similar to the City’s many other “hard” service infrastructure master plans either currently completed, near completion, or in process. The Human Services Plan will define a strategy to deliver or reshape community services to sustain the City’s people and their needs in the face of current challenges and opportunities anticipated by the BASF and GRIDS process. Although all of the City’s master plans combined will assist provide an essential foundation for the Official Plan, the Human Services Plan will also provide key data to support the completion of the Community Infrastructure Plan and the Affordable Housing Strategy, both required under the Places to Grow Plan.

The illustration below assists in summarizing how the Human Services Plan relates to the City’s Growth Related Implementation Development Strategy and the other Master Plans.

Figure 1: Human Services Plan and GRIDS

Figure 1: Human Services Plan as Part of Overall Growth Strategy

The City of Hamilton would be among other municipalities who have also completed such plans to assist in the planning for human services in their communities. Similar Human Services Plans already exist in the following municipalities: Ottawa, Waterloo, York, Peel, Calgary and Vancouver to name a few examples.

B. What is a Human Services Plan?

The Human Services Plan for the City of Hamilton will set in place strategies that enhance the quality of life1 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

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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.
directly delivered by the City of Hamilton (See Appendix A to Report ECS07048). 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\(^2\) – 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. 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 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.

C. Objectives of the Human Services Plan

Planning for the preparation of the Human Services Plan 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 objectives:

a) Develop principles and key themes to ensure the Human Services Plan is a proactive strategy;

b) Inventory existing data, reports and information and complete a gap analysis that can be used to develop the plan and its recommendations;

c) Inventory existing service levels, project future needs, based on growth, demographic projections and historic trends and complete a gap analysis. Where regulatory standards exist relating to service levels, ratios, or response times these will be referenced. We will take advantage of work that is being undertaken by the Efficiency and Effectiveness Strategy Team in their service inventory, although the scope of this work is not limited to Human Services, nor is it future oriented;

d) Consult and dialogue with other human service providers, ensuring their perspectives are included in the Human Services Plan (i.e. hospitals, Mohawk Community College, McMaster University, school boards, health care community, child care providers, LHIN, non-profits and other funders, etc.);

\(^2\) 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.
e) Detailed specific analysis will be conducted consistent with the sectors and services listed in appendix one. This analysis will highlight themes, issues, challenges and gaps. For instance, specific issues such as, housing, social services, and community services, etc. will be explored in greater detail throughout the process of developing the Human Services Plan, and specific actions related to these items will be included in the implementation plan provided to Council upon completion of the Plan.

The Terms of Reference (attached as Appendix B to Report ECS07048) outlines in greater detail the scope, objectives, deliverables, and work plan for the Human Services Plan from now until the end of 2009.

D. Resources:

As part of the 2007 City of Hamilton capital budget process, $131,000 was approved to provide staffing and other resources to this project. Currently, staff is in the process of recruiting for the 1.0 full-time equivalent Senior Policy Analyst position to assist in this work. Staff are also beginning work on the Request for Proposal to engage outside resources to assist with the project management aspects of this project and to undertake the community consultations. There is also some provision for administrative support.

Other Divisions and Departments will be called upon to contribute staff time and information resources to the Human Service Plan through their participation on working committees or in response to targeted requests for technical or short-term assistance.

E. Council Updates & Next Steps:

At the next Committee of the Whole meeting in July 2007, staff will bring forward for approval a draft Terms of Reference and Work Plan for the Human Services Plan.

Upon completion of the Human Services Plan work, Council will receive a written report that will highlight significant planning issues for human services within the city of Hamilton, i.e. the Human Services Plan. The Human Services Plan should provide City Council with guidance with respect to the planning and delivery of human services that is supports its growth management plan (GRIDs).

