



**City of Hamilton**  
**HEALTHY AND SAFE COMMUNITIES COMMITTEE**

**Meeting #:** 18-007  
**Date:** June 25, 2018  
**Time:** 1:30 p.m.  
**Location:** Council Chambers, Hamilton City Hall  
71 Main Street West

Lisa Chamberlain, Legislative Coordinator (905) 546-2424 ext. 2729

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	<b>Pages</b>
<b>1. APPROVAL OF AGENDA</b> (Added Items, if applicable, will be noted with *)	
<b>2. DECLARATIONS OF INTEREST</b>	
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13. ADJOURNMENT



## **HEALTHY & SAFE COMMUNITIES COMMITTEE**

### **MINUTES 18-006**

**1:30 pm**

**Monday, June 11, 2018**

**Council Chambers**

**Hamilton City Hall**

**71 Main Street West, Hamilton**

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**Present:** Councillors S. Merulla (Chair), J. Farr, M. Green, A. Johnson, T. Jackson, T. Whitehead, J. Partridge

**Absent with Regrets:** Councillor D. Skelly - Personal

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### **THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:**

**1. Seniors Advisory Committee Minutes – March 2, 2018 (Item 5.2)**

**(Jackson/Whitehead)**

- (a) That the Seniors Advisory Committee Minutes dated March 2, 2018, be received; and,
- (b) That the Seniors Advisory Committee allot \$250 for printing of the information booklet on Winter Walking, with the funds coming from the Seniors Advisory Committee Budget Reserve Account 57555300320.

**CARRIED**

**2. Seniors Advisory Committee Minutes – April 6, 2018 (Item 5.3)**

**(Jackson/Whitehead)**

- (a) That the Seniors Advisory Committee Minutes dated April 6, 2018, be received;
- (b) That the Seniors Advisory Committee purchase an advertisement totaling \$50 to be included in the June Events Calendar for the Older Adult Network event, with the funds coming from the Seniors Advisory Committee Budget Reserve Account 57555300320;
- (c) That the Seniors Advisory Committee provide \$40 towards the cost of refreshments for the Older Adult Network event, with the funds coming from the Seniors Advisory Committee Budget Reserve Account 57555300320; and,

- (d) That the Seniors Advisory Committee designate \$250 to support the Senior of the Year Award nominator reception, with the funds coming from the Seniors Advisory Committee Budget Reserve Account 57555300320.

**CARRIED**

**3. One Time Funding for Hamilton's Emergency Shelter System (Added Item 10.1)**

**(Merulla/Farr)**

WHEREAS, a delegation from the Good Shepherd Centres on behalf of Hamilton's Emergency Shelters presented at the June 11, 2018 Healthy and Safe Communities Committee;

WHEREAS, Hamilton's Emergency Shelters are currently block funded based on the number of beds at each facility, and there has been no cost of living increase in funding to the Emergency Shelters since April 1, 2014;

WHEREAS, the number of unique individuals accessing Hamilton's emergency shelters has decreased since 2010 but the occupancy rate has increased;

WHEREAS, individuals are staying in Hamilton's emergency shelters longer and the average number of nights in shelter is increasing;

WHEREAS, there has been an increase of asylum seekers in the Emergency shelters, particularly in the Family Shelter where 50% of people are refugees or refugee claimants (Asylum seekers) and it is anticipated that this number of people will increase;

WHEREAS, the current provincially funded CHPI funding allocation for Hamilton is \$19,455,174. The City of Hamilton has not had a significant increase in CHPI funding since its inception in 2013. The Province has confirmed an annual increase of \$190K per year until 2020. This is less than a 1% annual increase to support all 5 service categories of which emergency shelters is one; and,

WHEREAS, in April 2009 Hamilton City Council approved the Blueprint for Emergency Shelter services, which seeks to develop a sustainable system to better support homeless people as they move to permanent housing;

**THEREFORE BE IT RESOLVED:**

That the Mayor and Council correspond with the Provincial and Federal Governments requesting additional funds to support the current financial pressures in the Emergency Shelter system attributed to the minimal increase in provincial funding over the past several years, increased complexity of mental health and addiction issues of people in the shelters as well as the influx of asylum seekers into the Hamilton Emergency Shelter system over the past several months.

**CARRIED**

**4. Ontario Works French Language Services Compliance Report (CS11038(c)) (City Wide) (Item 5.4)****(Farr/Partridge)**

That the Ontario Works French Language Services Compliance Report, attached as Appendix A to Report CS11038(c), be approved.

**CARRIED****5. Poverty Reduction Implementation Plan (CES16043(b)) (City Wide) (Item 5.5)****(Green/Whitehead)**

That Report CES16043(b) respecting the Poverty Reduction Implementation Plan, be received.

**CARRIED****6. 2018 Homelessness Enumeration Preliminary Results (HSC18031) (City Wide) (Item 5.6)****(Partridge/Green)**

That Report HSC18031 respecting the 2018 Homelessness Enumeration Preliminary Results, be received.

**CARRIED****7. Vehicle Donations to Caribbean North Charities Foundation, and to the David McAntony Gibson Foundation in partnership with the Consulate-General of St. Vincent and the Grenadines (HSC18034) (City Wide) (Item 5.7)****(Farr/Whitehead)**

(a) That the donation from Hamilton Paramedic Service of two (2) used Ambulances and two (2) used Emergency Response Vehicles (ERV) in "as is condition", to Caribbean North Charities Foundation, a registered Canadian charity, be approved pursuant to Procurement Policy #16, Disposal of Surplus and Obsolete Goods;

(b) That the donation from Hamilton Paramedic Service of one (1) used Ambulance in "as is condition", to the David McAntony Gibson Foundation, a registered Canadian charity, in partnership with the Consulate-General of St. Vincent and the Grenadines, be approved pursuant to Procurement Policy #16, Disposal of Surplus and Obsolete Goods; and,

(c) That the Paramedic Chief or his designate be authorized and directed to execute all necessary documents, in a form acceptable to both Procurement and Legal Services, to implement recommendations (a) and (b).

