Present: Councillors T. Jackson (Chair), S. Duvall (1st Vice Chair), S. Merulla (2nd Vice Chair), B. McHattie, and B. Morelli

Absent with Regrets: Councillor M. McCarthy – Other City Business
Councillor R. Pasuta – Other City Business

Also Present: Councillor L. Ferguson
G. Peace, City Manager
J. Kay, General Manager/Chief, Hamilton Emergency Services
D. LaPointe-Kay, Acting, General Manager, Community Services
B. Browett, Director, Emergency Medical Services/Deputy Chief
T. Quinn, Director, Strategic Services
S. Langlois, Monteith Brown Consultants
S. Paparella, Legislative Assistant, Clerk’s Office

THE EMERGENCY & COMMUNITY SERVICES COMMITTEE PRESENTS REPORT 08-006 AND RESPECTFULLY RECOMMENDS:

1. Resource and Deployment of Emergency Medical Services (EMS) (HES06005(b)) (City Wide) (Item 5.1)

   (a) That Report HES06005(b) – Resource and Deployment of Emergency Medical Services be received.

   (b) That Item “T” – Alternatives to Collaborate on the Improvement of Ambulance Dispatch Services, be considered completed and removed from the Emergency & Community Services Committee Outstanding Business List.
2. Hamilton Youth Advisory Committee Minutes, dated February 19, 2008 (Item 5.2)

That the Hamilton Youth Advisory Committee meeting Minutes, dated February 19, 2008 be received.

3. Arts Advisory Commission Minutes, dated June 26, 2007 (Item 5.3)

That Arts Advisory Commission meeting Minutes, dated June 26, 2007 be received.

4. Hamilton Historical Board Minutes, dated February 12, 2008 (Item 5.4)

That the Hamilton Historical Board meeting Minutes, dated February 12, 2008 be received.

5. Use, Renovation and Replacement Study of Hamilton Recreation and Public-Use Facilities - Guiding Principles Phase 1A (ECS07068(a)) (City Wide) (Item 7.1)

That the Use, Renovation and Replacement Study of Hamilton Recreation and Public-Use Facilities - Guiding Principles Phase 1A, attached hereto as Appendix “A” to Report 08-006 be adopted.

6. Resource Limitations and Hospital Emergency Department Off-Loading (HES08006) (City Wide) (Item 8.1)

(a) That the Emergency Medical Services Resource and Deployment Advisory Task Force be directed to focus their monthly meetings, for as long as deemed necessary and starting in May 2008, to review hospital off load emergency department delays.

(b) That staff be directed, on behalf of the Emergency Medical Services Resource and Deployment Advisory Task Force, to invite to those meetings all local MPPs, the City Manager, local hospital Chief Administrative Officers, senior Ministry of Health and Long-Term Care officials, the Local Health Integration Network representative, the respective paramedic unions, and any other stakeholders deemed relevant to the subject matter.

(c) That, at those meetings, the Emergency Medical Services Resource and Deployment Advisory Task Force seek to have the hospital administrations agree to immediately adopt the following guidelines, from Report HES06005(a), as approved by Council at its meeting of July 11, 2007:
“That the local hospitals (St. Joseph’s Hospital and Hamilton Health Sciences) continue to work collaboratively with Hamilton Emergency Services to reduce hospital off-load delays by considering the following:

- advocating for provincial assistance to resolve related health care system issues contributing to hospital off-load delays; and,

- to voluntarily implement the following guidelines:

  (i) That 90% of the time the patient will be off-loaded and the transfer of care be complete within 15 minutes of the paramedic arriving at the emergency department triage desk, and that this occurs within 30 minutes, 99% of the time.”

(d) That the Mayor correspond with the Honourable George Smitherman, Minister of Health and Long-Term Care, to request that the Central Ambulance Communications Centre abide by the Provincial mandate to have a duly qualified supervisor on site 24 hours per day, seven days per week, effective immediately.

(e) That the Ministry of Health and Long-Term Care acknowledge and pay the City of Hamilton 100% of all direct and indirect costs attributed to hospital off-load circumstances including, but not limited to, additional Emergency Medical Services resources, missed paramedic meal breaks, paramedic and Emergency Medical Service Supervisor overtime, added supply costs, added operational costs for ambulance use, firefighter overtime, salary costs, etc.

(f) That the Mayor correspond with the Honourable George Smitherman, Minister of Health and Long-Term Care, to request that an immediate solution and response to the chronic “Alternative Level of Care” crisis that is contributing to patient backlog at the hospitals in the City of Hamilton.

