



City of Hamilton
EMERGENCY & COMMUNITY SERVICES COMMITTEE
AGENDA

Meeting #: 23-018
Date: December 7, 2023
Time: 1:30 p.m.
Location: Council Chambers
Hamilton City Hall
71 Main Street West

Loren Kolar, Legislative Coordinator (905) 546-2424 ext. 2604

1. **CEREMONIAL ACTIVITIES**
2. **APPROVAL OF AGENDA**
(Added Items, if applicable, will be noted with *)
3. **DECLARATIONS OF INTEREST**
4. **APPROVAL OF MINUTES OF PREVIOUS MEETING**
 - 4.1 November 16, 2023
5. **COMMUNICATIONS**
6. **DELEGATION REQUESTS**
7. **DELEGATIONS**
8. **STAFF PRESENTATIONS**
9. **CONSENT ITEMS**
 - 9.1 Ambulance Dispatch Information Update (HSC23045) (City Wide)

9.2 Accessibility of City Operated Recreation Facilities (HSC23055(a)) (City Wide)

10. PUBLIC HEARINGS

11. DISCUSSION ITEMS

11.1 Housing and Homelessness Advisory Committee Budget (HSC23078) (City Wide)

11.2 2024 Budget Submission - Seniors Advisory Committee (HSC23081) (City Wide)

11.3 2024 Budget Submission LGBTQ Advisory Committee (HSC23080) (City Wide)

11.4 Macassa Lodge - Redevelopment Project (HSC20050(c)) (Ward 7)

11.5 Future Health Services Inc. – Single Source (HSC23064) (City Wide)

11.6 Paramedic Service Student Practicum Placement Agreements (HSC23079) (City Wide)

12. MOTIONS

13. NOTICES OF MOTION

14. GENERAL INFORMATION / OTHER BUSINESS

15. PRIVATE AND CONFIDENTIAL

16. ADJOURNMENT



EMERGENCY & COMMUNITY SERVICES COMMITTEE MINUTES 23-014

1:30 p.m.

Thursday, November 16, 2023

Council Chambers

Hamilton City Hall

71 Main Street West

Present: Councillor T. Hwang (Acting Chair), Councillors C. Kroetsch, N. Nann, A. Wilson and M. Wilson

Absent

With Regrets: Councillors B. Clark and T. Jackson – Personal

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

1. Cardiac Safe City and CPR Training (HSC23048) (City Wide)

(A. Wilson/Kroetsch)

That Report HSC230148, respecting Cardiac Safe City and CPR Training, be received.

Result: Motion CARRIED by a vote of 5 to 0, as follows:

ABSENT	- Clark, Brad	Ward 9
YES	- Hwang, Tammy	Ward 4
YES	- Kroetsch, Cameron	Ward 2
ABSENT	- Jackson, Tom	Ward 6
YES	- Nann, Nrinder	Ward 3
YES	- Wilson, Alex	Ward 13
YES	- Wilson, Maureen	Ward 1

2. Hamilton Veterans Committee 2024 Budget Submission (PED23240) (City Wide) (Item 10.1)

(A. Wilson/M. Wilson)

That the Hamilton Veterans Committee 2024 budget be approved with an increase in the base budget from \$43,000 to \$65,000, attached as Appendix “A” to Report PED23240, and referred to the 2024 budget process for consideration.

Result: Motion CARRIED by a vote of 5 to 0, as follows:

ABSENT	- Clark, Brad	Ward 9
YES	- Hwang, Tammy	Ward 4
YES	- Kroetsch, Cameron	Ward 2
ABSENT	- Jackson, Tom	Ward 6
YES	- Nann, Nrinder	Ward 3
YES	- Wilson, Alex	Ward 13
YES	- Wilson, Maureen	Ward 1

3. Ministry of Health Funding for Pediatric Intensive Care Transport Ambulance(HSC23069) (City Wide) (Item 10.2)

(Nann/Kroetsch)

- (a) That the Chief, Hamilton Paramedic Service, or their designate, be authorized and directed to initiate provision of a second dedicated ambulance to support the Neonatal and Pediatric Intensive Care programs at McMaster Children's Hospital in accordance with the revised Schedules "B" and "D" (attached as Appendix "A") to the already existing July 4, 2019 Accountability Agreement Section 5.2 (attached as Appendix "B");
- (b) That the Chief, Hamilton Paramedic Service, or their designate, be authorized and directed to execute any required ancillary and/or renewal agreements between the Ministry of Health and the City of Hamilton to support the ongoing provision of dedicated interfacility ambulance(s) to support the Neonatal and Pediatric Intensive Care programs at McMaster Children's Hospital between the City of Hamilton and the Ministry of Health in a form satisfactory to the City Solicitor; and
- (c) That the Hamilton Paramedic Service complement be increased by ten (10) full-time equivalent paramedic positions to cover all staffing and absence backfill requirements for the dedicated inter-facility transport ambulance.

Result: Motion CARRIED by a vote of 5 to 0, as follows:

ABSENT	- Clark, Brad	Ward 9
YES	- Hwang, Tammy	Ward 4
YES	- Kroetsch, Cameron	Ward 2
ABSENT	- Jackson, Tom	Ward 6
YES	- Nann, Nrinder	Ward 3
YES	- Wilson, Alex	Ward 13
YES	- Wilson, Maureen	Ward 1

FOR INFORMATION:

(a) APPROVAL OF AGENDA (Item 2)

The Committee Clerk advised that there were no changes to the agenda.

(Nann/A. Wilson)

That the agenda for the November 16, 2023 Emergency and Community Services Committee meeting be approved, as presented.

Result: Motion CARRIED by a vote of 5 to 0, as follows:

ABSENT	-	Clark, Brad	Ward 9
YES	-	Hwang, Tammy	Ward 4
YES	-	Kroetsch, Cameron	Ward 2
ABSENT	-	Jackson, Tom	Ward 6
YES	-	Nann, Nrinder	Ward 3
YES	-	Wilson, Alex	Ward 13
YES	-	Wilson, Maureen	Ward 1

(b) DECLARATIONS OF INTEREST (Item 3)

There were no Declarations of Interest.

(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)

(i) October 19, 2023 (Item 4.1)

(Nann/Kroetsch)

That the Minutes of the October 19, 2023 meeting of the Emergency and Community Services Committee, be approved, as presented.

Result: Motion CARRIED by a vote of 5 to 0, as follows:

ABSENT	-	Clark, Brad	Ward 9
YES	-	Hwang, Tammy	Ward 4
YES	-	Kroetsch, Cameron	Ward 2
ABSENT	-	Jackson, Tom	Ward 6
YES	-	Nann, Nrinder	Ward 3
YES	-	Wilson, Alex	Ward 13
YES	-	Wilson, Maureen	Ward 1

(d) ADJOURNMENT (Item 16)

(Kroetsch/Jackson)

That there being no further business, the Emergency and Community Services Committee be adjourned at 1:40 p.m.

Result: Motion CARRIED by a vote of 5 to 0, as follows:

**Emergency & Community Services Committee
Minutes 23-014**

**November 16, 2023
Page 4 of 4**

ABSENT	-	Clark, Brad	Ward 9
YES	-	Hwang, Tammy	Ward 4
YES	-	Kroetsch, Cameron	Ward 2
ABSENT	-	Jackson, Tom	Ward 6
YES	-	Nann, Nrinder	Ward 3
YES	-	Wilson, Alex	Ward 13
YES	-	Wilson, Maureen	Ward 1


Respectfully submitted,

Councillor T. Hwang
Acting Chair, Emergency and Community
Services Committee

Loren Kolar
Legislative Coordinator
Office of the City Clerk



INFORMATION REPORT

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	December 7, 2023
SUBJECT/REPORT NO:	Ambulance Dispatch Information Update (HSC23045) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Michael Sanderson (905) 546-2424 Ext. 7741
SUBMITTED BY:	Michael Sanderson Chief, Paramedic Service Health and Safe Communities
SIGNATURE:	

COUNCIL DIRECTION

At their May 24, 2017 meeting Council approved a motion providing the following direction to staff:

(a) That staff be directed and authorized to meet with representatives of the Ministry of Health and Long-Term Care to discuss alternatives for collaboration in the operation of the Hamilton ambulance dispatch centre including:

(i) Pursuing the establishment in the short term of a performance contract or alternative governance models for land ambulance dispatch outlining roles, responsibilities and performance expectations;

(ii) Pursuing the provision of current, real time, data from the computerized ambulance dispatch system to support contemporaneous decision making, land ambulance service delivery, and the needs of our partners including hospitals and other emergency services; and

(iii) Determining the feasibility, terms and costs for the City of Hamilton to assume operation of ambulance dispatch function for the City of Hamilton in the same manner as has been developed for the City of Toronto, the Region of Niagara, or the City of Ottawa.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Ambulance Dispatch Information Update (HSC23045) (City Wide) –
Page 2 of 3**

INFORMATION

The *Ambulance Act* (R.S.O. 1990, Chapter A.19), Section 4.1, identifies that the functions of the Minister of Health include requirements to:

- ensure the existence of a balanced and integrated system of ambulance services and communication services used in dispatching ambulances; and
- to establish, maintain, and operate communication services, alone or in co-operation with others, and to fund such services

Ontario Regulation 537/00 (O.Reg. 537/00), Part VII, Section 16, issued pursuant Section 22 of the *Ambulance Act*, requires that the operator of an ambulance communications service be party to an agreement with the Ministry of Health for the provision of that communication service.