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Joe-Anne Priel
General Manager,
Community Services Department
Human Services Sector is Inter-related

POLICE

COMMUNITY

HOUSING

& SOCIAL SERVICES

HEALTH CARE

EDUCATION

COMMUNITY & SOCIAL SERVICES

HOUSING

POLICE & SAFETY

OTHER

CITY DELIVERED HUMAN SERVICES

Source: Region of York
Purpose

The Human Services Plan 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. 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. (See appendix 1)

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 Human Services Plan will inform and assist municipal staff in developing Official Plan policies as part of the development of a new Official Plan for the City of Hamilton.

Background

The City of Hamilton, like all communities in the Golden Horseshoe, is experiencing rapid change in demographics and population. While Hamilton’s net growth is not expected to change as significantly as some other communities in the region, the composition of neighbourhoods within the City is changing, largely as a result of employment and immigration patterns and the scope and availability of human services in neighbouring communities.

\(^1\) 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.
The City of Hamilton already has many building blocks in place for an integrated and comprehensive approach to planning for the future needs of residents. Briefing notes were tabled at CMT on August 24, 2006 and October 24, 2006 outlining the City’s policy and planning framework and its integration with the Official Plan.

Historically, growth management planning has been about planning for the buildings and houses that people work and live in, whereas human services planning is about planning for the human service needs of the people that work and live in the buildings and communities. In this regard, a Human Services Plan provides the necessary complement to the hard service infrastructure master plans that have been completed or are underway. It would provide the overarching framework for the development of other social infrastructure master plans such as the Community Infrastructure Plan and the Housing Affordability Study. Section 3.2.6 of the Places to Grow Plan requires municipalities to develop a housing strategy that sets out a plan to meet the need for affordable housing in the community as further defined by the Provincial Policy Statement. Specifically, a municipality must establish and implement targets for the provision of housing which is affordable to low and moderated income households. A body of research must be done to: 1) define affordability targets for the City; 2) research and identify land use planning mechanisms (policy and regulation) that assist in achieving the affordability targets; 3) provide research into established and new trends in affordable alternative housing forms (such as accessory units) and associated land use regulation issues; and 4) identification of existing neighbourhood densities and establishing appropriate density targets for the future. The community infrastructure study will inventory the location, type, capacity, and service expansion plans of all community infrastructure services situated in the City of Hamilton; including arts, recreation, social, education, health, and similar services delivered by all public and non-profit agencies. The study will identify and assess the impact and implications of the GRIDS preferred option growth to the year 2031 on the future delivery of such community infrastructure services as required by the Places to Grow Plan. Undertaking this work in a co-ordinated fashion will enrich each of the study components, streamline the communications and community consultation functions and result in policy formulation to be reflected in the New Official Plan.

There are different approaches to developing a Human Services Plan, although all include elements of:

- Integrated social, economic and environmental planning
- Cross-departmental, multi-agency input
- Community consultations
- Long-term planning and forecasting of need

The Terms of Reference have been developed to set out the parameters and framework for undertaking a Human Services Plan for the City of Hamilton.

**Alignment**

The Human Services Plan is aligned with other Corporate Master Plans developed to assist the City of Hamilton to achieve its growth management strategy (GRIDS). All
of these master plans as well as the City’s growth management strategy were all designed based upon the principles, actions, and strategies of Vision 2020 and are the mechanisms for implementing Vision 2020. See Figure 1 below.

**Figure 1: Human Services Plan as Part of Overall Growth Strategy**

<table>
<thead>
<tr>
<th>Vision 2020</th>
<th>Community Infrastructure Plan</th>
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<tbody>
<tr>
<td>GRIDS</td>
<td>Housing Affordability Study</td>
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<tr>
<td>MASTER PLANS</td>
<td>HUMAN SERVICE PLAN</td>
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</table>

**Scope**

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.

