



City of Hamilton
GENERAL ISSUES COMMITTEE
AGENDA

Meeting #: 21-018
Date: September 22, 2021
Time: 9:30 a.m.
Location: Due to the COVID-19 and the Closure of City Hall (CC)

All electronic meetings can be viewed at:

City's Website:
<https://www.hamilton.ca/council-committee/council-committee-meetings/meetings-and-agendas>

City's YouTube Channel:
<https://www.youtube.com/user/InsideCityofHamilton> or Cable 14

Stephanie Paparella, Legislative Coordinator (905) 546-2424 ext. 3993

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. September 8, 2021

5. COMMUNICATIONS

6. DELEGATION REQUESTS

6.1. Louis Frapporti, Hamilton100 Commonwealth Bid Committee, respecting the 2030 Commonwealth Games

(For the October 6, 2021 GIC)

7. CONSENT ITEMS

8. STAFF PRESENTATIONS

8.1. Equity, Diversity and Inclusion Framework (HUR19019(b)) (City Wide)

8.2. COVID-19 Verbal Update

8.3. COVID-19 Recovery Framework & Hamilton@work

8.3.a. COVID-19 Recovery Framework (CM21003) (City Wide)

8.3.b. Hamilton@Work - Future Work Models (HUR21007) (City Wide)

8.3.c. Return to Workplace Strategy (PED21181) (City Wide)

9. PUBLIC HEARINGS / DELEGATIONS

10. DISCUSSION ITEMS

10.1. Costs of Accessibility for Ontarians with Disabilities Act (AODA) Exclusions Listed in Report PW18064 (HUR21010) (City Wide)

10.2. Workforce Development - McMaster Humanities Career Apprenticeship Program (PED21174) (City Wide)

10.3. Business Improvement Advisory Committee Report 21-008, September 14, 2021

10.4. Review of Area Rating Methodologies (FCS21078) (City Wide)

11. MOTIONS

12. NOTICES OF MOTION

13. GENERAL INFORMATION / OTHER BUSINESS

13.1. Amendments to the Outstanding Business List

13.1.a. Items to be removed:

- 13.1.a.a. Correspondence from Hamilton Conservation Authority respecting the Hamilton Conservation Authority Board of Directors resolution related to acquisition of lands owned by the City of Hamilton, 263 Jerseyville Road West, City of Hamilton (Ancaster)

(Addressed at the August 9, 2021 GIC as Item 14.2 - Report PED21154)

14. PRIVATE AND CONFIDENTIAL

14.1. Closed Session Minutes - September 8, 2021

Pursuant to Section 9.1, Sub-sections (b), (c), (d), (e), (f), (i) and (k) of the City's Procedural By-law 21-021 and Section 239(2), Sub-sections (b), (c), (d), (e), (f), (i) and (k) of the *Ontario Municipal Act*, 2001, as amended, as the subject matters pertain to personal matters about an identifiable individual, including municipal or local board employees; a proposed or pending acquisition or disposition of land by the municipality or local board; labour relations or employee negotiations; litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board; advice that is subject to solicitor-client privilege, including communications necessary for that purpose; a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization; and, a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board

14.2. Disposition of City-Owned Industrial Land (PED20086(b)) (Ward 11)

Pursuant to Section 9.1, Sub-section (c) of the City's Procedural By-law 21-021 and Section 239(2), Sub-section (c) of the *Ontario Municipal Act*, 2001, as amended, as the subject matter pertains to a proposed or pending acquisition or disposition of land by the municipality or local board.

14.3. Acquisition of Industrial Land (PED21173) (Ward 11)

Pursuant to Section 9.1, Sub-section (c) of the City's Procedural By-law 21-021 and Section 239(2), Sub-section (c) of the *Ontario Municipal Act*, 2001, as amended, as the subject matter pertains to a proposed or pending acquisition or disposition of land by the municipality or local board.

14.4. Disposition of City-Owned Industrial Land (PED21170) (Ward 12)

Pursuant to Section 9.1, Sub-section (c) of the City's Procedural By-law 21-021 and Section 239(2), Sub-section (c) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to a proposed or pending acquisition or disposition of land by the municipality or local board.

14.5. Disposition of City-Owned General Industrial Property (PED21163) (Ward 3)

Pursuant to Section 9.1, Sub-section (c) of the City's Procedural By-law 21-021 and Section 239(2), Sub-section (c) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to a proposed or pending acquisition or disposition of land by the municipality or local board.

14.6. Personnel Matter (no copy)

Pursuant to Section 9.1, Sub-section (b) of the City's Procedural By-law 21-021 and Section 239(2), Sub-section (b) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to personal matters about an identifiable individual, including municipal or local board employees.

15. ADJOURNMENT



GENERAL ISSUES COMMITTEE MINUTES 21-017

9:30 a.m.

September 8, 2021

Due to COVID-19 and the closure of City Hall, this meeting was held virtually.

Present: Mayor F. Eisenberger, Deputy Mayor T. Jackson (Chair)
Councillors M. Wilson, J. Farr, N. Nann, S. Merulla, E. Pauls,
J. P. Danko, B. Clark, M. Pearson, B. Johnson, L. Ferguson,
A. VanderBeek, J. Partridge

Absent: Councillor T. Whitehead – Leave of Absence
Councillor C. Collins - Personal

THE FOLLOWING ITEMS WERE REFERRED TO COUNCIL FOR CONSIDERATION:

1. Hamilton Light Rail Transit (LRT) Project Memorandum of Understanding (PED21176/CM21012/LS21034) (Item 8.1)

(Eisenberger/Merulla)

- (a) That the Mayor and City Manager be authorized and directed to execute the Memorandum of Understanding with Metrolinx and the Ministry of Transportation, attached as Appendix “A” to Report LS21034/PED21176/CM21012;
- (b) That the City Manager be given the delegated authority to negotiate and execute a Staffing Agreement with Metrolinx and the Ministry of Transportation, pursuant to the Memorandum of Understanding, attached as Appendix “A” to Report LS21034/PED21176/CM21012, to create any temporary or permanent FTEs associated with that Staffing Agreement, and to create a Light Rail Transit (LRT) Office, as a Division within the Planning and Economic Development Department, provided there is no levy impact; and
- (c) That, upon execution by all parties of the Memorandum of Understanding, attached as Appendix “A” to Report LS21034/PED21176/CM21012, the City Manager be given the delegated authority to take any necessary steps to transfer the proponenty of the Transit Project Assessment Process (TPAP) for the Hamilton Light Rail Transit (LRT) Project to the

Province, such that the Province will become the sole proponent of the TPAP for the LRT Project.

Result: Motion CARRIED by a vote of 11 to 3, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
No	-	Ward 10 Councillor Maria Pearson
No	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
No	-	Ward 15 Councillor Judi Partridge

2. Financial Incentive Program Amendments Respecting Mitigation of Potential Tenant Displacement (PED21159) (City Wide) (Item 8.3)

(Eisenberger/Nann)

(a) That staff be directed to incorporate the necessary amendments to effect the following Financial Incentive Program changes, as part of staff's preparation of an updated Downtown and Community Renewal Community Improvement Plan (DCR CIP) By-law and associated Program descriptions to be brought forward in conjunction with changes arising from staff's previously completed DCR CIP comprehensive review, as approved by Council on March 31, 2021 via Report PED21035, and that these updates be brought to the Planning Committee for a statutory public meeting, in accordance with requirements under Section 17(15)(d) of the *Planning Act*.

(i) That the Hamilton Tax Increment Grant and Barton Kenilworth Tax Increment Grant programs exclude from Program eligibility any portion of a development/improvement Project consisting of renovations to existing residential rental units except where one or more of the following conditions are met:

(1) the Project does not result in tenant displacement; or,

- (2) the Project has been approved for financial assistance under a Canada Mortgage and Housing Corporation (CMHC), Federal, Provincial or City Program for the purposes of creating residential housing to address housing affordability in the City; or,
 - (3) the existing building has been entirely vacant for at least two years, prior to a program application or pre-application being submitted to the City; or,
 - (4) the property owner and program applicant are a registered, not-for-profit organization;
- (ii) That the Barton/Kenilworth Commercial Corridor Building Improvement Grant and Commercial Corridor Housing Loan and Grant Programs no longer permit, as eligible costs, interior renovations to existing residential rental units except where one or more of the following conditions are met:
- (1) That the Hamilton Tax Increment Grant and Barton Kenilworth Tax Increment Grant programs exclude from Program eligibility any portion of a development/improvement Project consisting of renovations to existing residential rental units except where one or more of the following conditions are met:
 - (aa) the Project does not result in tenant displacement; or,
 - (bb) the Project has been approved for financial assistance under a Canada Mortgage and Housing Corporation (CMHC), Federal, Provincial or City Program for the purposes of creating residential housing to address housing affordability in the City; or,
 - (cc) the existing building has been entirely vacant for at least two years, prior to a program application or pre-application being submitted to the City; or,
 - (dd) the property owner and program applicant are a registered, not-for-profit organization;
 - (2) the interior renovations directly support improvements to a commercial space or will improve/replace shared building services utilized by a commercial space and another use within the same building (such as plumbing, electrical or

Heating, Ventilation and Air Conditioning (HVAC) systems);
or,

- (3) the planned renovations are solely in response to the landlord being ordered to make repairs under any act or law or where the renovations are intended to support the legalization and/or recognition of an existing residential rental unit, without which, the unit would no longer be permitted to be occupied.

Result: Motion CARRIED by a vote of 11 to 0, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Conflict	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Absent	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

3. Advisory Committee for Persons with Disabilities Report 21-008, August 10, 2021 (Item 10.1)

(Partridge/Nann)

Advisory Committee for Persons with Disabilities' Disability Awareness Calendar (Item 6.3(a))

WHEREAS, the Disability Awareness Calendar generates awareness to a wide variety of annual health, disability awareness and inclusion campaigns and includes various disability awareness dates and commemorative observance days, weeks and months;

THEREFORE, BE IT RESOLVED:

- (a) That the Advisory Committee for Persons with Disabilities' Annual Disability Awareness Calendar, attached as Appendix "A" to Advisory Committee for Persons with Disabilities Report 21-008, be approved; and,

- (b) That the Advisory Committee for Persons with Disabilities' Annual Disability Awareness Calendar, attached as Appendix "A" to Advisory Committee for Persons with Disabilities Report 21-008, be posted on the Advisory Committee for Persons with Disabilities webpage (<https://www.hamilton.ca/council-committee/council-committee-meetings/advisory-committee-persons-disabilities>).

Result: Motion CARRIED by a vote of 13 to 0, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

4. 2021 Grey Cup Update (PED18234(d)) (City Wide) (Item 10.2)

(Ferguson/Partridge)

- (a) That Report PED18234(d), respecting the 2021 Grey Cup Update, be received; and,
- (b) That Appendix "A" to Report PED18234(d), respecting the 2021 Grey Cup Update, remain confidential.

Result: Motion CARRIED by a vote of 12 to 0, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko

Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Maria Pearson
Absent	-	Ward 11	Councillor Brenda Johnson
Yes	-	Ward 12	Councillor Lloyd Ferguson
Yes	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
Yes	-	Ward 15	Councillor Judi Partridge

**5. Hamilton Tax Increment Grant – 540 King Street East, Hamilton
(PED21140(a)/LS21033) (Item 10.3)**

(Ferguson/Eisenberger)

- (a) That submissions provided by ACORN Hamilton representatives and the Hamilton Tax Increment Grant Program Applicant for 540 King Street East, Hamilton, contained in Appendices “B” and “C”, respectively, attached to Report PED21140(a)/LS21033, be received;
- (b) That Appendix “D” to Report PED21140(a)/LS21033, respecting the Hamilton Tax Increment Grant Program Applicant for 540 King Street East, Hamilton, remain confidential; and,

Result: Sub-section (a), CARRIED by a vote of 10 to 2, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Conflict	-	Ward 10 Councillor Maria Pearson
Absent	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Conflict	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

(Nann/Partridge)

- (b) ***That staff be directed to decline the Hamilton Tax Increment Grant application, submitted by Malleum Real Estate Partners IV, by its General Partner Malleum General Partner IV Limited (Tyler Pearson and Greg Clewer), for the property at 540 King Street East, Hamilton.***

Result: Sub-section (b) CARRIED by a vote of 11 to 2, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Conflict	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Conflict	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

**6. Farmers' Markets - Rent Relief and Governance Comparators (PED21158)
(City Wide) (Item 10.4)**

(Pauls/Eisenberger)

That Report PED21158, respecting Farmers' Markets - Rent Relief and Governance Comparators, be received.

Result: Motion CARRIED by a vote of 12 to 0, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Absent	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

**7. Acquisition of Land in the City of Hamilton, Located in Ward 15 (PED21156)
(Ward 15) (Item 14.5)**

(Partridge/Ferguson)

- (a) That the direction provided to staff in Closed Session, respecting Report PED21156 – Acquisition of Land in the City of Hamilton, Located in Ward 15, be approved;
- (b) That all costs related to the acquisition of land in the City of Hamilton, located in Ward 15 be charged to Project ID Account No. 4031380390 East-West Road Corridor (Waterdown By-pass) – Roads;
- (c) That the sum of \$226,688 be funded from Project ID Account No. 4031380390 East-West Road Corridor (Waterdown By-pass) - Roads and be credited to Dept. ID No. 812036 (Real Estate – Admin Recovery) for recovery of expenses including real estate and legal fees and costs;
- (d) That the City Solicitor be authorized and directed to complete the acquisition of land in the City of Hamilton, located in Ward 15, on behalf of the City, including paying any necessary expenses, amending the closing, due diligence and other dates, and amending and waiving terms and conditions on such terms deemed reasonable;
- (e) That the Mayor and City Clerk be authorized and directed to execute all necessary documents for the acquisition of land in the City of Hamilton, located in Ward 15, in a form satisfactory to the City Solicitor; and,
- (f) That Report PED21156, respecting the acquisition of land in the City of Hamilton, located in Ward 15, remain confidential until completion of the real estate transaction.

Result: Motion CARRIED by a vote of 11 to 1, as follows:

Yes	-	Mayor Fred Eisenberger
No	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek

Absent - Ward 14 Councillor Terry Whitehead
Yes - Ward 15 Councillor Judi Partridge

8. Update on Real Estate Matters Related to the Pandemic (PED21101(a) / PW21030(a) / LS21016(a)) (City Wide) (Item 14.6)

(Pearson/Pauls)

- (a) That the direction provided to staff in Closed Session, respecting Report PED21101(a)/PW21030(a)/LS21016(a), Update on Real Estate Matters Related to the Pandemic, be approved; and,
- (b) That Report PED21101(a)/PW21030(a)/LS21016(a), respecting the Update on Real Estate Matters Related to the Pandemic, remain confidential

Result: Motion CARRIED by a vote of 10 to 2, as follows:

Yes - Mayor Fred Eisenberger
No - Ward 1 Councillor Maureen Wilson
Yes - Ward 2 Councillor Jason Farr
Yes - Ward 3 Councillor Nrinder Nann
Absent - Ward 4 Councillor Sam Merulla
Absent - Ward 5 Councillor Chad Collins
Yes - Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes - Ward 7 Councillor Esther Pauls
No - Ward 8 Councillor J. P. Danko
Yes - Ward 9 Councillor Brad Clark
Yes - Ward 10 Councillor Maria Pearson
Absent - Ward 11 Councillor Brenda Johnson
Yes - Ward 12 Councillor Lloyd Ferguson
Yes - Ward 13 Councillor Arlene VanderBeek
Absent - Ward 14 Councillor Terry Whitehead
Yes - Ward 15 Councillor Judi Partridge

9. Farmers' Market - Rent Relief and Governance Comparators (LS21036) (City Wide) (Item 14.7)

(Pauls/Eisenberger)

- (a) That the direction provided to staff in Closed Session respecting Report LS21036, Farmers' Market - Rent Relief and Governance Comparators, be approved; and,
- (b) That Report LS21036, respecting the Farmers' Market - Rent Relief and Governance Comparators, remain confidential.

Result: Motion CARRIED by a vote of 12 to 0, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Absent	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

**10. Potential Major Event Hosting (PED21177/PW21053) (City Wide)
(Item 14.8)**

(Farr/Ferguson)

- (a) That the direction provided to staff in Closed Session, respecting Report PED21177/PW21053 - Potential Major Event Hosting, be approved; and,
- (b) That Report PED21177/PW21053, respecting Potential Major Event Hosting remain confidential, including any appendices, until such time as the event is publicly confirmed by all parties

Result: Motion CARRIED by a vote of 12 to 0, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Absent	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek

Absent - Ward 14 Councillor Terry Whitehead
Yes - Ward 15 Councillor Judi Partridge

11. Red Hill Valley Parkway Inquiry Update (LS19036(f)) (City Wide) (Item 14.9)

(Eisenberger/Pearson)

- (a) That the direction provided to staff in Closed Session, respecting Report LS19036(f) - Red Hill Valley Parkway Inquiry Update, be approved; and,
- (b) That this Report LS19036(f), respecting Red Hill Valley Parkway Inquiry Update, and its appendices, remain confidential.

Result: Motion CARRIED by a vote of 8 to 4, as follows:

Yes - Mayor Fred Eisenberger
No - Ward 1 Councillor Maureen Wilson
Yes - Ward 2 Councillor Jason Farr
No - Ward 3 Councillor Nrinder Nann
Absent - Ward 4 Councillor Sam Merulla
Absent - Ward 5 Councillor Chad Collins
Yes - Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes - Ward 7 Councillor Esther Pauls
No - Ward 8 Councillor J. P. Danko
Yes - Ward 9 Councillor Brad Clark
Yes - Ward 10 Councillor Maria Pearson
Absent - Ward 11 Councillor Brenda Johnson
Yes - Ward 12 Councillor Lloyd Ferguson
Yes - Ward 13 Councillor Arlene VanderBeek
Absent - Ward 14 Councillor Terry Whitehead
No - Ward 15 Councillor Judi Partridge

FOR INFORMATION:

(a) APPROVAL OF AGENDA (Item 2)

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

5. COMMUNICATIONS

- 5.1. Correspondence respecting Item 8.1 - Hamilton Light Rail Transit (LRT) Project Memorandum of Understanding (PED21176/CM21012/LS21034)

5.1.a. Keanin Loomis, President and CEO, Hamilton Chamber of Commerce

5.1.b. Gabriel Nicholson

5.2. Correspondence respecting Item 10.3 - Hamilton Tax Increment Grant - 540 King Street East, Hamilton (PED21140(a)/LS21033) (Ward 3)

5.2.a. ACORN Canada

6. DELEGATION REQUESTS

6.1. Respecting Item 8.1 - Hamilton Light Rail Transit (LRT) Project Memorandum of Understanding (PED21176/CM21012/LS21034)

6.1.a. Ian Borsuk, Environment Hamilton

6.1.b. Karl Andrus, Hamilton Community Benefits Network

6.2. Respecting Item 10.3 - Hamilton Tax Increment Grant - 540 King Street East, Hamilton (PED21140(a)/LS21033) (Ward 3):

6.2.a. Marie Alcaide – Video Presentation

6.2.b. Chris Martinez – Video Presentation

6.2.c. Paula Groves – Video Presentation

6.2.d. Elizabeth Ellis – Video Presentation

10. DISCUSSION ITEMS

10.4. Farmers' Markets - Rent Relief and Governance Comparators (PED21158) (City Wide) (DEFERRED from the August 9, 2021 GIC)

13. GENERAL INFORMATION / OTHER BUSINESS

13.1. Amendments to the Outstanding Business List

13.1.a. Items to be removed:

- 13.1.a.a. Assessing COVID Related Financial Impacts on Local Farmers' Markets (Addressed at the July 5, 2021 GIC as Item 7.2 - Report PED21141)
- 13.1.a.b. Feasibility of Creating a Technology Hub (Addressed at the August 9, 2021 GIC as Item 10.1 - Report PED21109)
- 13.1.a.c. Farmers' Markets - Rent Relief and Governance Comparators (Addressed on this agenda as Item 10.4 - Report PED21158)
- 13.1.a.d. Public and Stakeholder Consultation (Addressed at the August 4, 2021 Special GIC as Item 8.1 - Report PED17010(I))
- 13.1.a.e. Memorandum of Understanding (MOU) for the Hamilton Light Rail Transit Project (Addressed as Item 8.1 on this agenda - Report PED21176/CM21012/LS21034)
- 13.1.a.f. Hamilton Tax Increment Grant - 540 King Street East, Hamilton (Addressed on this agenda as Item 10.4 - Report PED21140)
- 13.1.a.g. Hate Related Symbols (Addressed at the August 9, 2021 GIC as Item 8.2 - Report CM19006(e))

13.1.b. Proposed New Due Dates:

- 13.1.b.a. CityLab Pilot Update
Current Due Date: September 8, 2021
Proposed New Due Date: October 6, 2021
- 13.1.b.b. Code of Conduct for Council-Appointed Citizen Members of External Boards and Agencies
Current Due Date: August 9, 2021 Proposed
New Due Date: October 6, 2021
- 13.1.b.c. Airport Employment Growth District (AEGD) Wastewater Servicing Update and Capacity Allocation Policy
Current Due Date: September 8, 2021
Propose New Due Date: November 3, 2021

- 13.1.b.d. Synapse Life Sciences Consortium Funding Update
Current Due Date: September 8, 2021
Proposed New Due Date: October 20, 2021
- 13.1.b.e. Protection of Privacy
Current Due Date: August 9, 2021
Proposed New Due Date: November 17, 2021
- 13.1.b.f. Correspondence from Lisa Burnside, CAO, Hamilton Conservation Authority-Hamilton Conservation Authority Board of Directors resolution related to acquisition of lands owned by the City of Hamilton, 263 Jerseyville Road West
Current Due Date: August 9, 2021
Proposed New Due Date: October 20, 2021

14. PRIVATE AND CONFIDENTIAL

- 14.8. Potential Major Event Hosting (PED21177/PW21053) (City Wide)

Pursuant to Section 9.1, Sub-sections (i) and (k) of the City's Procedural By-law 21- 021 and Section 239(2), Sub-sections (i) and (k) of the Ontario Municipal Act, 2001, as amended, as the subject matter pertains to a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization; and, a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

(Ferguson/Eisenberger)

That the agenda for the September 8, 2021 General Issues Committee meeting, be approved, as amended.

Result: Motion CARRIED by a vote of 14 to 0, as follows:

- Yes - Mayor Fred Eisenberger
Yes - Ward 1 Councillor Maureen Wilson
Yes - Ward 2 Councillor Jason Farr

Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 4	Councillor Sam Merulla
Absent	-	Ward 5	Councillor Chad Collins
Yes	-	Ward 6	Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Maria Pearson
Yes	-	Ward 11	Councillor Brenda Johnson
Yes	-	Ward 12	Councillor Lloyd Ferguson
Yes	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
Yes	-	Ward 15	Councillor Judi Partridge

(b) DECLARATIONS OF INTEREST (Item 3)

- (i) Councillor S. Merulla declared an interest to Item 6.2.a., respecting a delegation from Marie Alcaide regarding Item 10.3 – Report PED21140(a)/LS21033, Hamilton Tax Increment Grant – 540 King Street East, Hamilton, as he and his wife are rental property landlords.
- (ii) Councillor S. Merulla declared an interest to Item 6.2.b., respecting a delegation from Chris Martinez regarding Item 10.3 – Report PED21140(a)/LS21033, Hamilton Tax Increment Grant – 540 King Street East, Hamilton, as he and his wife are rental property landlords.
- (iii) Councillor S. Merulla declared an interest to Item 6.2.c., respecting a delegation from Paula Groves regarding Item 10.3 – Report PED21140(a)/LS21033, Hamilton Tax Increment Grant – 540 King Street East, Hamilton, as he and his wife are rental property landlords.
- (iv) Councillor S. Merulla declared an interest to Item 6.2.d., respecting a delegation from Elizabeth Ellis regarding Item 10.3 – Report PED21140(a)/LS21033, Hamilton Tax Increment Grant – 540 King Street East, Hamilton, as he and his wife are rental property landlords.
- (v) Councillor S. Merulla declared an interest to Item 10.3 – Report PED21140(a)/LS21033, Hamilton Tax Increment Grant – 540 King Street East, Hamilton, as he and his wife are rental property landlords.
- (vi) Councillor M. Pearson declared an interest to Item 6.2.a., respecting a delegation from Marie Alcaide regarding Item 10.3 – Report PED21140(a)/LS21033, Hamilton Tax Increment Grant – 540 King Street East, Hamilton, as she and her husband are rental property landlords.

- (vii) Councillor M. Pearson declared an interest to Item 6.2.b., respecting a delegation from Chris Martinez regarding Item 10.3 – Report PED21140(a)/LS21033, Hamilton Tax Increment Grant – 540 King Street East, Hamilton, as she and her husband are rental property landlords.
- (viii) Councillor M. Pearson declared an interest to Item 6.2.c., respecting a delegation from Paula Groves regarding Item 10.3 – Report PED21140(a)/LS21033, Hamilton Tax Increment Grant – 540 King Street East, Hamilton, as she and her husband are rental property landlords.
- (ix) Councillor M. Pearson declared an interest to Item 6.2.d., respecting a delegation from Elizabeth Ellis regarding Item 10.3 – Report PED21140(a)/LS21033, Hamilton Tax Increment Grant – 540 King Street East, Hamilton, as she and her husband are rental property landlords.
- (x) Councillor M. Pearson declared an interest to Item 10.3 – Report PED21140(a)/LS21033, Hamilton Tax Increment Grant – 540 King Street East, Hamilton, as she and her husband are rental property landlords.
- (xi) Councillor M. Pearson declared an interest to Item 8.3 – Report PED21159, respecting Financial Incentive Program Amendments respecting Mitigation of Potential Tenant Displacement, as she and her husband are rental property owners.
- (vii) Councillor A. VanderBeek declared an interest to Item 6.2.a., respecting a delegation from Marie Alcaide regarding Item 10.3 – Report PED21140(a)/LS21033, Hamilton Tax Increment Grant – 540 King Street East, Hamilton, as she and her husband are rental property landlords.
- (viii) Councillor A. VanderBeek declared an interest to Item 6.2.b., respecting a delegation from Chris Martinez regarding Item 10.3 – Report PED21140(a)/LS21033, Hamilton Tax Increment Grant – 540 King Street East, Hamilton, as she and her husband are rental property landlords.
- (xiv) Councillor A. VanderBeek declared an interest to Item 6.2.c., respecting a delegation from Paula Groves regarding Item 10.3 – Report PED21140(a)/LS21033, Hamilton Tax Increment Grant – 540 King Street East, Hamilton, as she and her husband are rental property landlords.
- (vi) Councillor A. VanderBeek declared an interest to Item 6.2.d., respecting a delegation from Elizabeth Ellis regarding Item 10.3 – Report PED21140(a)/LS21033, Hamilton Tax Increment Grant – 540 King Street East, Hamilton, as she and her husband are rental property landlords.
- (xvi) Councillor A. VanderBeek declared an interest to Item 10.3 – Report PED21140(a)/LS21033, Hamilton Tax Increment Grant – 540 King Street East, Hamilton, as she and her husband are rental property landlords.

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

(i) August 4, 2021 and August 9, 2021 (Items 4.1 and 4.2)

(Farr/Johnson)

That the Minutes of August 4, 2021 and August 9, 2021 General Issues Committee minutes, be approved as presented.

Result: Motion CARRIED by a vote of 14 to 0, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

(d) COMMUNICATION ITEMS (Item 5)

(i) Correspondence respecting Report (PED21176 / CM21012 / LS21034 - Hamilton Light Rail Transit (LRT) Project Memorandum of Understanding (Item 5.1)

(Ferguson/Farr)

That the following correspondence, respecting Report (PED21176 / CM21012 / LS21034 – Hamilton Light Rail Transit (LRT) Project Memorandum of Understanding, be received and referred to the consideration of Item 8.1:

- (1) Keanin Loomis, President and CEO, Hamilton Chamber of Commerce (Item 5.1.a.)
- (2) Gabriel Nicholson (Item 5.1.b.)

Result: Motion CARRIED by a vote of 14 to 0, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeeck
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

For disposition of this matter, please refer to Item 1.

(ii) Correspondence respecting Report PED2114(a)/LS21033 Hamilton Tax Increment Grant - 540 King Street East, Hamilton (Item 5.2)

(Nann/Wilson)

That the following correspondence, respecting Report PED2114(a) / LS21033 Hamilton Tax Increment Grant - 540 King Street East, Hamilton, be received and referred to consideration of Item 10.3:

(1) ACORN Canada

Result: Motion CARRIED by a vote of 11 to 0, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Conflict	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Conflict	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson

Conflict	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
Yes	-	Ward 15	Councillor Judi Partridge

For disposition of this matter, please refer to Item 5.

(e) DELEGATION REQUESTS (Item 6)

(i) Delegation Requests, respecting Report PED2176(a)/LS21033 - Hamilton Light Rail Transit (LRT) Project Memorandum of Understanding (Item 6.1)

(Pearson/Pauls)

That the following Delegation Requests, respecting Report PED2176(a)/LS21033 - Hamilton Light Rail Transit (LRT) Project Memorandum of Understanding, be approved to appear before the General Issues Committee on August 9, 2021:

- (1) Ian Borsuk, Environment Hamilton (Item 6.1.a.)
- (2) Karl Andrus, Hamilton Community Benefits (Item 6.1.b.)

Result: Motion CARRIED by a vote of 14 to 0, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

For disposition of these matters, please refer Item 1.

(ii) **Delegation Requests, respecting Report PED21140(a)/LS21033 – Hamilton Tax Increment Grant – 540 King Street East, Hamilton (Item 6.2)**

(Nann/Wilson)

That the following Delegation Requests, respecting Report PED21140(a)/LS21033 – Hamilton Tax Increment Grant – 540 King Street East, Hamilton, be approved to appear before the General Issues Committee on August 9, 2021:

- (1) Marie Alcaide - Video Presentation (Item 6.2.a.)
- (2) Chris Martinez - Video Presentation (Item 6.2.b.)
- (3) Paula Groves - Video Presentation (Item 6.2.c.)
- (4) Elizabeth Ellis - Video Presentation (Item 6.2.d.)

Result: Motion CARRIED by a vote of 11 to 0, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Conflict	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Conflict	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Conflict	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

For disposition of these matters, please refer Item 5.

(e) **CONSENT ITEMS (Item 7)**

(i) **Arts Advisory Commission Minutes 21-003, May 25, 2021 (Item 7.1)**

(Partridge/Danko)

That the Arts Advisory Commission Minutes 21-003, May 25, 2021, be received.

Result: Motion CARRIED by a vote of 14 to 0, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

(f) PRESENTATIONS (Item 8)

(i) Hamilton Light Rail Transit (LRT) Project Memorandum of Understanding (PED21176/CM21012/LS21034) (Item 8.1)

Janette Smith, City Manager, introduced the presentation respecting Report PED21176/CM21012/LS21034 - Hamilton Light Rail Transit (LRT) Project Memorandum of Understanding.

Jason Thorne, General Manager, Planning and Economic Development, continued with the balance of the presentation.

