

**CITY OF HAMILTON**

**COMMUNITY SERVICES DEPARTMENT**  
***Social Development and Early Childhood Services Division***

<b>Report to:</b> Chair and Members Emergency & Community Services Committee	<b>Submitted by:</b> Joe-Anne Priel General Manager Community Services Department
<b>Date:</b> November 12, 2007	<b>Prepared by:</b> Barbara Powell, Ext 3539 Christina Gallimore, Ext 3552 Carmen R. Bian, Ext 2187

**SUBJECT: Human Services Plan Update (ECS07048(a)) (City Wide)**

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**RECOMMENDATION:**

- (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 two members of Council be appointed to the Advisory Committee for the Human Services Plan for the balance of the 2006-2010 term of Council.

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Joe-Anne Priel  
General Manager,  
Community Services Department

**EXECUTIVE SUMMARY:**

On June 20, 2007, Information Report ECS07048 - Human Services Plan (HSP) was presented to the Emergency and Community Services Committee. Report ECS07048 defined the HSP program and outlined its objectives, resources required to develop and implement the plan, a draft Terms of Reference (ToR) for the HSP and work plan for the Plan.

Since that time, staff have undertaken further developmental work and are now requesting that the ToR for the HSP be approved (attached as Appendix A to Report

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ECS07048(a)), and that two members of Council be appointed as members of the Advisory Committee for the Human Services Plan.

**BACKGROUND:**

A staff presentation was made to the Emergency and Community Services Committee on June 20, 2007, (Information Report ECS07048) respecting the HSP. The purpose of the report was to provide Council with background information, prior to staff proceeding with a full work plan to implement the HSP for the City of Hamilton. The presentation provided a definition for an HSP, established the linkages of the Plan to the City's Growth Related Integrated Development Study (GRIDS), identified some initial objectives of the Plan, discussed resources required to complete the Plan, presented a draft listing of committees to be established to complete and oversee the work of the HSP, and tabled a draft ToR and work plan for the overall HSP. No formal recommendations were forwarded to Committee at that time.

The HSP for the City of Hamilton will set in place strategies that enhance the quality of life<sup>1</sup> for all residents. 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<sup>2</sup> – 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 those that currently exist.

The scope of the HSP 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 HSP, these providers will review, comment and provide recommendations respecting the HSP, by means of both targeted and broad consultation, and through the participation of local human services providers on the Advisory Committee.

The HSP can be viewed as a master plan for “soft” services, similar to the City's many other “hard” service infrastructure master plans. The HSP will define a strategy to deliver sustainable community services to Hamilton's people; while addressing their needs in the face of current challenges and opportunities anticipated by the Building a Strong Foundation (BASF) and GRIDS processes. The HSP will also provide key data

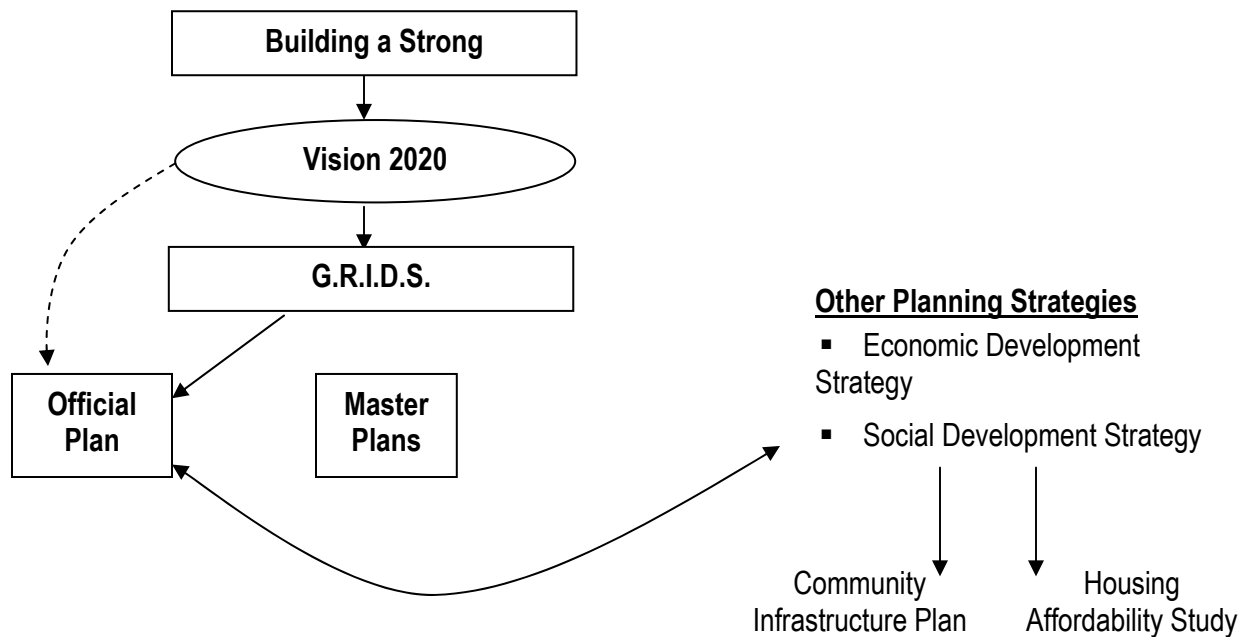
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<sup>2</sup> Human services are defined as those services that promote a safe, healthy community and maintain and support a high quality of life of residents addressing issues such as: physical activity; community animation and interaction; aging in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