Provincially the Ministry of Health currently funds the cost of staffing, equipment, and operation of 22 ambulance dispatch operations across the province. Eleven of these dispatch operations, including the Hamilton Central Ambulance Communications Centre (CACC), are operated directly by the Ministry of Health while the remaining eleven are operated through transfer payment agreements with various entities including the City of Ottawa, the City of Toronto, and Niagara Region.

In preparation for the downloading of responsibility for the provision of land ambulance service pursuant to enactment of Bill 152 (Services Improvement Act, 2017) the City of Hamilton created a Dispatch Task Force to review options and opportunities for operation of the land ambulance dispatch. The Dispatch Task Force report of June 27, 2000, recommended that a consolidated Emergency Communications Service be created subject to approval and transfer of control of the ambulance dispatch from the Ministry of Health to the City of Hamilton.

While the recommendation to transfer control of the ambulance dispatch was not approved by the Ministry of Health at that time, the issue has been an item of ongoing discussion.

On July 11, 2007, Council received Report HES06005(a) (Resource and Deployment Review of Emergency Medical Services) which included a recommendation to investigate the feasibility, terms and costs for the City of Hamilton to assume Central Ambulance Communications Centre operations in Hamilton in the same fashion as the Niagara Region Model. Report HES06005(b) was provided to Committee and Council in March 2008 regarding the outcome of meetings held.

Report CES17022, received by Council May 24, 2017, resulted in the above motion directing staff to pursue referenced direction, amongst other issues, to pursue discussion with the Ministry to establish an agreement for assumption of responsibility

**SUBJECT: Ambulance Dispatch Information Update (HSC23045) (City Wide) –
Page 3 of 3**

for the operation of the Hamilton land ambulance dispatch service in accordance with the *Ambulance Act* and O.Reg. 537/00.

Ongoing discussions were held with Ministry of Health staff at the Director level without conclusive action following this direction.

Report HSC20014 further outlined recommendations provided to the Ministry of Health including modernization of ambulance dispatch services, the transfer of operational responsibility of dispatch service to the municipality, and the funding of dispatch operations, staffing, and equipment.

Following consultation with City of Hamilton Senior Leadership a May 25, 2023, letter was written to the Deputy Premier and Minister of Health (Appendix “A”) requesting that the Minister exercise her authority under the *Ambulance Act* to direct staff to engage in negotiation of an agreement for the transfer of responsibility for operation of the Hamilton Central Ambulance Communications Centre to the City of Hamilton.

This issue was raised with Minister Jones and her staff most recently at the Association of Municipalities of Ontario meeting by Mayor Horwath, General Manager Burden, and Chief Sanderson.

While inquiries have been made of Ministerial staff regarding the status of this request there has been no formal response received to date.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report HSC23045 – Letter to Deputy Premier and Minister of Health.



City of Hamilton
City Hall, 71 Main Street West
Hamilton, Ontario
Canada L8P 4Y5
www.hamilton.ca

Hamilton Paramedic Service
Healthy and Safe Communities Department
Physical Address: 1227 Stone Church Road East, Hamilton, ON L8W 2C6
Phone: 905.546.2424 Ext. 7741 Fax: 905.546.3344
Email: Michael.Sanderson@hamilton.ca

May 25, 2023

Hon. Sylvia Jones
Deputy Premier and Minister of Health
College Park, 5th Flr
777 Bay St., Toronto, ON M7A 2J3

SENT VIA EMAIL: sylvia.jones@ontario.ca

Dear Minister Jones:

As Chief of the City of Hamilton Paramedic Service I am well aware of the pressures placed upon your Ministry, and on the Ontario public service, in creating and sustaining emergency ambulance dispatch system performance. The City of Hamilton and Hamilton Paramedic Service share the Ministry of Health's priority to ensure best possible use of health and human resources and to implement optimal operating models that lead to effective and efficient operations for community residents and taxpayers.

I am writing to share with you the critical need and opportunity for Hamilton Paramedic Service to improve emergency medical response within Hamilton and am asking for your support for Hamilton Paramedic Service to assume operational responsibility for the Hamilton Central Ambulance Communications Centre (CACC) currently operated directly by the Province.

Modernization of ambulance dispatch and communications is integral to the operation and performance of the City of Hamilton land ambulance service and will benefit residents, Hamilton and regional hospitals and health providers. The current direct Ministry operated model imposes constraints on dispatch staffing and operations, results in poor utilization of our scarce paramedic resources, prevents us from advancing innovation with our Ontario Health Team and hospital and community partners, and continues to negatively impact the delivery of our land ambulance service daily. We have raised these concerns many times over the past several years directly with senior Ministry staff.

As background, of the 22 ambulance dispatch centres operating under Ministry of Health authority, half are directly operated by the Province and half are operated under contract with the Ministry through Transfer Payment (TP) agreements. Dispatch performance, flexibility and agility within the required operating parameters, and the recruitment and retention of the valuable ambulance communications officers is, in my view and that of my peers, significantly better within these transfer payment centres, particularly where they are aligned with the operation and management of the land ambulance services they dispatch.

The City of Hamilton is concerned about these issues from both a service and fiscal lens and has endorsed Hamilton Paramedic Service pursuing direct operation of the Hamilton CACC through a transfer payment agreement and performance contract as one element of our 10 Year Strategic Plan. We believe direct operation will improve performance, flexibility, adaptability, and innovation at a rate not possible within the existing structure. A key innovation focused on reducing unnecessary transports to hospitals, thereby reducing pressures on emergency departments in a clinically safe manner, is the implementation of a clinical hub. We have engaged our Ontario Health Team (Greater Hamilton Health Network) and Hamilton Health Sciences and St. Joseph's Health System hospital leadership and other partners and they are supportive of moving this forward. However, we are unable to do so in the current construct.

This improved alignment of operations will better improve our capacity to improve our responsibility for ensuring the proper provision of land ambulance services in the municipality in accordance with the needs of persons in the municipality.

We have discussed this proposal to assume responsibility for the operation of Hamilton CACC with the other land ambulance services also dispatched by that centre, including Brant-Brantford, Haldimand County, Norfolk County, and Six Nations and they are in agreement with us pursuing a contractual relationship to do so.

Further, we have the support of the Hamilton Police and the Hamilton Fire Services as they identify the benefits of better collaboration and resource utilization within our municipal boundaries.

In accordance with your authority under the Ambulance Act, I am formally requesting your support for this proposal and direction to the appropriate Ministry Staff to begin engagement with Hamilton Paramedic Service to negotiate transfer of responsibility for the Hamilton CACC to the City of Hamilton.

I would be pleased to meet to discuss background to this proposal and the requested direction at your earliest convenience.

Respectfully




Michael Sanderson, MStJ, MHSc, BA, A-EMCA, CMM III
Chief, Hamilton Paramedic Service

cc: Janette Smith, City Manager, City of Hamilton
Angela Burden, General Manager, Health and Safe Communities



INFORMATION REPORT

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	December 7, 2023
SUBJECT/REPORT NO:	Accessibility of City Operated Recreation Facilities (HSC23055(a)) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Dawn Walton (905) 546-2424 Ext. 4755
SUBMITTED BY:	Steve Sevor Acting Director, Recreation Division Healthy and Safe Communities Department
SIGNATURE:	

COUNCIL DIRECTION

Emergency and Community Services Committee at its meeting of September 21, 2023 approved the following:

“That staff be directed to expedite the identification of the City’s lower-city recreational facilities with accessibility issues, to include the costs of making these facilities accessible, with a report back to the Emergency and Community Services Committee in Q4 2023; and

That staff be directed to reach out to civic partners to identify existing accessible space that the City may be able to more immediately access through partnerships and report back in Q4 2023.”

INFORMATION

Recreation facilities meet minimum compliance with the Accessibility for Ontarians with Disabilities Act (AODA), including those where barriers may exist due to aged infrastructure or historical designation. Recreation Centres and arenas in Hamilton lower city wards 1 to 4 inclusive were reviewed by staff in greater detail with the report

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Accessibility of City Operated Recreation Facilities (HSC23055(a))
(City Wide) - Page 2 of 3**

back timelines considered. Limitations impacting a high designation of accessibility at most sites include one or more of the following; accessible changerooms, universal (gender neutral) changerooms, universal washrooms and an accessible service counter.

The renovation of an existing recreation facility, to add a universal or accessible changeroom/washroom with an accessible path of travel from the front entrance, particularly in an older building where accessibility is limited, would be considered a major renovation. Major renovations require detailed design, building permits, specific procurement processes, facility closures and additional project processes which increase the lead time to deliver these projects.

The capital cost of a major renovation to upgrade accessibility is site-specific and depends on; the age of the building, accessibility enhancements completed to date and the scope of the planned update. Public Works Committee received a detailed Accessibility Audit on September 11, 2018 (Report PW18064) which identified the accessibility needs of municipal facilities and the cost associated to upgrade. Data provided in the Accessibility Audit to address budget requirements with minimum accessibility benchmarks for the ward 1 to 4 recreation facilities, are summarized with estimated cost escalations from 2017-2024 and included as Appendix "A" to Report HSC23055(a).

Prior to undergoing site specific upgrades, current feasibility with detailed costing for the proposed scope of work would be required. Currently there is no specific City-funded source of capital dedicated to accessibility. There is limited funding for basic lifecycle renewal in recreation facilities with an annually growing backlog due to under-investment. Executive sponsors having access to additional funding sources (e.g. Councillor Reserves) may consider financial contributions to accelerate accessibility related projects where there is staff resource capacity to deliver these projects and timelines for implementation are achievable.