(Eisenberger/Ferguson)

That the presentation, respecting Report PED21176/CM21012/LS21034 – Hamilton Light Rail Transit (LRT) Project Memorandum of Understanding, be received.

Result: Motion CARRIED by a vote of 13 to 0, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor

Yes	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Maria Pearson
Yes	-	Ward 11	Councillor Brenda Johnson
Yes	-	Ward 12	Councillor Lloyd Ferguson
Yes	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
Absent	-	Ward 15	Councillor Judi Partridge

(Eisenberger/Clark)

That consideration of Report PED21176/CM21012/LS21034 - Hamilton Light Rail Transit (LRT) Project Memorandum of Understanding, be DEFERRED until after the delegates for this matter have been heard.

Result: Motion CARRIED by a vote of 13 to 0, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Absent	-	Ward 15 Councillor Judi Partridge

For disposition of this matter, please refer Item 1.

(ii) COVID-19 Verbal Update (Item 8.2)

Jason Thorne, General Manager, Planning and Economic Development; and, Dr. Elizabeth Richardson, Medical Officer of Health, provided the verbal update regarding COVID-19.

(Eisenberger/Ferguson)

That the verbal update respecting the COVID-19, be received.

Result: Motion CARRIED by a vote of 14 to 0, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

(Nann/Pearson)

That the General Issues Committee recess for 30 minutes until 1:35 p.m.

Result: Motion CARRIED by a vote of 13 to 0, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

(iii) Financial Incentive Program Amendments respecting Mitigation of Potential Tenant Displacement (PED21159) (City Wide) (Item 8.3)

Phil Caldwell, Senior Project Manager, Urban Renewal Section, provided a PowerPoint presentation respecting Report PED21159 - Financial Incentive Program Amendments respecting Mitigation of Potential Tenant Displacement.

(Nann/Pauls)

That the presentation, respecting Report PED21159 - Financial Incentive Program Amendments respecting Mitigation of Potential Tenant Displacement, be received.

Result: Motion CARRIED by a vote of 14 to 0, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Yes	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

For disposition of this matter, please refer Item 2.

(g) PUBLIC HEARINGS / DELEGATIONS (Item 9)**(i) Respecting Item 8.1 – Hamilton Light Rail Transit (LRT) Project Memorandum of Understanding (PED21176/CM21012/LS21034) (Item 9.1)****(1) Ian Borsuk, Environment Hamilton (Item 9.1.a.)**

Ian Borsuk, Environment Hamilton, addressed Committee and spoke to Report PED21176/CM21012/LS21034, respecting the Hamilton Light Rail Transit (LRT) Project Memorandum of Understanding.

(2) Karl Andrus, Hamilton Community Benefits Network (Item 9.1.b.)

Karl Andrus, Hamilton Community Benefits Network, addressed Committee and provided a PowerPoint presentation respecting Report PED21176/CM21012/LS21034 – Hamilton Light Rail Transit (LRT) Project Memorandum of Understanding.

(Eisenberger/VanderBeek)

That the following Delegations, respecting Report PED21176 / CM21012 / LS21034 – Hamilton Light Rail Transit (LRT) Project Memorandum of Understanding, be received:

- (a) Ian Borsuk, Environment Hamilton (Item 9.1.a.)
- (b) Karl Andrus, Hamilton Community Benefits Network (Item 9.1.b.)

Result: Motion CARRIED by a vote of 11 to 0, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Conflict	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Conflict	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Conflict	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

For disposition of these items, please refer to Item 1.

(ii) Respecting Item 10.3 – Hamilton Tax Increment Grant - 540 King Street East, Hamilton (PED21140(a)/LS21033) (Ward 3) (Item 6.2)**(Partridge/Nann)**

That the following video presentations, respecting Report PED21140(a)/LS21033 - Hamilton Tax Increment Grant - 540 King Street East, Hamilton, be received:

- (1) Marie Alcaide (Video Presentation) (Item 9.2.a.)
- (2) Chris Martinez - Video Presentation (Item 9.2.b.)
- (3) Paula Groves - Video Presentation (Item 9.2.c.)
- (4) Elizabeth Ellis - Video Presentation (Item 9.2.d.)

Result: Motion CARRIED by a vote of 11 to 0, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Conflict	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Conflict	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

For disposition of these items, please refer to Item 5.

(h) DISCUSSION ITEMS (Item 10)

(i) 2021 Grey Cup Update (PED18234(d)) (City Wide) (Item 10.2)

(Partridge/Ferguson)

That consideration of Report PED18234(d), respecting the 2021 Grey Cup Update, be DEFERRED until after discussion of Appendix "A" to Report PED18234(d), is discussed in Closed Session (Item 14.3).

Result: Motion CARRIED by a vote of 13 to 0, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins

Yes	-	Ward 6	Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Maria Pearson
Yes	-	Ward 11	Councillor Brenda Johnson
Yes	-	Ward 12	Councillor Lloyd Ferguson
Yes	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
Yes	-	Ward 15	Councillor Judi Partridge

For disposition of this item, please refer to Item 4.

**(ii) Hamilton Tax Increment Grant – 540 King Street East, Hamilton
(PED21140(a)/LS21033) (Item 10.3)**

1. Deferral Motion

(Ferguson/Partridge)

That consideration of Report PED21140(a)/LS21033, respecting the Hamilton Tax Increment Grant – 540 King Street East, Hamilton DEFERRED until after discussion of Appendix “D” to Report PED21140(a)/LS21033 is discussed in Closed Session (Item 14.4).

Result: Motion CARRIED by a vote of 11 to 2, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Conflict	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Conflict	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

2. Separation of Vote

At the Committee's request, sub-sections (b) through (d) were voted on separately, as shown below:

(Ferguson/Eisenberger)

- (b) That a Hamilton Tax Increment Grant Program Application submitted by Malleum Real Estate Partners IV, by its General Partner Malleum General Partner IV Limited (Tyler Pearson and Greg Clewer), for the property at 540 King Street East, Hamilton, estimated at \$169,801.83 over a maximum of a five (5) year period, and based upon the incremental tax increase attributable to the renovation of 540 King Street East, Hamilton, be authorized and approved in accordance with the terms and conditions of the Hamilton Tax Increment Grant Program;
- (c) That the Mayor and City Clerk be authorized and directed to execute a Grant Agreement together with any ancillary documentation required, to give effect to the Hamilton Tax Increment Grant for Malleum Real Estate Partners IV, by its General Partner Malleum General Partner IV Limited (Tyler Pearson and Greg Clewer) for the property known as 540 King Street East, Hamilton, in a form satisfactory to the City Solicitor;
- (d) That the General Manager of the Planning and Economic Development Department be authorized and directed to administer the Grant and Grant Agreement including but not limited to: deciding on actions to take in respect of events of default and executing any Grant Amending Agreements, together with any ancillary amending documentation, if required, provided that the terms and conditions of the Hamilton Tax Increment Grant Program, as approved by City Council, are maintained.

Result: Sub-sections (b) through (d) were DEFEATED by a vote of 4 to 6, as follows:

Yes	-	Mayor Fred Eisenberger
No	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
No	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
No	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
No	-	Ward 7 Councillor Esther Pauls

No	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Conflict	-	Ward 10	Councillor Maria Pearson
Absent	-	Ward 11	Councillor Brenda Johnson
Yes	-	Ward 12	Councillor Lloyd Ferguson
Conflict	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
No	-	Ward 15	Councillor Judi Partridge

3. Addition of a New Sub-Section (b) – Direction to Staff

(Nann/Partridge)

That Report PED21140(a), respecting the Hamilton Tax Increment Grant – 540 King Street East, Hamilton, *be amended* by adding a new sub-section (b), to read as follows:

(b) That staff be directed to decline the Hamilton Tax Increment Grant application, submitted by Malleum Real Estate Partners IV, by its General Partner Malleum General Partner IV Limited (Tyler Pearson and Greg Clewer), for the property at 540 King Street East, Hamilton.

Result: Motion CARRIED by a vote of 11 to 2, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Conflict	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Conflict	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

For further disposition of this item, please refer to Item 5.

(i) GENERAL INFORMATION / OTHER BUSINESS (Item 13)**(a) Amendments to the Outstanding Business List (Item 13.1)****1. Deferral Motion****(VanderBeek/Partridge)**

That consideration of the amendments to the General Issues Committee's Outstanding Business List be DEFERRED until after the Closed Session portion of the agenda.

Result: Motion CARRIED by a vote of 13 to 0, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

2. Vote on Amendments to the Outstanding Business List, with the exception of sub-sections 13.1.f. and 13.2.f.**(Wilson/Eisenberger)**

That the following amendments to the General Issues Committee's Outstanding Business List, be approved:

13.1.a. Items to be removed:

- 13.1.a.a. Assessing COVID Related Financial Impacts on Local Farmers' Markets (Addressed at the July 5, 2021 GIC as Item 7.2 - Report PED21141)
- 13.1.a.b. Feasibility of Creating a Technology Hub (Addressed at the August 9, 2021 GIC as Item 10.1 - Report PED21109)

- 13.1.a.c. Farmers' Markets - Rent Relief and Governance Comparators (Addressed on this agenda as Item 10.4 - Report PED21158)
- 13.1.a.d. Public and Stakeholder Consultation (Addressed at the August 4, 2021 Special GIC as Item 8.1 - Report PED17010(l))
- 13.1.a.e. Memorandum of Understanding (MOU) for the Hamilton Light Rail Transit Project (Addressed as Item 8.1 on this agenda - Report PED21176/CM21012/LS21034)
- 13.1.a.g. Hate Related Symbols (Addressed at the August 9, 2021 GIC as Item 8.2 - Report CM19006(e))

13.1.b. Proposed New Due Dates:

- 13.1.b.a. CityLab Pilot Update
Current Due Date: September 8, 2021
Proposed New Due Date: October 6, 2021
- 13.1.b.b. Code of Conduct for Council-Appointed Citizen Members of External Boards and Agencies
Current Due Date: August 9, 2021 Proposed New Due Date: October 6, 2021
- 13.1.b.c. Airport Employment Growth District (AEGD) Wastewater Servicing Update and Capacity Allocation Policy
Current Due Date: September 8, 2021
Propose New Due Date: November 3, 2021
- 13.1.b.d. Synapse Life Sciences Consortium Funding Update
Current Due Date: September 8, 2021
Proposed New Due Date: October 20, 2021
- 13.1.b.e. Protection of Privacy
Current Due Date: August 9, 2021
Proposed New Due Date: November 17, 2021

Result: Motion CARRIED by a vote of 11 to 0, as follows:

- Yes - Mayor Fred Eisenberger
- Yes - Ward 1 Councillor Maureen Wilson

Yes	-	Ward 2	Councillor Jason Farr
Yes	-	Ward 3	Councillor Nrinder Nann
Absent	-	Ward 4	Councillor Sam Merulla
Absent	-	Ward 5	Councillor Chad Collins
Yes	-	Ward 6	Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7	Councillor Esther Pauls
Yes	-	Ward 8	Councillor J. P. Danko
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 10	Councillor Maria Pearson
Absent	-	Ward 11	Councillor Brenda Johnson
Yes	-	Ward 12	Councillor Lloyd Ferguson
Yes	-	Ward 13	Councillor Arlene VanderBeek
Absent	-	Ward 14	Councillor Terry Whitehead
Absent	-	Ward 15	Councillor Judi Partridge

3. Separate Vote on Sub-section 13.1.a.f.

At the request of Councillor A. VanderBeek, sub-section 13.1.a.f. was voted on separately.

(Ferguson/Wilson)

That the following item be considered complete and removed from the General Issues Committee's Outstanding Business List:

13.1.a.f. Hamilton Tax Increment Grant - 540 King Street East, Hamilton (Addressed on this agenda as Item 10.4 - Report PED21140)

Result: Motion CARRIED by a vote of 9 to 0, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Conflict	-	Ward 10 Councillor Maria Pearson
Absent	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Conflict	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Absent	-	Ward 15 Councillor Judi Partridge

The Committee Clerk was directed to confirm whether or not this report had already been brought forward to Committee, and to address the matter accordingly at the next General Issues Committee meeting:

- 13.1.b.f. Correspondence from Lisa Burnside, CAO, Hamilton Conservation Authority-Hamilton Conservation Authority Board of Directors resolution related to acquisition of lands owned by the City of Hamilton, 263 Jerseyville Road West
Current Due Date: August 9, 2021
Proposed New Due Date: October 20, 2021

(j) PRIVATE & CONFIDENTIAL (Item 14)

(i) Closed Session Minutes – August 4, 2021 and August 9, 2021 (Items 14.1 and 14.2)

(Ferguson/Wilson)

- (a) That the Closed Session Minutes of the August 4, 2021 and August 9, 2021 General Issues Committee meetings, be approved; and,
- (b) That the Closed Session Minutes of the August 4, 2021 and August 9, 2021 General Issues Committee meetings remain confidential.

Result: Motion CARRIED by a vote of 13 to 0, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

(Johnson/Pauls)

That Committee move into Closed Session, respecting Items 14.3 to 14.9, pursuant to Section 9.1, Sub-sections (b), (c), (d), (e), (f), (i) and (k) of the City's Procedural By-law 21-021 and Section 239(2), Sub-sections (b), (c), (d), (e), (f), (i) and (k) of the *Ontario Municipal Act, 2001*, as amended, as the subject matters pertain to personal matters about an identifiable individual, including municipal or local board employees; a proposed or pending acquisition or disposition of land by the municipality or local board; labour relations or employee negotiations; litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board; advice that is subject to solicitor-client privilege, including communications necessary for that purpose; a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization; and, a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

Result: Motion CARRIED by a vote of 13 to 0, as follows:

Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Yes	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Yes	-	Ward 15 Councillor Judi Partridge

(k) ADJOURNMENT (Item 14)**(Ferguson/Pauls)**

That there being no further business, the General Issues Committee be adjourned at 7:00 p.m.

Result: Motion CARRIED by a vote of 11 to 0, as follows:

**General Issues Committee
Minutes 21-017**

**September 8, 2021
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Yes	-	Mayor Fred Eisenberger
Yes	-	Ward 1 Councillor Maureen Wilson
Yes	-	Ward 2 Councillor Jason Farr
Yes	-	Ward 3 Councillor Nrinder Nann
Absent	-	Ward 4 Councillor Sam Merulla
Absent	-	Ward 5 Councillor Chad Collins
Yes	-	Ward 6 Councillor Tom Jackson, Deputy Mayor
Yes	-	Ward 7 Councillor Esther Pauls
Yes	-	Ward 8 Councillor J. P. Danko
Yes	-	Ward 9 Councillor Brad Clark
Yes	-	Ward 10 Councillor Maria Pearson
Absent	-	Ward 11 Councillor Brenda Johnson
Yes	-	Ward 12 Councillor Lloyd Ferguson
Yes	-	Ward 13 Councillor Arlene VanderBeek
Absent	-	Ward 14 Councillor Terry Whitehead
Absent	-	Ward 15 Councillor Judi Partridge

Respectfully submitted,

Tom Jackson, Deputy Mayor
Chair, General Issues Committee

Stephanie Paparella
Legislative Coordinator,
Office of the City Clerk

Submitted on Sunday, September 12, 2021 - 7:26am Submitted by anonymous user: 172.70.126.227
Submitted values are:

==Committee Requested==

Committee: General Issues Committee

==Requestor Information==

Name of Individual: Louis Frapporti

Name of Organization: Hamilton100 Commonwealth Games Bid
Committee

Contact Number: 9055120763

Email Address: louis.frapporti@gowlings.com

Mailing Address: 1 Main Street West, Hamilton, Ontario

Reason(s) for delegation request: Having secured the right to compete internationally for the 2030 Commonwealth Games from Commonwealth Games Canada, we wish to provide Hamilton City Council and the community a briefing on our organization's approach to this next phase of the 2030 Commonwealth Games effort, particularly as it relates to impact initiatives that are being advanced in the coming months.

Will you be requesting funds from the City? No

Will you be submitting a formal presentation? Yes



CITY OF HAMILTON
CITY MANAGER'S OFFICE
Human Resources Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	September 22, 2021
SUBJECT/REPORT NO:	Equity, Diversity and Inclusion Framework (HUR19019(b)) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Jodi Koch (905) 546-2424 Ext. 3003
SUBMITTED BY:	Lora Fontana Executive Director Human Resources
SIGNATURE:	

RECOMMENDATIONS

- (a) That the Senior Leadership Team be directed to implement the following:
- (i) Equity, Diversity, and Inclusion (EDI) Framework as outlined in Appendix "A" to Report HUR19019(b);
 - (ii) EDI Roadmap and Implementation Plan as outlined in Appendix "B" to Report HUR19019(b); and
 - (iii) Ensure their respective staff are required to attend the mandatory training outlined in Recommendation (b) to be delivered to Council members, the Senior Leadership Team, all Supervisor and above employees, and Union Executive Leadership in 2022 and 2023 in accordance with the timelines outlined in Appendix "C" to Report HUR19019(b);
- (b) That Human Resources staff be directed to source suitable training from an external provider(s) on EDI, relating to such elements including, but not limited, to anti-racism, anti-oppression, unconscious bias, and inclusionary best practices as outlined in Appendix "D" to Report HUR19019(b);

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: Equity, Diversity and Inclusion Framework (HUR19019(b)) (City Wide)
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- (c) That an amount not to exceed \$200,000, to be funded from Tax Stabilization Reserve Account #110046, to facilitate the Equity, Diversity and Inclusion 2022 and 2023 training and continued consultant organizational and leadership assessments, be approved; and,
- (d) That the equivalent of three (3) FTE and associated budget be added to the complement of the Human Rights Division in the 2022 budget to provide necessary resources and structure to support the EDI Roadmap and Implementation Plan;
- (e) That Human Resources staff be directed to source options for systems/process enhancements to support Diversity and Inclusion data metric dashboard requirements;
- (f) That staff be directed to revise the EDI Toolkit to ensure alignment with the EDI Framework and Implementation Plan and introduce as a staff resource in 2022;
- (g) That staff be directed to report back to the General Issues Committee by December 31, 2022 with a status update respecting the Equity, Diversity and Inclusion Roadmap and Implementation Plan and,
- (h) That the matter respecting the Equity, Diversity and Inclusion Framework be considered complete and removed from the General Issues Committee's outstanding business list.

EXECUTIVE SUMMARY

Over the past several years, there has been an increased level of awareness that Municipalities need to take a greater role to ensure communities are safe, respectful, and inclusive for all its citizens. Local government has a tremendous direct impact on policy, services, and civic engagement. City Council identified EDI as a key priority for the 2018 – 2022 Term of Council stating that “the City is committed to creating and nurturing a city that is welcome and inclusive. The goal is that equity-seeking communities will feel safe, supported and have an enhanced sense of belonging through strengthening community capacity, City responsiveness and creating inclusive engagement opportunities”. The City of Hamilton faces unique challenges and opportunities and, as such, the framework was designed to meet our City's specific needs.

SUBJECT: Equity, Diversity and Inclusion Framework (HUR19019(b)) (City Wide)
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In accordance with Council's motion to develop an EDI Framework and accompanying Implementation Plan, a competitive procurement process was conducted with Ernst & Young (EY) identified as the successful proponent. The EY team and staff have engaged in a variety of activities including:

- Cultural Assessment Survey (Appendix "E" to Report HUR19019(b))
- Systems Review (Appendix "F" to Report HUR19019(b))
- Equitable Leadership Assessments for the Senior Leadership Team
- Focus Groups comprised of Council members, staff, EDI Steering Committee members, and Union leadership

This work formed a foundational organizational assessment of the employee experience, system and structure review, and leadership behaviours to identify the opportunities and strengths of the City of Hamilton. This work clearly showed consistent themes and messaging that provided us with a great deal of confidence in the necessary framework and Implementation Plan proposed.

An EDI Steering Committee comprised of staff from across the organization was formed in September 2020 and conducted a number of reviews including the draft EDI glossary of terms, the draft EDI Toolkit (Appendix "G" to Report HUR19019(b)), proposed EDI Calendar of Events, and EDI Steering Committee Mandate. This Steering Committee continues to meet on a monthly basis and provided valuable input and feedback to the overall consultation process.

Alternatives for Consideration – See Page 11

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Budget forecast of up to \$200,000 total for 2022 and 2023 to facilitate, develop and train Council Members, Senior Leadership Team, over 600 Supervisor and above staff, and Union Executive Leadership. Additional ongoing budget to support additional complement FTE starting in 2022 of estimated forecast of \$396,870.14/year.

Staffing: Three (3) staff required to provide the necessary resources to implement the EDI Roadmap and Implementation Plan as it is not feasible to incorporate this volume of work into existing roles and deliver the intended results. To be successful, the EDI priority of Council requires dedicated resources committed to this work. It is recommended that a Senior Project Manager, full-time permanent, an EDI Business Partner, full-time permanent, and a Training Coordinator, temporary full-time for a two-year period be committed to this initiative.

SUBJECT: Equity, Diversity and Inclusion Framework (HUR19019(b)) (City Wide)
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Legal: None

HISTORICAL BACKGROUND

The City of Hamilton began its EDI journey many years ago, albeit in a less formal fashion. Many key projects and initiatives have contributed to where the City is today in its current state, as well as helped to shape our desired future state.

These key projects and initiatives include:

- a) City of Hamilton's Strategic Plan 2016 – 2025
- b) Corporate Culture Pillars
- c) Our Future Hamilton 2016 – 2025
- d) Our People and Performance Plan – 2016 - 2025
- e) Voluntary Demographic Collection – 2018
- f) Regional Roundtable Organizational Assessment – 2017/2018
- g) Diversity and Inclusion Strategic Plan – 2017
- h) Review of Access and Equity's Function – 2016
- i) Employment Systems Review – 2014
- j) Vision 2020
- k) EDI Steering Committee – 2020
- l) Employment Equity Survey – 2020
- m) Voluntary Candidate Demographic Survey – 2020
- n) Review of Equity Toolkit – 2019/2021

While these initiatives have contributed significantly to the progress made, there remained a need to have an overarching framework to guide our policy and decision-making process, ensure alignment with the Corporate Strategic Plan, maximize synergies between departments, and to ensure barriers are eliminated and inclusion is enhanced in our daily work.

An EDI Framework is intended to promote equity, diversity, and inclusion throughout the organization. The EDI Framework has been designed to assist in the creation and implementation of policies, procedures, and practices that are responsive to the needs of diverse organizations and communities.

The EDI Framework will be utilized in a wide variety of manners including, but not limited to strategic planning, internal policies and procedures, goal setting, and service delivery models.

SUBJECT: Equity, Diversity and Inclusion Framework (HUR19019(b)) (City Wide)
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Equity, Diversity, and Inclusion Framework

The EDI Framework is not the end goal, but rather it is part of an ongoing and iterative process. It requires an in-depth understanding of our current state and our desired future state. Appendix “A” to Report HUR19019(b) illustrates the City of Hamilton Framework as we work towards embedding EDI into our thought processes, decision making, and corporate culture. This standardized approach will directly contribute to enhanced decision making and organizational outcomes by embedding EDI principles into the foundation of all we do.

Business Case:

A key component of the framework is to understand the business case supporting EDI and, perhaps more importantly, the impact and cost associated with not integrating EDI in the organization. Numerous studies have shown that enhancing Equity, Diversity and Inclusion in an organization results in better service delivery, improved perception as employer of choice, improved employee engagement and retention with reduced voluntary attrition.

Communications Plan:

For both our employees and community, clear communication and messaging is required to ensure consistent understanding of the EDI Framework and intended outcomes. An overall Communication Plan will assist in both staff training and reinforcement of key messaging, as well as provide timely responses to emerging issues.

Data Collection:

Staff have been actively collecting a variety of data in support of establishing EDI baseline measures and analyzing data trends over time. This includes such metrics as:

- 1) Voluntary Demographic Collection – Volunteers
- 2) Voluntary Demographic Collection – Job Applicants
- 3) Voluntary Demographic Collection – Employees
- 4) OPS Survey

These tools will be enhanced by continuing a multi-pronged approach to collect organizational information.

SUBJECT: Equity, Diversity and Inclusion Framework (HUR19019(b)) (City Wide)
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Demonstrated Ownership:

One of the key themes heard throughout the organizational assessments was the need to clarify and identify ownership for EDI. It is imperative that the City Manager as the EDI Champion and Senior Leadership Team lead the organization to become more inclusive and foster an overall sense of belonging. City Council also has a key leadership role in ensuring staff are provided direction that embodies EDI principles.

Applied Action Plans:

Organizations also require accountability. The proposed Implementation Plan provides for clear deliverables and timelines to advance EDI as an organization wide priority. Training is a key component of the Implementation Plan in order to build capacity and understanding at all levels. This, in turn, will yield more positive outcomes for our staff and community through enhanced decision making.

Metrics and Measurement:

The Implementation Plan needs to have metrics to measure the success of the plan. These measurements will either confirm we are achieving the intended effect or identify opportunities in a timely manner to adjust the Plan to achieve the desired state.

1. Complete Cultural Assessment on an annual basis
2. Complete ELA 360 on annual basis
3. Employment Equity updates annually including applicant demographics
4. OPS Survey every three years
5. Diversity Competencies embedded in annual PAD process
6. EDI Goals identified in annual PAD process

This is an iterative process that requires continued assessments and evaluation of evolving and dynamic environments, organizational and Council priorities, and strategic directions.

Importance of Equity, Diversity and Inclusion Framework

The EDI Framework is important because there are many employees and citizens that are at risk of exclusion if City leaders are not aware of the impacts decisions have on these groups. These populations include, but are not limited to:

- Indigenous peoples
- LGBTQ2S
- Immigrants
- Persons with Disabilities

SUBJECT: Equity, Diversity and Inclusion Framework (HUR19019(b)) (City Wide)
- Page 7 of 14

- Persons living in Poverty
- Racialized People
- Rural Residents
- Women
- Youth
- Older Adults

These groups are traditionally more likely to face barriers, assumptions, stereotypes or discrimination when accessing services, employment, and other social benefits. An EDIFramework affects policies, procedures, and practices which lead to enhanced Equity, Diversity and Inclusion.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

The City of Hamilton has various policies that have relevance to the EDI Framework and associated work. These include:

- Equity and Inclusion Policy
- Harassment and Discrimination Prevention Policy
- Personal Harassment Prevention Policy
- Use of Indigenous Medicines Policy
- Code of Conduct
- Council/Staff Relationship Policy
- Recruitment Accommodation Procedure
- Employment Accommodation Procedure
- Flexible Work Arrangements Policy
- Protocol for Gender Identity and Gender Expression
- Recruitment and Selection Policy
- Substance Use Policy
- Telecommuting Policy
- Mental Health and Wellbeing Policy
- Workplace Breastfeeding Policy
- Violence in the Workplace Policy

Additionally, relevant legislation includes:

- Accessibility for Ontarians with Disabilities Act (AODA)
- Ontario Human Rights Code
- Employment Standards Act
- Ontario Occupational Health and Safety Act

SUBJECT: Equity, Diversity and Inclusion Framework (HUR19019(b)) (City Wide)
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As part of annual policy review process, the EDI framework, should be utilized as a tool to evaluate the various policies and inform possible required revisions. The EDI Steering Committee will serve as a resource for the Policy Review Committee to assist in this endeavor.

RELEVANT CONSULTATION

Extensive research has been done by Diversity staff on various models and methods to develop an EDI Framework and Implementation Plan. Internal consultation was conducted at monthly EDI Steering Committee meetings for the past year and through regular engagement with the Senior Leadership Team.

The City's Diversity staff have also consulted with the Municipal Network of Diversity and Inclusion which includes representatives from the cities of Toronto, Mississauga, Winnipeg, Edmonton, Calgary, Vancouver, Victoria, Saskatoon, and Halifax which have proven to be a valuable resource and sounding board for the framework and other related Diversity and Inclusion initiatives. This information was integral to the Recommendations related to the proposed structure. The chart below illustrates comparator structures of various municipalities.

Municipality	Population	Structure	Size of D&I Team	Investigation function
City of Toronto	2.732 million	The Equity & Human Rights Office sits with the People & Equity Division and includes: Director, Equity & Human Rights (reporting to the Chief People Officer) – 1 staff Human Rights - 7 staff Equity - 3 staff Gender Equity - 2 staff Accessibility - 3 staff	16 staff	The Human Rights team has responsibility for human rights / workplace investigations
City of Calgary	1.239 million	HR Consultant, Equity, Diversity and Inclusion Anti-Racism Organization Lead, Leader, Employee Experience Leader, Respect & Inclusion, Calgary Fire Dept	4 staff	The D&I team does not have responsibility for human rights / workplace investigations

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: Equity, Diversity and Inclusion Framework (HUR19019(b)) (City Wide)
- Page 9 of 14

Municipality	Population	Structure	Size of D&I Team	Investigation function
City of Winnipeg	705,000	Employees are within Corporate Human Resources, including the Diversity & Recruitment branch.	5 staff	The D&I team is not tasked with human rights/ workplace investigations
Waterloo Region	632,930	Employees have been temporarily seconded from several departments. There are plans for new FTEs including a Director and 4 employees to support EDI work.	5 seconded staff Future state is 5 FTEs	The D&I team is not tasked with human rights/ workplace investigations
City of Halifax	400,000	Office of Diversity & Inclusion and African Nova Scotian Affairs Integration Office (ANSAIO) Managing Director – 1 staff Advisors – 5 staff <ul style="list-style-type: none"> • Senior Advisor Diversity and Inclusion • French Services Advisor • Indigenous Community Engagement Advisor • Community Engagement – Planning & Development Advisor • Accessibility Services Advisor Local Immigration Partnership Coordinator – 1 staff African Nova Scotian Affairs Research Assistant Staffing – 1 staff	7 staff	The D&I team is not tasked with human rights / workplace investigations
City of Vancouver	631,500	This team is in the City Manager's (CAO) Office and reports into the City Manager Chief Equity Officer – 1 staff	3 staff (all full time)	The D&I team is not tasked with human rights / workplace investigations

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

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SUBJECT: Equity, Diversity and Inclusion Framework (HUR19019(b)) (City Wide)
- Page 10 of 14

Municipality	Population	Structure	Size of D&I Team	Investigation function
		Equity Consultant – 2 staff		
City of Saskatoon	246,400	Diversity Coordinator in Human Resources	1 staff	
Niagara Region	481,727	Program Manager – 1 staff 2 student interns	1 full-time staff 2 interns	The D&I team is not tasked with human rights / workplace investigations
City of Victoria	67,000	No dedicated D&I role		
Niagara Region	481,727	Program Manager 2 student interns	1 full-time staff 2 interns	The D&I team is not tasked with human rights / workplace investigations

Internally, the Urban Indigenous Strategy (UIS), a comparable organization-wide strategy, has a team supporting its implementation and overall sustainability. The UIS is supported by three (3) FTEs including a Manager, Senior Project Manager and Project Manager.

Similarly, the City's Age Friendly Plan is supported by one (1) Project Manager and a student co-op position.