**CARRIED**

**8. Standardization of Fire Equipment, Parts, Supplies and Services for the Mechanical Division within the Hamilton Fire Department (HSC18025) (City Wide) (Item 8.1)****(Jackson/Whitehead)**

- (a) That Council approve the standardization of the suppliers of fire apparatus equipment and services and Original Equipment Manufacturers (OEM) of equipment for fire apparatus and equipment as identified in Appendix A to Report HSC18025, pursuant to Procurement Policy #14 – Standardization and be approved as the single source of supply for the listed equipment, parts, supplies and services as the manufacturer's standard through to December 31, 2021 for the Hamilton Fire Department;
- (b) That the Fire Chief of the Hamilton Fire Department, or his/her designate, be authorized to negotiate, enter into and execute any required Contract and any ancillary documents required to give effect thereto with those suppliers identified in Appendix A to Report HSC18025 with content acceptable to the General Manager of Healthy and Safe Communities, and in a form satisfactory to the City Solicitor; and,
- (c) That the Fire Chief of the Hamilton Fire Department, or his/her designate, be authorized to amend any Contracts executed and any ancillary documents as required if a supplier identified in Appendix A to Report HSC18025 undergoes a name change.

**CARRIED****9. GreenON Capital Funding for Social Housing (HSC18032) (City Wide) (Item 8.2)****(Green/Whitehead)**

- (a) That the General Manager of Healthy and Safe Communities, or his designate, be authorized and directed to enter into a Transfer Payment Agreement to deliver the GreenON Funding Program, with the Housing Services Corporation, in a form satisfactory to the City Solicitor; and,
- (b) That the General Manager of Healthy and Safe Communities, or his delegate, be authorized and directed to approve and execute funding agreements with eligible housing providers for funding allocated through the GreenON Program, in a form satisfactory to the City Solicitor.

**CARRIED**

**10. Fire Apparatus Addition to Contract C5-13-17 for the Hamilton Fire Department (HSC18033) (City Wide) (Item 8.3)****(Whitehead/Jackson)**

That the Chief of the Hamilton Fire Department, or his/her designate, be authorized to purchase one additional fire apparatus, known as an Urban Engine, under existing City Contract C5-13-17 funded by the favourable variances existing within the 2017 and 2018 Fire Vehicle Replacement capital projects and in a form satisfactory to the City Solicitor.

**CARRIED****FOR INFORMATION:****(a) CHANGES TO THE AGENDA (Item 1)**

The Committee Clerk advised of the following change to the agenda:

**1. NOTICE OF MOTION (Item 10)**

- 10.1 One Time Funding for Hamilton's Emergency Shelter System, which is being moved up in the agenda to immediately follow the Delegation listed as Item 6.1.

**(Farr/Whitehead)**

That the Agenda for the June 11, 2018 meeting of the Healthy & Safe Communities Committee be approved, as amended.

**CARRIED****(b) DECLARATIONS OF INTEREST (Item 2)**

None declared.

**(c) APPROVAL OF MINUTES (Item 3)****(i) May 7, 2018 (Item 3.1)****(Partridge/Green)**

That the Minutes of the May 7, 2018 Healthy & Safe Communities Committee meeting be approved, as presented.

**CARRIED**

**(d) CONSENT ITEMS (Item 5)**

- (i) Hamilton Veterans Committee Minutes – November 28, 2017 (Item 5.1)**

**(Whitehead/Jackson)**

That the Minutes of the Hamilton Veterans Committee dated November 28, 2017, be received.

**CARRIED**

**(e) PUBLIC HEARINGS / DELEGATIONS (Item 6)**

- (i) Brother Richard MacPhee, Good Shepherd, respecting the Emergency Shelter System Situation (Item 6.1)**

Carol Cowan-Morneau, Executive Director of Mission Services, and Katherine Kalinowski, Chief Operating Officer, Good Shepherd Centre, addressed the Committee on behalf of Brother Richard MacPhee respecting the Emergency Shelter System Situation with the aid of a PowerPoint presentation. A copy of the presentation has been retained for the official record.

**(Partridge/Whitehead)**

That the Delegation from Carol Cowan-Morneau, and Katherine Kalinowski respecting the Emergency Shelter System Situation, be received.

**CARRIED**

**(f) NOTICE OF MOTION (Item 10)**

- (i) One Time Funding for Hamilton's Emergency Shelter System (Added Item 10.1)**

Councillor Merulla introduced a Notice of Motion respecting One Time Funding for Hamilton's Emergency Shelter System.

**(Partridge/A. Johnson)**

That the Rules of Order be waived to allow for the introduction of a motion respecting One Time Funding for Hamilton's Emergency Shelter System.

**CARRIED**

For further disposition of this matter, refer to Item 3.

**(g) GENERAL INFORMATION / OTHER BUSINESS (Item 11)****(i) Changes to the Outstanding Business List (Item 11.2)****(Partridge/Whitehead)**

That the following changes to the Outstanding Business List, be approved:

Items Requiring New Due Dates:

Item O - Rolston Neighbourhood Action Plan

Current Due Date: June 2018

Proposed Due Date: December 17, 2018

Item FF - Re-introduction of the *Promoting Affordable Housing Act, 2016* (Bill 7)

Current Due Date: June 11, 2018

Proposed Due Date: August 15, 2018

Item LL - Heat Response Plan Initiative

Current Due Date: May 7, 2018

Proposed Due Date: Q2 2019

Item QQ - Mayor's Advisory Committee on Syrian Newcomers

Current Due Date: TBD

Proposed Due Date: August 15, 2018

Item UU - Hamilton Youth Engagement Collaboration

Current Due Date: June 11, 2018

Proposed Due Date: July 11, 2018

Item VV - Home for Good

Current Due Date: May 7, 2018

Proposed Due Date: August 15, 2018

Item XX - ACPD respecting Housing Issues

Current Due Date: June 11, 2018

Proposed Due Date: August 15, 2018

**CARRIED**

**(h) ADJOURNMENT (Item 13)**

**(Farr/Partridge)**

That, there being no further business, the Healthy & Safe Communities Committee be adjourned at 2:19 p.m.