The Recreation Master Plan Implementation Strategy, currently in progress and due for completion in 2024, will assess the financial implications of the master plan. Accessibility enhancements to renovated facilities will be included as part of the strategy with the intent to establish a prioritized listing of capital projects over the next ten years with proposed funding considerations.

To address immediate access to community meeting space where the recreation facility portfolio does not meet enhanced accessibility requirements, staff reviewed facilities of some civic partners within the lower city. Currently there are no existing agreements that Recreation staff are aware of to provide the City of Hamilton the ability to leverage discounted access to rent these spaces for public meeting access. A limited listing of

**SUBJECT: Accessibility of City Operated Recreation Facilities (HSC23055(a))
(City Wide) - Page 3 of 3**

civic partners and facilities reviewed has been prepared as Appendix “B” to Report HSC23055(a).

Where the City contributes financially to projects and programs of civic partners with large accessible meeting spaces; and the desire to access these partner spaces be identified as a priority, should result in agreement language to secure these arrangements through consultation with Legal Services as appropriate.

Addressing accessibility within the Recreation facility portfolio is a priority of community, staff and Council. The following measures continue to advance this work:

- The inclusion of accessibility upgrades as part of the building condition assessment process;
- Facility accessibility upgrades actively reviewed for inclusion as provisional packages for consideration on planned major renovation projects; and
- Planned public engagement of a Recreation Needs Assessment and Satisfaction Survey with included accessibility criteria in 2024.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report HSC23055(a): Lower-city Recreation Facilities Accessibility Estimate

Appendix “B” to Report HSC23055(a): Civic Partner Facility Review

Lower-city Recreation Facilities Accessibility Estimate

Summary of 2016 Accessibility Audit Project

Educated AODA Upgrade Cost Estimate (Report PW18064)

Construction Cost Information

Bldg Code	Building Name	Date Built	Date of Rehab	2016 Budget Cost	*Escalated Cost (80%)	Total
Arenas						
ARE004	Coronation Arena	1955	1981	\$ 530,850	\$ 424,680	\$ 955,530
ARE015	Pat Quinn Parkdale Arena	1955	1995	\$ 499,730	\$ 399,784	\$ 899,514
ARE006	Eastwood Arena	1955		\$ 644,644	\$ 515,715	\$ 1,160,359
ARE016	Rosedale Arena	1973	2007	\$ 559,302	\$ 447,442	\$ 1,006,744
Recreation Centres						
REC002	Bennetto Recreation Centre	1966	2001	\$ 1,779,269	\$ 1,423,415	\$ 3,202,684
REC010	Central Memorial Recreation Centre	1900	1997	\$ 1,547,666	\$ 1,238,133	\$ 2,785,799
REC013	Dalewood Recreation Centre	1965	2016	\$ 678,194	\$ 542,555	\$ 1,220,749
REC036	Norman Pinky Lewis Recreation Centre	1981		\$ 1,640,422	\$ 1,312,338	\$ 2,952,760
REC042	Kanetskare Recreation Centre	1971		\$ 1,302,416	\$ 1,041,933	\$ 2,344,349
REC049	Sir Winston Churchill Recreation Centre	1966	2006	\$ 765,831	\$ 612,665	\$ 1,378,496
Total				\$ 9,948,324	\$ 7,958,659	\$ 17,906,983

**An adjusted 80% construction-cost escalation factor from 2016-2024 (10%/yr) has been applied through consultation with Public Works staff.*

Table 1: Construction Cost Information derived from the 2016 Accessibility Audit Project (Report PW18064)

Minimum Accessibility Benchmarks

ID	Minimum Requirement
1	Where parking is provided, accessible parking is available
2	Where passenger loading zones are provided, they are accessible
3	At least one of each type of entrance (public,staff) is accessible
4	Accessible entrances are located on an accessible route
5	All common-use rooms/spaces/elements used by staff and/or public are accessible
6	At least one of each type of individual-use space, such as offices and workstations are accessible or capable of being made accessible on a job-accommodation basis.
7	Where multi-stall washroom facilities are provided on a floor area, at least one male and one female washroom is accessible (Exception: where an accessible universal washroom is provided within 45m)
8	At least one universal washroom is provided within the facility
9	Where an alarm system is provided, is accessible.

Table 2: Minimum Accessibility Benchmarks from the 2016 Accessibility Audit Project (Report PW18064)

Civic Partner Facility Review

Partner / Organization	Facility	Capacity
Art Gallery of Hamilton	Art Gallery of Hamilton	Space for up to 400
Sonic Unyon	Bridgeworks	Space for up to 500
Carmens Group	Hamilton Convention Centre	Space for up to 2,000
Core Entertainment	First Ontario Centre	Space for up to 10,000
Dofasco Centre for the Arts	Theatre Aquarius	Space for up to 700
Hamilton Health Sciences	Ron Joyce Children's Heath Centre	Not identified
Liuna	Liuna Station	Space for up to 650
McMaster University	David Braley Health Sciences Centre	Space for up to 150
McMaster University	McMaster University - Concert Hall	Space for up to 347


Notes:

Hamilton-Wentworth District School Board and Hamilton-Wentworth Catholic District School Board have accessible gymnasium and auditorium spaces but are limited to opportunities outside of school hours.

Hotels within the lower-city have some capacity to accommodate larger groups with accessible spaces.



CITY OF HAMILTON
HEALTHY AND SAFE COMMUNITIES' DEPARTMENT
Housing Services Division

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	December 7 th , 2023
SUBJECT/REPORT NO:	Housing and Homelessness Advisory Committee Budget (HSC23078) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	James O'Brien (905) 546-2424 Ext. 3728
SUBMITTED BY:	Michelle Baird Director, Housing Services Division
SIGNATURE:	

RECOMMENDATION

That the Housing and Homelessness Advisory Committee 2024 base budget submission attached as Appendix "A" to Report HSC23078 in the amount of \$1,000 be approved and referred to the 2024 budget process for consideration.

EXECUTIVE SUMMARY

The budget submission for the Housing and Homelessness Advisory Committee has been prepared for submission for 2024 in the amount of \$1,000. This submission is consistent with the 2023 approved budget for the committee.

Alternatives for Consideration –Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The budget request is the same as the approved budget for the Housing and Homelessness Committee for 2023. The \$1,000 will be used for meeting costs, including meeting rooms, refreshments, photocopying, parking, printing and transportation and a proposed 2024 committee orientation event.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Housing and Homelessness Advisory Committee Budget (HSC23078)
(City Wide) - Page 2 of 3**

Staffing: N/A

Legal: N/A

HISTORICAL BACKGROUND

The Housing and Homelessness Advisory Committee was established by the Emergency and Community Service Committee in November 2015 (Report CES15053) with a mandate to:

- Communicate and work to address the needs of citizens within the community for whom barriers exist to accessing safe, suitable, and affordable housing, including the supports needed to enable citizens to obtain and retain their homes, and;
- Support the City of Hamilton's 10-year Housing and Homelessness Action Plan by providing information, advice, and recommendations to the Emergency and Community Services Committee regarding the Action Plan's successful implementation.

The 2024 Housing and Homelessness Advisory Committee's budget has been developed to remain consistent with the needs of the committee. Their budget submission is attached as Appendix "A" to Report HSC23078. This budget covers meeting costs, including meeting rooms, refreshments, photocopying, parking, printing and transportation and a proposed orientation event for 2024. The committee's budget is the same budget they had in 2023 in the amount of \$1,000 for 2024.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

If the Housing and Homelessness Advisory Committee is struck by Council they will have 6 to 8 meetings in 2024, and this budget will provide them support to develop a workplan, strike working groups, and create citizen committee reports. This includes transportation and parking support for committee members and speakers as the committee moves back to in-person meetings. The committee has previously used their budget for information gathering events and had previously planned to host a public education event in 2020.

RELEVANT CONSULTATION

This budget submission is based on the previous discussions had by members of the Housing and Homelessness Advisory Committee. There was no formal endorsement of the budget submission based on the Council directed pause for the Advisory Committees meeting.

**SUBJECT: Housing and Homelessness Advisory Committee Budget (HSC23078)
(City Wide) - Page 3 of 3**

ANALYSIS AND RATIONALE FOR RECOMMENDATION

This budget allocation will provide funding for the operation of the Housing and Homelessness Advisory Committee and enable them to fulfil their mandate. The committee is not asking for an increase to their budget and will access reserve funds in 2024 if required.

ALTERNATIVES FOR CONSIDERATION

N/A

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" – Housing and Homelessness Advisory Committee Budget submission form

CITY OF HAMILTON

2024

ADVISORY COMMITTEES

BUDGET SUBMISSION FORM

Housing and Homelessness Advisory Committee

PART A: General Information

ADVISORY COMMITTEE MEMBERS:

Lance Dingman	Sandy Leyland
Julia Verbitsky	Eileen Campbell
Leisha Dawson	Michael Slusarenko
Rhonda Mayer	Shaun Jamieson
Tom Mobley	Violetta Nikolskaya
Mary-Ellen Crechiola	

MANDATE:

Communicate and work to address the needs of citizens within the community for whom barriers exist to accessing safe, suitable, and affordable housing, including the supports needed to enable citizens to obtain and retain their homes, and;

Support the City of Hamilton’s 10-year Housing and Homelessness Action Plan by providing information, advice, and recommendations to the Emergency & Community Services Committee regarding the Action Plan’s successful and meaningful implementation.

PART B: Strategic Planning

STRATEGIC OBJECTIVES:

The following objectives have been established for the HHAC to facilitate its efforts in achieving the mandate.