Unlike hard infrastructure planning, where roles and mandates can be more clearly defined, the human services sector operates as an interdependent system. Prevention programs, gaps in service, or a change in demographics have consequences that often reach beyond the direct delivery of programs in any one sector. One example is the provision of recreation programs which are delivered by the City, private companies, not for profit agencies, school boards, voluntary groups and faith communities. Each group provides a mix of programs in particular facilities located in specific neighbourhoods. They each have a unique set of features related to affordability, hours of operation, access to the building, and types of programs. Changes in any of these program features ripple throughout the community creating potential service gaps. These issues become even more complex when we consider meeting the needs of immigrants and the program / facility changes potentially required to respond to various cultural practices. This example can be repeated in different variations with each of the services the City delivers.

While the scope of the Human Services Plan 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 1) Services the City provides through others via grants, alternate service provision, or purchased services are beyond the scope of this plan.

**Objectives**

Planning for the preparation of the Human Services Plan 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 objectives:

a) Develop principles and key themes to ensure the Human Services Plan is a proactive strategy

b) Inventory existing data, reports and information and complete a gap analysis that can be used to develop the plan and its recommendations.

c) Inventory existing service levels and complete a gap analysis to project future needs based on growth, demographic projections and historic trends. Where regulatory standards exist relating to service levels, ratios, or response times these will be referenced. We will take advantage of work that is being undertaken by the Efficiency and Effectiveness Strategy Team in their service inventory, although the scope of this work is not limited to Human services, nor is it future oriented.

d) Consult and dialogue with other human service providers, ensuring their perspectives are included in the Human Services Plan (i.e. hospitals, Mohawk Community College, McMaster University, school boards, health care community, child care providers, LHIN, non-profits and other funders, etc.)

e) Detailed specific analysis will be conducted consistent with the sectors and services listed in appendix one. For instance, specific issues such as, housing, social services, and community services, etc. This analysis will highlight themes, issues, challenges and gaps

**Deliverables**

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

2. Review of existing demographic, health, employment, economic and other related indicators and statistics relevant to the Human Services Plan.

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

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

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

6. Delivery to the Planning & Economic Development Department the statistical data and analysis required to complete the Community Infrastructure Plan and Affordability Housing Study.
7. Completion of a draft and final Human Services Plan including action-oriented recommendations with the specific contents to be determined upon completion of deliverables 2-6 outlined above. See appendix 2 for draft table of contents.

8. Reports to Council

**Workplan**

The workplan has six major elements:

- Advisory and Coordinating Groups
- Data gathering
- Consultation and Communication Plan
- Gap analysis
- Approval Process
- Staffing

The elements are sequential, but they will also be iterative as a collective and common understanding evolves.

**a) Advisory and Coordinating Groups**

There will be two working groups:

An **Advisory Committee (or Leadership Round Table)** of strategically invited representatives of Council and major human service providers will provide high-level guidance to the workplan elements and to the development of the Human Services Plan. Membership could be drawn from School Boards, Local Health Integrated Networks, Funders, Ministry of Children and Youth, Service Canada, or the Hamilton Centre for Civic Inclusion. This group of senior decision-makers and will meet 4 to 6 times during the development of the Plan.

A **Cross-Departmental Staff Team** will provide operational oversight for the development of the Plan. With leadership provided by the Social Development Team of the Community Services Department in partnership with the Long Range Planning Department, representatives from Public Health, Child Care, Economic Development, Culture and Recreation, Housing and Homelessness, Neighbourhood Planning, EMS, Fire, Corporate Services (Finance), Transportation, Parks and Open Space, Police, Libraries and Human Resources will develop terms of reference for the Advisory Committee and any Technical Advisory work groups that are struck and submit progress reports on a regular basis to CMT.

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

**Technical Advisory Committees (TAC)** 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 service 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 Human Services Plan.

b) Data Gathering
Because of the multisectoral and multidisciplinary nature of the human services sector, there are many organizations that share the delivery of services and programs. As a result, there are already many reports and sources of data in the community that are used on an on-going basis to inform the planning and delivery of human services. This data gathering will be augmented with up to date Census information on population demographics and trends.