The EDI Framework will support internal alignments with both established and developing EDI initiatives including the Urban Indigenous Strategy, the Hamilton Community Safety and Well-Being Plan; and Hamilton's 10-year Housing and Homelessness Action Plan. The Training Plan will assist in providing foundational cultural competency training across the organization and will enhance staff capacity to engage the recommendations related to training to support the UIS.

Alongside the EDI Framework, staff continue to address item (i) of the amended motion made at the September 19, 2019, GIC meeting to establish an EDI subcommittee of Council. Our research indicates that this is a unique to Hamilton proposed structure and the creation of the subcommittee will require Council participation in identifying the mandate and structure as well as membership going forward to ensure the intent of the motion is satisfied.

SUBJECT: Equity, Diversity and Inclusion Framework (HUR19019(b)) (City Wide)
- Page 11 of 14

ANALYSIS AND RATIONALE FOR RECOMMENDATION(S)

In conducting the research for this Recommendation Report, numerous models and approaches were reviewed and considered. What became apparent during this process is the need for organizations to customize their approach to EDI work by consulting with various stakeholders. This work was achieved through three levels of consultation;

1. Individual Employees
2. Systems and Structure
3. Leadership

The City of Hamilton's Strategic Plan clearly identifies the overall Vision and Mission. This has been supplemented with the Diversity and Inclusion Strategic Plan which was designed in alignment with the Corporate Strategy. A number of key initiatives and projects have been undertaken in the past several years which have led to our current state.

In order to move forward and advance towards our desired future state, a more focused and better resourced effort is required. This effort also requires identified accountabilities, defined measurables, and clear deliverables to ensure the Implementation Plan is positioned for success.

The Recommendations contained within this report will directly contribute to achieving these key elements.

ALTERNATIVES FOR CONSIDERATION

One alternative for consideration is to create a standalone Diversity and Inclusion Division that would report to the City Manager. The other Recommendations would remain the same. This model is frequently being used and is gaining in popularity, particularly in the area of post-secondary education as well as private industry. This approach, would require the same resource requests, but this action would accomplish a number of key goals:

- 1) Clearly communicate the priority this work has within the organization
- 2) Allow for dedicated resources and focus on Diversity and Inclusion work
- 3) Increase the effectiveness and timeliness of the deliverables related to EDI

SUBJECT: Equity, Diversity and Inclusion Framework (HUR19019(b)) (City Wide)
- Page 12 of 14

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Budget forecast of up to an estimated \$600,000 annually to cover associated salary and benefit costs. Would still require \$200,000 of funding from Reserves to cover costs of sourcing and delivering training as outlined above as well as the ongoing consultant costs relating to metric tracking.

Staffing: Would require the hiring of a new position at the Senior Leadership Team level to convey the organization's commitment to the newly created role in addition to the other three (3) FTEs to support the work.

Legal: None

Given the additional costs as well as the need for some preliminary foundational work, this option is not recommended at this time.

A second alternative for consideration would be to enlist the support of a Consultant(s) who specializes in Equity, Diversity and Inclusion work and have them manage this work as an ongoing project. This approach would relieve current staff from taking on additional duties but would not result in the same level of ownership or engagement from the organization's staff. There would also be significant financial cost in taking this approach and it would not increase the organizational capacity to perform this work.

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Budget forecast estimated of up to an additional \$200,000 annually to cover associated Consultant costs. Would still require \$200,000 of funding from Reserves to cover costs of sourcing and delivering training as outlined above for 2022 - 2023.

Staffing: None

Legal: None

Given the challenges associated with managing external consultants and the desire to have engaged ownership of the EDI process, this alternative is not recommended.

The third alternative for consideration would be to continue to utilize existing Human Resources, Diversity and Inclusion staff to perform this work and contract out the Harassment and Discrimination Investigations they currently perform.

SUBJECT: Equity, Diversity and Inclusion Framework (HUR19019(b)) (City Wide)
- Page 13 of 14

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Budget forecast estimated of up to an additional \$1,000,000 to \$1,500,000 annually to cover associated external investigator costs. Would still require \$200,000 of funding from Reserves to cover costs of sourcing and delivering training as outlined above for 2022 - 2023.

Staffing: None

Legal: None

This approach is not recommended due to the costs associated with external investigations at approximately \$30,000 to \$50,000 per formal investigation. In 2019, they performed 38 such investigations. In 2020, this team conducted 31 investigations, which would cost an estimated \$930,000 to \$1,550,000 annually if outsourced.

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Community Engagement and Participation

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

Economic Prosperity and Growth

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

Healthy and Safe Communities

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

Culture and Diversity

Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.

Our People and Performance

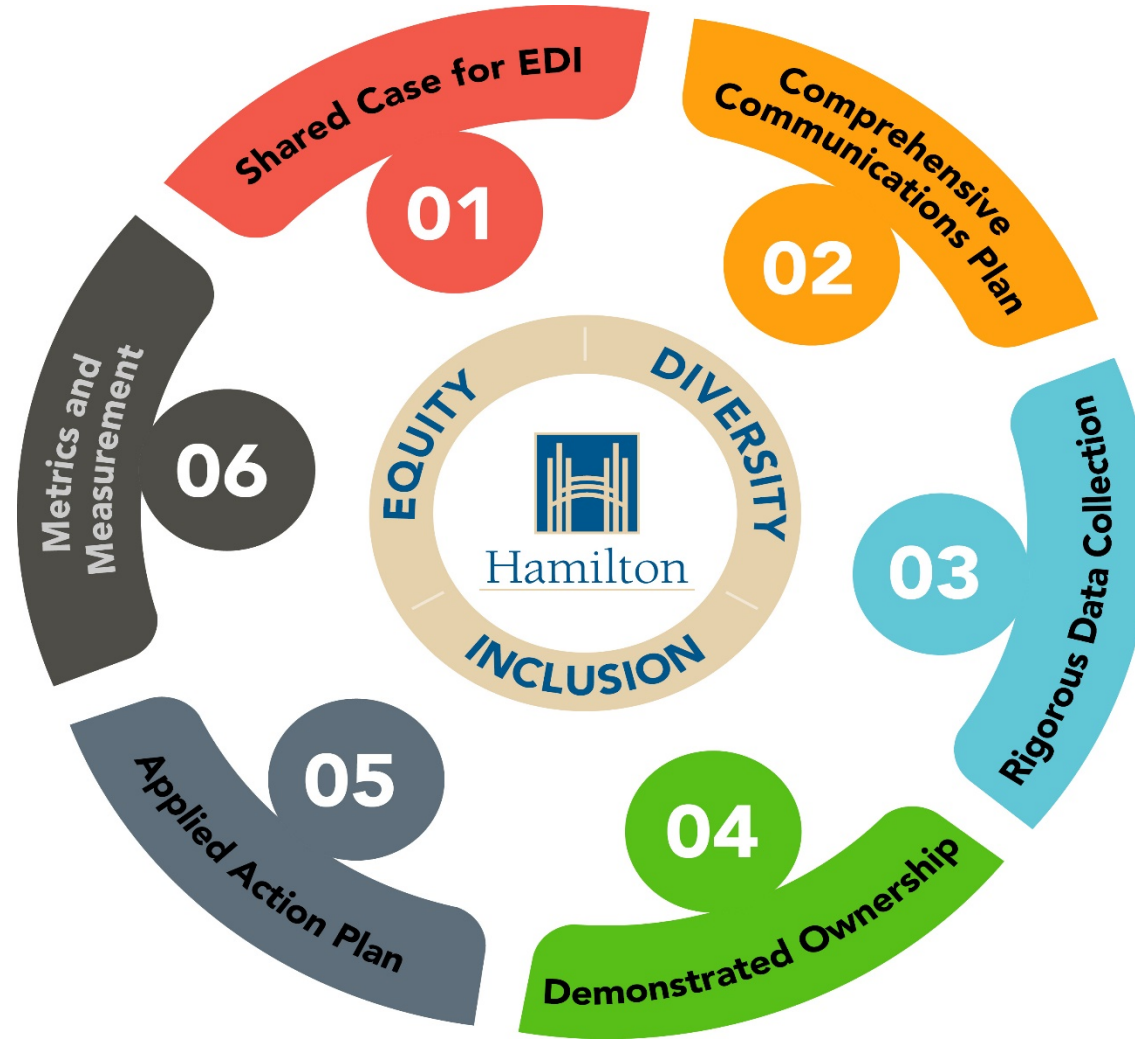
Hamiltonians have a high level of trust and confidence in their City government.

SUBJECT: Equity, Diversity and Inclusion Framework (HUR19019(b)) (City Wide)
- Page 14 of 14

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report HUR19019(b) – EDI Framework
Appendix "B" to Report HUR19019(b) – EDI Roadmap and Implementation Plan
Appendix "C" to Report HUR19019(b) – Training Timeline
Appendix "D" to Report HUR19019(b) – Training Plan
Appendix "E" to Report HUR19019(b) – Cultural Assessment Survey Results
Appendix "F" to Report HUR19019(b) – System Assessment
Appendix "G" to Report HUR19019(b) – Equity Toolkit Feedback

EDI Framework



Summary of EDI Roadmap and Implementation Plan

- ▶ High level overview of the EDI Roadmap; inclusive of the recommended systemic initiatives and EDI cultural behaviours, and the implementation plan; inclusive of timelines and behavioural sprints



Summary of EDI Roadmap

Summary of systemic initiatives

Following data collection and analysis from multiple sources – EDI diagnostic survey, Leader Interviews, Focus Groups, and a Senior Leadership Team Workshop- the following **systemic initiatives** were recommended in the EDI Framework

1

Business Case

Create EDI business case to outline the benefits of EDI and how it impacts business performance and the City’s overall objectives

Key Activities

- Assemble the EDI business case team
- Define the business case
- Implement business plans and set up review cycle
- Communicate business case

2

Communications Plan

Create a organization-wide communications plan that includes an EDI calendar, campaign and community events

Key Activities

- Broadcast Leadership’s commitment to EDI
- Create EDI communications campaign strategy
- Create EDI communications calendar
- Spread awareness of EDI learning events

3

Structured Performance Management

Implement targeted approaches to help retain employees and progress all employees fairly

Key Activities

- Assemble performance management and career progression subcommittee
- Enhance performance appraisal process
- Create targeted talent development programs
- Enhance talent mapping and succession planning
- Measure impact

Summary of EDI Roadmap

Summary of EDI cultural behaviours

Following data collection and analysis from multiple sources – EDI diagnostic survey, Leader Interviews, Focus Groups, and a Senior Leadership Team Workshop- the following **EDI cultural behaviours** were recommended in the EDI Framework.

4

Leader Commitment

Improve Senior Leadership communication to better cascade priorities to various levels within the organization

Key Activities

- Engage team with EDI content
- Define behavioural sprint, implement, reflect and engage, report back and iterate

5

Inclusive Collaboration

Actively seek out opportunities to involve others and regularly seek feedback on how to team more inclusively

Key Activities

- Encourage Feedback
- Incorporate the use of inclusive language
- Break down silos
- Define behavioural sprint, implement, reflect and engage, report back and iterate

6

Better Recognize and Promote Employees

Lead with an open-mind to drive more employee recognition

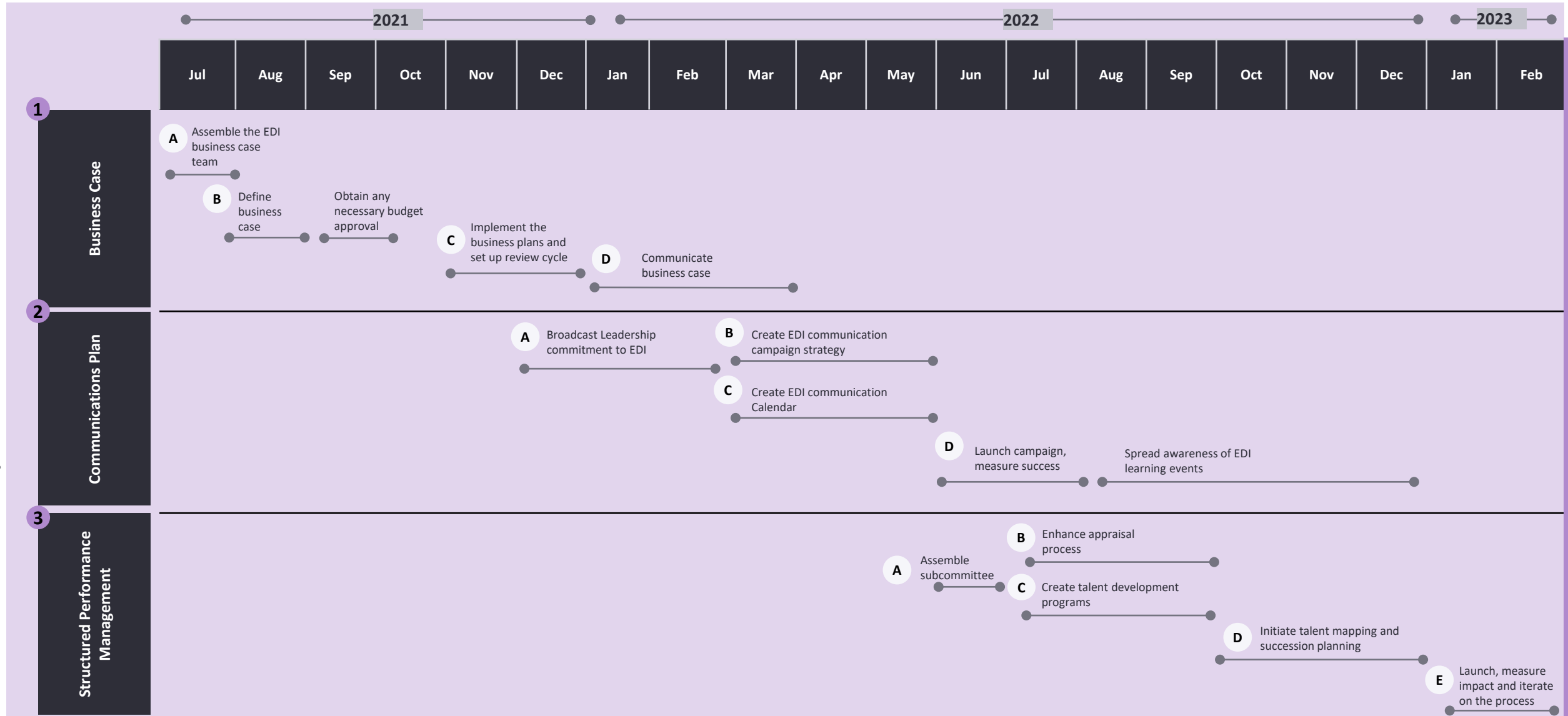
Key Activities

- Increase recognition
- Foster a work environment where varying opinions and ideas are welcome
- Define behavioural sprint, implement, reflect and engage, report back and iterate

Summary of Implementation Plan

Systemic Initiatives

This roadmap presents a time-based set of systemic initiatives to execute towards achieving a more equitable, diverse and inclusive organizational culture.



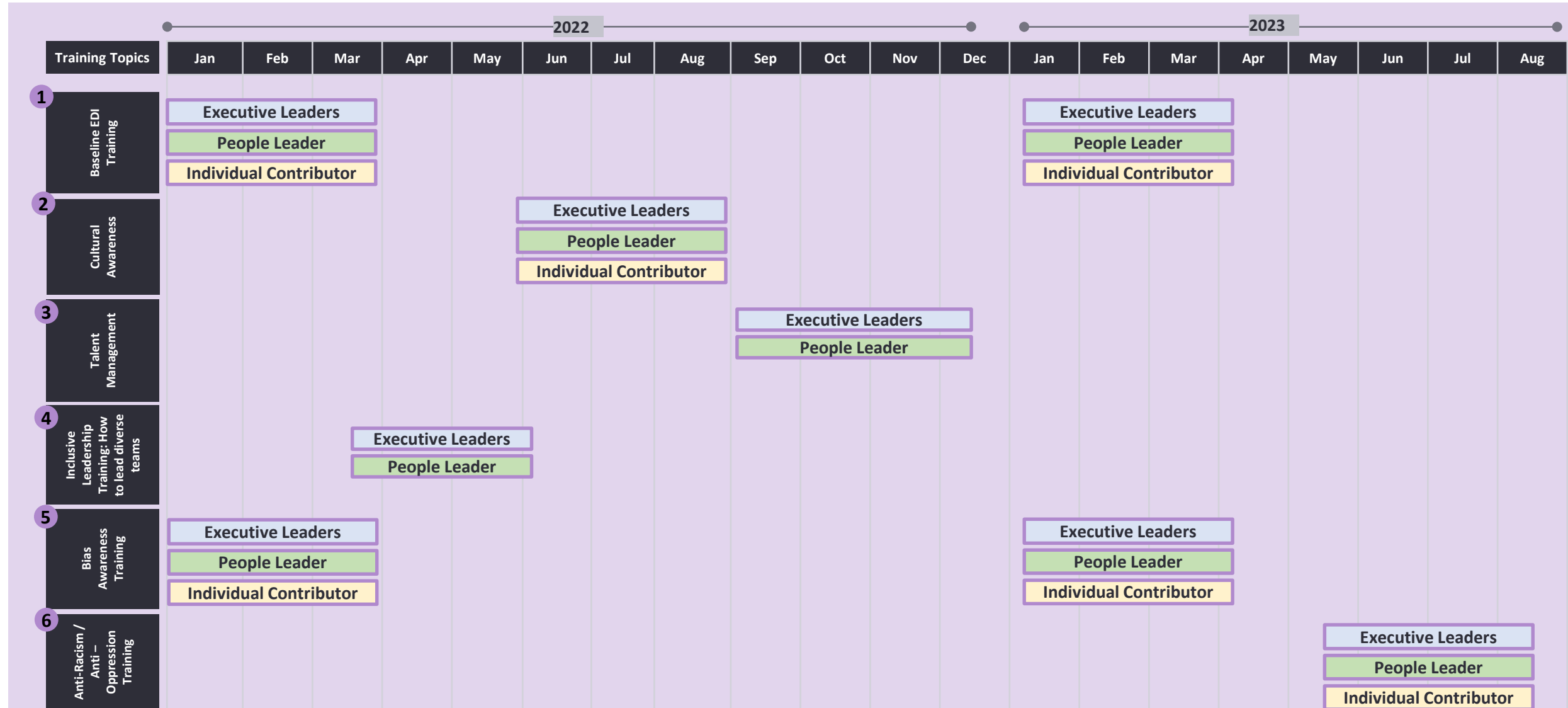
Summary of EDI Training Timeline

- ▶ High level summary of the EDI Training, timelines and delivery methods



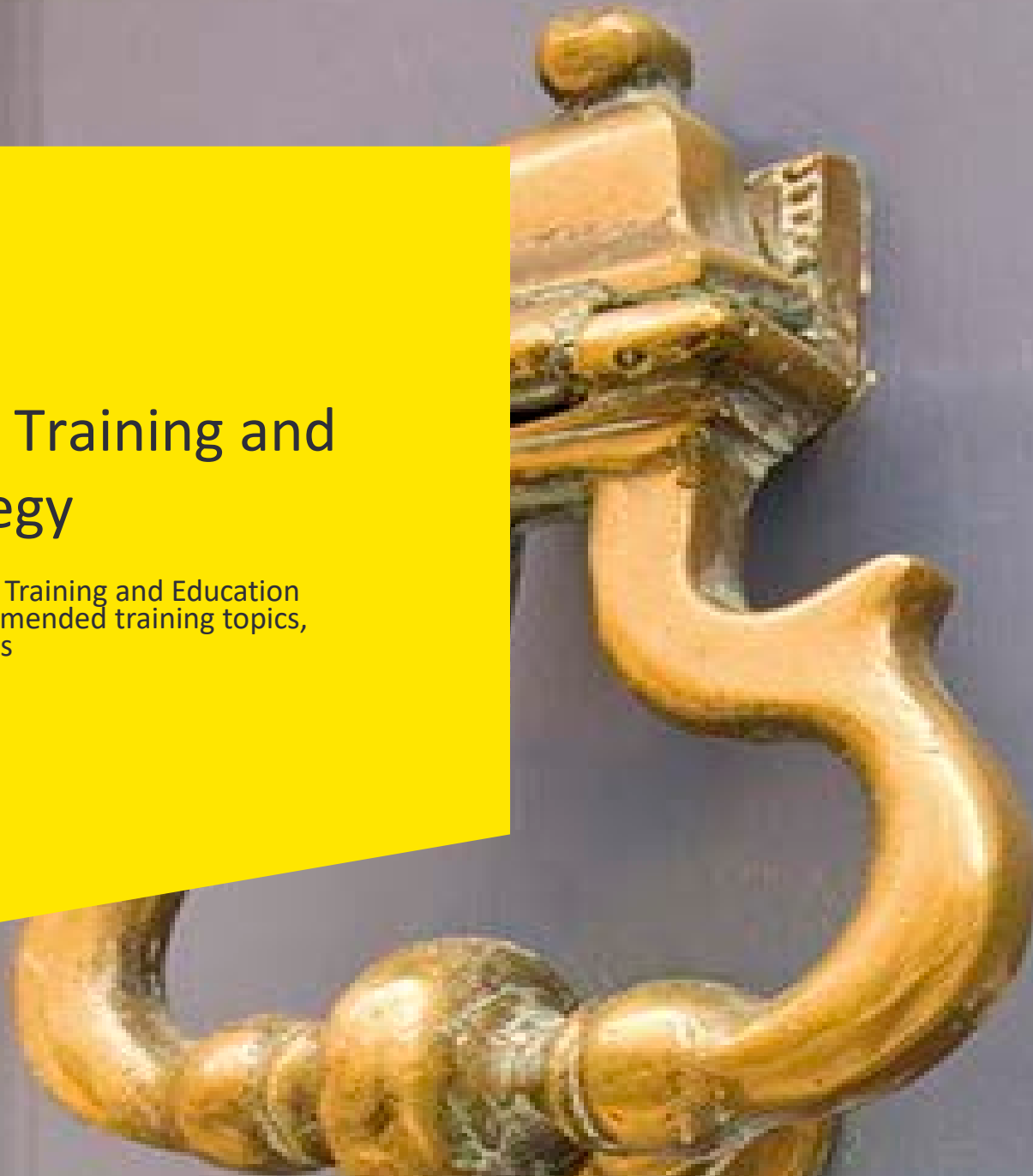
Summary of EDI Training and Education Strategy Recommended training timeline

Included below is a recommended timeline to execute training on the various recommended topics from slide 15.

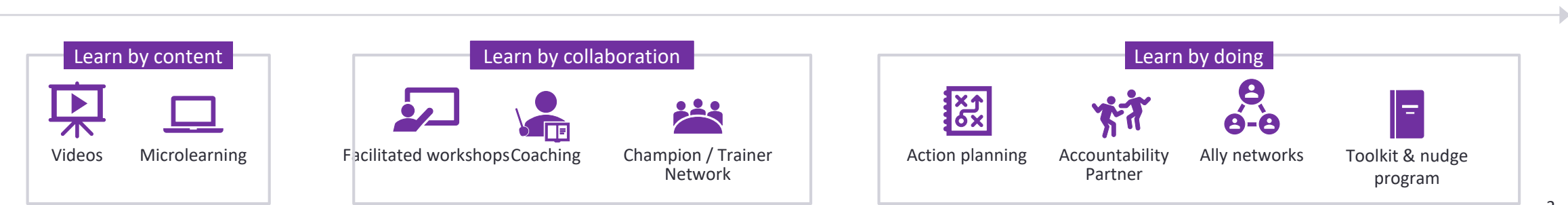
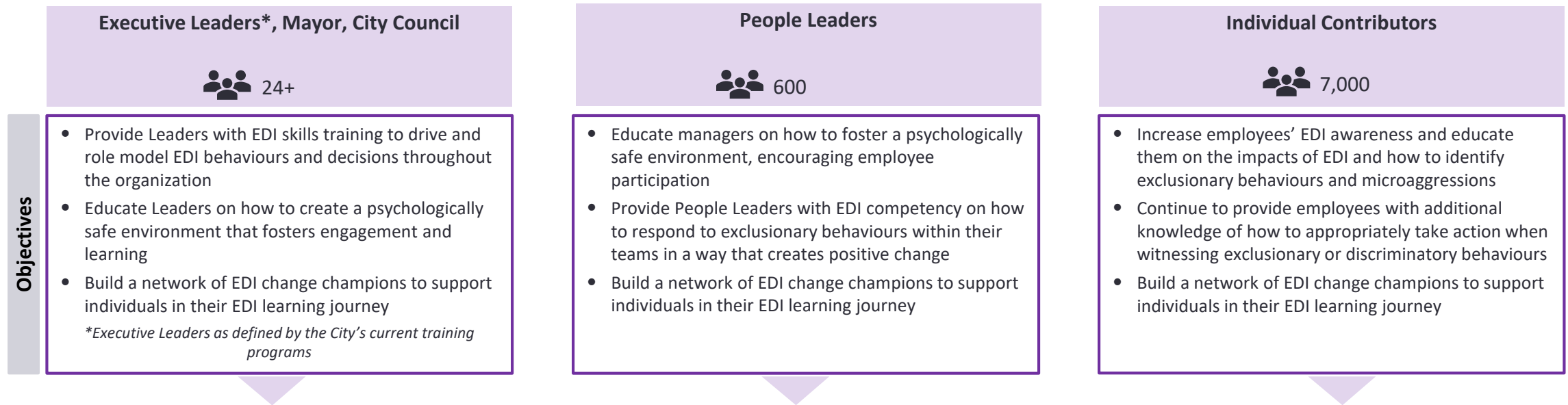


Summary of EDI Training and Education Strategy

- ▶ High level summary of the EDI Training and Education Strategy which includes recommended training topics, timelines and delivery methods



There are 3 major groups of stakeholders with different EDI journeys to consider. We recommend that each stakeholder group receive a mix of the following learning components to provide three types of learning, instilling a commitment to EDI with a sustainable change in behaviours.



Based on data collected with the EDI survey, Leader interviews, focus group sessions, and document review – it has been determined that a training focus in the following areas will have the greatest impact:

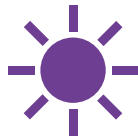
1. Baseline EDI Training

WHAT

- ▶ Intersectionality
- ▶ Inclusive Language
- ▶ Conflict Resolution
- ▶ Allyship and Bystander Intervention

WHO

- ▶ Executive Leaders
- ▶ People Leaders
- ▶ Individual Contributors



2. Cultural Awareness

WHAT

- ▶ Cultural Sensitivity
- ▶ Tools to reduce cross-cultural misunderstanding and encourage cross-cultural working relationships and community relations

WHO

- ▶ Executive Leaders
- ▶ People Leaders
- ▶ Individual Contributors



3. Talent Management

WHAT

- ▶ How to consider EDI within key talent processes; sourcing talent, attracting talent, hiring, training talent, performance management, succession, leaves of absence

WHO

- ▶ Executive Leaders
- ▶ People Leaders



4. Inclusive Leadership Training: How to lead diverse teams

WHAT

- ▶ Inclusive Leadership Behaviours
- ▶ Learning to listen and listening to learn
- ▶ Supporting employees undergoing a gender-affirming transition
- ▶ Empowering women
- ▶ Empowering minorities

WHO

- ▶ Executive Leaders
- ▶ People Leaders



5. Bias Awareness Training

WHAT

- ▶ Uncovering Unconscious bias – understand the various bias and how they might affect decision-making and interactions at work (ex. Name, Gender, The Halo Effect bias etc.)

WHO

- ▶ Executive Leaders
- ▶ People Leaders
- ▶ Individual Contributors



6. Anti-Racism/Anti-Oppression Training

WHAT

- ▶ Anti-Racism
- ▶ Privilege and Race Fluency
- ▶ Oppression and micro-aggressions

WHO

- ▶ Executive Leaders
- ▶ People Leaders
- ▶ Individual Contributors





Appendix E - Equity, Diversity and Inclusion Cultural Assessment Survey Results by Department

City of Hamilton
August 2021



01

Overall Results

EDI Diagnostic Survey Dashboard

The City of Hamilton has a cultural health of 55%. This ranks significantly below the sector benchmark of 73%. Workforce motivation, behavioural risk and trait positivity are all factored into the cultural health score. The main driver of the City's score is the 50%:50% split between positive and negative traits used by survey respondents to describe the culture at the City.

55%*

73%

= Moderate Cultural Health.
 A motivated workforce + low behavioural risk + highly positive (vs. negative) traits

■ Benchmark - compared to data from other municipalities

CURRENT CULTURAL HEALTH

Overall health score is determined from 3 inputs:

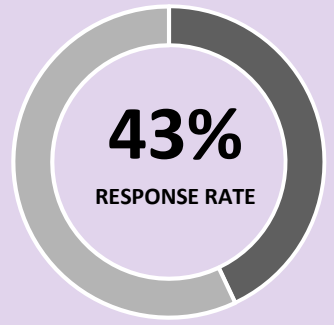


Our Workforce Motivation Today - How motivated your people say they are today

What we want to let go of: Behavioral Risk – How your people describe the negative aspects of your culture – that is, the type, frequency and severity of negative traits

How positive your culture is today: Positivity - Out of ten possibilities, how many positive traits (vs. negative) were chosen to describe your current culture

EDI Survey Participation



■ Responded ■ Did not respond

Behaviours to KEEP, START and STOP

KEEP	START	STOP
Customer-centric	Transparent	Undervalue people
Collaborative	Proactive	Stuck in our ways
Ethical	Well-organized	Overworked

- ▶ 56% of EDI survey respondents agree that the City has a diverse workforce
- ▶ 49% of EDI survey respondents agree that equity, diversity and inclusion is a priority for the City

The following results are reflective of the City Council's Department.

CURRENT CULTURAL HEALTH

Overall health score is determined from 3 inputs:

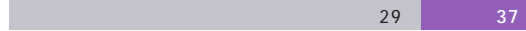


WORKFORCE MOTIVATION



Our Workforce Motivation Today - How motivated your people say they are today

BEHAVIOURAL RISK



What we want to let go of: Behavioral Risk – How your people describe the negative aspects of your culture – that is, the type, frequency and severity of negative traits

POSITIVITY



How positive your culture is today: Positivity - Out of ten possibilities, how many positive traits (vs. negative) were chosen to describe your current culture

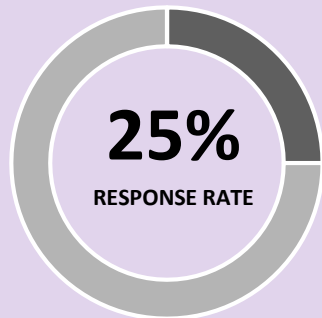
53%*

73%

= Moderate Cultural Health.
A motivated workforce + low behavioural risk + highly positive (vs. negative) traits

■ Benchmark - compared to data from other municipalities

EDI Survey Participation



■ Responded ■ Did not respond

Behaviours to KEEP, START and STOP

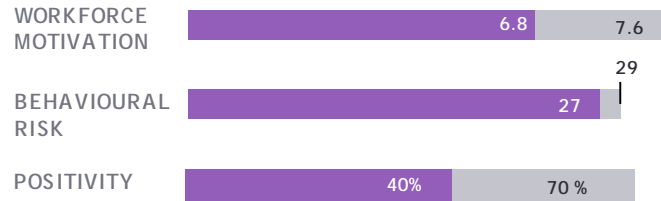
KEEP	START	STOP
Customer-centric	Curious / Always Learning	Resistant to Change
Accountable	Accountable	Lack Praise
Talent / People-Centric	Collaborative	Not Taking Responsibility

- ▶ #1 Motivator – Impact on Community
- ▶ #1 Risk – Not Taking Responsibility
- ▶ #1 Organizational Lever to make a change – Leadership
- ▶ 23% of EDI survey respondents agree that the City has a diverse workforce

The following results are reflective of the City Housing Department.