1. Assist with the coordination and implementation of Council approved recommendations, including the City of Hamilton’s 10-year Housing and Homelessness Action Plan.
2. Ensure that recommendations regarding issues relating to people who are experiencing homelessness or who may be at risk of becoming homeless are brought forward to Council in a timely manner.
3. Devise and recommend to Council innovative and preventative measures to assist in addressing homelessness within the community;
4. Identify emerging trends, potential gaps and best practices in emergency housing needs.

5. Provide Council and staff with information, advice, and recommendations about residential landlord and tenant issues and policies that would improve the overall well-being of tenants in Hamilton and support landlords in the provision of safe, quality, and affordable rental units.
6. Identify housing-related supports available in the community and facilitate relationship-building between community partners, citizens and government to ensure that people have the individualized supports needed to help them obtain and retain housing.
7. Regularly update Council about homelessness and affordable housing issues through the discussion and analysis that takes place at HHAC.
8. Respond to requests and direction from staff and Council.
9. Collaborate and cooperate with other City of Hamilton committees and community groups doing work around issues that impact homelessness and affordable housing to stay apprised of relevant initiatives and contribute information and advice as needed.

ALIGNMENT WITH CORPORATE GOALS:

Please check off which Council approved Strategic Commitments your Advisory Committee supports			
1) Community Engagement & Participation	X	2) Economic Prosperity & Growth	
3) Healthy & Safe Communities	X	4) Clean & Green	
5) Built Environment & Infrastructure		6) Culture & Diversity	
7) Our People & Performance			

PART C: Budget Request

INCIDENTAL COSTS:

Meeting costs – meeting room, refreshments, photocopying, printing, parking, transportation	\$1,000
SUB TOTAL	\$1,000

SPECIAL EVENT/PROJECT COSTS:

N/A	0
SUB TOTAL	\$1,000

TOTAL COSTS	\$1,000
--------------------	----------------

Funding from Advisory Committee Reserve (only available to Advisory Committees with reserve balances)	\$2,081.86
--	-------------------

TOTAL 2024 BUDGET REQUEST (net of reserve funding)	\$ 1,000
PREVIOUS YEAR (2023) APPROVED BUDGET (2023 Request \$)	\$1,000

CERTIFICATION:

Please note that this document is a request for a Budget from the City of Hamilton Operating budget. The submission of this document does not guarantee the requested budget amount. Please have a representative sign and date the document below.

Representative's Name: _____

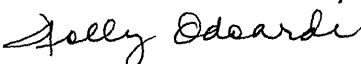
Signature: _____

Date: _____

Telephone #: _____



CITY OF HAMILTON
HEALTHY AND SAFE COMMUNITIES DEPARTMENT
Long Term Care

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	December 7, 2023
SUBJECT/REPORT NO:	2024 Budget Submission - Seniors Advisory Committee (HSC23081) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Lisa Maychak (905) 546-2424 Ext. 1721
SUBMITTED BY:	Holly Odoardi Senior Administrator, Long Term Care Healthy and Safe Communities Department
SIGNATURE:	

RECOMMENDATION

That the Seniors Advisory Committee 2024 base budget submission attached as Appendix "A" to Report HSC23081 in the amount of \$3,000 be approved and referred to the 2024 budget process for consideration.

EXECUTIVE SUMMARY

In accordance with the process for submission of budgets for the Volunteer Advisory Committees, the Seniors Advisory Committee budget for 2024, in the amount of \$3,000 is being submitted for approval.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The base budget request for 2024 for the Seniors Advisory Committee is \$3,000.

Staffing: N/A

Legal: N/A

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: 2024 Budget Submission - Seniors Advisory Committee (HSC23081)
(City Wide) - Page 2 of 2**

HISTORICAL BACKGROUND

At their November 3, 2023 meeting, the Seniors Advisory Committee considered their budget needs for 2024. Their budget submission is attached as Appendix "A" to Report HSC23081. The budget includes incidental costs to support the Committee as well as additional costs for specific events, programs and initiatives.

The Seniors Advisory Committee is requesting the amount of \$3,000, therefore there is no increase in the requested budget amount.

In accordance with the volunteer committee budget process, the budget is recommended for approval.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The Seniors Advisory Committee is able to put surplus funds from each year into a reserve, for future purposes and request the use of those funds, in future years, for specific activities. The possibility gives the Committee the opportunity to plan ahead to undertake specific projects or initiatives, in future years, while minimizing increases in their budgets. The Seniors Advisory Committee has not yet determined all of their activities for 2024. Should additional funding be required in 2024 and be available in the Seniors Advisory Committee reserve, requests for reserve funding will be made at the appropriate time.

RELEVANT CONSULTATION

The Seniors Advisory Committee discussed their 2024 budget needs at their November 3, 2023 committee meeting.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The recommendation will provide funding for the operations of the Seniors Advisory Committee to enable them to continue to fulfil their terms of reference.

ALTERNATIVES FOR CONSIDERATION

None

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report HSC23081: Seniors Advisory Committee 2024 Budget Submission

CITY OF HAMILTON

2024

ADVISORY COMMITTEES

BUDGET SUBMISSION FORM

Seniors Advisory Committee

PART A: General Information**ADVISORY COMMITTEE MEMBERS:**

Penelope Petrie	Aref Alshaikhahmed
David Broom	Sheryl Boblin
Alexander Huang	Peter Lesser
Ann Elliot	Barry Spinner
Marjorie Wahlman	Noor Nizam
Marian Toth	Maureen Keating
Carolann Fernandes	
Kamal Jain	

MANDATE:

The Seniors Advisory Committee is a Council mandated advisory committee of the City of Hamilton. To be a credible communication vehicle that will reflect and translate the ongoing needs that affects the quality of life for all older persons. It will provide a forum for consumers and deliverers of services and facilities to identify issues, explore possible remedies, and work to implement them.

PART B: Strategic Planning**STRATEGIC OBJECTIVES:**

- To assist Council in decision making as it pertains to senior's issues in Hamilton.
- To respond and advocate concerns affecting policies, services and facilities for seniors delivered by and funded by all levels of government.
- To promote and disseminate all decisions relating to access, the provision of services programs and facilities for seniors in the City of Hamilton.
- To liaise with other organized groups when there are matters of mutual concerns.
- To promote and advocate, wherever appropriate, the concept of healthy aging by encouraging improved and responsive programs and services in a timely fashion.

ALIGNMENT WITH CORPORATE GOALS:

Please check off which Council approved Strategic Commitments your Advisory Committee supports			
1) Community Engagement & Participation	X	2) Economic Prosperity & Growth	X
3) Healthy & Safe Communities	X	4) Clean & Green	X
5) Built Environment & Infrastructure	X	6) Culture & Diversity	X
7) Our People & Performance			

PART C: Budget Request**INCIDENTAL COSTS:**

Monthly meeting expenses (photocopying, refreshments, committee member parking), postage, and gifts for committee members who resign or who are on an approved sick leave (limit of \$25 per member).	\$1,500.00
---	------------

Appendix "A" to Report HSC23081
Page 4 of 5

SUB TOTAL	\$1,500.00
------------------	-------------------

SPECIAL EVENT/PROJECT COSTS:

Support for seniors related events (International Day of the Older Person, Seniors Month Kick-off Event, Senior of the Year Award, etcetera, as well as advertising and promotional items for participation at events for seniors.	\$1,500.00
SUB TOTAL	\$1,500.00

TOTAL COSTS	\$3,000.00
--------------------	-------------------

Funding from Advisory Committee Reserve (only available to Advisory Committees with reserve balances)	\$ N/A
---	---------------

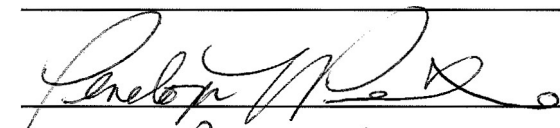
TOTAL 2024 BUDGET REQUEST (net of reserve funding)	\$3,000.00
PREVIOUS YEAR (2023) APPROVED BUDGET (2023 Request\$)	\$3,000.00

CERTIFICATION:

Please note that this document is a request for a Budget from the City of Hamilton Operating budget. The submission of this document does not guarantee the requested budget amount. Please have a representative sign and date the document below.

Representative's Name: Penelope Petrie, Chair

Signature:



Date:

13 November 2023

Telephone #:

905-383-3558



CITY OF HAMILTON
HEALTHY AND SAFE COMMUNITIES DEPARTMENT
Children's and Community Services Division

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	December 7, 2023
SUBJECT/REPORT NO:	2024 Budget Submission LGBTQ Advisory Committee (HSC23080) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Amy Majani (905) 546-2424 Ext. 3735 Rachelle Ihekwoaba (905) 546-2424 Ext. 5909
SUBMITTED BY:	Jessica Chase Director, Children's and Community Services Healthy and Safe Communities
SIGNATURE:	<i>Jessica Chase</i>

RECOMMENDATION

That the Advisory Committee for Lesbian Gay Transgender and Queer (LGBTQ) Advisory Committee 2024 base budget submission attached as Appendix "A" to Report HSC23080 in the amount of \$4,050.00, be approved and referred to the 2024 budget process for consideration.

EXECUTIVE SUMMARY

In accordance with the process for submission of budgets for the Advisory Committees, the LGBTQ Advisory Committee Budget for 2024 in the total amount of \$4,050.00 is being submitted with the recommendation that it be approved.

There is no increase on the base budget request from the 2023 approved budget (\$4,050).