to support the completion of the **Community Infrastructure Plan** and the **Affordable Housing Strategy**, both required under the Places to Grow Plan.

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



**ANALYSIS/RATIONALE:**

In consultation with the HSP project team and the Senior Management Team, the draft ToR presented to Committee on June 20, 2007, has been revised. A major revision in the ToR (attached as Appendix A to Report (a)) includes a reduction, from three to two, in the number of committees proposed to provide leadership and support to the HSP, the Advisory Committee and the Cross-Departmental Team. The work of the Technical Advisory Committees will be addressed by the Cross-Departmental Team or will be resourced via external supports.

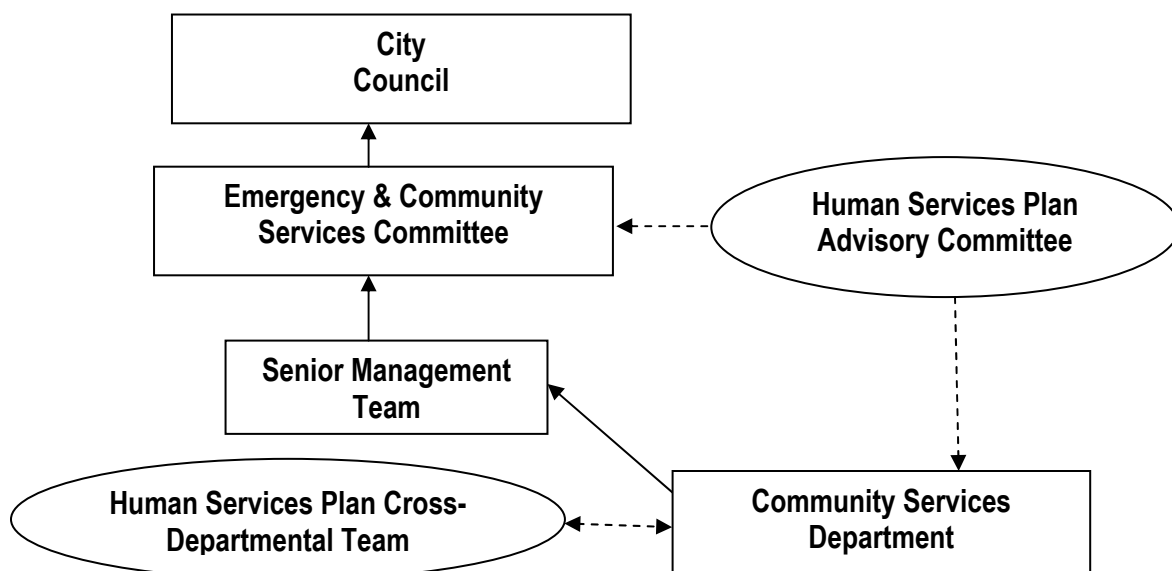
Another revision in the ToR for the HSP revolves around the work plan for the project. A two-phased approach to the HSP has now been developed, which is consistent with the planning approach used in GRIDS and the Airport Employment Growth District Study. Phase One entails creating a study design to develop vision, values and principles that will guide the HSP as well as the scope and outcomes of the project. These components of the study design process will be built through consultation within the City and with our community stakeholders. The intended outcomes of Phase One are a shared understanding, buy-in to the planning process and a detailed work plan for Phase Two, outlining required resources, background studies, governance and timelines. The results of Phase One 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 Two. Phase One is envisioned to be a six-month process, once the consultant has been secured.