It will be important to inventory and gather existing information and to cull from these existing and anticipated service levels and demands as well as any implications for the delivery of municipal services.

c) Consultation and Communication Plan
Consulting broadly with the public and with human service providers will be an important element of developing a proactive long-term plan for human services. It is vital that various forums and opportunities for consultation occur throughout the development of the plan. This multi-layered approach to consultation ensures meaningful input and allows the broader community to respond to the analysis of data as it is gathered and as a collective understanding of the implications for future sustainability grows.

It will also be important to develop a communications plan, providing clear and concise definitions of human services, a Human Services Plan and the value it will add to the City and its residents. In other jurisdictions, investing in a comprehensive and far-reaching communications plan has helped to ensure broad community buy-in. Branding the Human Services Plan with key messages, tag lines and a logo will facilitate consultation and communication with the broader community and promote a positive, sustainable, forward-thinking image of the City of Hamilton.

d) Gap Analysis
After the data gathering and consultations have been completed, a gap analysis will be required on both the quantitative human service needs, as well as the unmet qualitative needs identified by residents and human service providers.

The Cross-Departmental Staff Team will be very active during this stage of the development of the Human Services plan identifying themes and later tabling recommendations. Their commitment is estimated to be up to 2 days per month over a 6-9 month period. A detailed proposal outlining proposed staff roles, responsibilities and time commitment is in development. Guidance and leadership from the Advisory Committee will also be instrumental during this time.

Summaries and conclusions from the gap analysis will form the basis of the final Human Services Plan and its recommendations.
e) The Approval Process
There will be several stages of approval throughout the development of the Human Services Plan:

- Approval of the Terms of Reference at CMT and Council
- Approval of the detailed Workplan by Cross-Departmental Staff Team, Advisory Committee and CMT
- Approval of Consultation and Communications Plan by Cross-Departmental Staff Team, Advisory Committee and CMT
- Approval of Draft Plan by broader community, Cross-Departmental Staff Team, Advisory Committee and CMT
- Approval of final Plan by Council

f) Staffing
While the development of the Human Services Plan 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 Human Services Plan 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.

 Proposed Timelines:

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<th>Workplan (calendar year)</th>
<th>2007</th>
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<td>Advisory and Coordinating Groups</td>
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<td>• Meetings of Advisory Committee</td>
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<td>• Collaborate with human service providers to gather data</td>
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<td>• Compile relevant Stats. Canada, demographic, health indicators, employment and economic indicators</td>
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<td>• Gather and integrate data required for Community Infrastructure Plan and Housing Affordability Study</td>
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<td>Consultation and Communication Plan</td>
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<td>• Initial consultation with public and human service providers to determine key themes</td>
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<td>• Develop communications plan</td>
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<td>• Consultation with public and human service providers on issues as plan is developed (i.e. focus groups, on-line surveys, town hall meetings, etc)</td>
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<td>• Consultation on draft Human Services Plan including recommendations</td>
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<td>Gap Analysis</td>
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<td>• Summary report of quantitative gap</td>
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<td>• Analysis and review of qualitative gap, based on consultations with public and human services providers</td>
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<td>• Summary report of qualitative and quantitative gap identifying themes</td>
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<td>• Implementation Plan</td>
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Human Services Sector is Interrelated

- **HEALTH CARE**
  - PRIMARY HEALTH CARE
  - HOSPITALS
  - OTHER MINISTRY OF HEALTH SRVCS
    - 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 & REC & OPEN SPACE
  - CHILD CARE
  - CITY PROVIDED CHILD/FAMILY SERVICES
  - COMMUNITY PROVIDED CHILD/FAMILY SERVICES
  - EARLY INTERVENTION SERVICES (CHILDREN)
  - LIBRARIES
  - NON-PROFIT COMM. AGENCIES