**CARRIED**

Respectfully submitted,

Councillor S. Merulla  
Chair, Healthy & Safe  
Communities Committee

Lisa Chamberlain  
Legislative Coordinator  
Office of the City Clerk



**CITY OF HAMILTON**  
**HEALTHY AND SAFE COMMUNITIES DEPARTMENT**  
**Macassa and Wentworth Lodges**

<b>TO:</b>	Chair and Members Healthy and Safe Communities Committee
<b>COMMITTEE DATE:</b>	June 25, 2018
<b>SUBJECT/REPORT NO:</b>	Standardization of Resident Electric Beds (Lodges) (HSC18027) (Wards 6 and 13)
<b>WARD(S) AFFECTED:</b>	Wards 6 and 13
<b>PREPARED BY:</b>	Holly Odoardi (905) 546-2424 Ext. 1906
<b>SUBMITTED BY:</b>	Paul Johnson General Manager Healthy and Safe Communities Department
<b>SIGNATURE:</b>	

### RECOMMENDATION

- (a) That Council approve the standardization of Span Medical electric beds, replacement parts and accessories manufactured by Span Medical Products Canada Incorporated, pursuant to Procurement Policy #14 – Standardization, at Macassa and Wentworth Lodges for a period of 5 years; and,
- (b) That the General Manager, Healthy and Safe Communities Department be authorized to negotiate, enter into and execute any required contract and any ancillary documents required to give effect thereto with Span Medical Products Canada Incorporated., in a form satisfactory to the City Solicitor.

### EXECUTIVE SUMMARY

Staff are recommending the standardization of Span Medical (formerly MC Healthcare) electric beds to maintain consistency in bed inventory, to ensure user familiarity of all staff that work at both Lodges, and to reduce risk to both residents and staff. Electric bed systems, inclusive of accessory items such as bed rails and mattresses, should be Span Medical manufactured. This company has a proven track record of dedicated efforts to resolve MOHLTC driven concerns (e.g. wound care, falls management, bed entrapment, bed rails, etc.), and is a recognized leader in healthcare and safety.

Further to this, there is a need to provide safe care to the increasing bariatric population in the Lodges, which can be met with the Span Medical electric bed product line. Appropriate accommodation ensures that Residents are afforded comfort and support to manage clinical risks (such as decubitus ulcers, pain management, falls management,

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**SUBJECT: Standardization of Resident Electric Beds (Lodges) HSC18027 (Wards 6 and 13) - Page 2 of 4**

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etc.), and provides staff with consistent equipment that is ergonomically structured to allow them to maintain proper body alignment and mechanics.

Standardizing to Span Medical would not result in a single source purchase. A competitive process would still be utilized to secure the best value for the City of Hamilton. Several vendors will be able to supply Span Canada electric bed systems, replacement parts and accessories.

**Alternatives for Consideration – Not Applicable****FINANCIAL – STAFFING – LEGAL IMPLICATIONS****Financial:**

Funding is available through the Lodge Reserve and will be used to fund 100% of purchases.

**Staffing:**

There are no staffing implications associated with Report HSC18027.

**Legal:**

The Lodges have an obligation under both health and safety legislation and *The Long Term Care Homes Act 2007 (2010)* to ensure the safety of residents and staff. Where risk can be clearly identified, all reasonable mitigation must be applied in order to reduce liability should an injury occur as the result of an error.

**HISTORICAL BACKGROUND**

In April 2010, the Lodges participated in the Request for Tender (RFT) process to procure new electric beds - 270 for Macassa Lodge and 54 for Wentworth Lodge. As part of the RFT there was a trial with residents who were cognitively capable to share with staff the positive and negative attributes about the introduction of electric bed systems. Staff were also involved in the clinical evaluation to assist in the evaluation from a staff perspective as well as observation of residents using the bed to assist with mobility. The trial was with 4 proponents. Based on this assessment and evaluation the Lodges purchased 270 electric beds for Macassa Lodge and 54 electric beds for Wentworth Lodge which were Span Medical electric beds.

At Wentworth Lodge, there are currently 106 Arro beds that are at the end of their useful life, and require replacement. Should the recommendations in Report HSC18027 be approved a competitive procurement process will be initiated to procure Span Medical electric beds.

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**SUBJECT: Standardization of Resident Electric Beds (Lodges) HSC18027 (Wards 6 and 13) - Page 3 of 4**

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**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

The recommendations in Report HSC18027 comply with the City of Hamilton's Procurement Policy and the recommended beds comply with relevant Ministry of Health and Long Term Care standards.

**RELEVANT CONSULTATION**

Staff has consulted with the Procurement Section in the Corporate Services Department and they have supported the recommendation.

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

Wentworth Lodge currently has two different electric bed systems available for 160 residents. There are 54 Span Medical electric beds and 106 Arro electric beds. The Arro beds are 12 years old, past their life expectancy and more importantly, parts are no longer available. Macassa Lodge has one electric bed system available for all 270 residents which is the Span Medical bed system. Wentworth Lodge needs to replace the 106 Arro bed systems.

The Ministry of Health and Long Term Care (MOHLTC) as part of their compliance standards, requires all Long Term Care (LTC) Homes to adhere to Health Canada's bed entrapment guidelines. Bed rails, once thought of as a contributor to resident safety, were proven to be a significant threat to elderly and confused residents due to incidents of entrapment, entanglements, and falls. Over the past three years the Lodges have spent a significant amount of time working through solutions with Span Medical to address any potential entrapment issues. Standardized bed entrapment assessment and ongoing monitoring has been implemented in the Lodges to ensure compliance with the MOHLTC standards.