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Phase Two of the project will carry out the recommended study design, as outlined in Phase One. 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, which will involve significant data collection and analysis, will support the work of Phase Two. Every effort will be made to meet deadlines to ensure human services planning and services delivery issues are considered in the new Official Plan (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 Phase One, it is anticipated that this work will be completed in Phase Two.

Development of the HSP will be led by the Community Services Department's Social Development Team, who will report to the Emergency and Community Services Committee on key project milestones. Figure two, below, illustrates the governance structure and reporting relationships envisioned for the development of the HSP.

**Figure 2: Governance Structure for the Development of the Human Services Plan**



To assist in the development of the HSP, an Advisory Committee will be established. 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 One:

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

The Advisory Committee is envisioned to be our community touchstone on this project. The Advisory Committee will report to the Emergency and Community

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Services Committee. It is anticipated that the Advisory Committee will meet six-times between January to June 2008, assuming the approval of the ToR and the successful recruitment of committee members. Staff are requesting the ToR for the Advisory Committee (attached as Appendix B to Report ECS07048(a)) be approved.

**ALTERNATIVES FOR CONSIDERATION:**

None.

**FINANCIAL/STAFFING/LEGAL IMPLICATIONS:**

Financial:

There are no financial implications associated with the recommendations of Report ECS07048(a).

Staffing:

There are no staffing implications associated with the recommendations of Report ECS07048(a).

Legal:

There are no legal implications associated with the recommendations of Report ECS07048(a).

**POLICIES AFFECTING PROPOSAL:**

The HSP is being initiated in partnership with the Planning and Economic Development Department. The information obtained, as part of the HSP, is required under the Ontario Planning Act and under the Places to Grow legislation. These requirements and deadlines have been considered in the ToR for the overall HSP and the work plan.

**RELEVANT CONSULTATION:**

Report ECS07048(a) and its appendices were completed in consultation with staff from the Community Services Department (General Manager, Housing Division, and Social Development Team), and the Planning and Economic Development Department (Strategic Services – Special Projects).

**CITY STRATEGIC COMMITMENT:**

By evaluating the “**Triple Bottom Line**”, (community, environment, and economic implications) we can make choices that create value across all three bottom lines, moving us closer to our vision for a sustainable community, and Provincial interests.

**Community Well-Being is enhanced.**

**Yes ✓**

**No**

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The HSP will assist the City in better planning and integrating service delivery across municipal human services.

**Environmental Well-Being is enhanced.** **Yes ✓** **No**

The HSP fulfils the City’s requirements to produce a Housing Affordability Study and a Community Infrastructure Plan. Having these two sources of data will assist the City in better planning and locating affordable housing as well as meet the infrastructure needs of the community. Depending upon how these plans are implemented, there may be positive environmental impacts.

**Economic Well-Being is enhanced.** **Yes ✓** **No**

Enhancing the ability of the City to better plan and coordinate its human services assists the City in becoming the “glue” that maintains and attracts employers/employees due the enhanced quality of life in the city.

**Does the option you are recommending create value across all three bottom lines?** **Yes ✓** **No**

**Do the options you are recommending make Hamilton a City of choice for high performance public servants?** **Yes** **No ✓**



Hamilton

## City of Hamilton

### Human Services Strategy Terms of Reference

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#### **Purpose:**

The Human Services Plan (HSP) for the City of Hamilton will set in place strategies that enhance quality of life<sup>1</sup> 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<sup>2</sup> – 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<sup>3</sup> 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<sup>4</sup> – 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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<sup>2</sup> 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.

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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.