- **HOUSING**
  - AFFORDABLE CHOICES
  - CITY PROVIDED CHILD/FAMILY SERVICES
  - COMMUNITY PROVIDED CHILD/FAMILY SERVICES
  - NON-PROFIT COMM. AGENCIES
  - SOCIAL ASSISTANCE
  - CHILD CARE FEE ASSISTANCE
  - HOMELESSNESS PREVENTION
  - SOCIAL HOUSING
  - RENT SUBSIDIES
  - YOUNG OFFENDERS PROGRAMS

- **POLICE & SAFETY**
  - OPP
  - POLICE SERVICES
  - COURTS
  - FIRE
  - TRANSIT
  - EMPLOYMENT/JOBS
  - ECONOMIC DEVELOPMENT

- **OTHER**

Source: Region of York
Executive Summary

Introduction
- Purpose of the human services plan
- Relation to GRIDS process
- Historic approaches of other communities

Overview to the development of Hamilton Human Services Plan
- Chronology of development of plan
- Scope of Plan
- Governance Structure
- Co-Coordinating Committee’s work
- Multi staged consultation

State of Human Services in Hamilton: Sector Specific Analysis

Health Care Sector (public health, emergency medical services, long term care)
- Service Demands in 2007-2008
  (existing plans/reports, regulatory requirements, client profiles)
- Anticipated Service Demands till 2018
- Service Delivery gaps and challenges
- Health Service Sector Service Demands and their implications for the municipality
  (Key themes identified via sector specific consultation)

Community Services (child care, employment services, Ontario works,)
- Service Demands in 2007-2008
  (existing plans/reports, regulatory requirements, client profiles)
- Anticipated Service Demands till 2018
- Service Delivery gaps and challenges
- Community Services Sector Service Demands and their implications for the municipality
  (Key themes identified via sector specific consultation)

Community Services (parks and recreation, arts and heritage, culture and libraries,)
- Service Demands in 2007-2008
  (existing plans/reports, regulatory requirements, client profiles)
- Anticipated Service Demands till 2018
- Service Delivery gaps and challenges
- Community Services Sector Service Demands and their implications for the municipality
  (Key themes identified via sector specific consultation)
Housing /homelessness (SCIPI, rent subsidies, social housing provision)

- Service Demands in 2007-2008
  (existing plans/reports, regulatory requirements, client profiles)
- Anticipated Service Demands till 2018
- Service Delivery gaps and challenges
- Housing/Homelessness Sector Service Demands and their implications for the municipality
  (Key themes identified via sector specific consultation)

Community Safety (Police Services, Provincial Offences Court, Fire Protection)

- Service Demands in 2007-2008
  (existing plans/reports, regulatory requirements, client profiles)
- Anticipated Service Demands till 2018
- Service Delivery gaps and challenges
- Community Safety Sector Service Demands and their implications for the municipality
  (Key themes identified via sector specific consultation)

Transit, Economic Development, Neighbourhood Planning

- Service Demands in 2007-2008
  (existing plans/reports, regulatory requirements, client profiles)
- Anticipated Service Demands till 2018
- Service Delivery gaps and challenges
- Transit, economic development and neighbourhood planning Service Demands and their implications for the municipality
  (Key themes identified via sector specific consultation)

Common Themes across sector analysis

- Theme A (confirmed by community consultation)
- Theme B
- Immigration
- Housing Affordability

Human Services Plan for the City of Hamilton

- Conclusion
- Policy and Program Recommendations
## Appendix 3
### HUMAN SERVICES PLAN – ROLES & RESPONSIBILITIES