Alternatives for Consideration – N/A

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The base budget request for 2024 for the LGBTQ Volunteer Advisory Committee is \$4,050.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: 2024 Budget Submission LGBTQ Advisory Committee (HSC23080)
(City Wide) - Page 2 of 3**

Staffing: N/A

Legal: N/A

HISTORICAL BACKGROUND

The base budget submission for the LGBTQ Volunteer Advisory Committee is attached as Appendix "A" to Report HSC23080.

The budget includes both incidental costs to support the LGBTQ Volunteer Advisory Committee, as well as additional costs for specific events, programs and initiatives. Appendix "A" to Report HSC23080 provides the detailed budget expenses for 2023.

Committee Name	2023 Approved	2024 Base Request	Request from Reserve	Total 2024 Request
LGBTQ Advisory Committee (Appendix A to Report HSC23080)	\$4,050.00	\$4,050.00	\$0	\$4,050.00

In accordance with the Advisory Committee Budget process, the budget is recommended for approval.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The Advisory Committees are able to put surplus funds from each year into a reserve for future purposes. The Committee may request to use those funds in future years for specific activities. This provides the Committee with an opportunity to plan ahead for specific projects or initiatives in future years, while minimizing increases to their annual base budget.

The LGBTQ Advisory Committee has not yet determined all of their activities for 2024. If additional funding for the activities of the LGBTQ Advisory Committee be required in 2024, and be available in the Advisory Committee Reserves, requests for reserve funding will be made at the appropriate time.

RELEVANT CONSULTATION

N/A

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The recommendation will provide funding for the operation of the LGBTQ Advisory Committee and enable them to continue to fulfil their Terms of Reference. The

**SUBJECT: 2024 Budget Submission LGBTQ Advisory Committee (HSC23080)
(City Wide) - Page 3 of 3**

committee provides valuable service and advice to both Council and staff of the City and brings voices to deliberations that might otherwise not be heard.

ALTERNATIVES FOR CONSIDERATION

None

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report HSC23080– 2024 LGBTQ Advisory Committee Budget Submission

CITY OF HAMILTON

2024

ADVISORY COMMITTEES

BUDGET SUBMISSION FORM

LESBIAN, GAY, BISEXUAL, TRANSGENDER, AND QUEER (LGBTQ)
ADVISORY COMMITTEE

PART A: General Information

ADVISORY COMMITTEE MEMBERS:

Rebecca Banky	Jake Maurice
Gregory Cousins	Violetta Nikolskaya
James Diemert	Ashley Paton
William Fujarczuk	Kieran Thiara
Autumn Getty	Terri Wallis
Lisa-Marie Johnston	Kyle Weltz
Shaiden Keaney	
Keston Roberts	

MANDATE:

The LGBTQ Advisory Committee for the City of Hamilton exists to eliminate barriers experienced by LGBTQ communities by giving voice to the perspectives of LGBTQ individuals and evaluating the City on its related efforts. The Committee does this by making recommendations to Council and staff in order that the City of Hamilton will excel in providing services to and interfacing with members of the LGBTQ communities.

The Committee is empowered by City Council and is responsible to City Council for its services; it reports to City Council on issues and concerns pertaining to the LGBTQ communities through the Emergency & Community Services Committee.

PART B: Strategic Planning

STRATEGIC OBJECTIVES:

To provide opportunities for members of Hamilton’s diverse LGBTQ communities to share stories, impart information, raise concerns and recommend changes as they relate to the way the City develops by-laws, policies, programs and services that impact LGBTQ communities, through the appropriate Standing Committee of Council.

To provide advice and recommendations to City council and staff with respect to the implementation of by-laws, policies, programs and services that impact LGBTQ communities.

To educate and increase the awareness and understanding of City Council and staff on issues that impact LGBTQ communities.

To facilitate access to accurate information about LGBTQ communities, including an up-to-date list of LGBTQ positive spaces, programs, resources and organizations.

To acknowledge and respect the diversity of Hamilton’s LGBTQ communities, including those voices not represented at the Committee table, with respect to gender identity, sexual orientation, age, ability, ethno-cultural background and socio-economic status.

To review the progress and measure of success of the Committee and its activities on a regular basis.

ALIGNMENT WITH CORPORATE GOALS:

Please check off which Council approved Strategic Commitments your Advisory Committee supports			
1) Community Engagement & Participation	Y	2) Economic Prosperity & Growth	
3) Healthy & Safe Communities	Y	4) Clean & Green	
5) Built Environment & Infrastructure		6) Culture & Diversity	Y
7) Our People & Performance	Y		

PART C: Budget Request

INCIDENTAL COSTS:

Monthly meeting expenses (photocopying, refreshments, advertising, postage, etc.)	
---	--

SUB TOTAL	\$750.00
------------------	-----------------

SPECIAL EVENT/PROJECT COSTS:

<ul style="list-style-type: none"> • Partnership in the development and sharing of community resources and information • Social marketing regarding positive spaces, including materials, focus groups, awareness, etc. • Partner with community groups for awareness campaigns at significant events in Two Spirit and LGBTQIA+ communities • Subsidizing membership participation in workshops / conferences relevant to committee objectives • Partner with organizations providing support to members of Two Spirit and LGBTQIA+ communities during the COVID-19 pandemic • Additional Special Event/Project Cost of \$2,000.00 (to come from the Committee's reserve) for Committee training around anti-racism, anti-oppression, and other topics related to the Committee's mandate 	
SUB TOTAL	\$\$\$3,300.00

TOTAL COSTS	\$4,050.00
--------------------	-------------------

Funding from Advisory Committee Reserve (only available to Advisory Committees with reserve balances)	\$1,300.00
---	-------------------

TOTAL 2024 BUDGET REQUEST (net of reserve funding)	\$4,050.00
PREVIOUS YEAR (2023) APPROVED BUDGET (2023 Request \$4,050.00)	\$4,050.00

CERTIFICATION:

Please note that this document is a request for a Budget from the City of Hamilton Operating budget. The submission of this document does not guarantee the requested budget amount. Please have a representative sign and date the document below.

Representative's Name: _____

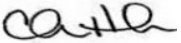
Signature:

Date:

Telephone #:



CITY OF HAMILTON
HEALTHY AND SAFE COMMUNITIES DEPARTMENT
Macassa Lodge

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	December 7, 2023
SUBJECT/REPORT NO:	Macassa Lodge - Redevelopment Project (HSC20050(c)) (Ward 7)
WARD(S) AFFECTED:	Ward 7
PREPARED BY:	Holly Odoardi (905) 546-2424 Ext. 1906 Indra Maharjan (905) 546-2424 Ext. 4617 David Trevisani (905) 546-2424 Ext. 6630
SUBMITTED BY:	Chris Herstek Acting General Manager Community Services Department
SIGNATURE:	

RECOMMENDATION

- (a) That staff be authorized to proceed with the Macassa Lodge Redevelopment Project (the "Project") despite an unexecuted Development Agreement with the Ministry of Long-Term Care (the "Ministry"), and projected increased costs, in order to advance the Project and obtain information necessary for entering a Development Agreement with the Ministry while preserving the City's eligibility for potential additional funding, should such funding become available from the Ministry;
- (b) That staff be directed to award the Construction Manager contract without a signed Development Agreement with the Ministry to enable the City to issue the bid packages and prepare the initial estimate of cost submission necessary for Council approval and completion of the Development Agreement with the Ministry;
- (c) That staff be directed to report back to the Emergency and Community Services Committee no later than the Q4 of 2024 with an updated funding and financing plan once a draft Development Agreement and/or estimated

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Macassa Lodge - Redevelopment Project (HSC20050(c)) (Ward 7) -
Page 2 of 11**

project costs have been provided for the Macassa Lodge Redevelopment Project including anticipated cost increases in Q1 2025; and,

- (d) That the General Manager, Healthy and Safe Communities be directed to negotiate and award a Construction Management contract and any ancillary documents required to give effect thereto for the Macassa Lodge Redevelopment Project based on the request for proposal C13-23-23 Construction Manager for the Macassa Lodge, Long-Term Care B-Wing Expansion in compliance with the Procurement By-law.

EXECUTIVE SUMMARY

The Macassa Lodge Redevelopment Project for the B-Wing Expansion (the “Project”) received capital approval by Council in June 2021, staff have faced unanticipated challenges which precluded the execution of a Development Agreement with the Ministry of Long-Term Care. This report informs Council of these challenges, and also seeks the authority to allow the Project to move forward. With Council’s approval, staff will proceed and award the Construction Manager contract, putting the City in a better position to finalize the original base funding for which the City remains eligible and to be well placed for any additional funding that may become available from the Ministry or other sources. This report also informs Council of estimated project budget increases.

Over the past twenty-eight months and during COVID-19, construction industry costs have increased significantly. As the Project plan progressed, additional components were also added to the design resulting in cost increases. The current Class C estimated Project costs are \$50.1M. This represents an increase of \$22.3M compared to the Council-approved capital budget of \$27.8M, which was based on that Class D estimate (from an early Feasibility Study) in the amount of \$27.8M in 2021. Staff have ensured that the estimated budgetary increase forecasted is identified in the multi-year 2024 annual capital budget currently under review. The updated financing plan for the capital budget will be reported to Council in 2024 assuming that the Development Agreement is received from the Ministry, to be reviewed and signed, and that a more refined Project cost through a Class B estimate (detailed design stage) from the Construction Manager has been completed.