(g) That Hamilton Health Sciences and St. Joseph’s Hospital be requested to review the process being utilized, by St. Joseph’s Hospital in Toronto, respecting the flow of patients into the hospital emergency department to discharge in order to improve the patient off-load delay problem.
7. Ivor Wynne Stadium Rental Request from H.E.C.F.I. (ECS08018) (Ward 3) (Item 8.2)

That approval be given, for the single time use of Ivor Wynne Stadium on Saturday, August 23, 2008, from approximately 7:00 p.m. to 11:00 p.m., for the purpose of staging a country music concert, subject to specific City of Hamilton approved policies and guidelines.

FOR THE INFORMATION OF COUNCIL:

(a) CHANGES TO THE AGENDA (Item 1)

The Committee Clerk noted the following change to the agenda:

(i) Added as Item 4.1 – A delegation request by Mr. Jake Lawless, of the Rick Hanson Foundation respecting the annual Wheels in Motion event.

The April 16, 2008, Agenda of the Emergency & Community Services Committee were approved, as amended.

(b) DECLARATIONS OF INTEREST (Item 2)

There were none declared.

(c) APPROVAL OF THE MINUTES OF THE PREVIOUS MEETING (Item 3)

3.1 April 2, 2008

The Minutes of the April 2, 2008 meeting of the Emergency & Community Services Committee were approved, as presented.

(d) Delegation Request by Mr. Jake Lawless, of the Rick Hanson Foundation respecting the Annual Wheels in Motion Event (Item 4.1)

The delegation request by Mr. Jake Lawless, of the Rick Hanson Foundation respecting the Annual Wheels in Motion event was approved.

(e) Use, Renovation and Replacement Study of Hamilton Recreation and Public-Use Facilities - Guiding Principles Phase 1A (ECS07068(a)) (City Wide) (Item 7.1)

Terry Quinn, Director, Strategic Services, provided context and an overview of Report ECS07068(a), and then introduced Steve Langlois of Monteith Brown.
Steve Langlois, of Monteith Brown, provided an overview and PowerPoint presentation respecting the Guiding Principals for the Use, Renovation and Replacement Study of the Hamilton recreation and public use facilities. In that presentation, Mr. Langlois provided detail to the seven Guiding Principles, outlined in the Report ECS07068(a), and shown below:

1. Promote the Healthy Development of Children as well as Persons of all Ages in order to Build Healthy & Creative Communities

2. Ensure Appropriate Service Levels

3. Invest Strategically in the Redevelopment or Repurposing of Public Recreational Facilities

4. Meet the Needs of our Diverse Community & Ensure Accessibility

5. Exercise Fiscal Accountability

6. Strengthen Community Identity; Promote Community Pride & Cultural Awareness

7. Promote Environmental Protection and Stewardship

Councillor McHattie directed that staff consider the distance and access to facilities on foot and via public transportation with respect to Guiding Principle #7.

Councillor Duvall noted concern with respect to losing the use of facilities that currently exist in schools that are or will be closing.

Councillor McHattie advised that CityHousing Hamilton was looking at the possibility of purchasing closed school properties for use as senior housing; suggesting that there may possibilities in severing a portion of the greenspace, associated with these properties, for recreational use. It was noted; however, that funding would be a key issue. The Councillor suggested that a model be looked at and discussed with the School Boards.

Councillor Jackson directed staff to consider the diversity of new and existing immigrants to the area, and the incorporation the type of sports or recreational facilities that would permit immigrants to continue to participate in the sports and activities they were used before immigrating to Hamilton.
(f) Outstanding Business List Items Requiring Approval for Proposed New Due Dates (Item 11.1)

The proposed new due dates for Items “Q”, “X” and “GG” of the Emergency & Community Services Committee Outstanding Business List were approved as follows:

(i) **Item “Q” – Farmers’ Market Appeal Process**
   Due Date: March 19, 2008
   **Proposed New Due Date: May 21, 2008**

(ii) **Item “X” – Provinces Contribution to Hamilton’s Long-term Care Facilities**
    Due Date: March 19, 2008
    **Proposed New Due Date: May 7, 2008**

(iii) **Item “GG” – Hamilton East Kiwanis Non-Profit Homes - Termination of Section 95 Operating Agreement**
    Due Date: May 7, 2008
    **Proposed New Due Date: May 21, 2008**

(g) Closed Session Minutes – April 2, 2008 (Item 12.1)

As the Committee determined that no discussion or amendments, respecting the Closed Session Minutes of the April 2, 2008, meeting of the Emergency & Community Services Committee were required, the Minutes were approved in Open Session, as shown below:

The Closed Session Minutes of the April 2, 2008, meeting of the Emergency & Community Services Committee were approved, as presented.

That the Closed Session Minutes of the April 2, 2008 Emergency & Community Services Committee will remain confidential and restricted from public disclosure, in accordance with exemptions provided in the Municipal Freedom of Information and Protection of Privacy Act."