<table>
<thead>
<tr>
<th>COMMUNITY SERVICES DEPARTMENT</th>
<th>CROSS-DEPARTMENTAL STAFF TEAM</th>
<th>CONSULTANT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Social Development &amp; Early Childhood Division:</strong></td>
<td>• Develop TOR for the Advisory Committee and any Technical Advisory Committees that may need to be struck</td>
<td>• Provide project management support to the Cross-Departmental Staff Team</td>
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<td>• Participate in all relevant team meetings</td>
<td>• Develop a work plan and deliver the community consultation with both the public and other relevant human service providers</td>
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<td>• Locate within their sectors all relevant research, statistics and planning documents required to provide input into the Human Services Plan</td>
<td>• Complete a summary report synthesizing the results of the gap analysis of quantitative data collected with the Cross-Departmental Staff Team</td>
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<td>• Engage in an analysis within their sector data that highlights themes, issues, challenges and gaps</td>
<td>• Write a summary report detailing the outcomes of the community consultation process and consultation with human service providers</td>
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<td>• Participate in the development of a comprehensive inventory of existing data, reports, and statistical information across the City of Hamilton</td>
<td>• Prepare draft and final Human Services Plan</td>
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<tr>
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<td>• Engage in an analysis that highlights themes, issues, challenges and gaps in data across all municipal services</td>
<td>• Provide support to the Advisory Committee</td>
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<td>• Inventory existing service levels and complete a gap analysis to project future needs based on growth, demographic projections and historic trends. Where regulatory standards exist relating to service levels, ratios, or response times these will be referenced. Act as a liaison to the department’s management team/GM as appropriate</td>
<td>• Assist with the development of a communications plan/strategy after the themes are developed post consultation</td>
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<td>• Review drafts of the summary report synthesizing the results of the gap analysis based on the quantitative data tabled at the team and other relevant data</td>
<td>• Oversee the development of the draft and final Human Services Plan report</td>
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<td>In consultation with Planning</td>
<td>• Develop implementation plan for the Human Services Plan</td>
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<td></td>
<td>• Developing and initiating the RFP to secure a consultant</td>
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<td></td>
<td>• Monitoring RFP contract with consultant</td>
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<td><strong>Housing Division:</strong></td>
<td>• Participate in the Cross-Departmental Staff Team</td>
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<td></td>
<td>• Completion of data required for the Housing Affordability Study</td>
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<td></td>
<td>• Delivery of data related to the Housing Affordability Study to Planning</td>
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</tbody>
</table>
What is a Human Services Plan?

• Proactive, comprehensive plan so all citizens have access to the necessary human services—now and in the future.

• The scope of the plan is all the human services provided by the municipality.
Human Services Sector is Inter-related

**HEALTH CARE**
- **Primary Health Care**
- **Hospitals**
- Other Ministry of Health SrvcS
- **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 & Rec & Open Space**
- **Child Care**
- City Provided Child Family Services
- Community Provided Child Family Services
- Early Intervention Services (Children)
- **Libraries**
- **Non-Profit Comm. Agencies**

**HOUSING**
- **Affordable Choices**
- City Delivered
- Social Assistance
- Child Care Fee Assistance
- Homelessness Prevention
- **Social Housing**
- **Rent Subsidies**
- Homelessness Supports

**POLICE & SAFETY**
- **OPP**
- **Police Services**
- **Courts**
- **Fire**
- **Transit**
- Employment/ Jobs
- Economic Development

**OTHER**
- **Private Schools**
- **Rent Subsidies**
- **Infectious Disease Outbreak**
- **Young Offenders Programs**

**City Delivered Human Services**
Source: Region of York
Human Services in Growth Management

Traditional Land Use Planning

- Land Use
- Finance
- Infra-structure

Human Services
Why do we need a Human Services Plan?

• To plan for those human services that will be impacted by physical growth, residential intensification, or demographic changes such as immigration

• To meet provincially legislated requirements noted in Places to Grow
How does the Human Services Plan relate to other City wide initiatives?

- Translates the principles, actions and strategies of Vision 2020 into action
- Supports the 9 strategic directions from Building a Strong Foundation
- Aligns with the GRIDS and the other supporting Master Plans
- Becomes part of the new Official Plan
The Human Services Plan will provide Council with:

- Citizens who are better served

- Municipal human services that are better prepared to meet the needs of the community
Next Steps

• Convene a Project Advisory Group
• Representatives from Council, and major human services providers
• Convene a Cross Departmental work group
• Analyze existing service trends
Thank You