Considering the increased projected Project costs and the absence of a signed Development Agreement, staff are recommending to proceed with the Project, to award the Construction Manager contract, and to begin construction in 2024, pending the signed Development Agreement and appropriate Ministry approvals. Staff are also requesting direction to continue working with the Ministry to pursue the original base funding which the City remains eligible for and noted again, to be well placed for any additional funding that may become available from the Ministry or other sources.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Macassa Lodge - Redevelopment Project (HSC20050(c)) (Ward 7) -
Page 3 of 11**

If staff are directed to proceed with the Project, the next step is to award the Contract for the Construction Manager. This will allow the Construction Manager to work with the design team to give input into the design phase of the Project, prepare bid packages for tender once appropriate approvals are in place. Some of the Construction Manager's work, such as drawing & specification finalization, is needed for the City to prepare the initial estimate of cost submission that is necessary for completion of the Development Agreement with the Ministry. Staff will continue discussions with the Ministry with respect to the form of the Development Agreement. Construction can then begin once the Development Agreement is executed and the Ministry has provided Approval to Construct.

Alternatives for Consideration – See Page 10

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: At this time, no further information is to be brought forward until staff have a final cost for the Project and finalized funding through the Ministry of Long-Term Care. Staff will report to Council with changes to total project costs once this information is provided.

The City recently obtained a Class C estimate of costs valued at \$50.1M. This represents an increase of \$22.3M compared to the Council-approved capital budget of \$27.8M, was based on that Class D estimate (from an early Feasibility Study) in the amount of \$27.8M in 2021. Staff ensured that the new estimated budgetary increase is identified in the 2024 annual capital budget currently under review. A Class B estimate of costs is expected to be received in 2024 which will provide the estimated costs of the Project at the detailed design stage.

Staffing: N/A

Legal: N/A

HISTORICAL BACKGROUND

In 2014, Council approved the 2014 Development Charges Bylaw and Background Study (Report FCS14033), which identified the need for a future expansion to the D-Wing at Macassa Lodge as a future growth project.

Through the 2018 Capital Budget process, Council approved completion of a feasibility study on Macassa Lodge's D-Wing to address aging of that wing (constructed in 1956 and refurbished in 1988). Healthy and Safe Communities and the Public Works, Energy Fleet & Facilities project team engaged MMMC Architects to complete the feasibility

**SUBJECT: Macassa Lodge - Redevelopment Project (HSC20050(c)) (Ward 7) -
Page 4 of 11**

study on an expansion. From the feasibility study, staff were able to develop a high-level scope and budget for the expansion project.

On June 12, 2019, Council approved the Development Charges Bylaw and Background Study (Report FCS19050), which identifies the future expansion at Macassa Lodge. On September 25, 2020, Macassa Lodge submitted a Long-Term Care Home Development application to the Province to build a new B-Wing expansion for 20 new beds at an estimated cost of \$27.8 M. The scope of the project includes space to decant 44 beds from D-Wing into the new B-Wing, once constructed. This application was submitted as a placeholder pending the completion of the feasibility study in addition to submitting a report to the Emergency and Community Services Committee which were both clearly outlined in the ministry submission.

On November 20, 2020, the Ministry identified that the City of Hamilton had received a funding allocation letter for its Long-Term Care Home Development application of a 20-bed enhancement. The 44-bed redevelopment is not eligible for any part of this funding allocation.

On December 18, 2020, Capital Project (# 6302141102) for the 64 beds (included in Report FCS20101(a)) was approved in the 2021 Capital Budget.

Through a staff report at Emergency and Community Services Committee in February 2021, Council gave the General Manager of Healthy and Safe Communities Department authority to execute a funding agreement with the Ministry for the project. The report indicated that this agreement would be executed prior to project start.

On March 1, 2021, the City signed a letter from the Ministry of Long-Term Care to receive a funding allocation of 20 long-term care beds at Macassa Lodge in response to the City's Long-term care Home Development application to fund 64 long-term care beds.

On March 25, 2021, Amendment to the 2019 Development Charges Background Study and Development Charges By-law, Report FCS21025 was presented in order to update the City's DC By-law to be consistent with the most recent legislation introduced by the Province.

On June 23, 2021, Council approved the Project financing plan, General Manager signing authority for development agreement and ancillary documents and directed staff to proceed with competitive procurement processes in HSC20050(b). The financing plan was based on a capital budget of \$27.8 million and relied on funding of \$1.3M in grants and Construction Funding Subsidy of approximately \$174,000 per annum funded over the term of the loan, which will be applied against the repayment of the internal loan of \$19.3M, required to fund this capital project, to be provided by the Ministry of

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Macassa Lodge - Redevelopment Project (HSC20050(c)) (Ward 7) -
Page 5 of 11**

Long-Term Care under the Development Agreement. In addition, \$7.3M of Development charges were approved to fund the project. The report indicated that the Development Agreement would be executed prior to Project commencement. The report also obtained authority for staff to proceed with the competitive procurement processes necessary for completion of the project and execution of agreements necessary to award resulting contracts with vendors.

The following is the first challenge that precluded a signed Development Agreement with the Ministry: the ongoing risk of executing the Development Agreement under a previous funding policy, which would prevent the City from securing additional future funding that was anticipated to be announced, including potential Construction Funding Subsidy top-up. This risk precluded the execution of a Development Agreement with the Ministry.

In 2022, the City of Hamilton contracted Salter Pilon Architecture along with Bortolotto Architects to take the project from the design concept through schematic design, design development, construction documents and construction.

On November 25, 2022, the Ministry announced a revised 2022 Long-Term Care Capital Development Policy for funding to introduce a fixed, time-limited funding supplement, representing a Construction Funding Subsidy top-up of \$35 per diem. Named the Construction Funding Subsidy, it required that the project meet various requirements. To receive approval to construct, the following was required before August 31, 2023:

- project funding approval
- securing land and financing
- executing a Development Agreement
- approval of preliminary plans
- working drawings and operational plan
- tender for construction
- submission of approval to start construction package and,
- receive Ministry approval to start construction

A Statement of Readiness indicating that the City was attesting that the project may meet the eligibility criteria above for the additional Construction Funding Subsidy top-up was submitted December 19, 2022. There was no risk of submitting a Statement of Readiness even if the eligibility criteria were not met.

The Ministry's new 2022 policy introduced a potential opportunity for additional funding, however, it again presented a challenge which precluded the execution of a Development Agreement. To be eligible for this increased funding, the City needed Ministry approval to Construct by August 31, 2023.

**SUBJECT: Macassa Lodge - Redevelopment Project (HSC20050(c)) (Ward 7) -
Page 6 of 11**

Staff worked diligently towards meeting this accelerated deadline in hopes of obtaining the additional funding commitment. As a result of the increased efforts by both the municipal staff and design team, in July 2023, the Conditional Site Plan was approved in record time and the Preliminary Plans drawing package were submitted to the Ministry, with clearance provided to submit working drawings. The development of the working drawing package and clearance of the remaining legislated Site Plan and Building Permit conditions is ongoing.

Unfortunately, due to the misalignment between the initial project schedule and the Ministry's accelerated schedule for the new funding, along with resource requirements, the approval to construct could not be obtained by the Ministry's new deadline of August 31, 2023. As a consequence, the project was not able to qualify for the additional top-up funding and, the development agreement and formal funding agreement was not executed at that time in the fall of 2023. The project team was encouraged by the Ministry to keep working through the various milestones as future announcements could be made for other Construction Funding Subsidy top-up variations. The project is still eligible for original base funding, but the City will need to execute a development agreement to receive confirmation of this, as indicated verbally from the Ministry Capital team.

On August 10, 2023, Request for Proposals C13-23-23 Construction Manager for the Macassa Lodge, Long Term Care Home – B-Wing Expansion was publicly issued.

On September 12, 2023, the Request for Proposals C13-23-23 closed and the City received four proposal submissions for evaluation.

Award of the Construction Manager contract will help finalize the drawing and specification package required in order to gain Ministry approval to construct.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The Request for Proposals C13-23-23 was issued and is being recommended for award in accordance with By-law 20-205 as amended, the City's Procurement Policy, section 4.5.3 Request for Proposals.

RELEVANT CONSULTATION

The following Departments/Divisions/Sections have reviewed and contributed to this report:

Corporate Services

Financial Planning, Administration and Policy / Finance & Administration

- Was engaged in reviewing and compiling the financial section of the report.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Macassa Lodge - Redevelopment Project (HSC20050(c)) (Ward 7) -
Page 7 of 11**

Legal

- Was engaged to review draft development agreements, purchase order contracts, and reviewed funding matters of the report.

Procurement

- Was engaged to review contract matters and supporting request for proposals and tenders, as required.

Public Works, Corporate Facilities & Energy Management

- Was engaged to lead the construction of the project and review of construction-related matters of the report.

Staff have also engaged in consultations with the Ministry regarding project status, funding announcements and project milestones.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The request in the report is to give staff authority to award the Construction Manager Contract for the Macassa Redevelopment Project, in the face of increased projected Project costs and the absence of a signed Development Agreement. With Council authority, staff will be in a position to award this contract in advance of execution of the development agreement in order to allow the project design and pre-construction milestones to progress. This would allow the project to progress even though the development agreement has not been executed and there is no formal funding agreement with the Ministry.

The construction manager contract is composed of two phases: phase one, utilizing the construction manager's construction expertise to give input into the design phase of the project and for the issuance of various trade tender packages to subcontractors prior to the commencement of construction and phase two, utilizing the construction manager's services as oversight and management of the construction work.