CURRENT CULTURAL HEALTH

Overall health score is determined from 3 inputs:



Our Workforce Motivation Today - How motivated your people say they are today

What we want to let go of: Behavioral Risk – How your people describe the negative aspects of your culture – that is, the type, frequency and severity of negative traits

How positive your culture is today: Positivity - Out of ten possibilities, how many positive traits (vs. negative) were chosen to describe your current culture

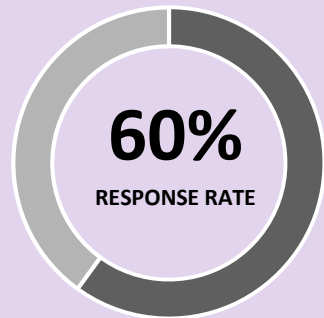
49%*

73%

= Moderate Cultural Health.
A motivated workforce + low behavioural risk + highly positive (vs. negative) traits

■ Benchmark - compared to data from other municipalities

EDI Survey Participation



■ Responded ■ Did not respond

Behaviours to KEEP, START and STOP

KEEP	START	STOP
Accountable	Transparent	Resistant to Change
Ethical	Open-minded	Undervalue People
Customer-centric	Well-organized	Disconnected

- ▶ #1 Motivator – Growth of Skills and Capabilities
- ▶ #1 Risk – Overworked
- ▶ #1 Organizational Lever to make a change – Teaming
- ▶ 58% of EDI survey respondents agree that the City has a diverse workforce

The following results are reflective of the City Manager's Department.

CURRENT CULTURAL HEALTH

Overall health score is determined from 3 inputs:

Your Score Benchmark



Our Workforce Motivation Today - How motivated your people say they are today

What we want to let go of: Behavioral Risk – How your people describe the negative aspects of your culture – that is, the type, frequency and severity of negative traits

How positive your culture is today: Positivity - Out of ten possibilities, how many positive traits (vs. negative) were chosen to describe your current culture

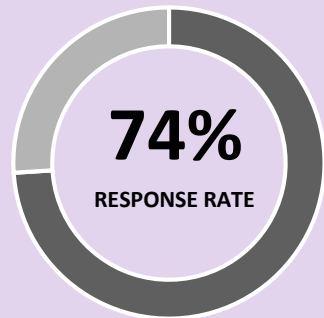
67%*

73%

= Moderate Cultural Health.
A motivated workforce + low behavioural risk + highly positive (vs. negative) traits

■ Benchmark - compared to data from other municipalities

EDI Survey Participation



■ Responded ■ Did not respond

Behaviours to KEEP, START and STOP

KEEP	START	STOP
Collaborative	Empowering	Stuck in our ways
Customer-centric	Proactive	Overworked
Accountable	Innovative	Resistant to Change

- ▶ #1 Motivator – Growth of Skills and Capabilities
- ▶ #1 Risk – Overworked
- ▶ #1 Organizational Lever to make a change – Talent Acquisition & Development
- ▶ 50% of EDI survey respondents agree that the City has a diverse workforce

The following results are reflective of the Corporate Services Department.

CURRENT CULTURAL HEALTH

Overall health score is determined from 3 inputs:



Your Score Benchmark

Our Workforce Motivation Today - How motivated your people say they are today

What we want to let go of: Behavioral Risk – How your people describe the negative aspects of your culture – that is, the type, frequency and severity of negative traits

How positive your culture is today: Positivity - Out of ten possibilities, how many positive traits (vs. negative) were chosen to describe your current culture

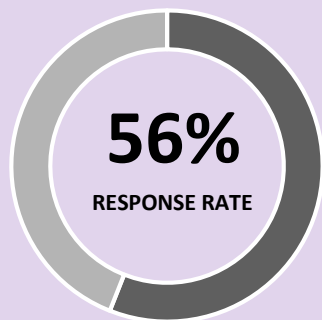
66%*

73%

= Moderate Cultural Health.
A motivated workforce +
low behavioural risk
+ highly positive (vs.
negative) traits

■ Benchmark - compared to data from other municipalities

EDI Survey Participation



■ Responded ■ Did not respond

Behaviours to KEEP, START and STOP

KEEP	START	STOP
Customer-centric	Proactive	Stuck in our ways
Accountable	Transparent	Undervalue people
Ethical	Recognition focused	Overworked

- ▶ #1 Motivator – Growth of Skills and Capabilities
- ▶ #1 Risk – Not taking responsibility
- ▶ #1 Organizational Lever to make a change – Talent Acquisition & Development
- ▶ 64% of EDI survey respondents agree that the City has a diverse workforce

The following results are reflective of the Healthy and Safe Communities Department.

CURRENT CULTURAL HEALTH

Overall health score is determined from 3 inputs:



Our Workforce Motivation Today - How motivated your people say they are today

What we want to let go of: Behavioral Risk – How your people describe the negative aspects of your culture – that is, the type, frequency and severity of negative traits

How positive your culture is today: Positivity - Out of ten possibilities, how many positive traits (vs. negative) were chosen to describe your current culture

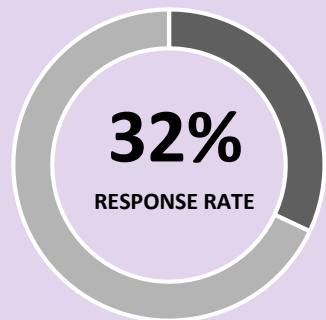
60%*

73%

= Moderate Cultural Health.
A motivated workforce + low behavioural risk + highly positive (vs. negative) traits

Benchmark - compared to data from other municipalities

EDI Survey Participation



Responded Did not respond

Behaviours to KEEP, START and STOP

KEEP	START	STOP
Collaborative	Transparent	Undervalue people
Customer-centric	Proactive	Overworked
Adaptive	Empowering	Micromanaged

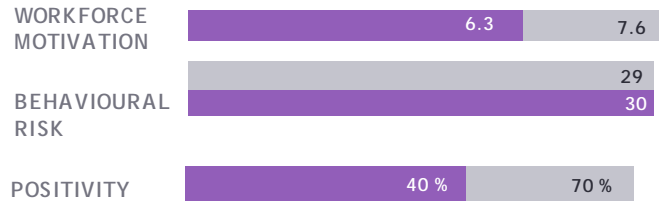
- ▶ #1 Motivator – Growth of Skills and Capabilities
- ▶ #1 Risk – Overworked
- ▶ #1 Organizational Lever to make a change – Teaming
- ▶ 53% of EDI survey respondents agree that the City has a diverse workforce

The following results are reflective of the Planning and Economic Development Department.

CURRENT CULTURAL HEALTH

Overall health score is determined from 3 inputs:

Your Score Benchmark



Our Workforce Motivation Today - How motivated your people say they are today

What we want to let go of: Behavioral Risk – How your people describe the negative aspects of your culture – that is, the type, frequency and severity of negative traits

How positive your culture is today: Positivity - Out of ten possibilities, how many positive traits (vs. negative) were chosen to describe your current culture

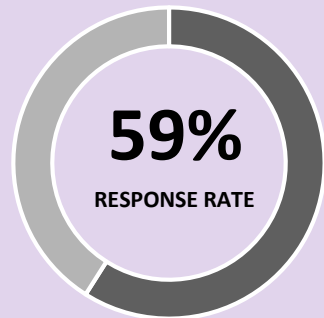
46%*

73%

= Moderate Cultural Health.
A motivated workforce + low behavioural risk + highly positive (vs. negative) traits

■ Benchmark - compared to data from other municipalities

EDI Survey Participation



■ Responded □ Did not respond

Behaviours to KEEP, START and STOP

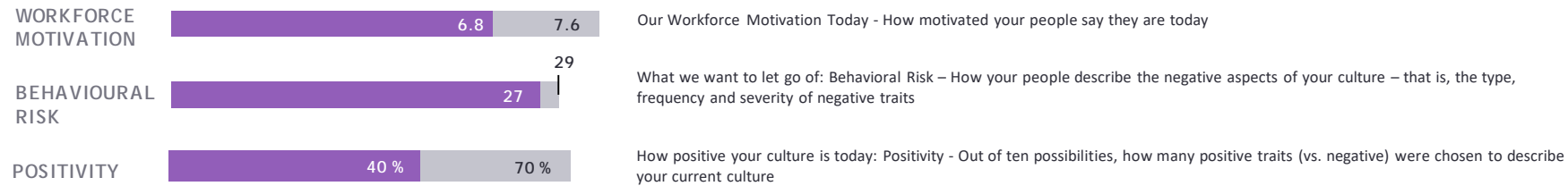
KEEP	START	STOP
Customer-centric	Transparent	Undervalue people
Ethical	Proactive	Overworked
Collaborative	Talent / People-centric	Playing Favourites

- ▶ #1 Motivator – Growth of Skills and Capabilities
- ▶ #1 Risk – Overworked
- ▶ #1 Organizational Lever to make a change – Teaming
- ▶ 54% of EDI survey respondents agree that the City has a diverse workforce

The following results are reflective of the Public Works Department.

CURRENT CULTURAL HEALTH

Overall health score is determined from 3 inputs:



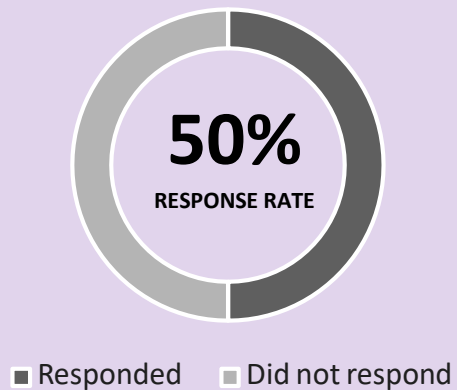
49%*

73%

= Moderate Cultural Health.
A motivated workforce + low behavioural risk + highly positive (vs. negative) traits

Benchmark - compared to data from other municipalities

EDI Survey Participation



Behaviours to KEEP, START and STOP

KEEP	START	STOP
Customer-centric	Transparent	Stuck in our ways
Accountable	Proactive	Undervalue people
Collaborative	Well-organized	Micromanaged

- ▶ #1 Motivator – Growth of Skills and Capabilities
- ▶ #1 Risk – Not taking responsibility
- ▶ #1 Organizational Lever to make a change – Teaming
- ▶ 61% of EDI survey respondents agree that the City has a diverse workforce

Base EDI Survey Results

- ▶ Culture Health Index of Motivation, Positivity, and Behaviour Risk
- ▶ Top Behavioural Traits
- ▶ Aspects of your operating environment that most and least support your values
- ▶ Priority areas to shift the culture
- ▶ Behaviours to KEEP, STOP and START
- ▶ Motivators for your people to shift the culture
- ▶ Culture risk by severity
- ▶ Top traits employees want to see in their leaders



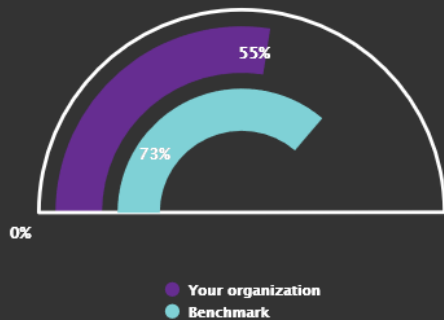
CULTURE RESULTS - OVERALL RESULTS

The EDI survey dashboard results provide insight into different cultural elements of your organization such as your cultural health and top current cultural traits.

Cultural Health

55%
Moderate Cultural Health

Cultural Health
= a motivated workforce + highly positive (vs. negative) traits + low behavioral risk



The above Culture Health Score is comprised of the following three metrics. Improving any one of them (i.e., increasing workforce motivation / engagement, improving your ratio of positive to negative traits selected to describe your current culture, and lowering your behavioral risk) will improve your overall Cultural Health.

Workforce Motivation	Positivity	Behavioral Risk
6.7	50 %	27
7.6	70 %	29

INSIGHTS

- ▶ Cultural health is significantly lower than benchmark, driven primarily by an evenly divided sentiment
- ▶ Of the top 10 traits selected by City of Hamilton employees to describe the culture, 50% were selected from the negative half of a 60-trait list

Current Cultural Traits

Positivity = 50 %

The Positivity Score is calculated by the number of positive traits that were chosen out of 10 total traits to describe the current culture.

Benchmark

- % Selected as positive trait
- % Selected as negative trait
- Selected Start traits
- Selected Keep traits
- Selected Stop traits

Circle to the right of the bars indicates the trait was selected as a top 15 keep(yellow), stop(red) or starts(green) trait. The number in the center indicates the traits' selected ranking.

Top traits selected to describe your current culture. The traits that appear must have been selected by over 19.9% of the respondents (default view displays no more than ten traits). Click the '+' to see how all 60 positive and negative traits were ranked today.

Current positive

Process-oriented - 38%
Challenging - 37%
Collaborative - 33%
Results-driven - 30%
Adaptive - 27%

Benchmark Score

Current negative

Bureaucratic - 37%
Overworked - 36%
Undervalue people - 30%
Stuck in our ways - 27%
Hierarchical - 27%

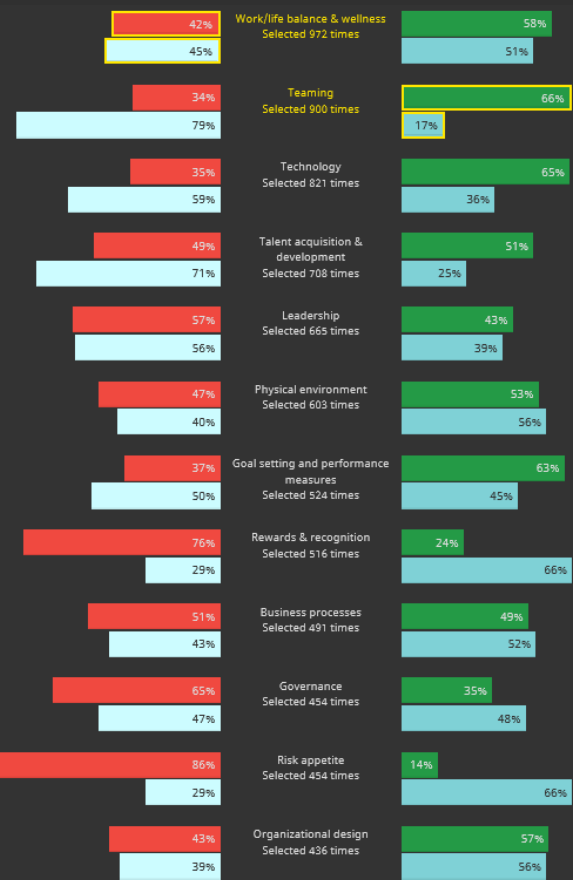
Benchmark Score



RESULTS - ORGANIZATIONAL LEVERS

The data outlined below shows which aspects of your operating model/operating environment most and least support your values. Green indicates it was selected as supportive. Red indicates it was selected as acting against your values. It also indicates which organizational levers to prioritize to begin evolving your culture.

Levers that Support City of Hamilton Values

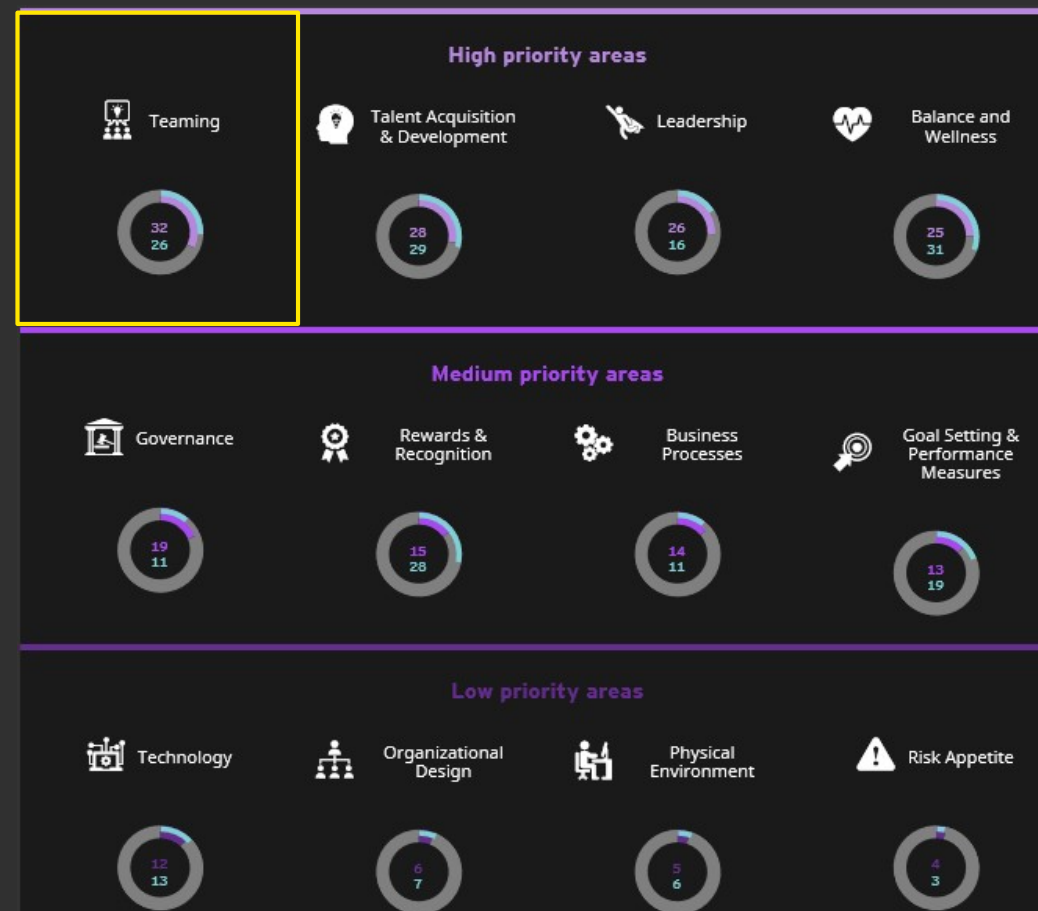


Least Supportive (% selected) █ Benchmark █ Most Supportive (% selected) █

INSIGHTS

- ▶ Teaming was identified as the #1 lever to prioritize
- ▶ Similarly, it was identified as the #1 lever that most supports City of Hamilton's values
- ▶ In both cases, the results were also significantly above benchmark; this means that this is a unique opportunity for City of Hamilton

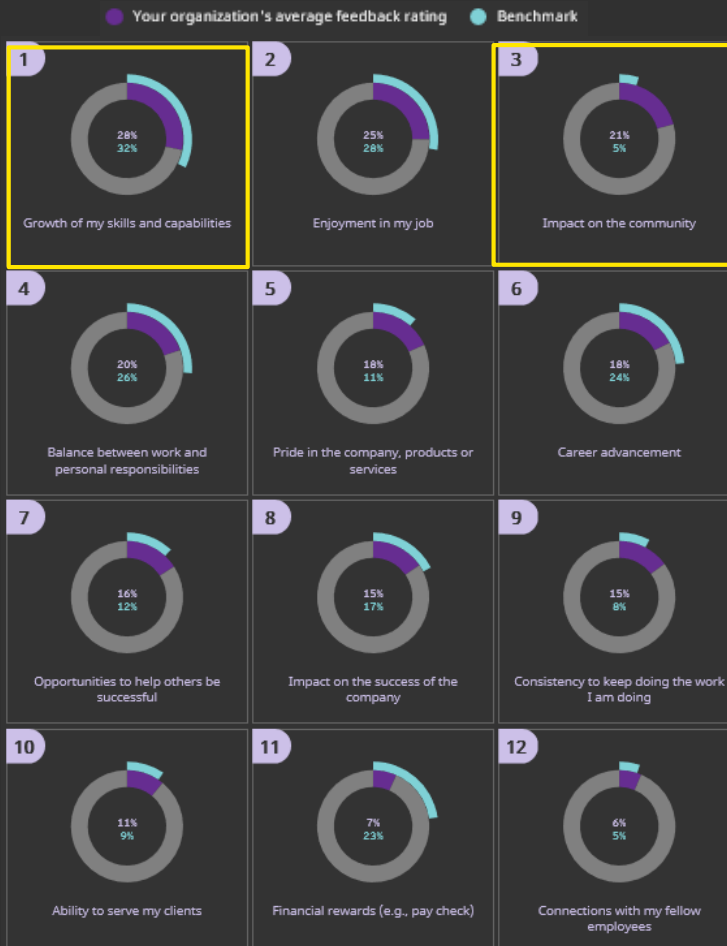
Levers to Prioritize to Shift the Culture



RESULTS - ORGANIZATIONAL MOTIVATORS

Motivating people to change the way they work is at the core of evolving culture. Culture adoption activities should be informed by what your people hope to gain by making the shift. The data below outlines what are key motivators for your employees alongside the current and potential motivation levels of the organization.

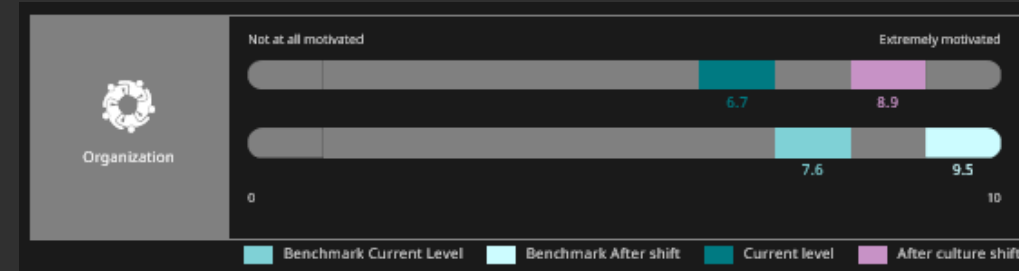
Motivators



INSIGHTS

- ▶ 'Growth of my skills' was rated the #1 motivator amongst employees
- ▶ 'Impact on the community' was ranked as the #3 motivator for City of Hamilton, it ranked significantly higher than the benchmark for this motivator (5%)
- ▶ City of Hamilton employees are currently slightly less motivated than the benchmark, but share a similar gap between current and potential motivation

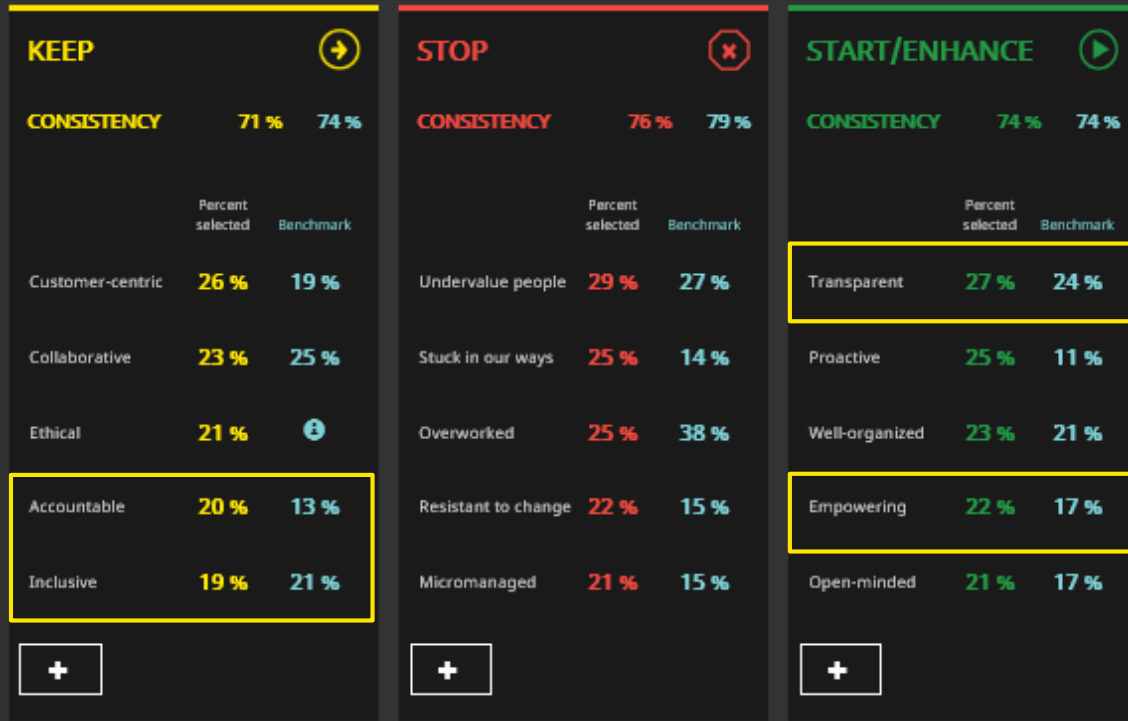
Current and Potential Motivation



CULTURE RESULTS - ORGANIZATIONAL BEHAVIOURS

These are the traits **your people selected to keep, stop and start** when describing your current and desired culture. The consistency scores for keep, stop and start reflect how consistently your culture is described. Specifically, it is the percent of your respondents who selected one of your top 5 most-selected traits.

Behaviours to Keep, Stop and Start



Current and Potential Behaviour Frequency



RESULTS - CULTURE RISK

This chart identifies how much and where culture risk may exist based on respondents' selections of traits to stop or de-emphasize in the organization. The Trait Risk Score is calculated based on the selection rate, occurrence and severity of each trait respondents selected to stop or de-emphasize.

Risk Culture Score by Trait (from highest to lowest severity weight)

INSIGHTS

- ▶ 'Not taking responsibility' was rated the **most severe** culture risk across all departments with a significantly high severity in the Planning & Economic Development department
- ▶ 'Lack of Inclusion' was ranked as the second most severe culture risk in all departments excluding City Council

	Overall Trait Score	City Manager's Office	Corporate Services	Planning & Economic Development	Public Works	City Council	City Housing Hamilton	Healthy & Safe Communities	
Not taking responsibility Benchmark	29 6.07	27	27	48	31	28	31	29	High
Lack of inclusion Benchmark	25 6.05	24	24	29	25	-	24	26	
Controlling Benchmark	22 6.07	20	16	17	24	-	23	22	Risk
Disrespectful Benchmark	21 5.99	20	28	-	21	24	21	-	
Fear Benchmark	20 6.04	20	21	20	18	0	24	20	Low

- The risk score is comprised of the severity of the trait (ranging from a severity of low (1) to high (3)), the frequency it was selected and the level to which it exists in the organization (ranging from 1 to 10)
- 0 = low severity, low frequency and low existence
- 100 = highest severity, 100% frequency and existence of 10

Benchmark



Data for functions with fewer than 5 respondents is represented by a dash and not shown for confidentiality purposes.

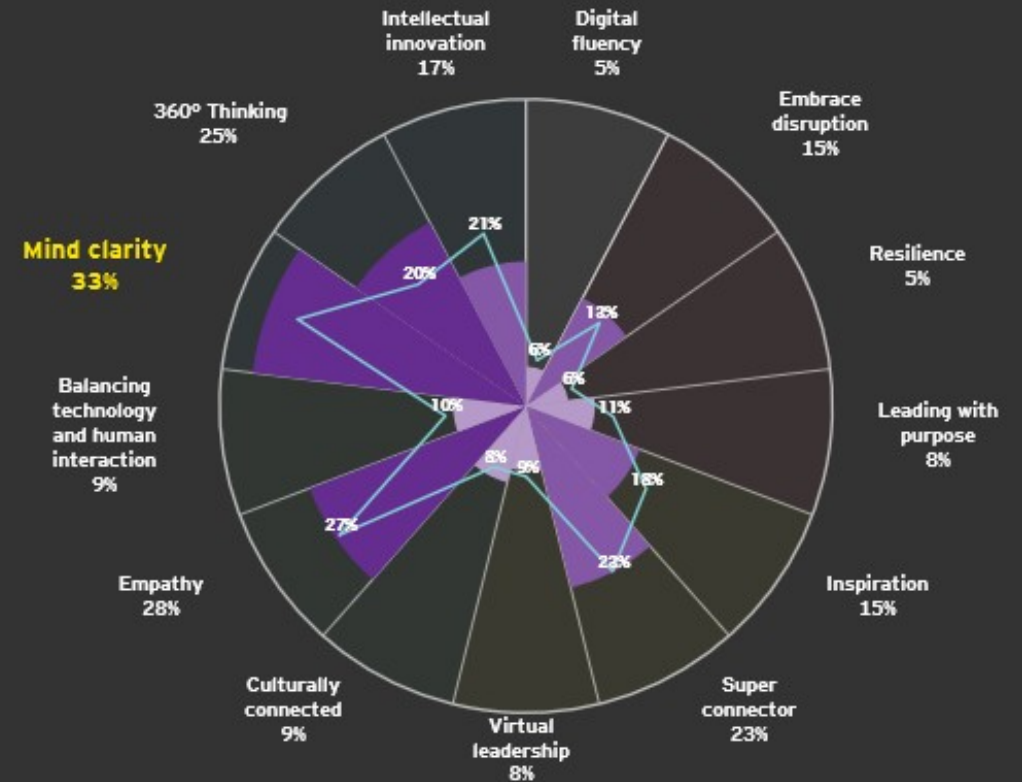
RESULTS - LEADER TRAITS

Leaders play a critical role in modeling the desired ways of working for the organization. This chart identifies the traits that the City's employees want to see most in their leaders.

INSIGHTS

- ▶ The distribution of traits selected is very similar to benchmark organizations
- ▶ The top 3 most important leader traits in order of selection are 'mind clarity', 'empathy' and '360 thinking'
- ▶ By definition of the 'mind clarity' trait, City employees most want their leaders to 'be fully present and lead with an open mind'
- ▶ By definition of the 'empathy' trait, they also want their leaders to 'understand the perspective of others'

Leadership Traits



Benchmark



▲ Least needed (0% - 9%)
 ▲ Somewhat needed (10% - 24%)
 ▲ Most needed (25% - 100%)
 — Benchmark
 T Most needed

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City of Hamilton Systems Review

The better the question. The better the answer.
The better the world works.



Building a better
working world



ENABLING OUR DELIVERY OF SERVICES: EY'S EDI FRAMEWORK (GES)

The Global Equality Standard (GES) framework examines culture and EDI from every angle, providing a robust and comprehensive assessment

35 GES Framework Components



You'll get ...

A summary of your established current state and remediation priorities.

Engaged stakeholders across the organization, no matter their physical location.

A tailored, practical EDI strategy with recommendations to support accessibility targets, continual improvement and leading practices.