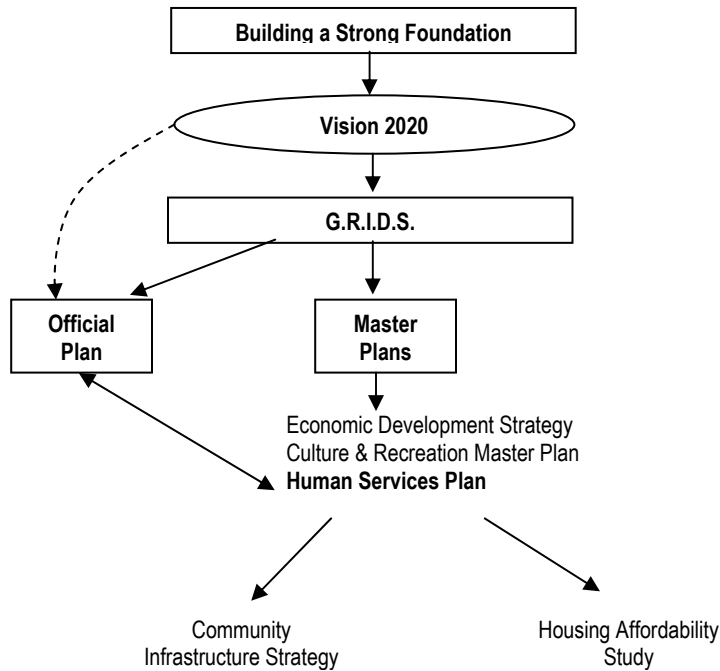
### ***Strategic Alignment – How does it fit?***

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

(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)<sup>5</sup>. 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



**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<sup>6</sup>, 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

<sup>5</sup> Place to Grow, Better Choices, Brighter Future. A Growth Plan for the Greater Golden Horseshoe, June, 2006, Ministry of Public Infrastructure Renewal, Ontario.

<sup>6</sup> ‘Sphere of influence’ refers to that which the City fulfills mandated roles like CMSM (Consolidated Municipal Service Manager). Programs/services excluded from the City’s ‘sphere of influence’ include grants provided to organizations who deliver human services.

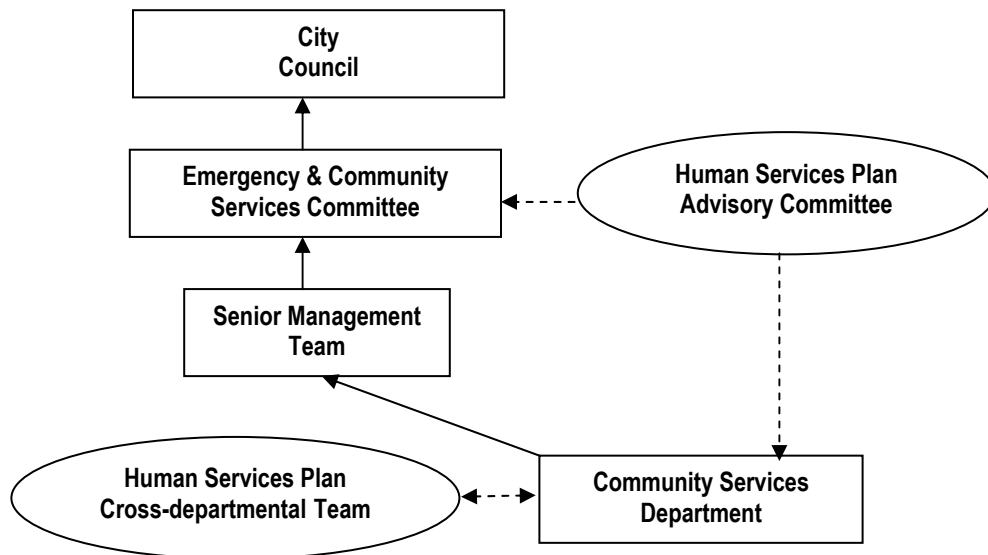
City and with our community stakeholders. The intended outcomes of Phase I are a shared understanding, buy-in to the planning process and a detailed work plan for Phase II; outlining required resources, background studies, governance and timelines. The results of Phase I will be presented to the Senior 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**