A conventional timeframe for design and permitting prior to commencement of construction can exceed 3 years. In some instances, utilizing a construction manager contract allows for a shorter lead time prior to construction. Since the construction manager is retained prior to the completion of the project design phase, various work including tendering for subcontractors can be undertaken while the remainder of the design is being completed and permits are issued. Although the services for the construction manager are a fixed fee (for this project), it is the responsibility of the construction manager to develop the actual construction cost estimates throughout the stages of design and construction which is to be monitored against the current budget.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Macassa Lodge - Redevelopment Project (HSC20050(c)) (Ward 7) -
Page 8 of 11**

Staff identified the importance of reporting to Council with full transparency prior to awarding the Construction Management Contract prior to formal approval under a signed development agreement. The funding from the Ministry is not secured until the agreement is executed. The Project budget relies on the Ministry's funding however, since the proposed construction manager contract is structured in two phases (pre construction services and construction services), the City could award the construction manager contract and engage the vendor for the pre-construction services until Council and all other legislated approvals are in place. Committee and Council are also advised that the construction manager contract has provisions in it to allow the termination of the Contract, "in whole or part". Therefore, should there be any reason that the Project cannot continue as expected, or if Ministry funding were to fall through, the City has the ability to mitigate some risk and terminate the construction manager contract.

The scope of work for the construction manager begins in 2024 with the finalization of drawings, specifications and preparation of a Class B construction estimate and cashflow of all costs anticipated into 2025 to the end of construction.

If the award of the construction manager contract is delayed until a future funding announcement and an executed development agreement is in place, there is a significant risk that the proponents who submitted proposals to C13-23-23 will not honour their proposals past the required time open for acceptance period. Should this happen, the City will be required to re-issue the request for proposals for a construction manager or general contractor and subsequently delay the Project timeline further. Additionally, there is a risk that if the Project does not continue with next steps, the City could lose out on future funding that may be announced by the Ministry if the City is unable to meet the submission eligibility criteria.

The Ministry has communicated that even though the Project did not receive approval to construct by August 31, 2023, under the 2022 Funding Policy, that the Project may still be eligible for future enhanced funding under a new funding policy. The Project team has been providing frequent updates to Ministry project manager contacts with any milestones achieved.

Staff are requesting approval to proceed with the Project, to award the construction manager contract and to continue working with the Ministry in order to receive original base funding and potential enhanced funding through any Construction Funding Subsidy top-up that may become available. Any additional funding that can be provided by various levels of government will serve to reduce the operating levy impact of this Project.

In the original funding model presented June 2021 through HSC20050(b), there was an estimated capital shortfall of \$19.3 M required to fund the estimated capital budget of \$27.8 M, after applying the various sources of funding provided by Ministry and a range

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Macassa Lodge - Redevelopment Project (HSC20050(c)) (Ward 7) -
Page 9 of 11**

of estimated DC funding, which is proposed to be funded through an internal loan from the Unallocated Capital Reserve #108020. This loan would be paid back to the Reserve over the 25-years Construction Funding Subsidy's timeline.

The current Class C estimated costs, prepared by Cost Consultants, are now \$50.1M which is an increase of \$22.3M compared to the Class D (Feasibility Study) estimate which was part of the original funding model and Council approved budget for the project in the amount of \$27.8M. The reason for the significant budget increase is due to a number of factors including significant construction industry escalation costs (approximately 25% for base construction costs), additional building and renovation square footage (approximately 40%) which includes elements added to the design from the original scope (increased resident room sizes, corridors, partial basement, penthouse, building tie into E Wing, increased parking) to meet both operational and health and safety requirements of the Lodge in order to provide the best building possible to accommodate and provide service to the residents.

To also address Council's Priorities for Sustainable Economic & Ecological Development and specifically accelerating the reduction in the City's greenhouse gases emissions in the assessment of infrastructure projects against their impact on the City's climate resilience and readiness, this project will focus on those priorities by investigating the following;

- Sustainable design approaches, while balancing capital and operational costs impacts
- Alternative technologies to gas fired equipment for HVAC and domestic water heating
- Renewable energy sources (wind, solar, geothermal)
- Stormwater management control and recovery
- Building materials with lower embodied carbon
- Increased building envelope performance (roofs, walls and windows) minimizing heat loss and solar gain
- Energy efficient electrical and mechanical equipment

Increased sustainability design elements beyond minimum legislated standards continue to be being investigated which focuses on the reduction of greenhouse gas emissions. These specific factors coupled with necessary project contingencies, taxes and fees have all contributed to the budget overage.

Long-Term Care homes were at the epicentre of the pandemic with critical learned lessons that need to be or ought to be applied to new developments or redevelopments to ensure the safety of residents and staff. Design standards have evolved particularly as it relates to COVID-19 outcomes since the original design plan was submitted. Optimizing private or private-like resident bedrooms helps to decrease or mitigate the

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Macassa Lodge - Redevelopment Project (HSC20050(c)) (Ward 7) -
Page 10 of 11**

spread of infection. This design allows for a more home-like environment for residents and their families/friends. Social isolation for residents was a leading concern over the past number of years and with this larger room design coupled with oversized windows to allow for natural light is creating a safe and welcoming environment for our residents. The demographics of resident admissions are increasingly more complex and acute. Physical space for wheelchairs, scooters, motorized wheelchairs has been a concern for residents to have ready access to the mobility devices in their rooms. With this new design this issue would be mitigated. Currently over 55% of residents require a mechanical lift to be assisted in and out of bed. This transfer requires a large piece of equipment with two staff, a resident and typically a mobility device such as a wheelchair for the placement after the transfer. The physical area required to support this transfer will be supported in this design. There is also an increase in bariatric resident admissions to long-term care, so increased physical space for larger equipment, enhanced door openings, etc are all critical elements of the design to safely serve all of our residents.

Staff are hopeful that the Ministry will announce new incremental funding and are hesitant to execute a Development Agreement at this time in case an opportunity for additional funding arises. Awarding a Construction Manager contract will put the City in a better position to potentially enhance the funding contribution by the Ministry and execute the funding agreement at the appropriate time, meanwhile enabling the Project to progress on important pre-construction milestones in the interim. Staff will continue discussions with the Ministry with respect to the form of the Development Agreement. Construction can then begin once the Development Agreement is executed and the Ministry has provided Approval to Construct.

Staff continue to monitor opportunities for funding from all levels of government. If any are identified during the life of the Project the financing plan will be updated accordingly and reported back to Committee.

ALTERNATIVES FOR CONSIDERATION

An alternative is to not approve awarding the construction manager contract and reissue the request for proposal once there is more clarity from the Ministry regarding the development agreement and funding model. The risk associated with this is that there was already approval for the Project application through the Ministry and previous approval through Council to begin and costs have been incurred to be applied to the Project budget. Another risk would be that the City would need to re-issue the request for proposals and solicit new proposals for the construction work. It would be difficult to restart the Project if stalled and not approved to move forward at this time and could cause delays in applying for additional funding or executing a development agreement based on requirements set out by the Ministry of Long-Term Care.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Macassa Lodge - Redevelopment Project (HSC20050(c)) (Ward 7) -
Page 11 of 11**


APPENDICES AND SCHEDULES ATTACHED

None

OUR Vision: To be the best place to raise a child and age successfully.
OUR Mission: To provide high quality cost conscious public services that contribute to a healthy,
safe and prosperous community, in a sustainable manner.
OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service,
Engaged Empowered Employees.



CITY OF HAMILTON
HEALTHY AND SAFE COMMUNITIES DEPARTMENT
Hamilton Paramedic Service

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	December 7, 2023
SUBJECT/REPORT NO:	Future Health Services Inc. – Single Source (HSC23064) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Russell Crocker (905) 546-2424 Ext. 7739
SUBMITTED BY:	Michael Sanderson Chief, Hamilton Paramedic Service Healthy and Safe Communities Department
SIGNATURE:	

RECOMMENDATION

- (a) That Council approve the single source procurement, pursuant to Procurement Policy #11 – Non-competitive Procurements, for the Remote Patient Monitoring supplies, equipment and technology used by the Hamilton Paramedic Service until December 31, 2028;
- (b) That the Chief, Hamilton Paramedic Service be authorized to negotiate, enter into and execute a Contract and any ancillary documents required to give effect thereto with Future Health Services Inc. or any of its successors or assigns that provide the remote patient monitoring supplies, equipment, or technology used by the Hamilton Paramedic Service in a form satisfactory to the City Solicitor; and
- (c) That the Chief, Hamilton Paramedic Service, or designate, be authorized to amend any Contracts executed and any ancillary documents as required if the vendor identified in this Report undergoes a name change or if the vendor's business regarding remote patient monitoring supplies, equipment, or technology used by the Hamilton Paramedic Service or any portion of it is sold or assigned in whole or in part to another vendor

EXECUTIVE SUMMARY

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Future Health Services Inc. – Single Source (HSC23064) (City Wide) –
Page 2 of 5**

Hamilton Paramedic Service collaborates with the Ministry of Health, Ministry of Long-Term Care, Ontario Health, and the Greater Hamilton Health Network to offer preventive medical health services as part of the larger healthcare system. A key aspect of this program since 2015 has been the utilization of Future Health Services Inc.'s Remote Patient Monitoring equipment and technology to remotely monitor clients' health conditions from the comfort of their homes.

This technology allows clients to actively participate in their own healthcare while having the assurance that a trained paramedic is monitoring their vital signs for any abnormalities. This remote patient monitoring capability allows the Hamilton Paramedic Service to identify potential issues in a patient's health condition, alerts paramedics to the issue, and stimulates a discussion, visit, or further clinical assessment of the client to determine required activities. The program reduces the need for unnecessary home visits for assessments and reduces unnecessary ambulance responses and transportation to overburdened hospital emergency departments.

