



## Future Fund Grant Report

To

The Future Fund Board of Governors

City Of Hamilton

September 15, 2018

We are very appreciative of your response to our request of funding, in the amount of \$102,434.50 from the Future Fund. When we received word that we had been approved for \$102,000.00 we were extremely pleased and enabled to begin moving towards our target for completion of the project.

While we have made significant progress to the installation of the commercial kitchen, we have also encountered some challenges; the result is that the actual installation will likely be delayed until January or February of 2019.

The challenges we have faced include the complexity of the project, a change in the lead contractor on the project and subcontractor who has left his business.

### **The Complexity of the Project**

Having acquired a long term lease on space for growth and expansion, a four phase development plan was created. This plan includes the development of the kitchen as part of Phase 3. Phase 1 was within the property we already used and work began on Phase 2 which was primarily a new program space for our children aged 6 to 11.

It made more sense to complete certain elements of the kitchen space such as plumbing, electrical, sewer, fire protection and HVAC while the program space was being developed rather than calling in the various trades several times. Thus, progress in these areas was completed while none of the equipment was actually installed. An image later in this report shows the stage of development of the kitchen project from Spring, 2018.

### **A Change in the Lead Contractor**

The contractor we hired to manage this project has done a number of smaller construction projects for CityKidz in the past. He provided an attractive quote for the job and we were happy to partner with him once again.

Unfortunately, there were some bumps along the way which created a challenge for both him and us. It came to the point where we hired another contractor with more experience with projects of this size to manage the project for us. This transition resulted in some unplanned delay.

### **An Electrical Engineer who has left his Business**

The Electrical Engineer hired to do electrical inspections and, ultimately sign off on them came in a number of times to inspect progress and advise us of requirements yet to be met. After we had addressed the few issues he had identified, we asked him to come back for what we expected would be the final inspection. In spite of several phone calls and emails, we were not getting responses from him or his company. Eventually we learned that while he was the owner of his business and it continued to operate, he, himself had left the business. Again, this unexpected complication resulted in unplanned delay.

It's likely that the challenges we encountered and the delays which resulted are not unusual for a project of this size; it was just not something we had anticipated. We have worked through each situation and moved forward. The project will still be completed, just not when we expected it to happen. Lesson learned.

### **Progress Toward Completion of this Project**

While we have faced challenges, we have also made significant progress. Our January or February installation date is guided by our desire to do this work when our regular weekly programs are on a break so that the installation will not create program challenges. Here are areas where significant progress has been made to date.

The kitchen is part of a larger plan which is creating much more efficient and effective work space. During the construction of new studio theatre space for one of our Saturday programs, HVAC, plumbing, electrical, fire suppression, security and lighting were all installed in the kitchen space as well as in the program space as this was the most economical way of proceeded.



In the photo at right you can see that work in progress. Doors, ceilings etc. are also now completed. The space at the back center is for the walk-in refrigerator and freezer. The door visible back right, will lead to a walk-in pantry. Some of the plumbing and electrical, mid installation is visible in the centre of the picture and on the extreme left you will see the then unfinished pass through opening from the kitchen to the hallway and the rest of the space.

Early in the project we met with **Cameron Stewart and others at Arctic Refrigeration** to get a better understanding for planning and equipment. With the closure of Arctic Refrigeration, they will not end up being a supplier of the equipment, but they have been very helpful in the planning and costing phase for the project.

We have met with **Steve Medeiros of Silver Chef** to learn more about both the industrial equipment as well as pots, pans, and other small ware. Silver Chef will keep an eye out for opportunities to stock our kitchen at reduced costs.

**Harry Gose of Fox Refrigeration** has been a primary contact regarding walk-in options for refrigeration and freezers.

**Kristy Barber of Avondale Restaurant Equipment** has been extremely helpful. As well as providing recommendations and quotes on standard equipment, we have met with her team to better understand alternate ways of addressing our needs.

Had we not encountered all the challenges mentioned above, we would likely have already installed the selected kitchen equipment. However, with our programming space being used fully in the September to December timeframe, we expect to complete the installation of our kitchen early in 2019.

Once again, thank you for the support of the Future Fund. This project will enable us to reduce our costs of feeding participants AND create opportunities for us to provide new volunteer opportunities and, in time, occupational training in food preparation, for some of our youth!