Other municipalities including Niagara, Peel, Toronto, York, Halton, Region of Durham, Region of Waterloo, City of Ottawa, and Lambton County have procured Span Medical electric bed systems. Span Medical has proven through entrapment testing to be a leader in the manufacturing of safe bed systems.

Staff are recommending the standardization of Span Medical electric beds to maintain consistency in bed inventory, to ensure user familiarity of all staff that work at both Lodges, and to reduce risk to both residents and staff. Electric bed systems, inclusive of accessory items such as bed rails and mattresses, should be Span Medical Canada Incorporated manufactured. This company has a proven track record of dedicated efforts to resolve MOHLTC driven concerns (e.g. wound care, falls management, bed entrapment, bed rails, etc.), and is a recognized leader in healthcare and safety.

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**SUBJECT: Standardization of Resident Electric Beds (Lodges) HSC18027 (Wards 6 and 13) - Page 4 of 4**

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Further to this, there is a need to provide safe care to the increasing bariatric population in the Lodges, which can be met with the Span Medical electric bed product line. Appropriate accommodation ensures that Residents are afforded comfort and support to manage clinical risks (such as decubitus ulcers), and provides staff with consistent equipment that is ergonomically structured to allow them to maintain proper body alignment and mechanics.

There are several companies that do provide Span Medical electric beds, so it will continue to be a competitive process as per procurement policy for the awarding of the product.

**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN****Community Engagement & Participation**

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.

**Healthy and Safe Communities**

Hamilton is a safe and supportive city where people are active, healthy, and have a high quality of life.

**APPENDICES AND SCHEDULES ATTACHED**

None

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**CITY OF HAMILTON**  
**HEALTHY AND SAFE COMMUNITIES DEPARTMENT**  
**Macassa and Wentworth Lodges**  
**and**  
**Children's Services and Neighbourhood Development Division**  
**and**  
**Recreation Division**

<b>TO:</b>	Chair and Members Health and Safe Communities Committee
<b>COMMITTEE DATE:</b>	June 25, 2018
<b>SUBJECT/REPORT NO:</b>	Group Purchasing Services for Food and Related Supplies (HSC18026) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Holly Odoardi (905) 546-2424 Ext. 1906
<b>SUBMITTED BY:</b>	Paul Johnson General Manager Healthy and Safe Communities Department
<b>SIGNATURE:</b>	

**RECOMMENDATION(S)**

- (a) That Complete Purchasing Services Inc. and their vendors be approved as the single source purchasing agent and vendors, pursuant to Policy #11 - Non-competitive Procurements, for group purchasing services for food and related supplies for food service and nutrition programs at Macassa and Wentworth Lodges for a period of five years;
- (b) That Council approve Complete Purchasing Services Inc. as the single source purchasing agent, and the vendors used in conjunction with the Complete Purchasing Services Inc. as single source vendors, pursuant to Policy #11 - Non-competitive Procurements for group purchases for cleaning and related supplies for the laundry and housekeeping programs at both Macassa and Wentworth Lodges for a period of five years
- (c) That Macassa and Wentworth Lodges continue to increase the proportion of purchases of local food products through the approved suppliers in the Complete Purchasing Services Inc. program; and,
- (d) That the Recreation Division and the Red Hill Family Centre be approved to be added to Complete Purchasing Services Inc. program for food and related supplies and the associated vendors be approved as single source vendors.

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**SUBJECT: Group Purchasing Services for Food and Related Supplies (HSC18026)  
(City Wide) - Page 2 of 8**

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**EXECUTIVE SUMMARY**

Macassa and Wentworth Lodges have been satisfactorily using Complete Purchasing Services Inc., a group purchasing service, to procure food and supplies for their food services departments over the past seventeen years. In addition to food and related services, more recently, the Building Services department has also procured products through Complete Purchasing Services Inc. This has been a cost effective and efficient arrangement for the City of Hamilton. Complete Purchasing Services Inc. has a Canada-wide purchasing power of over \$850 million dollars which benefits the Lodges in obtaining competitive pricing. Value-added services that are provided at no cost include a risk management program, menu and meal production management resources specific to long-term care, electronic ordering and inventory systems, and a variety of educational resources for staff training.

Complete Purchasing Services Inc. is the endorsed purchasing group of AdvantAge Ontario, formerly Ontario Association of Non-Profit Homes and Services for Seniors and is used by 63% (136 sites) of its municipal members. A review of the market indicates that there are no other purchasing groups that would meet our needs. Local hospitals are members of another purchasing group; however, their approach to purchasing does not best suit the requirements for the Lodges and City of Hamilton. The majority of the for-profit long-term care organizations have proprietary buying groups specific to their businesses or are members of large purchasing groups.

Staff recommend continuing Macassa and Wentworth Lodges' relationship with our current purchasing group by seeking approval to establish Complete Purchasing Services Inc. as the single source for this purpose for the next 5 years.

Based on the above analysis, staff recommend leveraging the Canada wide purchasing power of Complete Purchasing Services Inc., as it would be a cost effective and efficient strategy for Recreation's Food Services unit as well as Red Hill Family Centre's meal program. The Recreation Division operates 14 arena concessions and a full service kitchen at Sackville Seniors Centre and purchases food and related supplies through various contracted vendors. Red Hill Family Centre provides breakfast, lunch and snacks for up to 79 children on a daily basis.

**Alternatives for Consideration – See Page 7****FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: Food and related supplies, cleaning and related supplies, are purchased within the allocated operating budgets at each Lodge. Complete Purchasing Inc. has waived the membership fees for the City of Hamilton. Both Recreation and the Red Hill Family Centre would benefit from reduced product costs.

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**SUBJECT: Group Purchasing Services for Food and Related Supplies (HSC18026)  
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Staffing: There are no staffing implications associated with the recommendations of Report HSC18026.

Legal: There are no legal implications associated with the recommendations of Report HSC18026.