ENABLING OUR DELIVERY OF SERVICES: EY'S EDI FRAMEWORK (GES)

The GES has been utilized with over 150 organizations and will be tailored to the City of Hamilton's unique operating context

- Enable strategic EDI proficiency planning by establishing the current state and key priority areas for remediation
- Engage people right across the organization and promote inclusion in the assessment process from the very start
- Provide demonstratable evidence that GES implementation has led to greater talent attraction and retention and winning more business

There are 5 levels of EDI Maturity in the Global Equality Standard:

	Level 1 Compliance "Us and them"	Level 2 Complacency "We are all the same, really"	Level 3 Awareness "I can be myself"	Level 4 Integration "Diversity helps us innovate"	Level 5 Inclusion "Diversity drives our business growth"
Features	<ul style="list-style-type: none"> • Judgmental, clichéd view of cultural ✓ Policies focused on regulatory requirements 	<ul style="list-style-type: none"> • Overemphasis of mutual characteristics, hiding appreciation of others' qualities ✓ Limited EDI data collected but not proactively analyzed 	<ul style="list-style-type: none"> • Recognize and value difference • Recognition of the barriers ✓ Strategy in place but limited follow through ✓ Leadership commitment ✓ Defined business case for EDI ✓ Limited metrics ✓ Networks driving change 	<ul style="list-style-type: none"> • Deep understanding at all levels • Clear ownership and accountability ✓ High level of leadership accountability ✓ EDI data used to reshape the strategic approach ✓ Business case for diversity fully embedded 	<ul style="list-style-type: none"> • A core component of business activity and process ✓ Actions implemented ✓ Lessons learned fed into continuous improvement, future strategy and plans ✓ Leaders role modelling EDI ✓ Dedicated budget and resources
Impact	<ul style="list-style-type: none"> • Business disruption through high attrition and absenteeism 	<ul style="list-style-type: none"> • "Don't ask, don't tell" culture stifles team spirit and creativity 	<ul style="list-style-type: none"> • Business starts to understand, through evidence, the positive impact of EDI • Staff feel valued and safe 	<ul style="list-style-type: none"> • Increase in engagement scores • Staff seeking mentors and taking responsibility for EDI 	<ul style="list-style-type: none"> • Employee resource groups drive corporate priorities • Business lines report higher profit margins and sales • Staff are passionate brand ambassadors

Summary of results

Using EY’s Global Equality Standard (GES), we were able to assess the current state of EDI within the City. The table below gives a snapshot of which competencies were met, partially met, and not met. Findings represent a snapshot in time, and activities in the business may have progressed since the assessment was conducted. Your overall GES score is outlined against our scoring criteria below:

GES assessment criteria

The Global Equality Standard (GES) consists of 35 competencies, each of which will be graded ‘Met’, ‘Partially met’ or ‘Not met’. The criteria for each of these grades is as set out below.

Grading	Definition
Met	Your organization presented a variety of leading practice evidence that demonstrates that you are fully compliant with this competency. The evidence presented is consistent throughout and embedded in the culture of the organization.
Partially met	Your organization presented partial evidence but there are some significant gaps. The gaps could include (but not exclusively limited to): areas where the evidence provided is inconsistent or incomplete, areas requiring further development.
Not met	Your organization presented no documentary or qualitative evidence to demonstrate compliance with this competency. We consider there to be a significant issue which requires immediate attention.

To achieve GES certification requires:

1. 25 competencies to be graded ‘Met’
2. A minimum of 3/5 competencies graded ‘Met’ within each of the GES’ 7 pillars
3. 0 competencies to be graded ‘Not met’

City of Hamilton’s GES results are as follows:

- 10** Competencies graded ‘Met’
- 24** Competencies graded ‘Partially met’
- 1** Competencies graded ‘Not met’

3/7 Pillars met (min of 3/5 competencies met in each)



In order to meet the GES standard the City will need to make the necessary improvements to the competencies that were graded, ‘Partially met’ or ‘Not met’. As noted above a minimum of 25 competencies will need to be graded ‘Met’ and 3/5 of each of the 7 pillars need to be graded ‘Met’. More detail on the structure is included in Appendix F.

City of Hamilton’s results against each of the 35 competencies with the GES framework

1	Core components EDI	2	Your talent	3	Your businesses	4	Your people	5	Your leadership	6	Your relationships	7	Review and measurement
●	1.1 Culture	●	2.1 Talent attraction	●	3.1 Strategy	●	4.1 Feedback mechanism	●	5.1 Commitment & accountability	●	6.1 External relationships & CSR	●	7.1 Pay gap
●	1.2 Policies & practices	●	2.2 Recruitment & onboarding	●	3.2 Bias	●	4.2 Mental health & wellbeing	●	5.2 Visibility & messaging	●	6.2 Supplier relationships	●	7.2 Data analysis
●	1.3 Engagement survey	●	2.3 Appraisal & performance monitoring	●	3.3 Business case	●	4.3 Flexible working	●	5.3 Inclusive leadership	●	6.3 Customer insight	●	7.3 Action planning & implementation
●	1.4 Targeted training	●	2.4 Career progression	●	3.4 Governance	●	4.4 Adjustments & accessibility	●	5.4 Senior level scrutiny	●	6.4 Industry insight & regulations	●	7.4 Review
●	1.5 Communications	●	2.5 Learning & development	●	3.5 Setting priorities	●	4.5 Caring responsibilities	●	5.5 Middle management	●	6.5 Human rights & modern slavery	●	7.5 Measuring impact
1/5		3/5		0/5		3/5		0/5		3/5		19 0/5	
-		✓		-		✓		-		✓		-	

Summary of results

Findings against protected characteristics

The GES is a holistic assessment which seeks to ensure all legal regulations have been considered and the eleven protected characteristics have been supported.

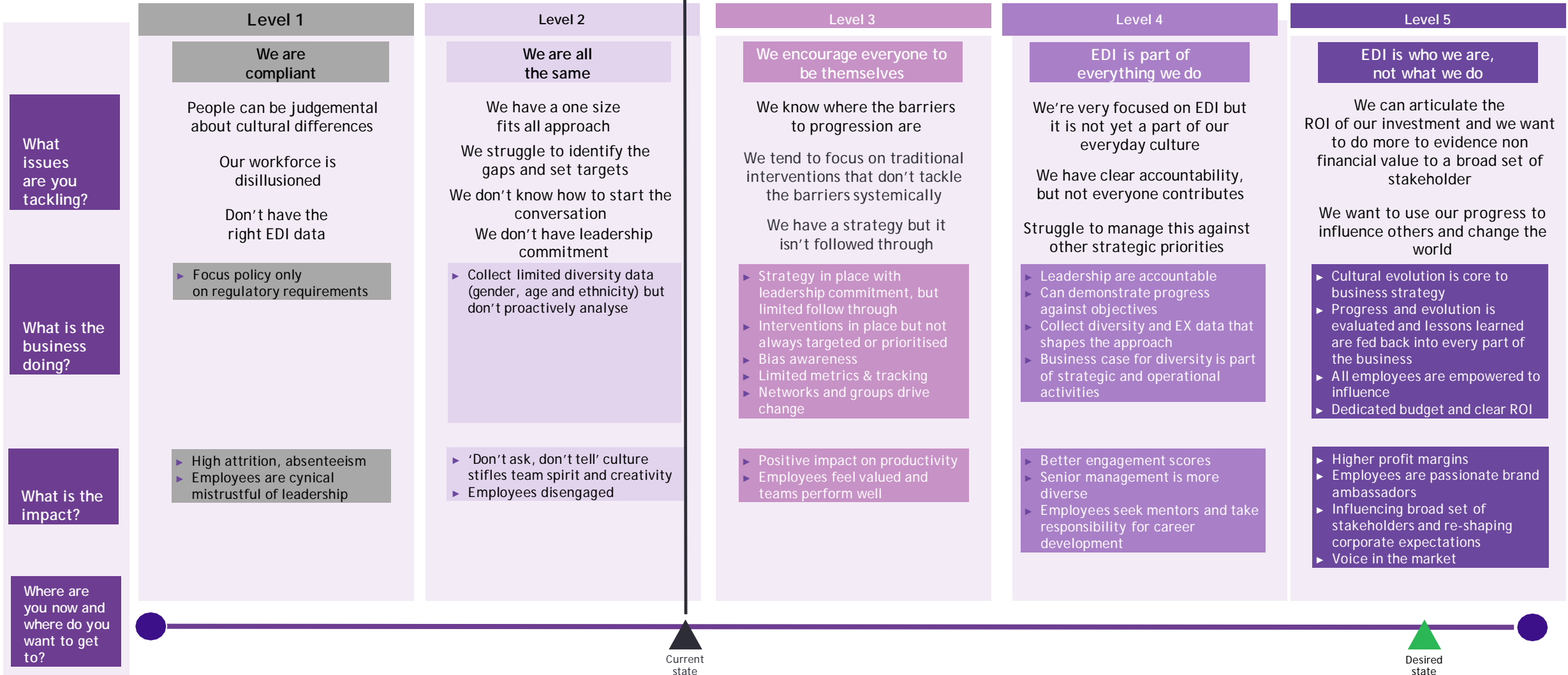
The table to the right is a summary of legal regulations and key activities which relate to each of the protected characteristics.

Protected characteristic	Summary of legal regulations	✓ Compliant with gender pay reporting	✓ Compliant with flexible working regulations	✓ Anti-Sweatshop Policy		
	Age	No evidence of non-compliance with the Employment Equity Act	Capture of age-related data <i>Competency 7.2</i>			
	Disability	Barrier Free City Guidelines <i>Competency 4.4</i>	Website Accessibility <i>Competency 4.4</i>	Office accessibility <i>Competency 4.4</i>	No evidence of non-compliance with the Employment Equity Act	Clearly articulated Employee Accommodation Policy <i>Competency 4.4</i>
	Gender Identity and Expression	Plans to expand capture of gender identity data <i>Competency 7.2</i>	No evidence of non-compliance with the Employment Equity Act	Transgender protocol <i>Competency 4.4</i>		
	Marriage and Family Status	No evidence of non-compliance with the Employment Equity Act				
	Pregnancy and maternity	Maternity, Adoption, Shared Parental Leave policies <i>Competency 1.2</i>	Matched SPL pay to maternity pay <i>Competencies 1.2</i>	Plans to expand capture of data relating to caring responsibilities <i>Competency 7.2</i>		
	Ancestry/Race/Colour	Plans to expand capture of ethnicity & nationality data <i>Competency 7.2</i>	No evidence of non-compliance with the Employment Equity Act			
	Religion and belief	Plans to expand capture of data relating to religion <i>Competency 7.2</i>	No evidence of non-compliance with the Employment Equity Act			
	Sex	Celebrations of International Women's Day <i>Competency 1.5</i>	Capture of gender-related data <i>Competency 7.2</i>	No evidence of non-compliance with the Employment Equity Act		
	Sexual orientation	Pride awareness events <i>Competency 1.5</i>	Plans to expand capture of sexual orientation data <i>Competency 7.2</i>			
	Citizenship	Plans to expand capture of status data <i>Competency 7.2</i>	No evidence of non-compliance with the Employment Equity Act			
Ethnicity	No evidence of non-compliance with the Employment Equity Act					

Summary of results

EDI maturity model

The GES EDI maturity model shows increasing levels of proficiency with regard to the extent to which EDI is embedded within an organization. It is used as a tool to identify an organization's standing within the broader maturity spectrum and the stages that an organization will need to travel through in order to achieve and sustain a truly inclusive culture. The City has a clear recognition of the importance of EDI and significant efforts have been made over the past few years which are beginning to drive notable improvements. In order to achieve a higher level of maturity, the City of Hamilton should become more organized with it's efforts and drive measurable initiatives that can be tracked and course-corrected by leadership where necessary.



Key strengths which we observed in your EDI program

The pages overleaf outline the key strengths that we identified:

Policies and Practices

Clear policies are in place which reflect current legislation. Support is provided to enable consistent application of policies.

Amongst many, some notable policies include the City's transgender protocol, equity and inclusion policy, leave of absence guidelines, harassment / discrimination policy, and anti-nepotism policy.

The Mayor created an EDI toolkit/handbook that is currently in draft status. The toolkit is published in a news release for reference and guidance while it seeks revisions.



Recruitment and Onboarding

There are processes in place at the City to mitigate bias and improve objectivity during the recruitment process.

Recruitment materials are designed to be accessible and inclusive. The City utilizes a standardized interview guide tied to competency levels that are relevant to how an employee at that level would be evaluated. All hiring managers are required to complete interview training prior to conducting candidate interviews.



Talent Attraction

Structured activities and initiatives are in place at the City to attract identified underrepresented groups. The talent acquisition strategy has clear target mapping and a link to EDI initiatives.

Multiple programmes are in place to provide alternative routes to employment, for example: degree apprenticeships, engagement with OntarioWorks, targeted job fairs, and engagement with a number of different underrepresented groups.



Learning and Development

Training and development programs at the City take accessibility into consideration in how they are delivered.

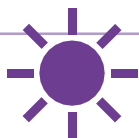
There is existing training around relevant EDI topics, such as, Transgender Protocol Training and Mental Health.



Mental Health and Well being

There are a number of strong and proactive efforts in place to prevent and manage mental health issues and support wellbeing at the City.

This includes the Employee and Family Assistance Program, OHN, Healthy Workplace program resources, LifeSpeak, Critical Incident Peer Support Team, and the Working Mind Program.



Feedback Mechanism

The City has feedback channels available for EDI related issues. These feedback channels include a whistle-blower by-law and a direct line of communication for unbiased advice from the City's Human Rights Specialist.

The City has also created an EDI Steering Committee made up of staff representatives from across the organization and there are plans to consult them on aspects of the EDI agenda. Members of the EDI Steering Committee are encouraged to engage with departments and actively seek feedback.



Adjustments & Accessibility

The City is committed to accommodating employees and applicants to enable equal access to all employment activities free of barriers and / or discrimination.

Considerations have been given to building use (e.g. areas to breastfeed, transgender protocol addressing restrooms/change rooms) and website accessibility.



External Relationships and CSR

The City is committed to supporting the greater Hamilton community, and has worked with United Way extensively.

The City has also successfully linked it's CSR work to it's talent strategy by facilitating resume writing workshops and simulated interviews for OntarioWorks.



Review of Draft Equity, Diversity and Inclusion Handbook

City of Hamilton

June 2021



EY

Building a better
working world

01

Background & Context

PURPOSE OF THIS DOCUMENT

Background & Context:

As part of our engagement with the City of Hamilton, EY was asked to propose revisions to the City of Hamilton's Equity, Diversity, and Inclusion Handbook to be consistent and in alignment with the EDI Framework.

In this document you will find our feedback and identified areas of improvement in regards to the EDI Handbook / Toolkit.



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01

General Comments

This page outlines general comments / feedback with regards to the City of Hamilton EDI Handbook

Observation 1 – Use of the term “lens”

We observed that the term “Lens” is often referenced as a tool to use in EDI related matters. Using the term “lens” can imply that this is a tool that can simply be “put on” or “taken off”. When, in reality, EDI improvements requires knowledge, education and systemic changes to consciously create behavioural change. For example, putting on an EDI lens when creating a budget, does not address the behavioural problem of a man talking over a woman in a meeting.

Observation 2 – Listed Resources

We observed that there are various listed resources throughout the Handbook. Specifically, there were some American resources in the “Intersectional Lens” section.

Observation 3 – Use of Checklists

We observed that there are checklists to complete when applying an EDI Lens to the following categories: Planning and Managing Inclusive Engagements, How to Apply an Equity and Inclusion Lens in the Workplace and Inclusive Policy Development and Implementation Strategies.

Considerations

Discontinue Use of the term “lens”

The City of Hamilton may want to consider discontinuing the use of the term “lens”. Alternatively, explore how to integrate the recommended training, systemic initiatives and behavioural changes in order to more deeply embed EDI in to the organizational culture. The term “lens” can create a misconception of how EDI can be interpreted.

Revise Resources

There is an opportunity to review the resources linked in the handbook. The City could collaborate with community partners and advisory committees to produce diverse resources to link as educational materials in the handbook. (e.g., perhaps some **Canadian** published resources, more recent publications, publications coming from diverse authors, etc.)

Tip: You could suggest readings on EDI to help educate employees on the topic(s) which can be found at the City of Hamilton Library.

Repurpose Checklists

The City has done a great job ensuring the **checklists** are thorough. There is an opportunity to review whether the checklists are truly relevant and will evoke change within the organization. Alternatively, these checklists could serve a purpose and be used as a reference when creating the training and education materials.

01 Assessment of Handbook Against Recommended EDI Framework

This page outlines the proposed revisions to the City of Hamilton EDI Handbook to be consistent and in alignment with the EDI Framework

Initiative 1: Business Case

There is an opportunity to link the outcomes from the business case to the Handbook. There could be an introductory section that outlines the **benefits** of an equitable, diverse and inclusive organization. These benefits may include employee retention, increased innovation, talent attraction and / or the importance of a workforce that is reflective of the community.

Initiative 2: EDI Communication Plan

We observed that there is a lot of great content in the Handbook surrounding accessible communications, appropriate language and audience consideration. There is an opportunity to discuss the EDI **communications** the City will be introducing such as the EDI calendar and the EDI related events both internally and externally. Currently they read as suggestions, but this Handbook can be worded in a way to say "this is what we are doing...". Additionally, there is an opportunity to articulate all of the policies that currently exist and are supportive of diverse groups such as the Transgender Protocol and the Accessibility Policy.

Initiative 3: Performance Management

We observed that there is a small section of "Reflective Questions" relating to "Performance Management". There is an opportunity to hold employees to a higher standard of EDI practices through performance management. By redesigning the performance management at the City, you can **articulate** in the Handbook the newly improved components such as a equitable appraisal process, support of career development for underrepresented groups and the EDI considerations for talent mapping and succession planning. This can help to improve overall accountability.

Behaviour 1: SLT EDI Commitment

There is an opportunity in the Handbook to better articulate Leadership's commitment to EDI. For example, if this was commissioned by the **Mayor**, the City could include a foreword from the Mayor in the Handbook. Additionally, you could use the Handbook as a way to clearly articulate the City and Leadership's goals / objectives in relation to EDI.

Behaviour 2: Inclusive Collaboration

We observed that there is a strong sense of collaboration in relation to strategic partnerships. We also know that there is a need to collaborate in a more inclusive manner. Therefore, there is an opportunity to revise the contents of the document to articulate the importance of inclusive collaboration **both** internally and externally.

Behaviour 3: Better Recognize & Promote Employees

While the Handbook does cover EDI in the workplace, there is an opportunity to provide some insights and information as to how to better recognize and promote employees. For example, there could be an inclusive **language** guide or some behavioural nudges for how to better recognize employees.

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EDI Steering Committee Feedback on Equity Toolkit

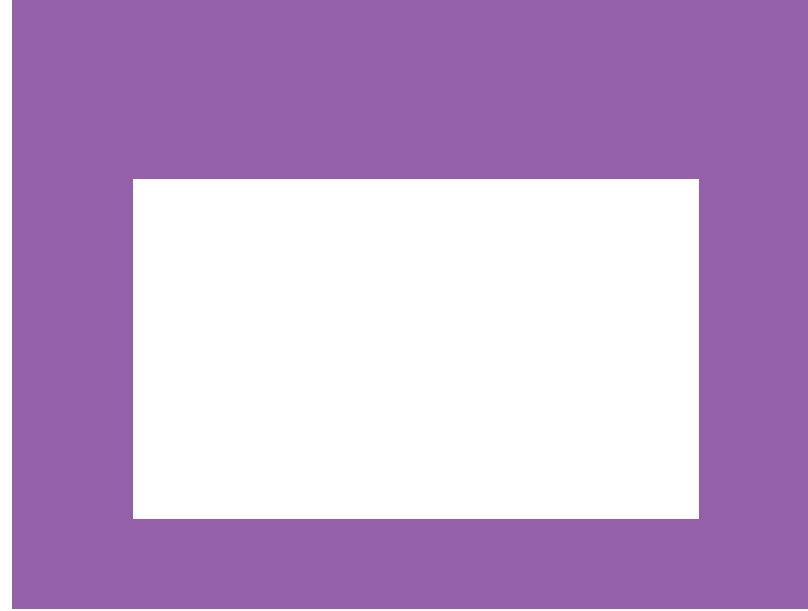
Major themes:

- 1) More consistency in definitions and wording (i.e. sometimes addressed as Diversity and Inclusion at other times just Equity and Inclusion; Toolkit and/or Handbook etc.)
- 2) Clarification and/or correction required: topics are blending; at times language is inconsistent and/or incorrect (e.g. “transgendered” is not a word; diverse genders versus “trans staff”; LGBTQ2S+ versus “gay and bisexual people”; grammatical, punctuation errors and repetition; authors and sources of quotes not noted.
- 3) Too long in length, should be shortened and directly to the point.
- 4) Explain the purpose of checklists and questions in sections 3,4 and 5. Also, additional direction required for if an answer is unknown where and how can these questions be addressed.

EDI Steering Committee Feedback on Equity Toolkit

Major themes:

- 5) Ambiguity on whether the toolkit/handbook is directed for internal or external facing audience (e.g. target audience, manager level, employee level).
- 6) Toolkit/Handbook does not note AODA. Certain sections lack and/or omit mention of other marginalized groups (e.g. “Additional Tips for LGBTQS+” is great but we should include “additional tips” for other marginalized groups).
- 7) Alternative substitution in language and wording can be used (e.g. language differences versus “language limitations”).
- 8) An addition of a listing contact person(s) at the City of Hamilton in which staff can contact to request this toolkit/handbook and other valuable information (e.g. lists of targets groups and contact information of the groups). A central depository/division or one resource to direct you towards the correct path.



EQUITY, DIVERSITY, AND INCLUSION UPDATE

September 2021

- In September 2019, Council approved a Recommendation Report (HUR19019) directing staff to engage in further work to advance the EDI priorities for the City of Hamilton.

Scope of Work in 2020 Included:

- Employment Equity Survey Launch and Data Collection
- Voluntary Demographic Data Collection for Applicants
- New Hire Demographic Data Collection
- Analysis of Data and Establishment of Comparator Data Metrics
- Creation and Training of EDI Steering Committee
- Redesign of Interview Guides and Training for Hiring Managers

- In mid-2020, the consultancy work was now clearly defined and the Request for Proposal process was initiated.
- Ernst & Young (EY) was the successful bidder through the competitive Procurement process and work commenced in early 2021.

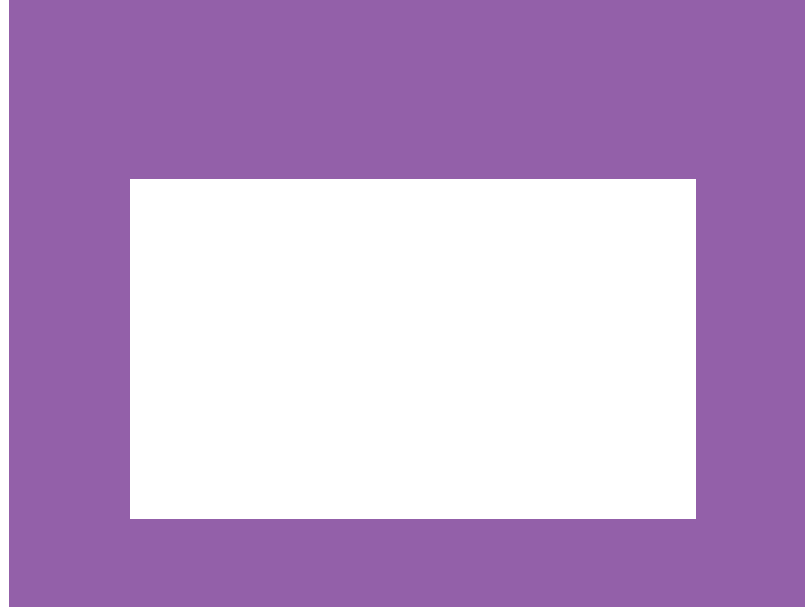
Scope of Work Included:

- Review of EDI related work done by the City since 2014
- Employee Cultural Assessment Survey
- Focus Group Sessions
- Systems Review
- Stakeholder Interviews
- Senior Leadership Team Equitable Leadership Assessments

- Data from all inputs provided insight into our organization's opportunities and strengths
- Messaging consistent and aligned from all input methods
- Critical to provide financial and human resources to ensure focus on implementation timelines and deliverables
- Recognized need to develop a Business Case to articulate how EDI is essential for the City of Hamilton, as well as the impact of not proceeding as outlined in proposed Implementation Plan

- All data is representative of the actual feedback gathered from stakeholders at the City of Hamilton and financial impacts are based on our actual employee responses and survey information results
- The EDI Framework is a customized approach specific to the City of Hamilton
- The EDI Framework will be the organizational standard which will be adopted and refined by all departments to meet their specific needs relating to corporate goals, objectives, programs, and service delivery





CONSULTANT ENGAGEMENT

EDI Business Case – Ernst & Young

September 2021

Your EY team



**Antoine
Mindjimba**
Partner
People Advisory
Services



**Peter
Trevor**
Subject Matter Expert
TWI Inc.



Yasmeen Tonnos
Manager
People Advisory
Services



**Jackie
Robinson**
Senior Consultant
People Advisory
Services



**Michelle
DeBique**
Senior Consultant
People Advisory
Services



**Nicole
Carbone**
Consultant
People Advisory
Services

Background & Context

The City of Hamilton partnered with EY to enhance it's EDI Framework, create an EDI Framework and Implementation Plan, create an EDI Training and Education Strategy, and determine the appropriate KPIs/KBIs to measure impact and ensure success

<p>Desk-Based Analysis</p>  <p>210 +</p> <p>Pieces of supporting documentation reviewed and analyzed using EY's GES Framework</p>	<p>Survey</p>  <p>2321</p> <p>Survey respondents (43%) to</p>	<p>Interviews</p>  <p>10</p> <p>Conducted to further understand the current state of EDI within the organization</p>	<p>Focus Groups</p>  <p>30+</p> <p>Employees participated in interviews and focus groups to gain qualitative insights</p>
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- Deliverables**
- ✓ EDI Roadmap and implementation plan for EDI Framework
 - ✓ Training and Education Strategy and learning materials
 - ✓ Final summary of EDI Framework and key recommendations

Key Activities and Deliverables



Summary of Assessment and EDI Framework

Bridging the gap between who you are and who you want to become

EDI ASSESSMENT- KEY TAKEAWAYS: The City of Hamilton is unclear on its current state yet **aligned on its target state**; there are several opportunities to consider in order to bridge the gap

WHO YOU ARE

Your workforce is motivated, however, there is no clear alignment on your current EDI culture

- The City of Hamilton exhibits moderate cultural health with equal positive and negatives traits being used to describe the current state of the organization
- There is no clear alignment on who you are today

WHO YOU WANT TO BECOME

Leadership is aligned that innovation and quality will be key to be an equitable, diverse and inclusive organization

- Leadership is aligned that innovation and quality must be the City of Hamilton's primary archetypes, as they represent traits that are supportive of fostering an equitable, diverse and inclusive culture
- Employees are aligned that being transparent, collaborative and accountable are traits to KEEP and START, while also highlighting specific changes required related to being overworked, stuck in our ways and not taking responsibility

In order to position itself as an inclusive organization

The City of Hamilton needs to identify opportunities to propel itself towards leadership's strategic EDI vision while addressing the cultural behaviour changes prioritized by employees. Some opportunities to consider are listed below.

Initiatives: Create more **structure and consistency** to drive EDI benefits and alignment

1. Develop EDI business case to align leadership on the importance and benefits of EDI
2. Develop an organization-wide EDI communication plan
3. Support merit-based career progression through more structured performance management

Behaviours: Increase **collaboration, recognition and accountability** to foster a more inclusive culture

4. Communicate the EDI commitment from the Senior Leadership Team
5. Leverage your ability to collaborate to team in a more inclusive manner
6. Leverage the motivation of your team's desire to grow to better recognize and promote employees

EDI Timeline

Below provides a summary view of the proposed timeline to complete the City of Hamilton's EDI transformation.

Systemic Initiatives

Date	Title	Description
July 2021-March 2022	Create EDI Business Case	Develop EDI business case to align Leadership on the importance and benefits of EDI
Jan 2022-Dec 2022	Organization-wide EDI Communications Campaign	Develop an organization-wide communications plan that includes an EDI calendar, campaign and community events
June 2022-March 2023	Structured Performance Management	Support merit based career progression through more structured performance management

EDI Cultural Behaviours

Oct 2021- March 2023	Leverage your ability to collaborate to team in a more inclusive manner	Actively seek out opportunities to involve others and regularly seek feedback on how to team more inclusively. This includes the following behaviour sprints: incorporating inclusive language, encourage feedback and break down silos
Jan 2022- Jan 2023	Leverage the motivation of your team's desire to grow to better recognize and promote employees	Lead with an open-mind to drive more employee recognition. This includes the following behaviour sprints: increasing recognition and fostering a work environment where varying opinions are welcome
March 2022- Aug 2022	Communicate EDI Commitment from Leadership Team	Improve Senior Leadership's communication to better cascade priorities to various levels within the organization

EDI Timeline Continued

Below provides a summary view of the proposed timeline to complete the City of Hamilton's EDI transformation.

EDI Training and Education Strategy

Date	Training	Description
Jan 2022-March 2022	Baseline EDI Training	Topics include: Intersectionality, inclusive language, conflict resolution, allyship and bystander intervention
Jan 2022-March 2022	Bias Awareness Training	Topics include: Uncovering unconscious bias – understand the various bias and how they might affect decision-making and interactions at work (ex. Name, Gender, The Halo Effect Bias, Similarity Bias etc.)
March 2022 – June 2022	Inclusive Leadership Training	Topics include: Inclusive leadership behaviours, learning to listen and listening to learn, supporting employees undergoing a gender-affirming transition, empowering women and empowering minorities
June 2022-Sept 2022	Cultural Awareness Training	Topics include: Cultural sensitivity, tools to reduce cross-cultural misunderstanding and encourage cross-cultural working relationships and community relations
Oct 2022-Dec 2022	Talent Management	Topics include: How to consider EDI within key talent processes; sourcing talent, attracting talent, hiring, training talent, performance management, succession and leaves of absence
Jan 2023-March 2023	Baseline EDI Training	Repeated Annual Training - Intersectionality, inclusive language, conflict resolution, allyship and bystander intervention
Jan 2023-March 2023	Bias Awareness Training	Repeated Annual Training - Uncovering unconscious bias – understand the various bias and how they might affect decision-making and interactions at work (ex. Name, Gender, The Halo Effect Bias, Similarity Bias etc.)
May 2023-Aug 2023	Anti-Racism / Anti-Oppression Training	Topics include: anti-racism, privilege and race fluency, oppression and micro-aggressions

Initial Insights on EDI- Equity

Findings confirm need for greater focus on Equity, Diversity and Inclusion (EDI)

NEED FOR MORE EQUITY



30% of EDI survey respondents believe the City **does not provide equitable opportunities** for all employees

While **women** constitute **~50%** of the City's workforce, they occupy **37%** of supervisor and above roles, a **13% gap**.