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:***

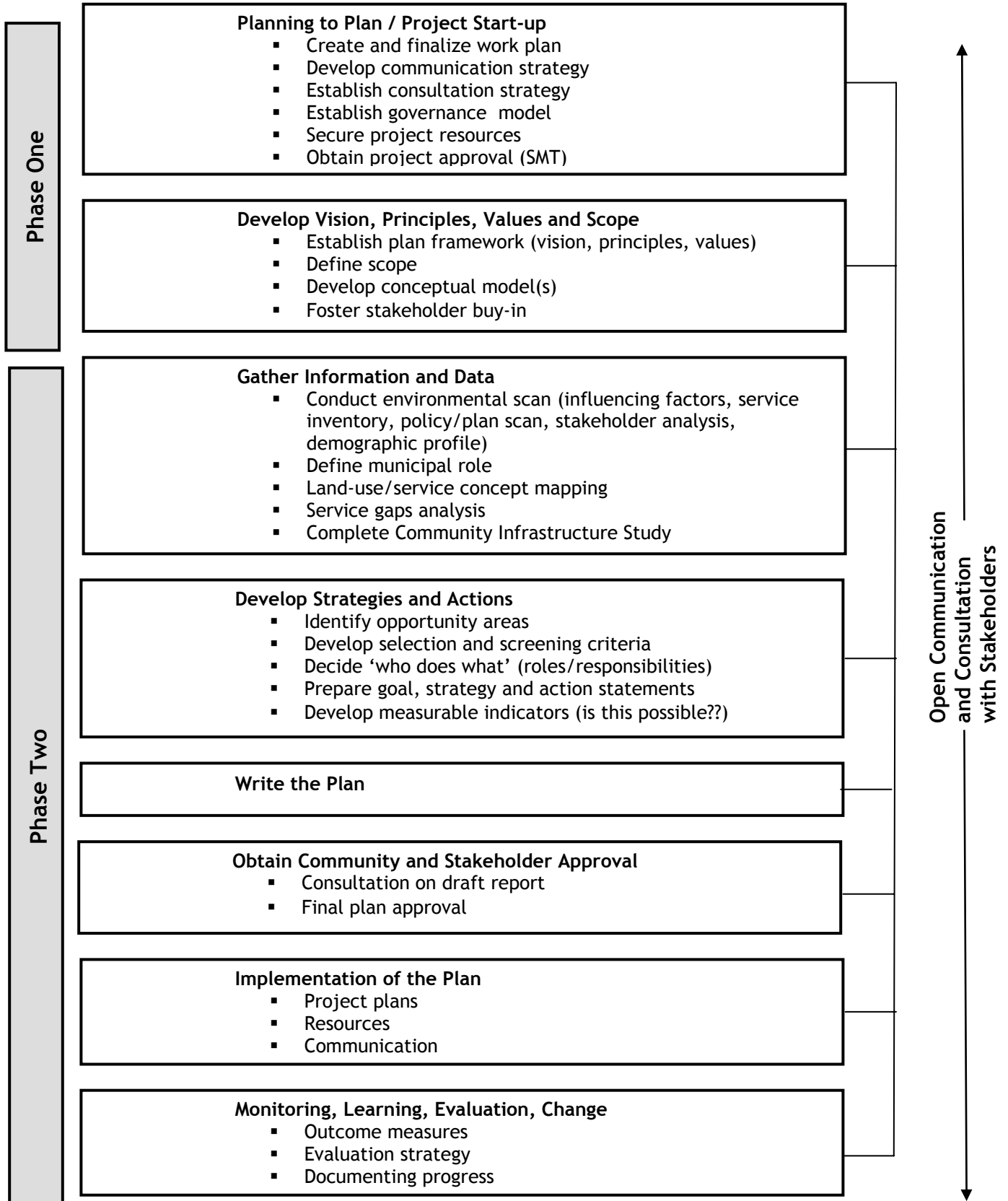
There will be several stages of approval throughout the development of the HSP:

- 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:***

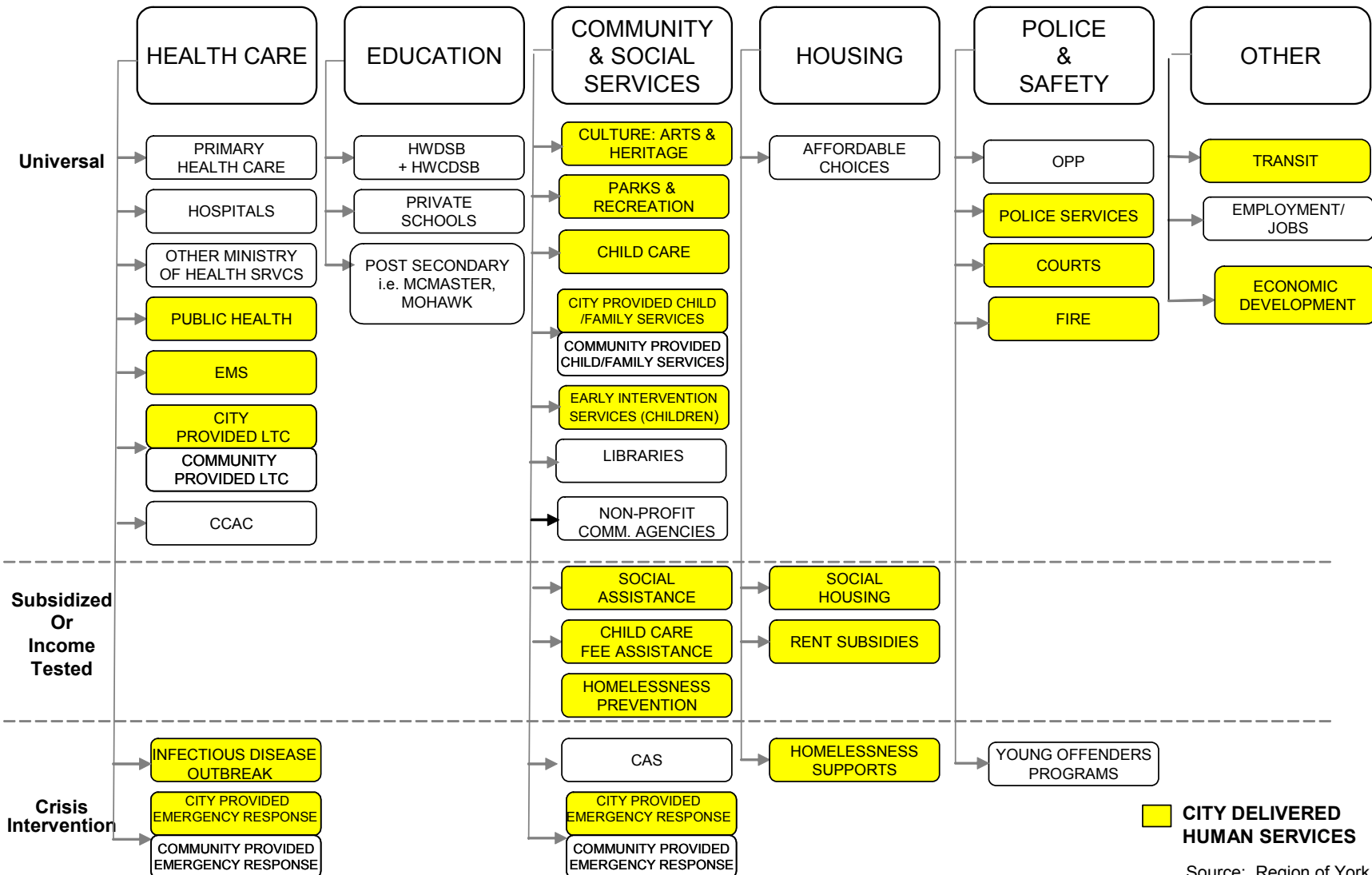
While the development of the HSP will be a collaborative effort, it is an ambitious initiative that will require dedicated project management support, a planner/analyst and administrative support. **Since the development of the HSP will rely on the subject matter expertise of staff, staff members sitting 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**



Appendix A to the Terms of Reference

# Human Services Sector is Inter-related



## HUMAN SERVICE PLAN ADVISORY COMMITTEE TERMS OF REFERENCE

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### **Purpose:**

The Human Services Plan (HSP) for the City of Hamilton will set in place strategies that enhance the quality of life<sup>1</sup> 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<sup>2</sup> – 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<sup>3</sup> 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<sup>4</sup> – 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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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 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.