**HISTORICAL BACKGROUND**

Prior to 1997, Sodexo Canada Inc. held the contract for the management of the Food Service Departments at Wentworth and Macassa Lodges. This contract included the purchasing of all food and related supplies. The management contract was terminated in 1997 and the management of the food services programs was brought in-house. However, the agreement for purchasing food and supplies with Sodexo Canada Inc. was maintained through 1998. Several alternate purchasing services available to long-term care homes were reviewed at that time and Complete Purchasing Services Inc. was chosen for the lowest fee and most favourable terms. Since 1999, the Lodges have maintained this group purchasing arrangement.

Complete Purchasing Services Inc. has been the endorsed purchasing group of AdvantAge Ontario for over 15 years. Municipal members of AdvantAge Ontario who use Complete Purchasing Services Inc. include many municipal homes (e.g. Region of Niagara, Region of Peel, City of Ottawa, Huron County, York Region, City of London, Region of Waterloo and Northumberland County, and the County of Simcoe). On our behalf, Complete Purchasing Services Inc. leverages their considerable market presence and negotiates with a range of suppliers, both manufacturers and distributors, to obtain best pricing and value for the City of Hamilton taxpayer. The company tenders with 400 manufacturers through over 75 distributors to establish national and regional contracts. Products available are suited to a long-term care environment that must comply with the standards and regulations set by the Ministry of Health and Long Term Care. Since 1999, the purchasing arrangement has been very satisfactory and has allowed the Lodges to control food service costs while maintaining the quality of resident meals and in 2017, this arrangement allowed the Lodges to increase their local food purchasing by 43% without negatively impacting food costs.

In 2016, both Lodges requested and received Council approval to purchase Ecolab laundry detergents, chemicals and related supplies through Complete Purchasing Inc. as single source vendor. To date this request has been favourable as it has provided the opportunity for the Lodges to take advantage of the efficiencies in purchasing power and the incentive program.

In 2017, discussions began between the Lodges, Recreation and Red Hill Family Centre on how this approach to purchasing would provide budget efficiencies.

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**SUBJECT: Group Purchasing Services for Food and Related Supplies (HSC18026)  
(City Wide) - Page 4 of 8**

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The Lodges require City of Hamilton Council approval in order to continue this advantageous arrangement and extend the benefits to Recreation and the Red Hill Family Centre.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

City of Hamilton's Procurement Policy By-law, Section 4.11 – Policy for Negotiations (Single source) Policy 11 provides for the recommending of a single source vendor for the supply of a particular Goods and/or Service because it is more cost effective or beneficial for the City.

**RELEVANT CONSULTATION**

Individuals at a long term care organization and local hospitals whom are members of another purchasing group were consulted for a comparison of their procurement process which included pricing, contract management, local purchasing and value-added services.

The Directors of Food Services and Building Services for both Lodges were consulted regarding the report content related to the food product sourcing market, services required, cost and operational issues.

The Corporate Services Department, Procurement and Finance Section were consulted regarding the report recommendations, relevant policies and content.

At the recommendation of the Procurement Section, the Recreation Division and the Red Hill Family Centre were consulted to verify if there would be any benefit in expanding the scope of Compete Purchasing Services Inc. to their operations. The results of this consultation resulted in the recommendation for these areas to be approved to participate in the purchasing program.

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

Complete Purchasing Services Inc. purchases for 3,500 clients across Canada representing over \$850 million in procurement value. The Lodges are provided access to tendered pricing with 400 manufacturers and over 75 distributor relationships including significant participants with Canadian and Ontario food service supply chains. The City of Hamilton would not have the same purchasing power if it negotiated alone. Vendors and products provided are specific to long-term care needs. Using the Complete Purchasing Services Inc. negotiated pricing, the Lodges purchased their food service supplies through four major distributors: Sysco Canada Inc., GFS Canada Company Inc., Agropur Cooperative (Division Natrel) and Canada Bread Company Ltd.

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**SUBJECT: Group Purchasing Services for Food and Related Supplies (HSC18026)  
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There are additional distributors that the Lodges use to a lesser extent which include: Sammons Preston- Canada, Russell-Hendrix and Hubert Food Service Equipment, Don's Produce.

The average cost of food and supplies purchased through these distributors over the past year was \$1,552,000 dollars (Macassa Lodge - \$1,002,000 and Wentworth Lodge - \$550,000). Using the Complete Purchasing Services Inc. negotiated pricing, the Lodges purchased their Ecolab cleaning and related supplies through one of the major distributors. The average cost of cleaning and related supplies purchased through this distributor over the past year was \$32,000.

The fee-for service has been waived thus offering annual savings of \$4,293 for both Lodges. In addition, Complete Purchasing Services Inc. offers a rebate program to both Lodges. The Lodges have received an incentive of approximately \$6,300 over the past three years. There is no specific time limit on the agreement and it can be terminated with 30 days written notice. The cost of obtaining a similar service using in-house staff resources for both the Lodges and the City's Purchasing Section would far exceed the Complete Purchasing Service Inc. fee as noted above.

In addition, Complete Purchasing Services Inc. provides value-added services in the following areas:

1. Risk Management Protocol  
All approved food vendors must be HACCP (Hazard Analysis and Critical Control Point) or ISO (International Organization for Standardization) certified. Without exception, only federally inspected meat suppliers are used. There is a stringent re-call system and regular distribution inspections and audits.
2. An on-line, web-enabled menu management and production program is available that allows customization of menus to meet resident preferences. The program includes long-term care specific menus, recipes, therapeutic guidelines, and nutrient and costing information.
3. An on-line, web-enabled ordering and inventory management system is provided.
4. Education resources are available at no additional charge including:
  - Education course modules (video-based).
  - A professional development series focussing on general management and leadership skills of nursing, food services and environmental services managers.
  - A symposium series of workshops on relevant facility operations.
5. Complete Purchasing is committed to offering a variety of products that have been locally sourced. Local is defined as from Ontario producers. Currently 43% of all products purchased by the Lodges are local.