The most successful organizations in the world recognize that **equity:**

- Motivates employees and increases productivity
 - Improves retention rates
 - Attracts top talent

Initial Insights on EDI- Diversity

Findings confirm need for greater focus on Equity, Diversity and Inclusion (EDI)

OPPORTUNITY TO BE MORE DIVERSE



44% of EDI survey respondents believe the City **does not have a diverse workforce**

11% of the City of Hamilton's workforce identify as visible minorities. Hamilton's labour market availability of visible minorities is **17.6%**.

The most successful organizations in the world recognize that **diversity:**

- Spurs innovation
 - Enhances workforce performance
- Creates a healthy and respectful workplace

Initial Insights on EDI- Inclusion

Findings confirm need for greater focus on Equity, Diversity and Inclusion (EDI)

OPPORTUNITY TO BE MORE INCLUSIVE



22% of EDI survey respondents felt they **did not belong or feel valued** as a member of the City of Hamilton workforce

‘Lack of Inclusion’ was ranked as one of the highest **culture risks** in all of the City’s departments, excluding City Council. There is opportunity to mitigate this risk by being more inclusive, **15% of the City’s workforce identify “Inclusive” as a START trait.**

The most successful organizations in the world recognize that **inclusion:**

- Improves employee engagement
- Improves decision-making/ problem solving
- Strengthens the City’s reputation

The Cost of the Status Quo- Attrition

ATTRITION

\$3.0 - 9.9m

The range shows the cost of 30% of voluntary attrition due to EDI compared to 100% of voluntary attrition due to EDI
Cost of voluntary attrition in FY20.*

*FY20 rates are lower than previous years, which may be associated to COVID-19

FY20 #of employees that left CoH: 445

Average employee exit costs: \$22,019 (including recruitment, onboarding, work back log, training etc.)

30% of attrition due to EDI: $134 \times \$22,404 = \mathbf{\$3.00M}$

100% of attrition due to EDI: $445 \times \$22,404 = \mathbf{\$9.97M}$

The Cost of the Status Quo- Human Rights Complaints

HUMAN RIGHTS COMPLAINTS

\$0.62m

Cost of FY20 fees associated with Human Right Tribunal Cases and internal investigations.

Since 2017, 23 cases related to inclusion, discrimination, accessibility or inequality have been brought before the Ontario Human Right Tribunal (OHRT), and 128 internal investigations have been conducted costing the City of Hamilton ~\$2.0M

The Cost of the Status Quo- Disengaged Workforce

DISENGAGED EMPLOYEES

\$25.5 - 34.0m

The range shows the cost of 22% of workforce disengaged due to EDI compared to 30% disengaged due to EDI

Annualized losses associated with your self-identified disengaged workforce.

Agreed cost of disengagement: 30% of the average employees annual salary (\$77,684)

22% of disengaged work force related to EDI:
1093 employees x 30% of avg salary= **\$25.5M**

30% disengaged work force related to EDI:
1463 employees x 30% of avg salary= **\$34.0M**

Outline of EDI Business Case

- ▶ EDI Review and current state assessment
 - Current state assessment of the City of Hamilton's existing organizational and community-facing EDI initiatives

- ▶ The case for change
 - Identification of key drivers for change and their alignment with the City Council's term priority, City wide EDI commitments and strategic imperatives

- ▶ ROI of a strong EDI agenda
 - City of Hamilton Workforce: how EDI can improve employee experience, reduce organizational costs and attract top talent.
 - City of Hamilton: how EDI can be used to attract newcomers and economic growth

- ▶ Risks of inaction
 - Forecasting and analysis of potential risks associated with inactivity (i.e., legal costs, recruitment delays associated with culture, etc)

- ▶ Next Steps
 - Recommendations related to resourcing model, organizational training and City objectives



RECOMMENDATION REPORT

September 2021

Key EDI Deliverables 2022 - 2023

- To successfully move forward on our EDI journey, the following are key deliverables:
 - Finalize Business Case
 - Develop EDI Communications Strategy and Implementation Plan
 - Structured Performance Management
 - Engage Organizational Teams on EDI Content
 - Incorporate Inclusive Language
 - Increase Recognition
 - Source and Implement EDI Training
 - Data Measurement, Metrics and Analytics

- EDI Project Manager
 - Engagement Survey Results
 - Employment Equity
 - New Hire and Applicant Data
 - Retention and Promotion Data
- EDI Business Partner
 - Strategic Liaison
- Training Coordinator
 - Source and Implement Training Plan



COVID-19 RECOVERY FRAMEWORK & HAMILTON@WORK

September 22, 2021

GIC REPORTS FOR SEPTEMBER 22, 2021

COVID-19 Recovery Framework

CM21003: **COVID – 19 Recovery Framework**

- Janette Smith, City Manager

Hamilton@Work

HUR21007: **Our Future Work Models**

- Nenzi Cocca, Director HR Systems & Operations

PED21181: **Return to Workplace Strategy**

- Jason Thorne, EOC Director

COVID-19 RECOVERY

It's your turn to get the
COVID-19 VACCINE



hamilton.ca/COVIDvaccines

COVID-19 RECOVERY FRAMEWORK

- Municipal service recovery
- Term of Council priorities
- Economic recovery
- Partnerships and collaborations
- Municipal financing
- Return to the workplace and employee mental health and wellbeing

COVID-19 RECOVERY FRAMEWORK

- **Municipal service recovery**
 - Reducing the digital divide (2022)
 - Transit ridership recovery strategy (Nov 2021)
 - 2022 – 2025 budget process (fall 2021 – winter 2022)
- **Term of Council priorities**
 - Climate mitigation and adaptation update (fall 2021)
 - Adaptation and Transformation of Services for People Experiencing Homelessness Update 3 (approved by Council June 2021)
- **Economic recovery**
 - Mayor’s Task Force on Economic Recovery final report (Dec 2021)
 - 2021 - 2025 Economic Development Action Plan (fall 2021)
 - 2021 - 2025 Tourism Strategy (Nov 2021)

COVID-19 RECOVERY FRAMEWORK

- Partnerships and collaborations
- Municipal financing
- Return to the workplace and employee mental health and wellbeing



JUST RECOVERY POLICY PAPER



A JUST RECOVERY FOR HAMILTON

Municipal Policy, Investment and Opportunities for a more equitable COVID-19 recovery in 2021



HAMILTON Roundtable for Poverty Reduction

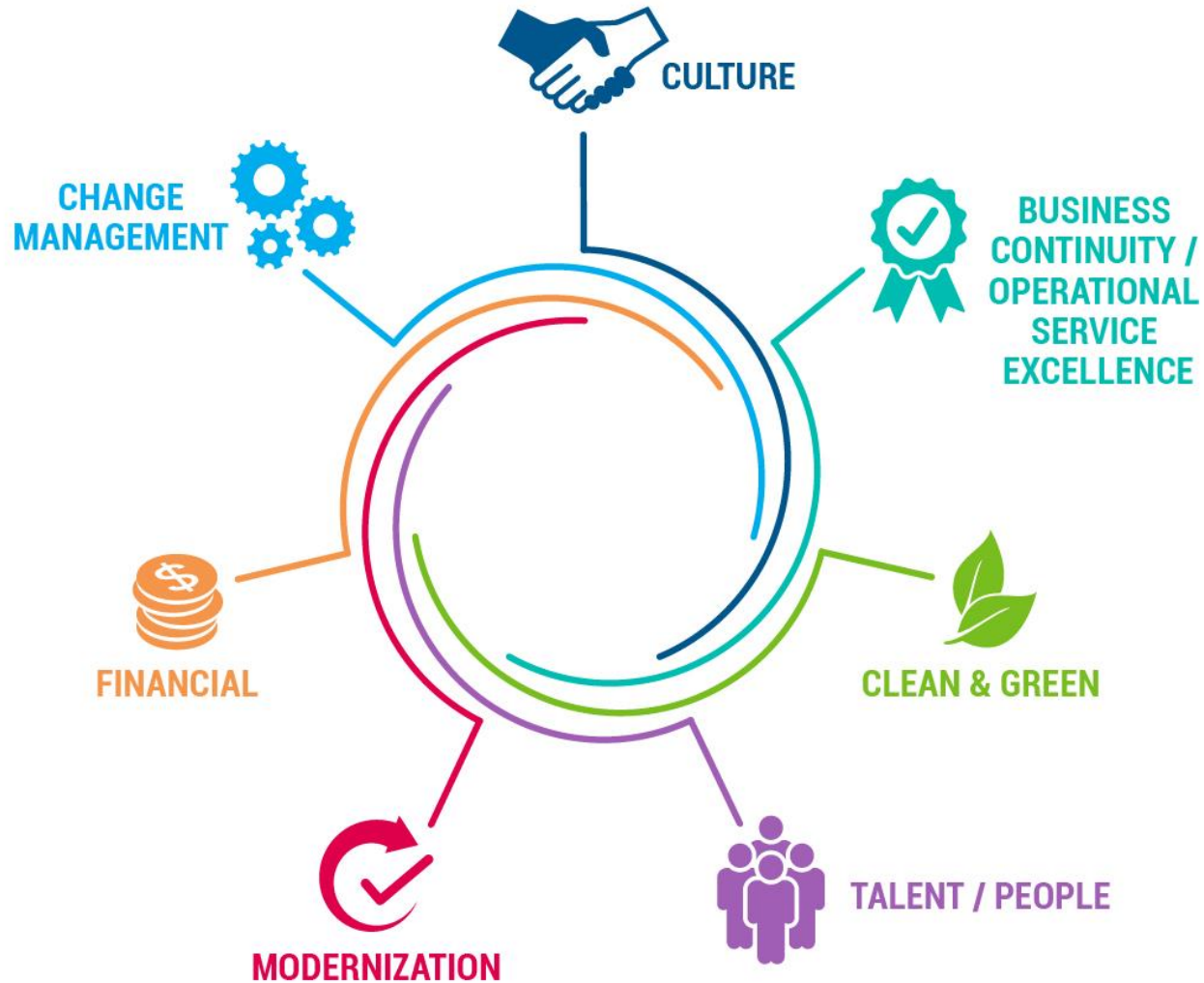


HAMILTON @ WORK

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

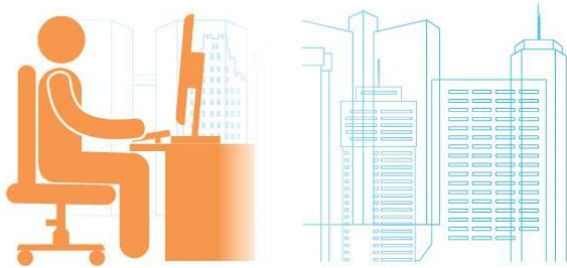


GUIDING PRINCIPLES



WORK MODELS

OFFICE EMPLOYEES



Employees who work from a municipal office or workplace 100% of their time.

- Delivering face-to-face services
- On-site program delivery
- Specialized equipment

HOME EMPLOYEES



Employees who work from their home space 100% of the time.

- Some administrative or data entry positions
- No face-to-face interactions

10

WORK MODELS

HYBRID EMPLOYEES



Employees who split their work hours between a City office building and their home work space.

- Some duties performed at home
- Some analysts
- Some project managers

MOBILE & FRONTLINE EMPLOYEES



Employees who work from a City vehicle or other mobile location some of or all the time.

- Some administrative or data entry positions
- No face-to-face interactions

- Flexible work arrangements are becoming a strong trend among top employers
- Employee attraction and retention tool
- Improvements to mental health, wellness, work-life balance
- Reduction in office foot print over time
- Data showing absence hours/occurrences decreased approximately 30% compared to pre-COVID
- Environmental benefits



WORK MODELS

- All employees in the same position / job / role or job function will be in the same work model, save for exceptions.
- At a high level, work model decisions will be based on:
 - Core job responsibilities
 - Operational needs and priorities
 - Program and service delivery continuity
 - Budget, technology and equipment considerations
 - Adherence to the City's policies and procedures
 - Industry laws or regulations
 - Physical distancing and hot spots
 - Health, well-being and productivity



HEALTH AND SAFETY GUIDELINES



CLEANING



PHYSICAL DISTANCING



STOP THE SPREAD



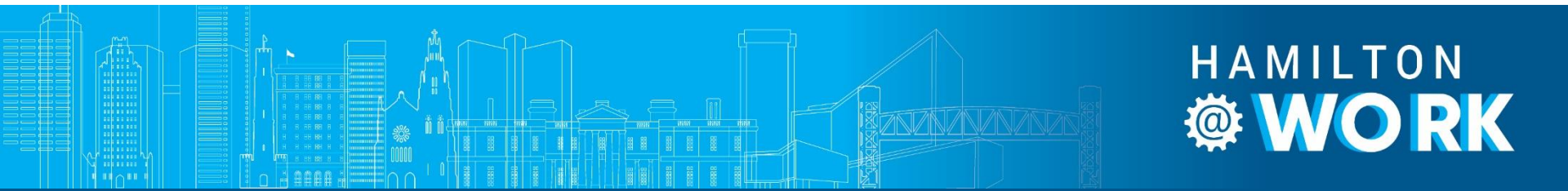
HEALTH SCREENING



COMMUNICATION



MANDATORY MASKS



POLICIES, PROCEDURES & RESOURCES

- **Council Approved Policies**
 - Mandatory COVID-19 Vaccination Verification
 - Working from Home (Telecommuting Policy)
- **EOC Standard Operating Procedures**
 - Masks and Personal Protective Equipment
 - Employee Daily Health Screening
 - Cleaning for Workspaces
 - Vehicle Cleaning
 - Elevator and Stairwell Capacities

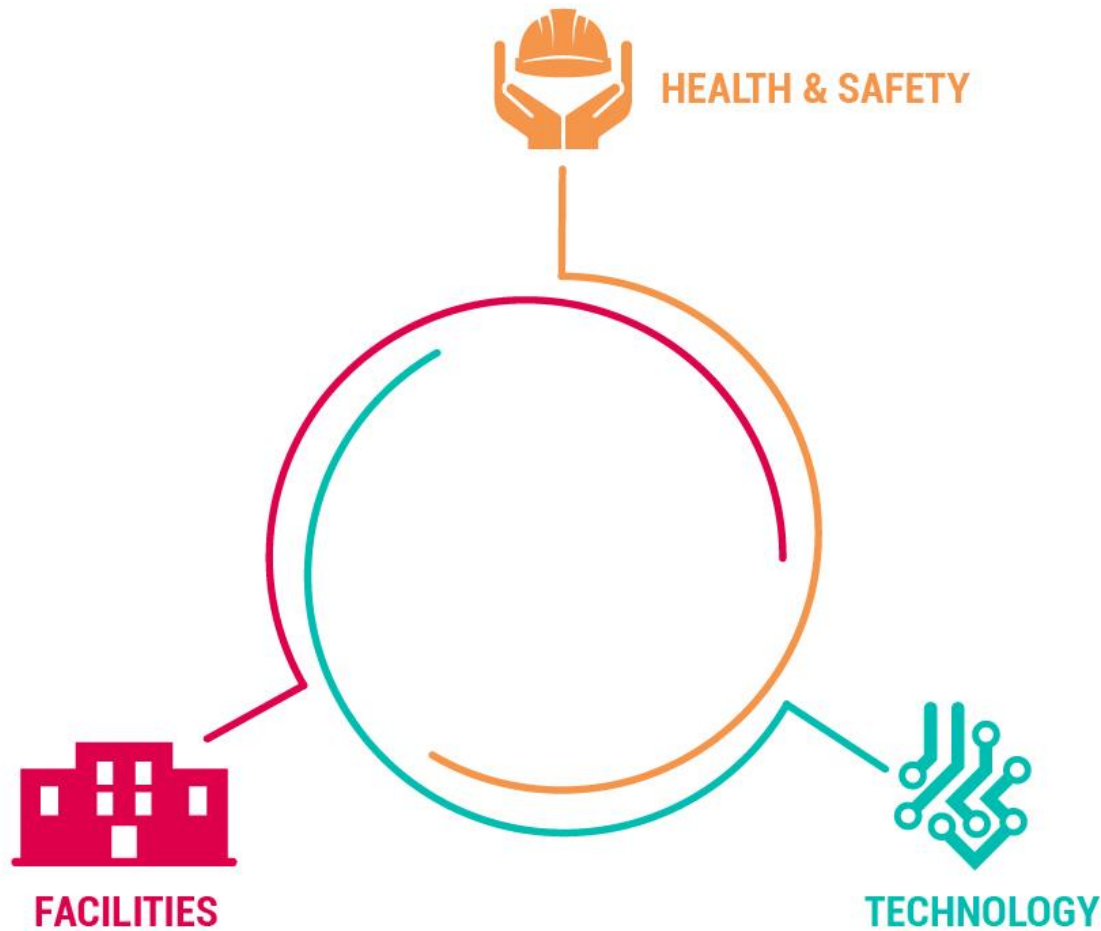


HAMILTON @ WORK

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy



RETURN TO THE WORKPLACE STRATEGY



- Cleaning, physical distancing, hand hygiene, health screening, PPE and communication
- Space between work stations
- “Hot spot” solutions
- Capacity limits on smaller spaces
- Facility modifications to desks, counters, offices, etc.
- Inspections before staff return



- Equipment return
- Reconnecting technology that may have been sitting idle
- Health of the network in closed City facilities
- Day-of return IT support (in-person or Service Desk)
- Supporting each division and section in assessing requirements for meeting room technology such as video conferencing or other equipment



- Enhanced cleaning and sanitization of work spaces and shared spaces (before and after staff return)
- Pre-return inspections to ensure desks and other office equipment is properly set up
- Signage and floor markings
- Air filtration system preparations and ensuring HVAC systems are operating properly, where required



RETURN TO THE WORKPLACE APPROACH

- Flagship locations
- Essential public services
- Public counters
- Spaces booked by the public
- Tenants / tenants that provide essential services
- Already fully or partially open
- Number of staff returning
- Newly constructed / not previously occupied space
- Preparation effort (inspections)
- Day-of-return support



RETURN TO THE WORKPLACE TIMING

- **Specific return dates have not been identified at this time**
- To determine a return dates, SLT will take advice from our local Medical Officer of Health and review the COVID-19 situation and variants of our concern in our community
- Return dates will be shared with staff and the public with at least **four weeks' notice**
- Will be a phased, gradual, safe and measured approach
- Once the number of employees returning is known, a detailed return schedule will be published



COVID-19 RECOVERY NEXT STEPS

- Continue to look for opportunities to expand, improve and modernize service offerings
- Continue to monitor staff capacity and its impact on services, projects and outstanding business items
- Support staff in their transition back to the workplace and to a new workplace model
- Bring forward COVID-19 impacts and recovery information to Council, including as part of 2022 – 2025 budget reports and presentations



INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	September 22, 2021
SUBJECT/REPORT NO:	COVID-19 Recovery Framework (CM21003) (Outstanding Business List)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Lisa Zinkewich (905) 546-2424 Ext. 5312
SUBMITTED BY:	Janette Smith City Manager
SIGNATURE:	

COUNCIL DIRECTION

Hamilton City Council, at its meeting of January 20, 2021, received correspondence from the Just Recovery Hamilton Coalition and referred it to the City Manager for review and report back, with an assessment of what the City can and has acted on. Report CM21003 highlights the City's overall COVID-19 recovery framework, including an update on alignment with the Just Recovery Hamilton Coalition policy paper and the status of Council's motion, from its May 13, 2020 meeting, to establish a sub-committee to address the impacts of social issues related to the City's response to the COVID-19 crisis.

INFORMATION

Recovering from the impacts of the COVID-19 pandemic has been on the minds of City leadership since as far back as May 2020, when Hamilton Reopens: A Roadmap to our new reality (HCS20019) was presented to Council. At that time, the city and province were emerging from the first wave of the pandemic. COVID-19 still existed in our community and those that most greatly felt the impact of the pandemic were being supported through partnerships and collaborations with stakeholders across our community and with financial support from both the provincial and federal governments.

With cautious optimism, the hope was that, through a slow restart to businesses and a measured approach to the reopening of municipal services, we could adjust to living

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SUBJECT: COVID-19 Recovery Framework (CM21003) (City Wide) - Page 2 of 14

with COVID-19 as part of our community until the development and distribution of vaccines.

By the fall of 2020 we were into the second, then third wave of the pandemic, causing most long-term recovery planning efforts, including the establishment of a sub-committee to address social recovery, to be paused as focus reverted to supporting the prolonged emergency response. Today, the province is in Step 3 of its Roadmap to Reopen. At this time, due to rising COVID-19 case activity and the fourth wave of the pandemic, the province has paused plans to exit from the Roadmap to Reopen. All existing public health measures remain in place, with an enhanced province wide COVID-19 vaccine certificate system coming into effect on September 22, 2021. In the City of Hamilton, the priority continues to be on achieving equitable and high levels of vaccination coverage to ensure all eligible residents, those born 2009 or earlier, have strong protection against COVID-19.

Due to a comprehensive and sustained vaccination program run by Hamilton Public Health Services and its health care partners, ensuring access to two doses of COVID-19 vaccine for all eligible residents, those born 2009 and earlier, as of September 13, 2021, 74.2% of Hamiltonians are fully vaccinated.

The pandemic isn't over and although the lifting of some public health measures has allowed some sectors to begin to think about longer term recovery, the City remains in emergency response mode. The speed at which we move through recovery, and which sectors are able to recover faster, will continue to be dependent on the continued rise of vaccination rates, continued financial support from senior levels of government, staff capacity, future COVID-19 scenarios, impacts of variants and direction, orders and advice of local or provincial Medical Officers of Health and any provincial orders.

Future COVID-19 Scenarios

Local modelling estimates that the current wave will likely peak around mid-October. What the future holds however is unclear regarding both development of additional variants that may be more or less transmissible or severe, how long vaccine protection will last or whether it will extend to any new variants. The province has provided local communities with four scenarios on which to base their planning. These scenarios are not mutually exclusive and could occur simultaneously:

1. Increasing cases with decreased severity due to vaccination,
2. Entry of cases into unvaccinated populations,
3. Waning immunity in subpopulations, and
4. New variant not covered by the current vaccines.

Response to these scenarios will continue to require a mix of provincial and local actions, and the degree of impact of both the pandemic itself and the control measures required to be kept or put in place, will continue to impact the degree and pace of recovery.

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SUBJECT: COVID-19 Recovery Framework (CM21003) (City Wide) - Page 3 of 14

Continued Emergency Response

COVID-19 variants and the status of cases will continue to be tracked and monitored for impacts on the community and the City's Emergency Operations Centre (EOC) will continue to operate as required. Where necessary, the EOC will, under the delegated authority of the Emergency Management Program By-law 17-277, pursuant to the Emergency Management and Civil Protection Act (the "Act"), continue to address any time-sensitive health and safety issues to prevent the spread of COVID-19.

Hamilton's Public Health Services, along with their healthcare partners, will continue to ensure equitable access to vaccines to increase protection against COVID-19 across our community. With the careful and measured wind-down of the city's three large-scale mass vaccination clinics and a shift to smaller clinics across the community, the city is taking a more targeted approach to help boost vaccine rates. Through the use of mobile clinics in low coverage areas, school based clinics, local vaccine ambassadors, trusted members and leaders of select communities, primary care practices, pharmacies and faith-based leaders, efforts are being taken to ensure all areas of the city reach target vaccination rates.

When appropriate, the EOC will deactivate. While public health and the health system response has done interim debriefings and evaluations periodically throughout the response, following the City EOC deactivation, a comprehensive review of the City's COVID-19 pandemic response will be undertaken, co-led by Public Health Services and the City's Emergency Management Coordinators. It will include various methodologies including surveys, interviews and other means of consultation, with a goal of getting feedback on the City's COVID-19 response, including from Council members. Although it is not anticipated that this review will be complete until sometime in 2022, a report will be brought forward to Council outlining results and highlighting steps that will be taken to ensure effective emergency responses in the future.

Recovery

The COVID-19 pandemic has had an unprecedented impact on all aspects of society and the economy. In part, this can be attributed to the length of the pandemic which continues today, as well as the extensive measures put in place to control the spread of the virus and protect the overall health of the community.

To address the greatest impacts of the pandemic, the City is focusing recovery efforts in the following areas:

- Municipal service recovery
- Term of Council priorities
- Economic recovery
- Partnerships and collaborations
- Municipal financing
- Return to the workplace and employee mental health and wellbeing

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SUBJECT: COVID-19 Recovery Framework (CM21003) (City Wide) - Page 4 of 14

The City recognizes that the social impacts of the pandemic have been significant and social recovery will be an important component of each area.

Municipal Service Recovery

Since the onset of the COVID-19 pandemic, the City has taken concerted efforts to protect the health and wellbeing of its residents and staff in the delivery of municipal services to the community, while ensuring business continuity wherever possible. This resulted in essential services being delivered with public health measures in place, the introduction of many digital services and where digital service delivery was not an option, programs and/or activities were paused, modified or reduced when emergency measures became the priority and certain activities were restricted. When the province entered Step 2 of its revised Roadmap to Reopen on June 30, 2021, the City was able to resume many of its impacted services, with most remaining services reopening when it entered Step 3 on July 16, 2021.

Today, although most services have returned and digital enhancements continue, service delivery remains modified in many service areas per provincial directions and public health guidelines. This includes the ongoing use of visitor screening protocols, infection control measures, use of personal protective equipment and capacity and gathering limits. These impacts continue to be most greatly felt in the service areas that were delivered throughout the pandemic in support of our vulnerable populations such as long-term care, child care services and paramedic services. Where services that were paused have been able to resume, such as recreation programming, capacity limits and related impact to services, will continue.

During the peak of the City's emergency response and vaccine distribution, some services and Council directed Outstanding Business items were impacted by the redeployment of staff. With the shift in focus around how vaccines are delivered to the community, most employees that had been redeployed returned to their home positions in August 2021. An example of a program that experienced impacts as a result of redeployments is in the area of climate change. Although there has been progress with the approval of the Corporate Energy and Sustainability Policy, Green Fleet Strategy and the acceleration of the Home Energy Retrofit Opportunity Detailed Design Study, other work in support of the Climate Change term of Council priority, has been delayed. A climate mitigation and adaptation update report will be brought forward to Council in Fall 2021.

Additional delays will continue to be experienced in some program areas as employees that are playing a key role in the emergency response have unused vacation time that will be taken in the future.

Where a service has been disproportionately impacted by the ongoing COVID-19 pandemic, specific focused efforts to support recovery will be required. Some of these services and next steps are highlighted below. Many City services are still grappling

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with the challenges posed by COVID-19, particularly in the areas where emergency response efforts have been significant since the start of the pandemic, including public health services, long term care and other City services that support the City's vulnerable populations. Leadership in these program areas have begun to turn their minds to what a post-pandemic recovery will look like, while continuing daily emergency response efforts in collaboration with City partners, every day. As a result, there are not staff resources to support the establishment of the social issues sub-committee of Council at this time.

As recovery work evolves in these and other areas, individual reports will be brought forward to Council outlining specific recommendations and actions. In addition, information around the future of some services impacted by the pandemic will also be provided as part of the 2022 – 2025 budget process.

Business continuity and advancing digitally enabled service delivery

In the early days of the pandemic, the City had to work quickly to facilitate remote working and telecommuting for nearly a quarter of our workforce while identifying opportunities through innovation to re-imagine many services that were no longer able to be offered in person. This included enhanced phone payment services for some service areas and the addition or expansion of online service offerings to ensure business continuity. Some of the digitally enabled service delivery options that emerged during the pandemic included:

- Committee and Council meetings;
- launch of engage.hamilton.ca, the City new public engagement platform;
- Permitting and payment processes including film permits, burn permits and burial permits;
property records, bulk pickup and green cart and blue bin requests;
- application processes including Ontario works, child care fee subsidies, marriage licenses and development reviews;
- early resolution meetings and virtual trials readiness, as well as approval and electronic filings for Part 3 POA (Provincial Offences Administration);
- introduction of apps to support cashless municipal parking payment and HSRNow, a mobile-friendly trip planner; and
- recreation ticketing reservation system.

Some City events were able to continue by moving online, including the 2020 Arts Award Event.

Advancements related to digital municipal service delivery practices will continue through recovery and beyond. Some examples of continued enhancements include:

- A review of existing live captioning and closed captioning to all local board and committee meetings, increasing the availability of Committee meetings on both

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the City's website and/or the City's YouTube Channel in support virtual delegations and greater access to the decision-making process;

- Creation of a public engagement policy for Council approval to provide guidance to staff on integrating the use of the Engage Hamilton virtual engagement tool with traditional in person public engagement tools when they resume;
- Transformation of the home management program, a program that teaches life skills to vulnerable individuals, families and groups, from in person coaching to virtual coaching, allowing more time for staff to connect with clients and freeing up capacity to take on additional clients;
- Continued implementation of the City's information technology mobility strategy and roadmap to enable City staff to connect from anywhere in the city at any time to the information they require. Going forward, with the need for remote work technology and mobility tools continuing, the strategy and roadmap will provide guidance on corporate policies, standards, security and education;
- Continued collaboration between the City of Hamilton and its community partners and stakeholders to look at opportunities to enhance access to internet services and improve broadband capabilities across the City. This will increase greater equitable access to high-speed internet to support the different working and learning models that emerged as a result of the pandemic. This includes looking at opportunities to increase indoor and outdoor Wi- Fi access at all Hamilton Public Library (HPL) branches, ongoing engagement between the City's Digital Office and Rogers, Bell, Telus and Cogeco to explore program offerings that can be implemented to alleviate the digital divide and continued advocacy through City letters of support to internet service providers for funding applications around Provincial and Federal Broadband initiatives. A report will be brought forward to Council in 2022 identifying opportunities to reduce the digital divide.

Other innovative programs introduced to support business continuity and the community include:

- Outdoor dining districts program which enables restaurants, bars and cafes to expand their operating and service area into the outdoor and public realm space creating new patios and opportunities for placemaking;
- Delivery of creative recreation services to help residents keep active such as:
 - Winter in Hamilton - a collection of winter activities, sports and other safe things for residents to do outside
 - Frosty Fun - special outdoor activities and virtual programming
 - Recreation at the Park - free activity kits for children to take home and physically distanced children's activities
 - Seniors Centre Without Walls - free recreational and social activities over the phone with a group of older adults in the community
- With financial support from the Patrick J. McNally Charitable Foundation, in support of reimagining and reinventing public spaces, Hamilton's placemaking grant pilot program funds community-led placemaking projects to animate public

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spaces, most recently funding a children's garden in Gage Park, an art installation in Woodlands Park and seed libraries in Dundas.

As part of the recovery of city services, the City will continue to look for opportunities to expand, improve and modernize service offerings, ensuring the citizen is at the forefront of service delivery models. The rebuild of the City website in 2022 will be a key deliverable in being able to continue to provide enhanced access to information and digital services in the future.

Transit

At the onset of the pandemic, transit agencies worldwide saw ridership plunge. In April 2020, HSR's ridership dropped 74% compared to April 2019. HSR ceased fare collection between the end of March 2020 until July 2020 while it reacted to and implemented recommended health guidelines to keep employees and customers safe. At the end of July 2021, ridership remains at only 50.1% of 2019 levels. Consistent with the provincial reopening and loosening of restrictions, HSR has seen incremental increases in ridership since May 2021, compared to the same time period in 2020.