(h) ADJOURNMENT (Item 13)

There being no further business, the Committee adjourned at 3:15 p.m.

Respectfully submitted,

Councillor T. Jackson, Chair
Emergency & Community Services Committee

Stephanie Paparella
Legislative Assistant
April 16, 2008

Council – April 23, 2008
Public-Use Facility Guiding Principles

Guiding Principles were developed in two parts: a high-level Principle and explanatory Directions. Taken together, they can guide the recommendations made in Phase II of the Study and future decision-making related to renovation, replacement disposition or new construction of recreation facilities that host sporting, leisure and cultural activities in the City of Hamilton. The Guiding Principles are largely complementary and they should be read and interpreted as a set, rather than as separate, isolated statements. Clearly, from a critical path perspective, some principles will need to occur before others can happen, while others may be more difficult to achieve.

The Principles and Directions were developed using information gathered during Phase I of the Study, including extensive interviews with Councillors and staff, as well as market research, data analysis, demographic changes and forecasts. To provide further value to Council, Implications of each Principle/Direction have also been provided in the table below. With this information, Council is able to determine the types of actions the City will undertake to support these principles, once adopted.

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<th>Principle</th>
<th>Directions</th>
<th>Implications</th>
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| 1. Promote the Healthy Development of Children as well as Persons of all Ages in order to Build Healthy Creative & Communities | a) The City of Hamilton will provide opportunities for sporting, leisure, cultural, health, wellness, and social activities within recreational facilities so as to help build healthy communities and improve the quality of life for all.  
b) Community Centres will strive to be community hubs of activity for a wide range of sporting, leisure, cultural, health, wellness, and social activities.  
c) The efforts of all partners in recreation, including the School Boards, the Province, and the City will be required to ensure that after-hours access to schools is maintained. The City will also continue to work cooperatively with the School Boards to provide community access to schools.  
d) The City will assist community organizations in building the necessary capacity to fulfill the City’s mandate in an efficient, effective, fiscally responsible and responsive manner. This will be facilitated through a variety of means, including community development initiatives and partnerships with public, not-for-profit, schools, and/or private sector interests.  
e) The municipality will act as “co-ordinator” of the recreational services provided within the City of Hamilton. | Significant additional investment in recreational infrastructure and activities will be required to maintain or enhance community health and quality of life.  
Access to these opportunities is a shared responsibility, but needs to be led by the City.  
A Service Delivery Model may need to be developed to foster the creation or enhancement of the community hub concept. |
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| **2. Ensure Appropriate Service Levels** | a) The City will commit to allocating appropriate and necessary resources to meet deficiencies in facilities where the level of provision and/or quality falls below reasonable standards.  
b) Reinvest in the City's existing recreation facilities by developing and implementing a planned program of facility upgrades in accordance with a ten year capital plan.  
c) In addressing service deficiencies, priority will be given to areas that are currently the most disadvantaged in terms of existing service or facility quality levels.  
d) In communities where the level of facility provision and quality are adequate, the City will make efforts to maintain existing levels of service. Any enhancements will be based upon justified community need and will be consistent with overall City policies and priorities.  
e) To the greatest extent possible, the City will provide an accessible distribution of services and facilities. Multi-use recreation facilities and one-of-a-kind City-serving facilities may not be equitably distributed, but sited to best meet the greatest community need and/or to reflect a unique feature. | Areas deemed to be the most disadvantaged (in terms of existing service and quality levels) will be given a priority for municipal funds and investment over moderately serviced areas.  
Each community in Hamilton may have different needs and hence may be a higher or lower priority for additional investments in recreational facilities.  
Feasibility/Needs Assessments will need to be undertaken prior to any major facility construction or renovation project in order to determine the most appropriate mix of space and function.  
A 10-year Capital Plan should be developed to identify anticipated expenditures on indoor recreational infrastructure. |
### Principle
3. Invest Strategically in the Redevelopment or Repurposing of Public Recreational Facilities