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**SUBJECT: Group Purchasing Services for Food and Related Supplies (HSC18026)  
(City Wide) - Page 6 of 8**

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6. The Red Hill Family Centre is the City of Hamilton's only inclusive child care facility for children aged 1.5- 5 years of age. Nutritious breakfast, morning and afternoon snacks and lunch are prepared onsite daily by a qualified cook. The menu has been developed in consultation with a registered dietician to meet the recommendations for this age group as set out in Canada's Food Guide. Ordering quality food and beverages from a reliable service in a cost effective manner will assist with budgetary efficiencies. Currently, Red Hill spends \$88,000 annually on food and beverages. Several vendors used by Red Hill Family Centre fall under Complete Purchasing Services, for example, Sysco and Agropur.
  
7. The Recreation Division operates 14 arena concessions and a full service kitchen at Sackville Seniors Centre spending approximately \$320,000 annually on food, beverage and confectionary products. Financially this would allow the Recreation Division to take advantage of more favorable product pricing based on the efficiencies of purchasing power, volume incentive program and waived membership fees. There would also be administrative efficiencies from the on-line, web-enabled ordering and inventory management system.

Through Hamilton's Food Strategy, Recreation has agreed to explore opportunities to increase the percentage of healthy, local food purchased for its facilities (Recommendation 9.3). Complete Purchasing's commitment to offering a variety of products that have been locally sourced aligns with this recommendation.

## **ALTERNATIVES FOR CONSIDERATION**

There are two potential alternatives to using Complete Purchasing Services that staff reviewed.

### **Option One**

Lodge staff, with the assistance of staff in the Procurement Division, to obtain a similar range of suitable vendors and pricing. There would be no impact to the Recreation Division or the Red Hill Family Centre as they would continue with existing processes.

### **Financial:**

Competitive pricing would be limited to the extent of City of Hamilton purchasing volume versus the \$850 million purchasing power of a larger purchasing group. A November 2012 review of seventy of the highest volume representative products used in our food services departments indicated that prices from Complete were approximately 19% lower than non-Complete pricing. In addition, the useful value-added services would be difficult and expensive to procure outside of a purchasing group.

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**SUBJECT: Group Purchasing Services for Food and Related Supplies (HSC18026)  
(City Wide) - Page 7 of 8**

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**Staffing:**

Replacing the services of Complete Purchasing Services Inc., would require that staff develop terms of reference and standards for contracts, contract administration and management of multiple vendors. The time required for day to day vendor issues, ordering and price comparison would be the equivalent to a 1.0 FTE increase over a one year period. These additional activities would be a pressure on existing Lodge staff resources and would ultimately reduce time and attention available to manage a quality resident food service.

**Legal:**

There are no legal implications related to this alternative.

**Option Two**

Partner with the St. Joseph's Health System Group Purchasing Organization and access their Food and Nutrition group that is known as MEALsource. Currently, both St. Joseph's Health Services and the Hamilton Health Sciences utilize this program. MEALsource has approximately 34 healthcare organizations across Ontario as members. MEALsource deals with fewer distributors and manufacturers than Complete Purchasing Inc. and their method of contract negotiation differs. Again, there would be no impact to the Recreation Division or the Red Hill Family Centre as they would continue with existing processes.

**Financial:**

A comparison review of pricing was investigated of the 25 most commonly purchased items in the food service departments. It was found that the costs of food and supplies were comparable to current prices with Complete Purchasing Inc. In addition to this the fee-for-service, rebate program, and percentage of food grown locally for MEALsource is comparable to Complete Purchasing. MEALsource does not offer the value-added services of Complete Purchasing Inc. such as web-based menu management and production programs, educational resources and in-service training.

**Staffing:**

Replacing the services of Complete Purchasing Services Inc. with MEALsource, would require that the Directors of Food Services for both Lodges participate in monthly purchasing meetings with other members of the MEALsource group. They would meet to develop standards for products and provide feedback and agreement on contracts and vendors. Additional time would be required to gather information on volume of products used and entering new product codes, pricing and nutrient data when contracts change. These additional activities would be a pressure on existing Lodge staff resources and would ultimately reduce time and attention available to manage a quality resident food service.

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**SUBJECT: Group Purchasing Services for Food and Related Supplies (HSC18026)  
(City Wide) - Page 8 of 8**

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**Legal:**

There are no legal implications related to this alternative.

**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

**Community Engagement & Participation**

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.

**APPENDICES AND SCHEDULES ATTACHED**

None.

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**CITY OF HAMILTON**  
**HEALTHY & SAFE COMMUNITIES DEPARTMENT**  
**Housing Services Division**

<b>TO:</b>	Chair and Members Healthy & Safe Communities Committee
<b>COMMITTEE DATE:</b>	June 25, 2018
<b>SUBJECT/REPORT NO:</b>	Fiscal Reporting for Community Homelessness Prevention Initiative (CHPI), Homelessness Partnering Strategy (HPS) and Home For Good (HFG) (HSC18030) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Rob Mastroianni (905) 546-2424 Ext. 8035
<b>SUBMITTED BY:</b>	Vicki Woodcox Acting Director, Housing Services Division Healthy & Safe Communities Department
<b>SIGNATURE:</b>	

### RECOMMENDATION

- (a) That the 2018-2019 Community Homelessness Prevention Initiative budget in the amount of \$19,455,174, 100% funded by the Ministry of Housing, be approved;
- (b) That the 2018-2019 Homelessness Partnering Strategy budget in the amount of \$5,285,318, 100% funded by Employment and Social Development Canada be approved;
- (c) That the 2018-2019 Home for Good homelessness program budget in the amount of \$1,000,000, 100% funded by the Ministry of Housing, be approved; and,
- (d) That the General Manager of Healthy and Safe Communities or designate be authorized and directed to receive, utilize and report on the use of these funds within approved fiscal budgets based on program priorities and strategies identified in the Homelessness Programs.