Although ridership is still not expected to hit pre-COVID levels in the foreseeable future, increased ridership is expected as students return to classrooms and campuses in the fall. As such, planned service enhancements, as set out in the 10-year local transit strategy, are continuing.

HSR continues to advocate through provincial and federal transit associations for continued funding in support of revenue shortfalls. A detailed report outlining the City's transit ridership recovery strategy will be brought forward to Council in November 2021.

City Mobility

Approved in June 2020, the COVID-19 Recovery Phase Mobility Plan responded to changes in mobility patterns as a result of COVID-19 and public health guidelines. It focused on ensuring that as many trips as possible could be supported using sustainable transportation modes, consistent with the goals of the City-wide [Transportation Master Plan \(TMP\)](#), while focussing on measures already identified and anticipated in the City's existing TMP and [Cycling Master Plan](#).

During the COVID-19 pandemic, the City of Hamilton had one of its busiest periods ever with respect to adding new cycling infrastructure in the city. This includes major initiatives such as the Jay Keddy Trail on the Claremont Access and the expanded Hunter Street cycle track, as well as new and/or enhanced cycling infrastructure in locations such as Cannon Street, Hatt Street, Stone Church Road East, Locke Street, Melvin Avenue and North Waterdown Road.

In addition, on September 9, 2021 the General Issues Committee (Council approval pending September 15, 2021) approved the execution of a memorandum of

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understanding with Metrolinx and the Ministry of Transportation for the Hamilton Light Rail Transit Project. This agreement was the result of a \$3.4B funding commitment from provincial and federal governments to support the construction of the Hamilton B-Line LRT from Eastgate Square to McMaster University. The construction of this higher order transit line is in alignment with both the City's TMP and the 10-year Transit Strategy.

Reports will be brought forward as required to continue to increase safe alternative transportation options in support of the goals of the Transportation Master Plan.

Road Safety

As highlighted in the above transit and city mobility sections, changes in mobility patterns were caused by COVID-19 restrictions. Although rush hour traffic volumes are rebounding from the 50% average reduction in vehicular traffic volumes experienced between April 2020 to December 2020, they are nowhere near pre-pandemic levels. Although there has been a 33.2% reduction in total collisions and a 22.5% reduction in injury collisions compared to 2019, collisions that did occur in 2020 resulted in serious injuries more often. The percentage of collisions involving injuries versus the total number of collisions increased from 15% in 2019 to 17.4% in 2020. Hamilton is not alone in this trend. Concerns related to speeding and aggressive driving increased across the country, with the increase in fatalities being attributed to careless and dangerous driving (speeding).

As highlighted the Annual Collision Report – 2020 Statistics and Trends (PW21047), received by Council in August 2021, road safety remains a priority. Additional information on emerging trends and required actions will be brought forward to Council in support of the Council approved [Hamilton Strategic Road Safety Program and Vision Zero Action Plan \(2019 – 2025\)](#) and to address impacts of COVID-19 on all road users.

Housing

Addressing homelessness and affordable housing remains a critical Council priority, as demonstrated through the approval by Council in August 2020 of the [10-year Housing & Homelessness Action Plan](#) (CS11017(d)). The action plan is a solution-focused, person-centred plan that guides decision making on how the Hamilton community addresses issues related to affordable housing and homelessness.

During the COVID-19 pandemic, housing services faced additional pressures within the homeless-serving system related to emergency shelter capacity and outreach resources along with the notable rise in, and visibility of, unsheltered homelessness and encampments.

The impacts of COVID-19 on congregate living settings created new requirements related to personal protective equipment, physical spacing and modified capacity within existing facilities. To mitigate challenges on emergency shelter settings, additional

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locations have been operating on a temporary basis including at the FirstOntario Centre (now decommissioned) and at the former Cathedral School location. In addition, the City secured temporary hotel space and case management operations for men, women, families and couples which helped address capacity issues. In support of providing ongoing interventions to transition from COVID-19 emergency response actions to a more stable and sustainable, evidence led housing system, in June 2021, Council approved Report HSC20020(c), which supports the continued adaptation and transformation of services for people experiencing homelessness.

During the pandemic, the cost of housing in Hamilton has significantly increased and the need for more affordable housing has become a focus for all three levels of government. One of the initiatives underway to increase the affordable housing supply is the Rapid Housing Initiative (RHI), a federal program delivered through the Canada Mortgage and Housing Corporation (CMHC). To date (July 2021), Hamilton has received a total of \$12.9M to build 94 new affordable homes in support of vulnerable populations through this program.

During COVID-19, the City also expanded zoning permissions for secondary dwelling units (accessory apartments, laneway houses, coach houses) to allow owners of single detached, semi-detached or townhouses in the urban area to add either an additional unit within the house or build a separate dwelling unit on the lot or both, and to allow residents within in the rural area to build accessory apartments. The benefits of adding new dwelling units in neighbourhoods include providing new housing opportunities for residents to build units for family members or to rent out; allowing for more efficient use of infrastructure and community services and increasing the supply of rental housing.

The long-term impacts of the COVID-19 pandemic around tenant issues such as rent repayment, Landlord Tenant Board issues, and adequate affordable supply will need to be assessed and addressed through future reports to Council.

There does however remain a need to support those experiencing chronic homelessness with complex needs through permanent supportive housing intervention, which combines housing, intensive case management and clinical health services. This need for additional health resources integrated with housing and wraparound supports has continued to be highlighted locally through the COVID-19 pandemic and will need to continue to be addressed as part of COVID-19 transition planning. The City will need to continue to advocate for and work with senior levels of government to achieve greater integration between health and housing resources and the creation of sustainable supportive housing solutions.

Term of Council Priorities

In January 2020, Council confirmed their priorities for the remainder of this term of Council:

- Climate Change

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- Multi-Modal Transportation
- Homelessness & Affordable Housing
- Integrated Growth & Development
- Fiscal Health & Financial Management
- Equity, Diversity & Inclusion
- Trust & Confidence in City Government
- A Healthy, Respectful & Supportive Workplace

Social justice issues such as reconciliation with Indigenous peoples, the importance of addressing climate change, and the impact of the pandemic on our community, have illustrated these term of Council priorities are more important than ever and will support a fair and equitable recovery for all.

This is supported by information and data presented monthly by the City's Emergency Operations Director at General Issues Committee meetings and the City's Medical Officer of Health at Board of Health meetings, in addition to data included in the [Just Recovery policy paper](#) submitted to Council by the Just Recovery Hamilton Coalition in January 2021. Appendix A to Report CM21003 highlights the relationship between the Just Recovery policy paper, the recommendations of the Mayor's Task Force on Economic Recovery, term of Council priorities and the City's recently approved [Community Safety & Wellbeing Plan](#) (approved by Council June 2021) and will be used as an input into future discussions of the social issues sub-committee of Council.

Going forward, work will continue across all term of Council priorities; however, what can realistically be accomplished over the remainder of the term will depend on resources and staff capacity required to continue to support the emergency response and recovery from the pandemic. Similar to program area recovery work, term of Council priority work impacts will be brought forward as part of the upcoming 2022 – 2025 budget process and through individual reports to Council as required over the coming months.

Economic Recovery

The Mayor's Task Force on Economic Recovery, formed by City Council to provide multi-sectoral leadership and direction to guide Hamilton's economic recovery, formulated an action driven plan to position the City of Hamilton during, in the aftermath of the pandemic and for the long-term through the integration of three (3) guiding principles. These guiding principles, Climate Action, Equity, Diversity & Inclusion and Labour, which also align with the Term of Council Priorities and address some of the social impacts of COVID-19 related to business impacts, lost employment and the importance of child care access, will ensure that actions taken to support recovery will not only help build the economy back to its pre-pandemic state, but will look towards ensuring a sustainable and equitable recovery. 53% (as of September 13, 2021) of the recommendations of the Mayor's Task Force on Economic Recovery are considered

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complete. Up-to-date implementation progress of the recommendations of the Mayor's Task Force on Economic Recovery is available on the Invest in Hamilton [economic recovery task force dashboard](#). An update report on the implementation of the recommendations of the Mayor's Task Force on Economic Recovery will be brought forward to Council prior to the end of the year.

The 2021 – 2025 Economic Development Action Plan will be brought forward for Council approval in fall 2021, looking at ways to:

- Maintain and sustain our economy as we collectively navigate the global pandemic;
- Continue to pursue economic growth opportunities based on Hamilton's current economic strengths and momentum and the current and forecasted global landscape; and
- Leverage insights and feedback from our business owners, developers, citizens, anchor institutions and City Council.

This update, which is being created under very different circumstances than its predecessor, is an extension of the 2016 – 2020 plan and incorporates the:

- Growing global awareness of the urgency around global warming and the impacts of climate change;
- Importance of actively championing and pursuing equity, diversity and inclusion within our society; and
- Devastating impacts of the global pandemic on the global population and its economies.

Tourism

A strong tourism sector reflects a strong economy and tourism continues to be one of the sectors hardest hit by the COVID-19 pandemic, with an uncertain outlook as a result of continued public health and travel restrictions. Due to the reality of physical distancing requirements, the inability to gather in large groups and the likelihood of fear and stigma of a return to many pre-pandemic activities, the tourism sector is expected to be among the last to recover from the pandemic.

The survival of businesses throughout the tourism ecosystem is at risk without continued government support. Although governments at all levels have taken unprecedented actions to cushion the blow to the tourism sector, collectively, more needs to be done in the months and years ahead. Based on the recommendations put forward by the Mayor's Taskforce for Economic Recovery, key policy priorities from a Hamilton tourism perspective, include:

- supporting tourism businesses to adapt and survive;
- providing clear information to travelers and businesses, and limiting uncertainty (to the extent possible);

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- evolving response measures to maintain capacity in the sector and address gaps in supports;
- prioritizing investments in safe and accessible public spaces and tourism related infrastructure;
- promoting domestic tourism and supporting safe return of international tourism;
- restoring traveler confidence.

The 2021-2025 Tourism Strategy, which will focus on how to best support the economic recovery of the local tourism sector while identifying how to best drive a strong economic impact post-COVID-19, will be presented to Council in November 2021.

Partnerships & Collaborations

Throughout the pandemic, different levels of government and community partners also came together in unprecedented ways, removing red tape and barriers to work together in addressing challenges and meeting the needs of local communities. Recovery efforts will look to continue build on these relationships and identify new opportunities to collaborate with the provincial and federal governments and our stakeholders and community partners to build on successes achieved during the pandemic. This includes continuing the partnerships between the City, its health institutions and those responsible for the delivery of many of the City's social programs, to address long term social impacts and recovery.

The Mayors and Chairs from the 11 largest municipal governments across the Greater Toronto and Hamilton Area (GTHA) continue to meet to discuss COVID-19 impacts, present common issues to the provincial government related to municipal pandemic impacts and present common messages about the need for public health measures and importance of vaccinations. In parallel, the GTHA CAOs/City Managers have been meeting to discuss common issues related to the pandemic emergency response and recovery. There is a recognition that there are many shared regional municipal interests and there are benefits to bringing related staff together to share data, expertise and ideas to inform new approaches and actions on key issues that will advance recovery. Areas of focus are affordable and supportive housing; digital infrastructure; procurement; and sustainable finance. Reports will be brought forward to Council as this collective work advances.

Staff are also in the process of developing an intergovernmental relations strategy that will be brought forward for Council approval. The strategy will assist both Council and senior staff in continuing to build on the relationships between all levels of government established to address change and provide financial support required during the pandemic.

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Municipal Financing

Financial pressures for municipalities in 2021 are expected to be fully mitigated through the historic Safe Restart Agreement, Social Services Relief Fund and many other pandemic support funding announcements. Although these funds are expected to support some shortfalls in 2022, longer term impacts on municipal service delivery are unknown and financial impacts will be dependent on the length of the pandemic and continuation of public health restrictions. As potential pandemic scenarios illustrate, it is anticipated that COVID-19 related health risks will continue in the immediate future, with full economic recovery not expected to return to pre-COVID-19 levels till beyond 2022.

With no committed funding from senior levels of government beyond 2022, it is anticipated that the City will continue to face many financial pressures in 2022 and beyond, including the on-going loss of revenue from transit operations and recreation user fees, as well as, increased costs to continue to support emergency response measures and our vulnerable populations.

Information presented to GIC on June 16, 2021 through Report FCS21057, 2022-2024 Multi-Year Outlook and Capital Financing Plan Update, projected additional financial pressures related to COVID-19 in 2022 of \$57.2 M. An updated 2022-2025 Budget Outlook Report will be presented to Council in October 2021.

Return to the workplace and employee mental health and wellbeing

The sustained emergency response has had a significant impact on the City's workforce. As a result of impacts of the pandemic on both our employees professional and personal lives, there was an increase need for mental health resources and supports across all levels of our workforce. Ensuring that City employees are supported in both the short term and long term will be a key to the City's recovery and will set the City up for continued effective and efficient service delivery, while remaining an employer of choice. Returning to the workplace and employee mental health and wellbeing recovery planning is focused around ensuring the City has safe working environments and that our workplace practices continue to evolve to meet the changing needs of our workforce.

Employee Mental Health and Wellbeing

Staff at all levels of the organization have experienced anxiety and stress and have required supports to maintain their mental health. This has been evident through the 236% increase in use of the City's LifeSpeak OnDemand series that was accessed by staff 9057 times in 2020 (as referenced in the 2021 City Manager Department budget presentation (February 2021) and in Report CM21006). It is anticipated that the organization will need to continue to provide ongoing support for all employees. This includes mental health and wellbeing supports for:

- frontline staff that will help them stay resilient and manage stress; and
- people leaders to help manage change and recognize when team members are struggling will be critical as we move into the recovery phase.

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As new resources are identified and developed, they will be brought online and made available to all employees. The City's Workplace Mental Health Advisory Committee continue to ensure actions are aligned with our Workplace Mental Health Strategy and our goal to create psychologically healthy and safe workplaces.

Mandatory COVID-19 Vaccination Verification Policy

To help reduce the risk of COVID-19 transmission in our community, at its meeting of August 26, 2021, Council approved the Mandatory COVID-19 Vaccination Verification Policy (HUR21008) to protect the health and safety of the City's workforce.

Future Work Models

As we shift the focus from working from home as an emergency response to working from home being a part of the City's formal work model, there is a growing need for guidance on how to support this transition and ensure long term sustainability. These new work models, being presented to the September 22, 2021 General Issues Committee as part of Report HUR21007, are outlined in the Hamilton@Work document. Evolving our work models will ensure the City continues to remain an employer of choice, as other employers move to offer more flexibility through a range of working models.

Return to Workplace Strategy

Identifying when employees working from home since March 2020 can safely return to the workplace (specific dates for returning staff to the workforce is not known at this time), is also a part of the City's recovery planning. The Hamilton@Work document, presented being presented to the September 22, 2021 General Issues Committee as Report PED21181, outlines the return to workplace strategy for the gradual, safe and measured return of City staff to municipal facilities based on three main areas: health & safety; information technology; and facilities.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report CM12003 – Review of Just Recovery Policy Paper Recommendations

City Alignment with the Just Recovery Policy Paper

The Just Recovery Hamilton Coalition is a group of not-for-profit organizations that came together in response to the COVID-19 pandemic. The Just Recovery Hamilton Coalition released a policy paper providing more than 150 recommendations intended to support the City’s recovery both during and post pandemic, in a fair and equitable manner for all residents.

The Just Recovery policy paper was organized around the following themes:

- Investing in Women
- Mobility Justice
- Housing as a Human Right
- Tackling Systemic Racism
- Investing in decent jobs, decent wages, & our local economy
- Focusing on Inclusive City Building
- Investing in Green Infrastructure, Policy and Public Access
- Supporting 2SLGBTQIA+ Communities

The Just Recovery policy paper aligns with many city initiatives, including the term of Council priorities, the recommendations of the Mayor’s Task Force on Economic Recovery and the City’s recently approved [Community Safety & Well-being Plan](#) (HSC10932(b) approved by Council June 23, 2021). When initiated, the Just Recovery Policy Paper will also be used as an input into future discussions of the sub-committee to address the impacts of social issues related to the City’s response to the COVID-19 crisis.

Term of Council Priorities (2018 – 2022)

The COVID-19 pandemic and current social justice issues revealed that these term of Council priorities are more important than ever. The Just Recovery policy paper themes, sub-themes and related recommendations most align with term of Council priorities Equity, Diversity and Inclusion, Homelessness and Affordable Housing, Multi-Modal Transportation and Climate Change.

Mayor’s Task Force on Economic Recovery

The [Mayor’s Task Force on Economic Recovery](#) recommendations were received by Council, December 2020. The task force report outlined recommendations to guide Hamilton’s sustainable and equitable recovery during and in the aftermath of the COVID-19 pandemic and represents a compilation of the advice and recommendations of the members of the task force and seven sector working groups. It included three guiding principles; Climate Action, Equity, Diversity and Inclusion and Labour.

The Just Recovery policy paper reinforced the importance of the Mayor’s Task Force guiding principles by highlighting both pre and current pandemic statistics related to unemployment and precarious and low wage employment, income disparities across the City, real estate trends, including skyrocketing rent and the impact on those relying

on government supports, pressures on our aging population and issues related to systemic racism.

There are both direct (similar recommendations) and general alignment between the Task Force priority areas for action and the policy paper themes, sub-themes and recommendations, along with many specific economic sector recommendations which align with the overall goals of the Just Recovery policy paper. An update report on the implementation of the recommendations of the Mayor's Task Force on Economic Recovery will be brought forward to Council prior to the end of the year.

Community Safety & Well Being Plan

Hamilton's [Community Safety & Well Being Plan](#), approved by Council June 2021, outlines a framework for working alongside partners to promote safety and well-being for all residents. This framework includes a series of guiding principles that will be applied across all work within the plan as well as six local priorities where opportunities for action have been identified. The local priorities include hate incidents, violence, mental health and stigma, substance use, housing and homelessness and access to income. All content within the plan was informed through consultation with Hamilton residents, service providers and advisory committee members. The plan is only the beginning of collaboration across the community to improve outcomes in Hamilton related to safety and well-being, which aligns with many of the goals of the Just Recovery policy paper.

The Community Safety and Well-Being Plan supports safe and healthy communities through a community-based approach to address root causes of complex social issues and seeks to achieve a proactive, balanced and collaborative approach to community safety and well-being across four key areas: social development, prevention, risk intervention, and incident response.

In alignment with the Just Recovery policy paper themes, subthemes and related recommendations, the Community Safety and Well-Being Plans commits to:

- Collaborating between partners to address recommendations in the Just Recovery Hamilton Policy Paper under the themes of Tackling Systemic Racism and Supporting 2SLGBTQ+ Communities
- Collaborating to address recommendations in the Just Recovery Hamilton Policy Paper under the themes of Investing in Women and Disability Justice.
- Reviewing and considering recommendations in the Just Recovery Hamilton Policy Paper under the themes of Housing as a Human Right.
- Collaborating to address recommendations in the Just Recovery Hamilton Policy Paper under the themes of Investing in Women and Investing in decent jobs, decent wages and our local economy

Just Recovery Alignment

Over the course of the pandemic, staff, with Council approval have actioned items stemming from work in support of the term of Council priorities, the Mayor's Task Force on Economic Recovery or as part of planned work in support of service delivery, many

of which align with the recommendations of the Just Recovery policy paper. Some examples of what the City can and has acted on are highlighted below.

The Just Recovery Mobility Justice theme has fifteen recommendations that focus around improved transit services, including pursuing higher order transit service and the provision of amenities to support alternate modes of travel. This theme aligns with recommendation #76 of the Mayor’s Task Force on Economic Recovery which focuses on ensuring appropriate transportation infrastructure is in place to support recovery and long-term mobility across the City. Some actions taken by the City that align with the Just Recovery policy paper recommendations include:

- Council approved (June 24, 2020) COVID-19 Recovery Phase Mobility Plan, which focuses on ensuring that as many trips as possible could be supported using sustainable transportation modes
 - Policy paper recommendation #26 & #29
- Continued investment in and advancement of the City’s transit strategy as approved, by Council, in the 2021 budget
 - Policy paper recommendation #22
- Council approval (November 25, 2020) of the public bike share program through December 2022 and the Council approval (July 7, 2021) of the expansion of Hamilton’s bikeshare program through the addition of 600 used bicycles from Portland.
 - Policy paper recommendation #32
- Council approval (April 28, 2021) of an enhanced sidewalk snow-clearing program beginning in the winter of 2022/2023
 - Policy paper recommendation #27
- Introduction of Ontario’s first carbon-negative bus by HSR (March 2021) and Council motion to not purchase future diesel buses (February 2021)
 - Policy paper recommendation #30
- Council approved the execution of the memorandum of understanding to implement LRT along the B-line in Hamilton (GIC September 8, 2021, subject to Council approval September 15, 2021)
 - Policy paper recommendation #24

Future reports related to the recovery of transit and the continued advancement of the City’s 10-year transit strategy and the HSR’s re-envision initiative will be brought forward for Council approval, which will further support recommendations under the mobility justice theme. Ongoing work in support of term of Council priorities climate change, multi-modal transportation and integrated growth & development, will also continue as it relates to addressing mobility justice.

There are a total of sixteen recommendations in the Just Recovery policy paper that relate to housing, ranging from securing access for vulnerable populations, increasing supply, addressing renovations and ensuring housing as a human right. This theme aligns with four recommendations (#15, 86, 100 & 101) from the Mayor’s Task Force on Economic Recovery that both support the creation of and access to affordable housing options. Throughout the pandemic, as part of both its emergency response and as part

of its housing mandate, the City has taken various actions to address the lack of affordable housing in our community and the impact this has on our community, including the need for wrap around supports for vulnerable populations. Some actions taken by the City that align with the Just Recovery policy paper recommendations include:

- Council approval (August 21, 2020) of the [10-year Housing & Homelessness Action Plan](#)
 - Policy Paper theme Housing as a Human Right and sub-theme Accessing Temporary & Permanent Housing
- Council motion in support of Affordable Housing Projects (December 9, 2020)
 - Policy paper recommendation #14, #55 & #58
- Council approval of around the investment of \$30.3M towards housing initiatives as part of the 2021 tax supported capital budget
 - Policy paper recommendation #14, #55 & #58
- Council approval (December 2020 and July 2021) to enter in agreement with the federal government in support of the Rapid Housing Initiative
 - Policy paper recommendation #14, #55 & #58

The Just Recovery High Speed Internet Access for All theme has 6 recommendations that focus around expanding free access to the internet across the city and working with internet service providers to make high speed internet more accessible for all. This theme aligns with recommendation #39 of the Mayor's Task Force on Economic Recovery which focuses on supporting investments in broadband internet services to support working and learning from home beyond the pandemic, especially in underserved and rural communities. Although a report won't be brought forward to Council until 2022 that will speak to opportunities to reduce the digital divide, some work already underway that aligns with these recommendations includes:

- Looking at opportunities to increase indoor and outdoor Wi- Fi access at all Hamilton Public Library (HPL) branches
 - Policy paper recommendation #122 & # 126
- Launched High Speed Internet Survey to map connectivity across the city
 - Policy paper recommendation #123
- Ongoing engagement between the City's Digital Office and Rogers, Bell, Telus and Cogeco to explore program offerings that can be implemented to alleviate the digital divide across the City and City letters of support to ISP for funding applications to Provincial and Federal Broadband initiatives
 - Policy paper recommendation #125 & #127
- The City's Digital Office collaboration with CityHousing Hamilton on several projects to expand connectivity options including:
 - support to enroll eligible facilities in low cost internet via major ISP.
 - partnering with city owned HCE Telecom to provide internet connectivity to two locations and exploring proof of concepts for low cost connectivity services.
 - Policy paper recommendation #124

Overall, the Just Recovery policy paper is intended to support those that experienced the negative effects of the pandemic disproportionately, specifically women, 2SLGBTQIA+ communities, and those experiencing systemic racism. The term of Council priority Equity, Diversity and Inclusion has a goal of ensuring that equity-seeking communities will feel safe, supported and have an enhanced sense of belonging through strengthening community capacity, City responsiveness and creating inclusive engagement opportunities. The policy paper and the term of Council priority align strongly in their objective. Most recently, Report CM19006(e), Hate Prevention and Mitigation Update, was received on August 9, 2021 at the General Issues Committee. Ongoing discussions will continue at future committee meetings of Council to work towards approved next steps, at which point staff will prepare an action plan for Council's review and approval, taking into consideration other related strategies approved by Council and already underway including the City's Urban Indigenous Strategy (approved by Council July 2019), the work of the new Hamilton Anti-Racism Resource Centre Board (HARRC), the Hamilton Community Safety and Well-Being Plan (approved by Council June 2021), Hamilton's 10-year Housing and Homelessness Action Plan (approved by Council August 2020), the City's internal Equity Diversity and Inclusion (EDI) workplan, which will come before Council in September 2021 and the newly-developing Hamilton Police Service Hate Crime Review Team. Recommendation #45 of the Mayor's Task Force on Economic Recovery also speaks to ensuring sustainable Funding, Capacity & Resources for Equity-Serving Organizations.

Some specific actions taken over the course of the pandemic include:

- Council approval (May 26, 2021) of the Hamilton Home Energy Retrofit Opportunity (HERO) Detailed Design Study (Policy paper recommendation #94 and Task Force recommendation #103), which also supports the climate change term of Council priority;
- Council approval (May 13, 2020) of the outdoor dining districts program enabling restaurants, bars and cafes to expand their operating and service area into the outdoor and public realm space creating new patios and opportunities for placemaking (Policy paper recommendation #33 and Task Force recommendation #67);

Some recommendations have also been referred to staff for future action.

The Food Advisory Committee of Council, and the implementation of the [10-year Hamilton Food Strategy: A Healthy, Sustainable, and Just Food System for All](#), (approved by Council August 2016), has been put on hold as a result of the City's COVID-19 emergency response and staff capacity. When appropriate, the 6 recommendations of the Just Recovery policy paper under the food insecurity sub-theme and recommendation #38 of the Mayor's Task Force on Economic Recovery that focuses on food security and resilience will be reviewed for action when staff capacity permits.

The 8 recommendations of the Just Recovery policy paper under the social procurement sub-theme, the 10 recommendations under Community Benefits

Agreement and recommendation #11 of the Mayor's Task Force on Economic Recovery that focuses on social procurement have been referred to staff for consideration. The City of Hamilton supports responsible procurement practices and incorporates social procurement, climate change and green or circular procurement considerations, where possible. Although community benefits and social procurement are different, many of the same responsible procurement principles, such as living wage, and working with education institutions and local employment agencies to create more access to professional, administrative and technical jobs for COVID-19 affected groups, exist under both and the City is committed to working with community partners and the development community to look at how to integrate into city procurement policies and local development practices, where possible. A report will be brought forward to Council for further direction in the future.

Some of the recommendations of the Just Recovery policy paper are the responsibility of other jurisdictions, beyond the City of Hamilton, although the City can play a role in advocating for action, where appropriate. This includes the 3 recommendations related to residential care facilities and the recommendation to grant the special diet allowance to all Hamilton OW and ODSP recipients. Although the City can support agencies responsible for providing supports to 2SLGBTQQIA+ Communities and workforce development opportunities for Black, Indigenous, racialized communities, people with disabilities and 2SLGTBQQIA+ communities, the City must partner with other community organizations and levels of government to implement the recommendations of the Just Recovery Policy Paper. In support of recommendations that are the responsibility of other levels of government, advocacy letters have been sent requesting:

- continued business support from senior levels of government throughout the length of the pandemic;
- mental health and addictions supports;
- childcare supports;
- tax deferral programs; and
- federal trade policies.



INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	September 22, 2021
SUBJECT/REPORT NO:	Hamilton@Work - Future Work Models (HUR21007) - (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Lora Fontana (905) 546-2424 Ext. 4091 Nenzi Cocca (905) 546-2424 Ext. 3924
SUBMITTED BY:	Lora Fontana Executive Director Human Resources
SIGNATURE:	

INFORMATION

The global pandemic has forced many organizations to make drastic changes in the manner in which they conduct business and run their operations. Throughout the last several months, the City has been navigating these ever-changing challenges related to the COVID-19 pandemic, addressing the many obstacles while ensuring the optimal health, safety and wellness of our community and employees. Under the guidance of the Emergency Operations Centre (EOC) and the Senior Leadership Team (SLT), priority has been given to ensuring the seamless delivery of critical and essential services to our City's residents, and balancing these needs with the health, safety and wellness of our employees. To date, we have been able to successfully ensure the delivery of these City services while minimizing any risks to the employees.

While many front-line employees have continued to work on-site throughout the pandemic, the vast majority of the administrative staff have worked from home. Accommodating this situation has required the effective management of a number of transitional issues, including numerous Human Resources (HR) related issues that have impacted all City employees in a number of employment related areas. As we address the recovery phase of the pandemic, we must continue to adjust and amend our city policies and procedures, ensuring that they adequately meet our needs.

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In order to align our operations with our new reality while continuing to minimize the risk to employees and leverage opportunities that we've recognized with more flexible workplace models, it is imperative that we all work together, adapt to new ways of working, and create tailored responses to our workplace challenges. As such, we have been turning our minds and efforts to the future of our work, and how and where employees can work best in the future.

As we emerge from the pandemic stronger and more resilient than ever before, we will carry forward the lessons learned and use them to enhance employee flexibility in ways we had not previously considered. Our employees have embraced new and more efficient ways to continue delivering services from home. Technology has been effectively leveraged to ensure seamless accessibility to information, resources and documentation. And as an employer, we have, and will continue to provide working models that support employee health, safety and wellness.

As evidenced by attendance data for those areas within the organization that have been working from home since March 2020, both absence hours and occurrences have decreased by approximately 30% as compared to pre - COVID-19, for all work groups where at least one employee was working from home. Based on this data, and feedback received from both Leaders and employees alike, employees are better equipped to manage incidental illness by taking care of themselves at home, reducing the likelihood of exposure to their co- workers, and still be productive and effective in delivering their essential work functions while taking care of their health and wellness.

Additionally, a recent environmental scan of relevant articles and comparable employers, suggests that a more modern, flexible work model is the right direction.

A study issued by Stats Canada in April 2021, titled "Working from home: Productivity and preferences" reports that "of all new teleworkers, 90% reported being at least as productive, i.e., accomplishing at least as much work per hour, at home as they were previously at their usual place of work". Even more relevant, "the percentage of new teleworkers who reported doing more work per hour was relatively high in public administration (41%)".

A report published in June 2021 by the Business Development Bank of Canada entitled "What's Next for Remote Work" reports that "Nearly three-quarters of business owners plan to offer employees the opportunity to work remotely after the pandemic". And 54% of employees surveyed by the BDC, say "that access to remote work will be a determining factor when applying or accepting a job, and 27% of small and medium-sized business employers (say) that remote work gives them access to a bigger talent pool".

