



**CITY OF HAMILTON**  
**COMMUNITY & EMERGENCY SERVICES DEPARTMENT**  
**Recreation Division**

<b>TO:</b>	Chair and Members Emergency & Community Services Committee
<b>COMMITTEE DATE:</b>	October 13, 2015
<b>SUBJECT/REPORT NO:</b>	Renewal of Beasley Community Centre Operating Agreement (CS13018(b)) (Ward 2)
<b>WARD(S) AFFECTED:</b>	Ward 2
<b>PREPARED BY:</b>	Laura Kerr 905-546-2424 ext. 5015
<b>SUBMITTED BY:</b>	Joe-Anne Priel General Manager Community and Emergency Services Department
<b>SIGNATURE:</b>	

**RECOMMENDATION**

- (a) That the Operating Agreement between the City of Hamilton and Wesley Urban Ministries for the operation of the Beasley Community Centres from November 1, 2013 to September 30, 2015 be renewed for an additional three years to September 30, 2018;
- (b) That the General Manager of Community and Emergency Services be authorized and directed to execute the renewal of the Operating Agreement between the City of Hamilton and Wesley Urban Ministries for the operation of Beasley Community Centres, and any subsequent amendments or renewals to the agreement, in a form satisfactory to the City Solicitor.

**EXECUTIVE SUMMARY**

In October 2013, the City of Hamilton signed an Operating Agreement with Wesley Urban Ministries (WUM) to operate the Beasley Community Centres on behalf of the City of Hamilton. The City's purpose, through the Recreation Division, in engaging a third party operator was to more effectively meet community requirements and expectations for the centres, including the need for alternative hours, more free programming, shared partnership program delivery, and provide alternative means for program and service communications.

WUM was chosen as the third party operator of both the new and old community centres. The approval to enter into an Operating Agreement with WUM was provided by Council (Report CS13018(a)) and took effect in October 2013. The agreement expires on September 30, 2015 but allows for the renewal of the operating terms for up to an additional three years.

It is recommended that the Operating Agreement with WUM be renewed for an additional three years so that they can continue to build on successes achieved, while ensuring service stability for the community. Staff are also recommending that the General Manager of Community and Emergency Services be provided with the delegated authority to execute the renewal of the agreement and any subsequent amendments or renewals to the agreement in a form satisfactory to the City Solicitor.

***Alternatives for Consideration – See Page 4***

## **FINANCIAL – STAFFING – LEGAL IMPLICATIONS**

Financial: There are no financial implications associated with Report CS13018(b).

Staffing: There are no staffing implications associated with Report CS13018(b).

Legal: There are no legal implications associated with Report CS13018(b).

## **HISTORICAL BACKGROUND**

In 2004, the City of Hamilton and Hamilton Wentworth District School Board (HWDSB) determined the most effective way to service the Beasley community was to build a new community centre in conjunction with the proposed Dr. Davey School and attach the two sites. The outcome of the City/HWDSB partnership was an integrated building design which allowed the community centre and parts of the new school to be accessed at different times of the day, including during school hours. The design included a dedicated space in the new community centre for the Beasley Child & Family Centre operated by WUM.

Due to resourcing and community specific concerns (i.e. need for alternative hours, free programming, shared partnership program delivery, and different means of communication for programming) it was determined that needs would be better met if a third party community partner was engaged to operate the community centre.

The benefits to third party provision of services for the centre include:

- Cost avoidance to the City as non-profit organizations have the ability to leverage additional funding sources to expand programs, services and staffing at no additional cost to the net levy;
- Opportunity to bundle programs and services offered at the Beasley Community Centre through one primary service provider; and,
- A more flexible and community based approach to identifying recreational needs and opportunities and translate those into practical programs and services.

WUM was selected as the third party operator on a single source basis given their unique experience with delivering programs and services in the Beasley neighbourhood. The provider was approved by Council (Report CS13018(a)) and subsequently the Recreation Division entered into an agreement with WUM to operate the centres over a three calendar year period. The funding was provided from the Recreation Division's operating budget.