### EXECUTIVE SUMMARY

The Housing Services Division within the Healthy and Safe Communities Department, delivers and administers three senior government homelessness funding programs: the Community Homelessness Prevention Initiative (CHPI) (Provincial); Homelessness Partnering Strategy (HPS) (Federal); and Home for Good (HFG) (Provincial).

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**SUBJECT: Fiscal Reporting for Community Homelessness Prevention Initiative (CHPI), Homelessness Partnering Strategy (HPS) and Home For Good (HFG) (HSC18030) (City Wide) - Page 2 of 4**

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Funding under each of these three programs are allocated under an annual fiscal reporting cycle from April 1 to March 31. Quarterly outcome and auditing reporting are aligned with the above time periods to meet legislative requirements of each program.

**Alternatives for Consideration – Not Applicable**

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

**Financial:**

Funding through the CHPI, HPS and HFG homelessness programs are administered through the Housing Services Division on a fiscal calendar cycle (April-March) at a total budgeted allocation of \$25,740,492 for 2018/2019.

The Community Homelessness Prevention Initiative (CHPI) is a total of \$19,455,174. There are five categories within the CHPI Provincial funding as outlined below.

<b>Program</b>	<b>2018-19</b>
Emergency Shelter Solutions	\$ 8,250,650
Housing with Related Supports	\$ 6,795,900
Other Services and Supports	\$ 570,390
Homelessness Prevention	\$ 3,625,640
Program Administration	\$ 212,594
<b>TOTAL:</b>	<b>\$19,455,174</b>

The Homelessness Partnering Strategy (HPS) budget for 2018-19 is \$5,285,318.

The Home For Good (HFG) budget for the same time period is \$1,000,000.

**Staffing:**

There are no staffing implications associated with Report HSC18030.

**Legal:**

There are no legal implications associated with Report HSC18030.

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**SUBJECT: Fiscal Reporting for Community Homelessness Prevention Initiative (CHPI), Homelessness Partnering Strategy (HPS) and Home For Good (HFG) (HSC18030) (City Wide) - Page 3 of 4**

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## **HISTORICAL BACKGROUND**

The CHPI program is a provincially funded program and has received an overall 2.0% increase in funding since 2015/16. The federally funded HPS program has received a 25% increase in funding since 2015/16. The HFG program was introduced in 2017 and is funded by the provincial government.

The overall goal of the three programs is to prevent and decrease homelessness. Staff work closely with over 100 key stakeholders and agency partners in Hamilton to help achieve these goals.

## **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

None

## **RELEVANT CONSULTATION**

Staff consulted with Corporate Services, Financial Planning, Administration, and Policy, Finance & Administration and incorporated their feedback into this report.

## **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

The Community Homelessness Prevention Initiative (CHPI) is a provincial program that reflects a Housing First approach and focuses on homelessness prevention to reduce reliance on emergency services. This vision reflects a shift towards a system that focuses on proactive and permanent housing solutions rather than reactive responses to homelessness. The province has established two key program outcomes for CHPI which are ensuring people experiencing homelessness obtain and retain housing and that people at risk of homelessness remain housed. Three major components of the CHPI program are Emergency Shelters, Residential Care Facilities and the Housing Stability Benefits which provides financial assistance (e.g. first month rent, utility arrears) for those who are homeless or at risk of becoming homeless.

The Homelessness Partnering Strategy (HPS) is the federal government's primary program to reduce and end homelessness in Canada. The HPS program focus is Housing First. The Housing First approach supports the belief that people are better able to pursue their personal goals towards employment, treatment, health and well-being when they are first placed in stable housing. Service Canada has mandated that 65% of HPS funding must be allocated to Housing First. Further to this, HPS funding must demonstrate a clear and significant reduction in homelessness in local communities.

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**SUBJECT: Fiscal Reporting for Community Homelessness Prevention Initiative (CHPI), Homelessness Partnering Strategy (HPS) and Home For Good (HFG) (HSC18030) (City Wide) - Page 4 of 4**

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Home for Good (HFG) is a provincial homelessness-focused program that supports the Province's goal of ending chronic homelessness by 2025. The Province recognizes that achieving this goal requires both the housing of people who are currently homeless and also the prevention of additional people becoming chronically homeless. HFG provides housing assistance and support services to people who are homeless or at imminent risk of homelessness.

All programs continue to connect individuals experiencing chronic homelessness to permanent housing placements, through case management support. The programs continue to meet established service level targets within the range set by accountability agreements; however, pressures continue within the programs to provide the intensity of services required in some instances, and the overall number of individuals in the community eligible for the programs exceeds the number of clients they are resourced to support. Both programs continue to engage in quality improvement initiatives to prioritize and accelerate the referrals and housing placements of the most vulnerable individuals experiencing chronic homelessness. It is critical that each program be able to continue to provide service, as they are integral to ensuring that chronic homelessness is reduced in Hamilton and all community members are able to realize their right to housing.

#### **ALTERNATIVES FOR CONSIDERATION**

None

#### **ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN**

##### **Healthy and Safe Communities**

Hamilton is a safe and supportive city where people are active, healthy, and have a high quality of life.

#### **APPENDICES AND SCHEDULES ATTACHED**

None

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**CITY OF HAMILTON**  
**HEALTHY AND SAFE COMMUNITIES DEPARTMENT**  
**Children's Services and Neighbourhood Development Division**

<b>TO:</b>	Chair and Members Healthy and Safe Communities Committee
<b>COMMITTEE DATE:</b>	June 25, 2018
<b>SUBJECT/REPORT NO:</b>	Red Hill Family Centre Renovations (HSC18036) (Ward 5)
<b>WARD(S) AFFECTED:</b>	Ward 5
<b>PREPARED BY:</b>	Jessica Chase (905) 546-2424 Ext. 3590 Debbie Bago (905) 546-2424 Ext. 2862 Dawn Meitz (905) 546-2424 Ext. 3587
<b>SUBMITTED BY:</b>	Grace Mater Director, Children's Services and Neighbourhood Development Division Healthy and Safe Communities Department
<b>SIGNATURE:</b>	

### RECOMMENDATION

- (a) That the Red Hill Family Centre complete renovations to increase the current operating capacity by 15 toddlers in the amount of \$841,834 from the Child Care Expansion Funding (100% provincial funding); and,
- (b) That an increase in staff complement of 3.0 Full-Time Equivalent (FTE) Teachers, to meet the provincial licensing requirements for the additional 15 toddler spaces, in the amount of \$247,290, funded 100% through additional revenues (parental contributions and/or fee subsidies), be approved.