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<td>a) In planning and designing facilities, take into account the potential longer-term needs of the community in order to reduce facility life cycle costs and improve connectivity between existing and future facility components.</td>
<td>The Use, Renovation and Replacement Study for Hamilton Recreation and Public-Use Facilities must look at the long-term and unique needs of each community and establish an appropriate implementation plan. Input received through the public consultation program strongly suggests that residents are supportive of changing the current type and use of existing recreation facilities to something that better meets the needs of local residents and the community overall based on more detailed study. Site-specific analysis may result in park expansions or variances to existing zoning bylaws in order to accommodate community supported recreation facilities on existing recreation land properties.</td>
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<td>b) Logical phasing and orderly development of facility components will be considered in an attempt to reduce capital/financing requirements, benefit existing programming, and improve the safety, comfort, and enjoyment of users during any construction work.</td>
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<td>c) The City will capitalize on the advantages of existing recreational sites by targeting the highest and best use of recreational lands in order to enhance the level of service and maximize value to the community. In some cases, maximizing the value of a site may require adjusting the type and/or level of services provided. Changes in the type of facility provision will be carefully considered in light of geographic distribution, potential gaps, and impacts on the City’s ability to address the needs of the community.</td>
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<td>d) The City will evaluate whether or not extensive renovation of existing recreation facilities will result in higher levels of capital investment than building new facilities. As part of the assessment, the City will determine if effective design is constrained by existing building configurations and whether or not the benefit of any renovation or upgrades will be desirable and cost effective to operate.</td>
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| 4. Meet the Needs of our Diverse Community & Ensure Accessibility | a) To the greatest extent possible, the City will provide recreational facilities that are safe and accessible to everyone regardless of physical limitations. The City will move towards barrier-free design and compliance with *Accessibility for Ontarians with Disabilities Act* ("AODA") standards.  
  b) The City of Hamilton will work towards eliminating barriers to participation related to age, income, language, culture, transportation or physical abilities.  
  c) The City will revisit its subsidy program to ensure that those who need subsidies receive them, while those who do not need subsidies do not receive them. | Funds will need to be allocated to upgrading existing facilities to meet the standards of the AODA.  
Improvements to equipment, amenities, and signage that support programs minimizing barriers related to age, income, language, culture or physical abilities will be considered for future capital projects at sites and phased in over time.  
Capital projects should include barrier-free design specifications. The cost of facility construction / refurbishment may increase as a result of AODA compliance.  
The City will need to review its subsidy program to ensure that those residents who truly require financial assistance are able to effectively access recreation services. |
| 5. Exercise Fiscal Accountability | a) The stated desire for additional or enhanced recreation facilities must be balanced with facility capital, ongoing maintenance and operating costs.  
  b) The City will ensure long-term financial sustainability through the cost-effective and efficient management of resources, the appropriate and reasonable application of user fees, and the maximization of Development Charges and community resources.  
  c) Sporting events that attract visitors and sponsors from outside the City and create economic benefits will generally be supported. Notwithstanding this, the City must ensure that these events do not unduly restrict access by Hamilton residents to public recreation facilities. | A business case/feasibility study demonstrating the capital, maintenance and operating costs, sources and amount of revenue, and levy impact should be provided to Council with any recommendation for new or enlarged facilities. Impacts on other City facilities or programs must also be provided.  
User fees and rental rates will be reviewed to ensure they are appropriate, reasonable and support sustainable operation of the facilities.  
Revenues may be reduced as a result of the City’s review of its subsidy program.  
An allocation policy should be developed to establish the ratio of hours offered to out-of-town users versus the hours available for Hamilton residents. |

*Guiding Principles for Recommendations developed in Phase II of Use, Renovation and Replacement Study of Hamilton Public-Use Facilities  
March, 2008*
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| 6. Strengthen Community Identity | a) The City will engage the public in decisions affecting facilities in their community.  
b) The City will design public facilities as “inclusive community spaces” that help define the sense of community in Hamilton.  
c) When making decisions relating to capital investment and service delivery, the City will recognize and consider the many ways that recreational facilities can have a positive impact on community revitalization.  
d) Recreational facilities will have appropriate signage so that they are easily recognized as City of Hamilton public-use buildings  
e) The City will respect the different needs that may exist between the rural and urban communities that make up Hamilton.  
f) The City will promote leisure activities and events that build an awareness and understanding of a variety of cultures and foster pride within the community. | To promote community centres as “hubs”, the City should consider neighbourhood needs for additional service offerings at community centres (i.e., additional space for gatherings, municipal services, services provided by other community organizations, dedicated seniors’ space, etc.).  
The objective of creating inclusive community space may require centres to be renovated to become more customer-friendly, more of a gathering place, and more consistent with a City-wide visual identity.  
Facilities that are predominately maintained by volunteers may have different staffing and allocation policies.  
For volunteer-run facilities, policy agreements may need to be developed to guide issues related to ownership, maintenance and succession planning. |
| 7. Promote Environmental Protection and Stewardship | a) The City will maximize energy efficiency through changes to existing facilities and – in constructing new facilities and in renovating existing facilities – take into consideration “Green” design principles that will assist in reducing environmental impacts and in realizing operating cost efficiencies over the long-term. | There will be higher upfront costs to incorporate “Green” design principles into facility construction, expansions, or renovations. However, energy savings over the long-term will likely off-set the additional construction costs. |