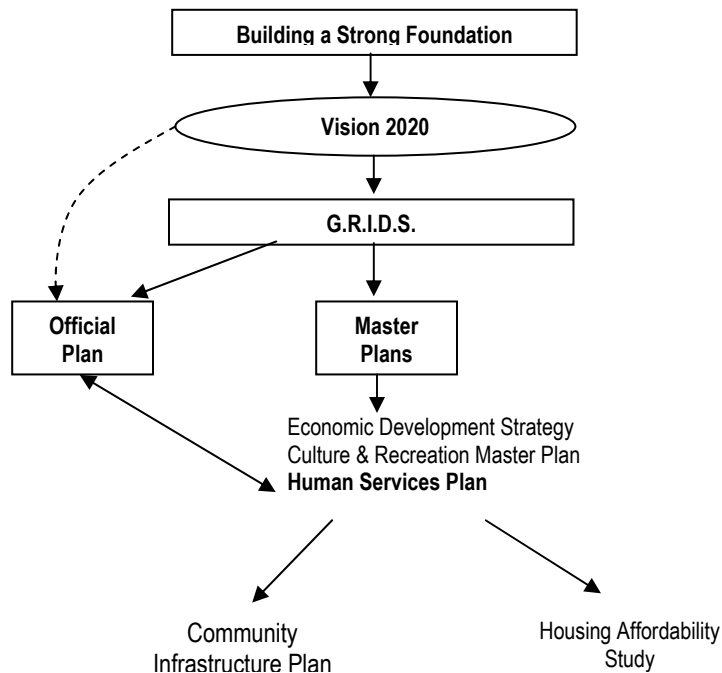
### **Hamilton's Human Services Plan – How does it fit?**

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)<sup>5</sup>. 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**



<sup>5</sup> Place to Grow, Better Choices, Brighter Future. A Growth Plan for the Greater Golden Horseshoe, June, 2006, Ministry of Public Infrastructure Renewal, Ontario.

### **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*<sup>6</sup>, 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 Advisory Committee 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 Plan 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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<sup>6</sup> Place to Grow, Better Choices, Brighter Future. A Growth Plan for the Greater Golden Horseshoe, June, 2006, Ministry of Public Infrastructure Renewal, Ontario.

**Chair and Vice Chairs:**

- The Chair and Vice Chair are responsible for monitoring, reviewing and confirming agenda items as well as conducting the meetings according to the agenda.
- The Chair or their designate will be the media spokesperson for the Advisory Committee and Human Service Plan.

**Membership:**

The Advisory Committee will consist of two (2) representatives of Council **and (21)** 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, Advisory Committee reports to the Emergency & Community Services Committee and technical advice.