### EXECUTIVE SUMMARY

The Red Hill Family Centre is the City of Hamilton's directly operated child care centre. It currently operates 79 child care spaces.

In alignment with the provincial Child Care Expansion Plan, the City has identified an opportunity to renovate the Red Hill Family Centre to increase the operating capacity by an additional 15 toddler spaces. Once renovations are completed the centre will operate 94 spaces. The renovations will increase access to child care spaces in Hamilton and will improve the current sustainability of the Red Hill Family Centre by reducing vacancy rates that are typically experienced each fall as children transition to school.

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**SUBJECT: Red Hill Family Centre Renovations (HSC18036) (Ward 5) - Page 2 of 4**

The total projected cost of the renovations is \$841,834, which will be funded by the City of Hamilton's Child Care Expansion allocation. This is 100% provincial funding with no cost sharing requirements.

As a result of the increased operating capacity, an additional 3.0 FTE Teacher positions are required to meet the Ministry of Education licensing standards. The cost of these positions will be offset by the increased revenue that the additional spaces will generate.

Detailed design development is currently underway. Once completed, a tender will be issued in accordance with the City's procurement policies. Renovations are tentatively scheduled to begin in September 2018, with plans to open the renovated toddler classroom in December 2018. The Red Hill Family Centre will remain open during renovations and a plan has been put in place to maintain service to existing children and families during that time.

**Alternatives for Consideration – Not Applicable****FINANCIAL – STAFFING – LEGAL IMPLICATIONS****Financial:**

There are no net levy financial implications associated with Report HSC18036. The total cost of the renovation to the Red Hill Family Centre has been projected to be \$841,834. The renovation will be fully funded by the City of Hamilton's Child Care Expansion funding allocation. These are 100% Provincial funds with no cost sharing requirements for the City.

The renovation costs include an expansion of the empty room to meet licensing requirements for toddler rooms, including the addition of a washroom. The projected costs also include the purchase of age-appropriate toys, shelving and equipment.

**Staffing:**

As a result of the increase to the operating capacity, 3.0 additional Full Time Equivalent (FTE) Teacher positions are required to meet the Ministry of Education licensing standards. All Teacher positions are required to be Registered Early Childhood Educators. The cost of these additional positions will be offset by the increased revenue (i.e. parental contributions and/or fee subsidies) as a result of the increased operating capacity. The additional Teacher positions will be filled in December 2018 to align with the opening of the additional toddler spaces.

**Legal:**

There are no legal implications associated with Report HSC18036.

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**SUBJECT: Red Hill Family Centre Renovations (HSC18036) (Ward 5) - Page 3 of 4****HISTORICAL BACKGROUND**

In September 2016, the provincial government announced a Child Care Expansion Plan. This plan will create access to licensed child care for 100,000 more children aged 0-4 years old over the next five years across the province. To support this commitment, the provincial government is making a provincial investment of \$170 million in the current fiscal year, growing to \$200 million in 2018/19.

In the summer of 2017, the Ministry of Education announced that the City of Hamilton would receive additional 100% provincial funding of \$5,439,321 for a major expansion of child care and \$3,399,023 as part of the shared commitment by the Ontario and Federal governments to provide investments in early learning and child care to increase quality, accessibility, affordability, flexibility and inclusivity. In 2018, this allocation increased by an additional \$2,124,875.

The purpose of the Child Care Expansion funding is to support new child care fee subsidies, expand access to affordable licensed child care spaces and reduce fee subsidy waitlists to help parents access quality child care for children aged 0 to 4 years. The City of Hamilton is required to meet ministry-set expansion targets to align with this new funding investment, including serving an additional 1,768 children.

In late 2017, the City of Hamilton identified the opportunity and began planning to renovate Red Hill Family Centre to increase their current operating capacity.

**POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

The renovated space for toddlers is required to be licensed by the Ministry of Education in accordance with the *Child Care and Early Years Act, 2014*.

**RELEVANT CONSULTATION**

The investment at the Red Hill Family Centre aligns with the Early Years Community Plan, 2016-2020 and is reflective of extensive ongoing consultation with the Child Care and Early Years sector.

**ANALYSIS AND RATIONALE FOR RECOMMENDATION**

The Red Hill Family Centre currently operates 79 spaces (15 toddler and 64 preschool spaces). Once renovations are completed, the centre will operate 94 spaces (30 toddler and 64 preschool spaces).

The purpose of the renovations is to increase the operating capacity of the Red Hill Family Centre. This will increase access to child care spaces in Hamilton and is consistent with the Ministry of Education's Child Care Expansion Plan. It will also

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**SUBJECT: Red Hill Family Centre Renovations (HSC18036) (Ward 5) - Page 4 of 4**

improve the current sustainability of the Red Hill Family Centre by reducing vacancy rates. Typically, the Red Hill Family Centre experiences vacancy rates of approximately 10-12% each fall as preschool aged children graduate from the centre and transition to Full Day Kindergarten at schools. By increasing the number of available toddler spaces, the centre is hoping to significantly reduce these vacancy rates and therefore improve the financial sustainability of the centre. This is because there will be a larger pool of younger children moving up to the older age groups, as other children graduate and transition to school.

**ALTERNATIVES FOR CONSIDERATION**

None

**ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN****Economic Prosperity and Growth**

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

**Healthy and Safe Communities**

Hamilton is a safe and supportive city where people are active, healthy, and have a high quality of life.

**APPENDICES AND SCHEDULES ATTACHED**

None

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