The remote patient monitoring technology was originally introduced in 2015 by Future Health Services Inc. and Queen's University as part of a Federal grant aimed at studying its effectiveness through implementation across multiple Ontario paramedic services. Hamilton Paramedic Service was an early adopter and participant in the research. All associated supplies, equipment, and technology costs were covered through grant funding during the research phase. Since December 2019 all associated costs have been covered through funding from the Ministry of Long-Term Care and Ontario Health. Hamilton Paramedic Service is currently utilizing the remote patient monitoring technology for over 200 clients.

Alternatives for Consideration – See Page 5

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: The costs for remote patient monitoring technology are 100% covered by the Ministry of Long-Term Care and do not impact the municipal tax levy.

Staffing: N/A

Legal: Any future and/or renewal of agreements will be reviewed by the City Solicitor for compliance with all applicable statutes and regulations. Additionally, Information Technology and the City of Hamilton Privacy Officer will ensure controls are reviewed and in place to protect personal health information stored in the database.

HISTORICAL BACKGROUND

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Future Health Services Inc. – Single Source (HSC23064) (City Wide) –
Page 3 of 5**

With a grant from Canada Health Infoway in 2015, Future Health Services Inc. in collaboration with Queens University and a variety of Community Paramedic Programs from across Ontario, created and evaluated 'Community Paramedicine Remote Patient Monitoring (CPRPM): Benefits Evaluation & Lessons Learned 2015/2017' (Brohman et al., 2018). Since remote patient monitoring was originally a research and grant funded program, there was no direct cost to the City of Hamilton, as Future Health Services Inc. provided all infrastructure (hardware and software) to Hamilton Paramedic Service starting in 2015. Following the conclusion of research funding in 2019, all costs were covered through the Ministry of Long-Term Care as well as through other grant applications through Ontario Health for COVID activities related to remote patient monitoring. This provided continuity to the clients of the program which expanded from 40 patients to approximately 200 patients.

With the beginning of the COVID-19 emergency response in late 2019 and early 2020, Hamilton Paramedic Service pivoted its responsibilities to ensure continuity of paramedic services in the community, managing the overwhelming surge in hospital patient volumes, and safety of staff. As a result, Hamilton Paramedic Service did not have adequate time and resources to secure the appropriate procurement direction on how remote patient monitoring would be provided moving forward.

In response to continued COVID-19 pressures in 2020, Ontario Health and local health authorities requested that Hamilton Paramedic Service expand its remote patient monitoring program to accommodate the early discharge of COVID-19 patients from hospitals, enabling them to be monitored from the comfort of their homes. This approach aimed to increase hospital capacity for more severe COVID-19 cases. By the end of 2021, the remote patient monitoring program had approximately 100-150 patients, encompassing individuals with COVID-19 and other chronic conditions. These costs were fully covered through a combination of Ministry of Long-Term Care Community Paramedic funding and through Ministry of Health COVID funding.

In 2021, with the continued pressures of COVID-19 on the health care system, Hamilton Paramedic Service sought and received permission from the Ministry of Long-Term Care to reallocate unused 2021 Ministry of Long-Term Care Community Paramedic funds to pre-pay Future Health Services Inc. for supplies, equipment, and technology until 2023. This approval had two benefits. First, it ensured continuity of care which many patients had relied upon both before and throughout the pandemic. Secondly, it would provide the necessary time for COVID-19 response and activities to wind-down, and for Hamilton Paramedic Service to resume normal operations and business practices. Thanks to the program's success pre-pandemic and throughout the pandemic crisis, the Hamilton Paramedic Service currently monitors around 220 patients. With the COVID-19 pandemic gradually receding, the service is now focused on resolving the initial procurement processes, which were initiated in early 2020.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Future Health Services Inc. – Single Source (HSC23064) (City Wide) –
Page 4 of 5**

By collaborating with Future Health Services Inc. and Queen's University in research endeavours, the Hamilton Paramedic Service was able to offer a valuable service to residents at no cost to the City for four years. The COVID-19 pandemic created human resource and process challenges which resulted in the non-compliance reported in Report FCS23019 (2023 First Quarter Emergency and Non-competitive Procurements Report) and Report FCS23020 (2023 First Quarter Non-compliance with the Procurement Policy Report).

This Report is submitted to establish a procurement approval consistent with the required policies while ensuring effective program continuity.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

- Personal Health Information and Protection Act, 2004
- Procurement Policy for City of Hamilton, Policy #11 – Non-Competitive Procurements

RELEVANT CONSULTATION

- Corporate Services – Procurement
 - Procurement specialists have reviewed and clarified information provided in the report, and support the content as now written.
- Corporate Services – Legal
 - Legal Services has reviewed this report and made minor changes, which have been captured in this version. If the report is approved, Legal will review the contract provided by the vendor, to ensure compliance with all applicable legislation continues.
- Corporate Services – Finance
 - Finance has reviewed the financials presented, and confirmed they are accurate with actuals against the program. They have further confirmed there is a funding source to support the expenses through the Ministry of Long-Term Care.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

- The Ministry of Long-Term Care has confirmed that the information being collected by Future Health Services Inc.'s remote patient monitoring program meets the reporting requirements for the Ministry of Long-Term Care.
- As a legacy program, clients have grown used to and are comfortable with the technology. Changes in technology, especially with older adults, can be complex for individuals to adjust to, and therefore may see a decrease in program use.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Future Health Services Inc. – Single Source (HSC23064) (City Wide) –
Page 5 of 5**

- Paramedics are trained and comfortable with installing and use of the technology and the accompanying software. New technology will require training, leading to a loss of hours spent with clients.
- If new technology were to be implemented, Hamilton Paramedic Service employees would be required to exchange one technology for another. The cost associated with this would result from staff traveling to approximately 200 locations to remove and install new hardware. This would result in lost time to staff's productivity, increased fuel costs, and the resulting carbon footprint.
- New hardware would be subject to inflation, whereas existing hardware (approximately 200 units) were procured previously under less inflationary pricing. A hardware exchange between a new and existing vendor may increase costs beyond the funding envelope provided by the Ministry of Long-Term Care.
- In addition to the remote patient monitoring abilities, a value-add feature is the patient charting function that is included with the software. Changes to this system would result in a need to re-train staff and consume time transferring data from one system to another.

ALTERNATIVES FOR CONSIDERATION

Other remote patient monitoring technology is available in the marketplace including technology from:

- Aetonix – A Division of Trudell Medical Group
- Phillips Virtual Care Management
- Vivify Health

Implementation of an alternative technology at this time would require significant effort and cost to retrain paramedics, install equipment, train existing clients, acquire new equipment and develop the required reporting in fulfilment of our grant funding obligations.

APPENDICES AND SCHEDULES ATTACHED – N/A

REFERENCES

Brohman, M., Green, M., Dixon, J., Whittaker, R., Fallon, L., & Lajkosz, K. (2018). *Community Paramedicine Remote Patient Monitoring (CPRPM): Benefits Evaluation & Lessons Learned*. Canada Health Infoway. <https://www.infoway-inforoute.ca/en/component/edocman/resources/reports/benefits-evaluation/3542-community-paramedicine-remote-patient-monitoring-cprpm-benefits-evaluation-lessons-learned?Itemid=101>


OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.



CITY OF HAMILTON
HEALTHY AND SAFE COMMUNITIES DEPARTMENT
Hamilton Paramedic Service

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	December 7, 2023
SUBJECT/REPORT NO:	Paramedic Service Student Practicum Placement Agreements (HSC23079) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Michael Sanderson (905) 546-2424 Ext. 7741
SUBMITTED BY:	Grace Mater General Manager Healthy and Safe Communities Department
SIGNATURE:	

RECOMMENDATION

That the Chief, Hamilton Paramedic Service, or delegate, be authorized to negotiate, enter into, and execute Student Practicum Placement Agreements with post-secondary educational institutions, or health care institutions and any ancillary documents required to give effect thereto, including agreements or documentation with participating students, and amendments to any such agreements in a form satisfactory to the City Solicitor.

EXECUTIVE SUMMARY

The City of Hamilton's Legal Services Division's recent review of a new agreement with McMaster University for training of medical students resulted in the advice that clarification of signing authority is required. They recommend that explicit Council authority for the Chief, Hamilton Paramedic Service, or delegate, to sign educational precepting and training agreements be provided.

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: N/A

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Paramedic Service Student Practicum Placement Agreements
(HSC23079) (City Wide) – Page 2 of 2**

Staffing: N/A

Legal: N/A

HISTORICAL BACKGROUND

Like almost all land ambulance services, Hamilton Paramedic Service has engaged in the precepting of paramedic students enrolled in Community College programs, medical students, and nursing students since the 2000 assumption of responsibility for delivery of land ambulance service by the City.

Where formal agreements have been required, the Chief, Hamilton Paramedic Service, has signed these agreements following review of the agreement by staff in the City Solicitor's Office. Details in these agreements have included items such as workers compensation coverage, liability and indemnification, insurance requirements, and any related compensation matters.

There are currently several signed agreements in place with Community Colleges, Business Colleges, and health care institutions related to the provision of training to their students and to our own paramedic staff. Our service precepts approximately 70 paramedic students each year under these agreements. In each of the last two years more than 200 of our Primary Care Paramedics have been provided clinical exposure to support the autonomous IV program by Hamilton Health Sciences.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Signing authority is required to initiate education and precepting agreements.

RELEVANT CONSULTATION

The recommendation is consistent with advice provided by the City Solicitor's Office.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

N/A

APPENDICES AND SCHEDULES ATTACHED

None