As per the terms of the existing agreement, WUM has submitted quarterly reports on the activities, participation, and partnerships at the Beasley Community Centre. Management staff from both WUM and the Recreation Division met monthly to review centre activities and to monitor achievement of objectives and outcomes.

### **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

N/A

### **RELEVANT CONSULTATION**

WUM has been consulted on a regular basis related to the ongoing delivery of the agreement terms. They have indicated that they are supportive of renewing the agreement.

The Ward 2 Councillor has been briefed on the results achieved since the inception of the agreement in 2013 and has been informed by the Divisional Director that staff will be recommending that the agreement be renewed.

The Beasley Community Centre Advisory Team, comprised of both service providers and residents from the Beasley Neighbourhood Association, has expressed support for the renewal of the agreement. However, some individual residents are still expressing concerns with the level of service being provided. Staff has committed to working with all parties, including individual residents, to develop the new service plan and performance measures to be included in the renewed Agreement.

Legal Services has reviewed the report and have no concerns.

### **ANALYSIS AND RATIONAL FOR RECOMMENDATION**

Since assuming responsibility for operating the Beasley Community Centres, WUM has maintained consistent, professional communication with the Recreation Division, including submitting quarterly program and activity reports. WUM has achieved growth in all core service areas, and have expanded programs, partnerships, and operating hours beyond the core service levels originally agreed upon as described in Appendix A to Report CS13018(b)). WUM has also achieved all short and medium range program service goals identified in the agreement and have started work on identified long term goals as well per Appendix B to Report CS13018(b)).

Additional notable results achieved include:

- Development of a merged stakeholder advisory team, with a process in place that allows the team to inform programs and services;
- Hiring of a one year project manager to provide dedicated support to Beasley Community Centre and solidify processes for booking, access, and service delivery; and,
- Involvement of 11 community organization partners to assist in the delivery of programs and services.

Renewal of the agreement will allow the City and WUM to work together in partnership with the Beasley community to build on the successes already achieved. Continuation of the partnership will provide the following benefits:

- Consistency in the service provider for the community;
- Predictability in the services and programs being offered;
- Continued opportunity for the City and WUM to leverage the partnerships and relationships already developed; and,
- Continued transition of more operating responsibility to WUM now that they are proficient in current operating processes (i.e. ability to initiate City and school board work orders, issuing keys and key holder Agreements, oversight of community events).

## **ALTERNATIVES FOR CONSIDERATION**

Do not renew Agreement. Conduct RFP process to select new service provider.

### Pros:

- Provides opportunity to identify another potential community operator through a competitive process.
- Provides greater degree of transparency and fairness amongst other not-for-profit organizations in the community who could potentially be interested in operating the community centre.

### Cons:

- Consistency and predictability of services provided to the community will be jeopardized;
- City will be unable to continue leveraging successes already achieved by WUM if they are not selected through RFP or choose not to submit bid;
- City may have to reassume responsibility for operating Beasley Community Centre if another service provider cannot be identified through RFP process.

## **ALIGNMENT TO THE 2012 – 2015 STRATEGIC PLAN**

### **Strategic Priority #1**

A Prosperous & Healthy Community

*WE enhance our image, economy and well-being by demonstrating that Hamilton is a great place to live, work, play and learn.*

#### **Strategic Objective**

- 1.5 Support the development and implementation of neighbourhood and City wide strategies that will improve the health and well-being of residents.
- 1.6 Enhance Overall Sustainability (financial, economic, social and environmental).

### **Strategic Priority #2**

Valued & Sustainable Services

*WE deliver high quality services that meet citizen needs and expectations, in a cost effective and responsible manner.*

#### **Strategic Objective**

- 2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation.
- 2.2 Improve the City's approach to engaging and informing citizens and stakeholders.
- 2.3 Enhance customer service satisfaction.

## **APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report CS13018(b): Operating Agreement Terms

Appendix "B" to Report CS13018(b): Outcomes Summary