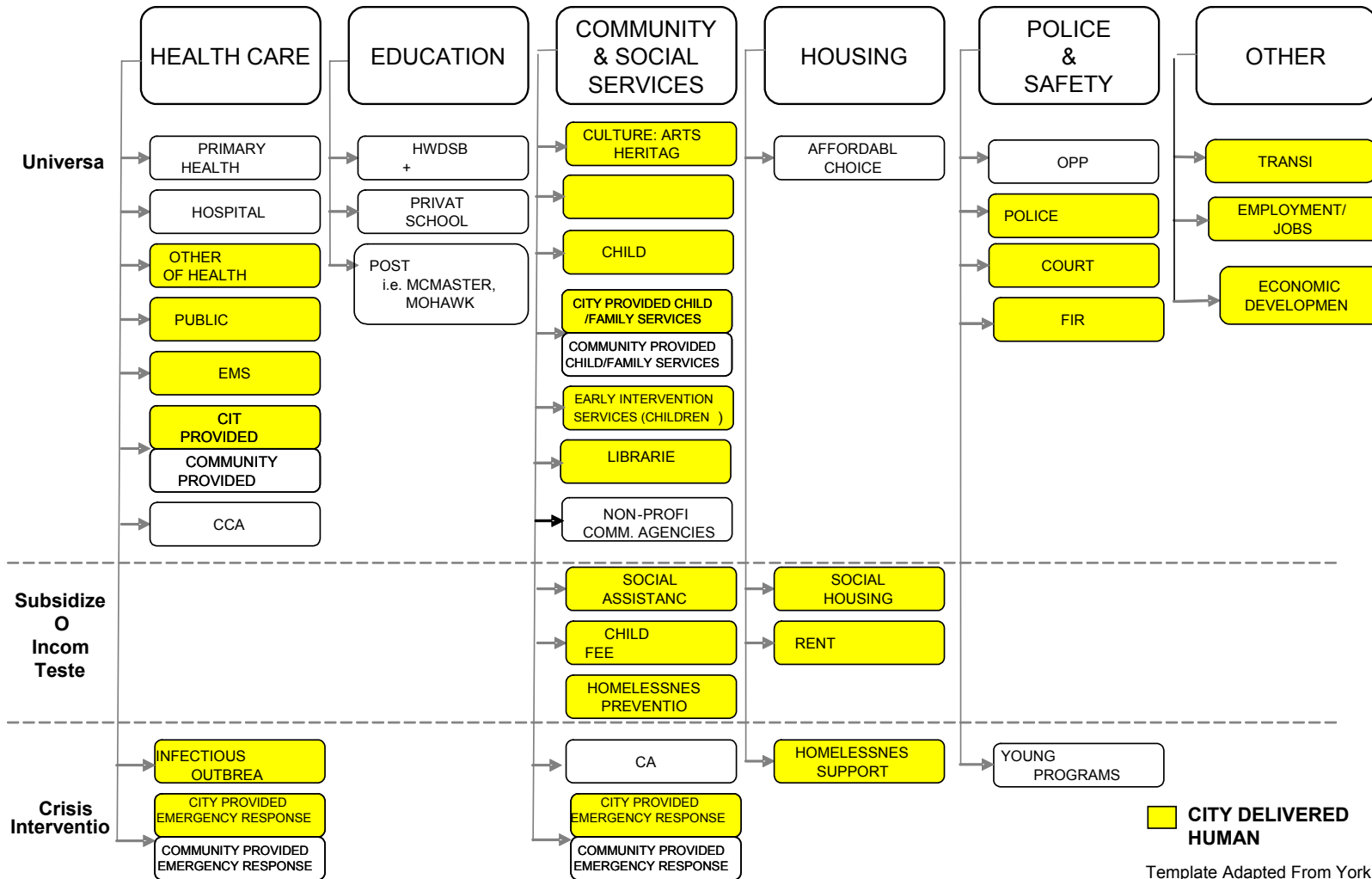
**Operating Guidelines:**

- The Advisory Committee will vote by quorum only. Quorum will consist of half plus one of **all** voting members of the Advisory Committee.
- Advisory Committee members will play a liaison and knowledge-disseminating role between their organization and the Advisory Committee.
- **Conflict of interest rules will apply to all Advisory Committee members, pursuant to the Municipal Conflict of Interest Act, R.S.O., 1990, Chapter M.50, copies of which are available from the Office of the City Clerk.**
- Minutes of the Advisory Committee meetings will be recorded by the staff team and circulated to committee 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 Services Sector is Inter-related



ADVISORY COMMITTEE MEMBERSHIP

Name	Sector	Organization/Title	Role
	Education	School Boards - HWDSB	Member
	Education	School Boards - HWCDSB	Member
	Education	Colleges/ Universities	Member
	Police/Safety	Hamilton Police Services Board; Hamilton Safe Communities	Member
	Primary Health Care	Hospital Network??	Member
	Community Health Care	LHIN	Member
	Voluntary/Non-profit	Hamilton Community Foundation	Member
	Voluntary/Non-profit	United Way	Member
	Seniors and Special Needs	CCAC; Council on Aging	Member
	Children and Youth Sector	Best Start	Member
	Immigrant/Settlement Services	Immigrant Roundtable (Proposed)	Member
	Planning and Development	GM Planning and Economic Development	Member
	Public Health	Medical Officer of Health	Member
	Business/Corporate	Chamber of Commerce - Community Development	Member
	Faith Sector	Interfaith Council	Member
		Hamilton Centre for Civic Inclusion	Member
	Community Collaborative	Poverty Roundtable	Member

	Advisory Committee's Council	to		Member
	Media		Hamilton Spectator	Member
	Government		MCSS/MCYS	Non-Voting
			MMAH	Non-Voting
			MOHLTC	Non-Voting
			Service Canada	Non-Voting
Joe-Anne Priel	City of Hamilton		General Manager, Community Services	Member
	City of Hamilton		Councillor	Member
	City of Hamilton		Councillor	Member