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During an AMO session (Association of Municipalities Ontario) earlier this year, City of Brantford leadership presented a comprehensive plan that operationalized their revised Overall Accommodations and Yard Facility Plan including the new City Hall, and a work from home model resulting in approximately 33% reduced office space and \$21.5 million in capital savings.

And a white paper developed in June 2021 on behalf of the Regional Single Tier Human Resources Group (having consulted and surveyed a number of Ontario municipalities) concluded that “remote work in some form and quantity is here to stay. Several environmental, financial and societal factors support this direction while the next generation of talent is likely to demand it. “

As we shift our focus from working from home as an emergency response, to telecommuting (working from home) as a preferred work model, there is a growing need for guidance on how to support this transition and ensure sustainability across the organization. Appendix “A” to Report HUR21007, entitled “Hamilton@Work”, maps out a series of Guiding Principles that will help anchor the modernization of our existing telecommuting program. These principles are rooted in the City’s vision, mission, strategic priorities and cultural values. They will assist leaders to review the job functions that report into them using a common framework in order to determine the ability for continued post-pandemic flexible workplace arrangements, in their units. This work has been guided by the following overarching principles:

Culture

A positive workplace culture improves teamwork, raises the morale, increases productivity and efficiency, and enhances attraction and retention of the workforce. Therefore, we will continue to embrace, leverage and grow our shared culture values of collective ownership, steadfast integrity, sensational ownership, courageous change and engaged empowered employs as individuals and an organization to shape how and where we get work done, and how think about our work in order to produce high quality results.

Business Continuity/Operational Service Excellence

We strive to continue to provide services to citizens at the highest level. It is essential to assess any workplace model relative to the ability to maintain business continuity and service excellence. A successful assessment will take into account new technologies and processes that support an efficient and modern mobile and/or remote workforce while maintaining the same or higher levels of service.

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Clean and Green

The City of Hamilton aims to be an environmentally sustainable workplace where we take a leadership role in operating in a sustainable manner. Therefore, we are environmentally conscious and make decisions on how we operate that are focused on reducing waste and our carbon footprint. We leverage technology in order to automate and modernize work processes and practices that advance the programs and services delivered to our communities.

Talent/People

Our People are key to the City's success. The modern workplace has evolved and changed. In a competitive job market, providing a flexible workplace models will set the City apart and support attraction and retention of talented, dedicated employees looking for work-life balance and flexibility. Within the global category of Our People, we must take into account health, safety and psychological well-being of staff working on or off-site. Leaders must be clear in their expectations on conduct, service levels, performance and deliverables regardless of physical work location, enabling the success of all parties.

Financial Considerations

We ensure corporate strategies are in place to support the cost efficient and financially effective delivery of city services. Decision making and workplace governance is based on how best we can continue to meet the needs of our community. Therefore, implementing changes to shift our workplace model will be planned, thoughtful and gradual. Change will be funded by existing budgets or where it makes sense, we will request to increases to allotted budgets slowly working towards fully implementing our desired workplace model over time.

Modernization

We are a dynamic, improvement focused organization that has continuously adapted and evolved. As we transition to our new work environment, we must continue to embrace this growth-focused approach and address/review processes, technology, service delivery and existing framework from a modernization perspective and plan for the future of our work.

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Change Management

We implement new working models to help sustain our future workplace, while ensuring a healthy, safe and productive workforce. We will provide necessary flexibility to accommodate differences and recognize that work is evolutionary and dynamic. We are committed to helping staff transition through these significant changes and challenges while planning for the future of our work and workplace. To ensure our success we will have frequent, open and transparent communications with staff and ensure meaningful feedback mechanisms are put in place so that we can adapt and enhance our work practices along the way.

Future Work Models

It is important to note that arrangements for our future workplace is evolutionary and fluid, and that it will be necessary to continue to build and modify our future work models. This includes continued review and refinements to other Corporate Strategies, including Information Technology and Facilities/Accommodation Master Plan. Having said that, there are foundational visionary pieces (Guiding Principles) that will serve as anchors to help guide us in our work going forward. These foundational pieces will help support the workplace transition and continuity strategies, as we operationalize these future work models.

In order to consider a flexible workplace arrangement, an employee must first and foremost have the ability to perform the core duties and responsibilities of their role from a remote location. Assessment to determine which workplace model works best will be the responsibility of the People Leader, using the same Decision Criteria for each job/position. Operational needs and priorities are key considerations in order to ensure seamless delivery of services to stakeholders.

Other Key Considerations:

- Performance – Continued commitment to the principles of our Performance Accountability and Performance (PAD) program, including establishing clear expectations, setting work goals and providing consistent performance feedback should not be compromised by providing a flexible workplace model. People Leaders must continue to manage performance and address any objective deficiencies. Ending a flexible workplace arrangement may not be the right solution to managing performance issues and approving a flexible work arrangement does not absolve a People Leader from managing, or an employee from meeting, performance expectations.
- Health, Safety and Wellness – all flexible workplace arrangements must maintain and provide the best model to support the health, safety and wellness of employees.

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- Technology and Equipment – the IT Strategy includes long term plans and direction related to mobility, enabling our people and IT optimization. These plans will continue to move forward, taking into consideration the City’s Future Work models, and align with our Guiding Principles.
- Working Models – Our Future Work Models will mean each employee will fall into one of the following four work arrangements: Office Employees, Home Employees, Hybrid Employees and Mobile & Frontline Employees.
- Flexibility – the Decision Criteria provides consistent criteria to determine which working model works best for each Job/Position, however flexibility and discretion can be objectively applied in circumstances where different working models may be appropriate in different situations (for example; accommodation based on human rights obligations, flexibility during inclement weather).

Tools and Resources to Support People Leaders

- Policy and Procedures – updated Flexible Workplace Policy and Procedure (replacing current Telecommuting Policy)
- Information Technology Resources – links to IT information to support employees working in different workplace models, including asset requests, instructions for software usage to support remote/mobile work.
- Facilities Resources – links to Facilities related information to make informed decisions on floor plans, office allocation, and future plans to amend the Facilities Accommodation Master Plan to best allocate floor space.
- Financial Resources – links to Corporate Finance policies and procedures to provide direction to common questions related to Parking, Expense Reimbursement.
- Employee Support – support for People Leaders and Employees on how to address various topics related to flexible workplace arrangements, including how to engage remote teams and best practice related to virtual meetings.
- Guiding Principles and Decision Criteria- Guiding Principles and Decision Criteria that serve as our “anchors” to ensure consistent assessment of Jobs/Positions when determining the workplace model, in addition to how we will progress and continue to modernize flexible workplace models in the future.

Mental Health and Wellbeing of Employees

While we continue to monitor the state of mental health and wellbeing of the organization, it is important to recognize the need to adjust our programs, services and supports for employees as they continue to manage through a number of challenges associated with the COVID-19 pandemic crisis. For the most part, the pandemic has created changes in our work practices that, in some cases, has required changes in work practices for many employees, resulting in uncertainty and stress. Regular communication and engagement

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with staff is crucial in order to ensure clarity around role expectations, clearly defined performance measures, appropriate workloads and access to mental health and well being supports.

The Future Work Models will incorporate a number of factors that allow opportunity to ensue a balanced approach so that the mental health and well being of our employees can achieve optimal levels. Employees at different levels within the organization, and with different sources of stress and anxieties, will be provided with the tools and supports to stay resilient, manage stress and support their families through these challenging circumstances. These resources will also evolve and change over time, so that the employees continue to receive optimal mental health related supports, in order to ensure psychologically healthy and safe workplaces.

Working Remotely from Outside Province of Ontario

Part of the consideration for remote working is the issue of working within the Province, Country and even internationally. While working remotely within the Province of Ontario is generally an acceptable practice with little adverse implications, working from outside of Canada or even internationally, proves to be more problematic.

Generally speaking, working within the Province of Ontario does not result in any administrative or legal issues respecting the employment arrangements between an employer and employee. Having said that, working outside Province or Country, will result in greater challenges and barriers such as taxation implications, the applicability of employment-related legislation (such as the *Employment Standards Act 2000*, the *Occupational Health and Safety Act*, and the *Workplace Safety and Insurance Act*), immigration provisions, and time zone challenges. This is primarily due to the fact that most employment related laws and regulations are Provincially mandated. By working outside the Province or Country, an employer and employee will face many legal, administrative and financial barriers that can become extremely problematic if not managed effectively.

Given the circumstances, including the current regulations mandating travel both inside and outside of Canada, working remotely will be restricted to locations only with the Province of Ontario for all City employees. There may be some extenuating circumstances that may necessitate alternate considerations, however these situations will be considered on a case by cases basis, with careful review and assessment of the various issues and potential barriers of such arrangements.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report HUR21007 – Hamilton@Work

HAMILTON @ WORK

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

SEPTEMBER 2021



Hamilton

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

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COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

1. STRATEGY OVERVIEW

In March 2020, in response to the developing COVID-19 pandemic situation, the City of Hamilton closed municipal facilities and sent many of its employees to work from home where possible. Since that time, approximately 20 per cent of the City's workforce has continued working from home, with essential and public-facing municipal service staff returning to the workplace as services reopened to the public.

Although the City was previously supporting technology and infrastructure for a smaller group of staff to work remotely before the pandemic, we were able to quickly scale up and ensure all 1,800 employees who needed it, had the appropriate equipment and technology to connect and work from home successfully. Fortunately, the City had been piloting more flexible work arrangements and considering future workplace strategies since long before COVID-19. As one of Hamilton-Niagara's Top Regional Employers for 2021, the City of Hamilton understands the importance of keeping up with employment trends to attract and retain the best and brightest candidates so we are able to deliver superior public service to the residents of Hamilton.

As we look ahead toward our recovery from the COVID-19 pandemic, the City is planning to bring these more flexible work arrangements into practice across our organization.

Hamilton@Work is the City's plan for how and where our employees will work going forward. It is a tailored approach for the City of Hamilton that is aligned with our commitment to be an inclusive, empowering and equitable employer.

Hamilton@Work considers new ways of working, a changed work culture, how and where our employees are most productive, ongoing health and safety factors, evolved business needs, and the environmental advantages available to us by encouraging our workforce to carry on in the new and different ways we have been working through the pandemic.

Continuing to creatively provide services to our residents throughout the pandemic has demonstrated that our staff are able to be productive and effective while working in different environments – Hamilton@Work was created to recognize and advance this progress.

Providing more flexible work options is certainly a trend among top employers in Ontario and beyond, and the Hamilton@Work strategy not only helps to make the City of Hamilton an employer of choice, it also contributes to our commitment to service excellence for our residents.

Hamilton@Work provides a summary and links to detailed policies and procedures related to how municipal staff will work going forward. It also provides information about plans for returning City staff

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

to municipal workplaces and setting up staff for success in long term work from home and hybrid work models.

Throughout the pandemic, the health and safety of City employees and residents visiting municipal facilities has remained a top priority for the City of Hamilton. As we begin to bring more people back into our facilities, our policies and procedures around cleaning, physical distancing, hand hygiene, health screening, personal protective equipment and communication are essential as we remain focused on ensuring we limit the spread of COVID-19 in our workspaces. These health and safety guidelines, combined with the [Mandatory COVID-19 Vaccination Verification Policy](#) for all municipal employees, are important pieces of our COVID-19 recovery at the City of Hamilton.

Together, staff mobilization and adherence to public health guidelines has protected our friends, neighbours and loved ones. As we emerge from the pandemic stronger and more resilient than ever before, we will carry forward the lessons learned and use them to enhance employee flexibility in ways we had not previously considered.

As we continue in our COVID-19 recovery efforts, the City will take advice from the Province of Ontario as it relates to the pandemic and any guidance or restrictions for workplaces. Additionally, the City will monitor ongoing discussions and trends related to workplaces and employment in Ontario and beyond.

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

OUR GUIDING PRINCIPLES

The City has developed a series of Guiding Principles that have supported the development of Hamilton@Work and the efforts to imagine our future workplace. These principles are rooted in the City's vision, mission, strategic priorities and cultural values.

CULTURE

A positive workplace culture improves teamwork, raises the morale, increases productivity and efficiency, and enhances attraction and retention of the workforce. Therefore, we will continue to embrace, leverage and grow our shared culture values of collective ownership, steadfast integrity, sensational service, courageous change and engaged empowered employees as individuals and an organization to shape how we get work done, where we get work done, and how we think about our work in order to produce high quality results.



CLEAN & GREEN

The City of Hamilton aims to be an environmentally sustainable workplace where we take a leadership role and operate in a sustainable manner. Therefore, we are environmentally conscious and make decisions on how we operate that are focused on reducing waste and our carbon footprint. We leverage technology in order to automate and modernize work processes and practices that advance the programs and services delivered to our communities.

BUSINESS CONTINUITY / OPERATIONAL SERVICE EXCELLENCE

We strive to continue to provide services to citizens at the highest level. It is essential to assess any work model relative to the ability to maintain business continuity and service excellence. A successful assessment will consider new technologies and processes that support an efficient and modern mobile and/or remote workforce while maintaining the same or higher levels of service.

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

TALENT / PEOPLE

Our People are key to the City's success. The modern workplace has evolved and changed. In a competitive job market, providing a flexible workplace models will set the City apart and support attraction and retention of talented, dedicated employees looking for work-life balance and flexibility. Within the global category of Our People, we must consider the health, safety and psychological well-being of staff working on or off-site. Leaders must be clear in their expectations on conduct, service levels, performance and deliverables regardless of physical work location.

FINANCIAL

We ensure corporate strategies are in place to support the cost-efficient and financially-effective delivery of City services. Decision making and workplace governance is based on how best we can continue to meet the needs of our community. Therefore, implementing changes to shift our workplace model will be planned, thoughtful and gradual. Change will be funded by existing budgets or, where it makes sense, we will request increases to allotted budgets and will slowly work towards fully implementing our desired workplace model over time.

MODERNIZATION

We are a dynamic, improvement-focused organization that has continuously adapted and evolved. As we transition to our new work environment, we must continue to embrace this growth-focused approach and address and review processes, technology, asset management, service delivery, facilities allocation and existing framework from a modernization perspective, and plan for the future of our work.

CHANGE MANAGEMENT

We implement new working models to help sustain our future workplace, while ensuring a healthy, safe and productive workforce. We will provide necessary flexibility to accommodate differences and recognize that work is evolutionary and dynamic. We are committed to helping staff transition through these significant changes and challenges while planning for the future of our work and workplace. To ensure our success we will have frequent, open and transparent communications with staff and ensure meaningful feedback mechanisms are put in place so that we can adapt and enhance our work practices along the way.

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

2. HAMILTON@WORK MODELS

The City of Hamilton's future workforce is comprised of four main work models. Each employee will fall into one of the following four work models:

OFFICE EMPLOYEES	HOME EMPLOYEES	HYBRID EMPLOYEES	MOBILE & FRONTLINE EMPLOYEES
Employees who work from a municipal office or workplace 100% of the time.	Employees who work from their home space 100% of the time.	Employees who split their work hours between a City office building and their home work space.	Employees who work from a City vehicle or other mobile location some or all of the time.

To help determine which work model an employee or group of employees fall into, leaders will use the established **Decision Criteria** (Appendix A of Hamilton@Work). Leaders will use this consistent approach in assessing each position that reports to them to determine the work model that the position will be most productive in. Additionally, leaders will also consider if they have the infrastructure and equipment to support employees working in the selected work model.

All employees in the same position / job / role or job function will be in the same work model, save for exceptions.

Decisions around which work model an employee or group of employees will fall into should not be based on the personal preferences or perceptions of individual leaders or employees, and they should not be focused solely on enhancing operational budgets or acquiring additional assets.

In the coming months, leaders are encouraged to conduct regular check-ins with their employees and with other stakeholders to ensure the most effective work model was selected. Leaders should consider:

- If there have been any changes to operational or service delivery needs or priorities
- If there have been any changes to the core job responsibilities or expectations of the role
- If there have been any changes in technology or equipment required to perform the job

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

The **Decision Criteria** (Appendix A) guides leaders in asking questions about the work employees in the same position / job / role or job function are required to complete. However, at a high level, work model decisions will be made based on:

CORE JOB RESPONSIBILITIES

- Does the work location impact the employee's ability to perform the core roles and responsibilities of their position / job / role or job function?

OPERATIONAL NEEDS AND PRIORITIES

- Can the organization's operational needs and priorities be maintained where an employee is located on a day-to-day basis?

PROGRAM AND SERVICE DELIVERY CONTINUITY

- Is there an impact to municipal program and service delivery if employees are located off site?

BUDGET, TECHNOLOGY & EQUIPMENT CONSIDERATIONS

- Can the City provide the technology and equipment necessary to support the various work models within existing budgets?
- Are additional tools, resources or assets required to support the chosen work model?

PHYSICAL DISTANCING & HOT SPOTS

- Are employees working in the space able to maintain appropriate physical distancing from their colleagues?
- Are there any hot spots in the office space that would make physical distancing challenging?

ADHERENCE TO THE CITY'S POLICIES & PROCEDURES

- Can the employee adhere to all of the City's approved policies and procedures in their work location?

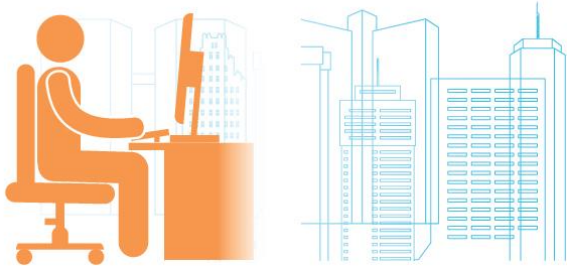
INDUSTRY LAWS OR REGULATIONS

- Are there any industry laws or regulations that require employees to work in a specific location?

HEALTH, WELL-BEING AND PRODUCTIVITY

- How is the health, well-being and productivity of employees impacted by their work location?

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy



OFFICE EMPLOYEES

Employees who work from a municipal office or workplace 100% of their time.

OFFICE EMPLOYEES are in positions where the functions and duties of their job can only be performed at a City location.

While some **OFFICE EMPLOYEES** have already returned to a City workplace to support the delivery of public-facing municipal services, some **OFFICE EMPLOYEES** will soon be returning to a City-owned workplace for the first time since March 2020.

As these employees begin to return to municipal workspaces, health and safety considerations are at the forefront. To ensure staff remain protected and potential exposure to COVID-19 is limited, the City has implemented enhanced health and safety controls, combined with detailed policies and procedures, specific to various municipal work environments.

The following pages review the most relevant pandemic-related policies and procedures for **OFFICE EMPLOYEES** and provide a number of key resources as we prepare to return to the office.

Additionally, a high-level summary of the health and safety guidelines for **OFFICE EMPLOYEES** is provided, and outlines the most important aspects related to cleaning, physical distancing, hand hygiene, health screening, personal protective equipment and communication.

For detailed plans on the strategy and schedule for bringing **OFFICE EMPLOYEES** back into municipal workplaces, read through to Section 3 of Hamilton@Work.

Examples of OFFICE EMPLOYEES*

- Counter service staff
- On-site program delivery employees
- Those delivering face-to-face customer service
- Jobs that require specialized equipment

**Final decision based on operational requirements and leader evaluation.*

As OFFICE EMPLOYEES begin to return to municipal workspaces, health and safety considerations are at the forefront.

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

POLICIES & PROCEDURES FOR OFFICE EMPLOYEES

Vaccinations

- [Mandatory COVID-19 Vaccination Verification Policy](#)

Masks & Personal Protective Equipment

- [Guidance for Use of Personal Protective Equipment](#)
- [Selection and Use of Medical and Non-Medical Masks in Non-Medical Settings](#)
- [When and How to Wear a Medical or Non-Medical Mask - Recommendations for the General Workforce](#)

Information Technology

- [Return of Office Equipment and IT Hardware Procedure](#)
- [Corporate Office Equipment and IT Hardware Return form](#)

Daily Health Screening

- [City of Hamilton Employee Self-Screening Policy](#)
- [Guidelines for Visitor & Client COVID-19 Assessment for Non-Employees](#)

Cleaning, Supplies & Facilities

- [Environmental Cleaning for Workspaces](#)
- [Tools and Equipment Cleaning](#)
- [Supply Depot Ordering](#)
- [Elevator and Stairwell Occupancy Capacity Protocol](#)

Physical Distancing

- [Using Flexible Arrangements in the Workplace for Physical Distancing](#)
- [Facility Modification Request Process](#)

RESOURCES FOR OFFICE EMPLOYEES

Daily Health Screening

- [COVID-19 self-assessment online screening tool](#)
- [COVID-19 self-assessment paper screening tool \(PDF\)](#)

Mental Health & Wellness Resources

- Health Safety & Wellness Team: healthsafetyandwellness@hamilton.ca
- [Employee Wellness Resources](#)
- [Homewood Employee Toolkit](#)
- [Managing Stress and Finding Work-Life Balance](#)
- [ROSA - Rapid Office Strain Assessment Tool](#)

Information Technology Resources

- [General IT Resources](#)
- IT Service Desk:
 - [IT Service Desk Online](#)
 - Email servicedesk@hamilton.ca
 - Call 905-546-4357 or ext. 4357(HELP)

Facilities Resources

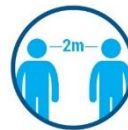
- [General Facilities Resources](#)
- [Facilities Service Centre](#)
- [Directions for Cleaning Acrylic Shields](#)

HEALTH & SAFETY GUIDELINES FOR OFFICE EMPLOYEES



CLEANING

- ☑ Regularly clean and disinfect your own desk, chair, keyboard, mouse, phone and other equipment with the products provided.
- ☑ Ensure high-touch areas like doors, door handles, sinks, counters, fridge handles, etc. are cleaned regularly.
- ☑ Ensure meeting and training rooms are cleaned regularly.



PHYSICAL DISTANCING

- ☑ Maintain physical distance of two metres from others; stay within your own work location where possible.
- ☑ Minimize face-to-face interactions where possible.
- ☑ Work with supervisors to rearrange workstation assignments, leave alternate desks empty to ensure physical distancing.
- ☑ Adhere to signage showing maximum capacities for smaller spaces.



STOP THE SPREAD

- ☑ Practice good hand hygiene by washing with soap and water or using alcohol-based hand sanitizer regularly.
- ☑ Cough or sneeze into your elbow, a tissue or your mask.
- ☑ Stay home if you are sick (consider working from home if possible).
- ☑ Don't share desks, keyboards, phones or other equipment where possible.



HEALTH SCREENING

- ☑ Complete and pass the daily [health self-screening](#) before attending work.
- ☑ Ensure visitors complete the visitor health screening before entering the facility or workplace.



MANDATORY MASKS

- ☑ Wear your mask!
- ☑ You can take your mask off while at your individual workstation as long as you aren't within six feet of other employees and you aren't moving around or interacting with others.
- ☑ Masks aren't required while eating or drinking (but you must keep your distance).



COMMUNICATION

- ☑ Monitor for updates and information about the COVID-19 situation.
- ☑ Follow all posted signage and floor markings.
- ☑ If there is a positive case of COVID-19 confirmed in the workplace, follow the policy for [Responding to Positive COVID-19 Test Results for Employees or Visitors](#).

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy



HOME EMPLOYEES

Employees who work from their home space 100% of the time.

HOME EMPLOYEES are in positions where the functions and duties of their job are performed exclusively from the employee's residence.

HOME EMPLOYEES may be asked to attend the office infrequently for team meetings, in-person training, or other occasional duties requiring in-person attendance.

All employees who are deemed to be in the **HOME EMPLOYEES** work model must adhere to the City of Hamilton's **Working from Home Policy** (update pending).

HOME EMPLOYEES have additional considerations when working from home and are responsible for reviewing and addressing any health and safety concerns in their location. **HOME EMPLOYEES** should follow City-issued guidelines to creating comfortable and ergonomic work spaces in their homes.

The following pages review the most relevant pandemic-related policies and procedures for **HOME EMPLOYEES** and provide a number of key resources that may be helpful to those working in their homes.

Additionally, a high-level summary of the health and safety guidelines for **HOME EMPLOYEES** is provided, and outlines the most important aspects related to cleaning, physical distancing, hand hygiene, health screening, personal protective equipment and communication.

Examples of HOME EMPLOYEES*

- Some administrative positions
- Jobs that don't require face-to-face interactions
- Staff who don't deliver face-to-face customer service
- Some data entry work

**Final decision based on operational requirements and leader evaluation.*

All HOME EMPLOYEES must adhere to the City of Hamilton's Working from Home Policy.

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

POLICIES & PROCEDURES FOR HOME EMPLOYEES

Working from Home

- Working from Home Policy (update pending)
- [Telecommuting Equipment, Resource, and Workspace Set Up Procedure during COVID 19](#)
- [Office supplies for employees during COVID-19 event](#)

Vaccinations

- [Mandatory COVID-19 Vaccination Verification Policy](#)

RESOURCES FOR HOME EMPLOYEES

Working from Home

- [Ergonomic Tips](#)
- [Working from Home Safety Checklist](#)
- [How to Stay Productive and Motivated at Home](#)
- [Working from Home: Ergonomics for your Body and Mind](#)
- [Video: Home Offices \(Hamilton Reopens\)](#)

Mental Health & Wellness Resources

- Health Safety & Wellness Team: healthsafetyandwellness@hamilton.ca
- [Employee Wellness Resources](#)
- [Homewood Employee Toolkit](#)
- [Managing Stress and Finding Work-Life Balance](#)
- [ROSA - Rapid Office Strain Assessment Tool](#)

Information Technology Resources

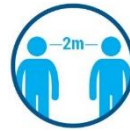
- [General IT Resources](#)
- IT Service Desk:
 - [IT Service Desk Online](#)
 - Email servicedesk@hamilton.ca
 - Call 905-546-4357 or ext. 4357(HELP)

HEALTH & SAFETY GUIDELINES FOR HOME EMPLOYEES



CLEANING

- ☑ Regularly clean and disinfect your home workspace.
- ☑ Tidy up any hazards and ensure any power cords from your work equipment are out of your way.



PHYSICAL DISTANCING

- ☑ Don't invite other coworkers over to your home office space. If you must have a face-to-face meeting with a colleague, do so in a municipal office space.
- ☑ If you do need to attend a City workspace, be sure to maintain physical distance of two metres from others.



STOP THE SPREAD

- ☑ Practice good hand hygiene by washing with soap and water or using alcohol-based hand sanitizer regularly.
- ☑ Cough or sneeze into your elbow, a tissue or your mask.



HEALTH SCREENING

- ☑ Completing health screening is not required if you are working at home. However if you are coming into a City workspace, you must complete and pass the daily [health self-screening](#) before arriving each day.



MANDATORY MASKS

- ☑ Although you don't need to wear a mask in your home office, if you need to go into the office for a special meeting or in-person training, remember masks are mandatory in many places.
- ☑ If you're in the office, you can take your mask off while at your workstation as long as you aren't within six feet of other employees and you aren't moving around or interacting with others.



COMMUNICATION

- ☑ Monitor for updates and information about the COVID-19 situation.

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy



HYBRID EMPLOYEES

Employees who split their work hours between a City office building and their home work space.

HYBRID EMPLOYEES are in positions where the functions and duties of their job are performed part time in a municipal workplace and part time at the employee's residence.

As an example, **HYBRID EMPLOYEES** could spend two or three days a week in the office and two or three days a week at home.

All employees who are deemed to be in the **HYBRID EMPLOYEES** work model must adhere to the City of Hamilton's Working from Home Policy (update pending) while they are working in their home office. While attending a City-owned workplace, **HYBRID EMPLOYEES** must adhere to all of the health and safety and other policies and procedures relevant to a City workplace.

HYBRID EMPLOYEES require portable technology and equipment that can be easily moved between a home office space and a City-owned office space.

As these employees begin to return to municipal workspaces, health and safety considerations are at the forefront. To ensure staff remain protected and potential exposure to COVID-19 is limited, the City has implemented enhanced health and safety controls, combined with detailed policies and procedures, specific to various municipal work environments.

Examples of HYBRID EMPLOYEES *

- Positions where some duties can be performed from home
- Some Analysts
- Some Project Managers
- Some Planners
- Some administrative work

**Final decision based on operational requirements and leader evaluation.*

**HYBRID
EMPLOYEES**
require portable
technology and
equipment that can
be easily
transported.

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

The following pages review the most relevant pandemic-related policies and procedures for **HYBRID EMPLOYEES** and provide a number of key resources as we prepare to return to the office.

Additionally, a high-level summary of the health and safety guidelines for **HYBRID EMPLOYEES** is provided, and outlines the most important aspects related to cleaning, physical distancing, hand hygiene, health screening, personal protective equipment and communication.

For detailed plans on the strategy and schedule for bringing **HYBRID EMPLOYEES** back into municipal workplaces, read through to Section 3 of Hamilton@Work.

POLICIES & PROCEDURES FOR **HYBRID EMPLOYEES**

Vaccinations

- [Mandatory COVID-19 Vaccination Verification Policy](#)

Working from Home

- Working from Home Policy (update pending)
- [Telecommuting Equipment, Resource, and Workspace Set Up Procedure during COVID 19](#)
- [Office supplies for employees during COVID-19 event](#)

Masks & Personal Protective Equipment

- [Guidance for Use of Personal Protective Equipment](#)
- [Selection and Use of Medical and Non-Medical Masks in Non-Medical Settings](#)
- [When and How to Wear a Medical or Non-Medical Mask - Recommendations for the General Workforce](#)

Daily Health Screening

- [City of Hamilton Employee Self-Screening Policy](#)
- [Guidelines for Visitor & Client COVID-19 Assessment for Non-Employees](#)

Cleaning, Supplies & Facilities

- [Environmental Cleaning for Workspaces](#)
- [Tools and Equipment Cleaning](#)
- [Supply Depot Ordering](#)
- [Elevator and Stairwell Occupancy Capacity Protocol](#)

Physical Distancing

- [Using Flexible Arrangements in the Workplace for Physical Distancing](#)
- [Facility Modification Request Process](#)

Information Technology

- [Return of Office Equipment and IT Hardware Procedure](#)
- [Corporate Office Equipment and IT Hardware Return form](#)

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

RESOURCES FOR HYBRID EMPLOYEES

Working from Home

- [Working from Home Safety Checklist](#)
- [How to Stay Productive and Motivated at Home](#)
- [Working from Home: Ergonomics for your Body and Mind](#)
- [Video: Home Offices \(Hamilton Reopens\)](#)

Daily Health Screening

- [COVID-19 self-assessment online screening tool](#)
- [COVID-19 self-assessment paper screening tool \(PDF\)](#)

Mental Health & Wellness Resources

- Health Safety & Wellness Team: healthsafetyandwellness@hamilton.ca
- [Employee Wellness Resources](#)
- [Homewood Employee Toolkit](#)
- [Managing Stress and Finding Work-Life Balance](#)
- [ROSA - Rapid Office Strain Assessment Tool](#)

Information Technology Resources

- [General IT Resources](#)
- IT Service Desk:
 - [IT Service Desk Online](#)
 - Email servicedesk@hamilton.ca
 - Call 905-546-4357 or ext. 4357(HELP)

Facilities Resources

- [General Facilities Resources](#)
- [Facilities Service Centre](#)
- [Directions for Cleaning Acrylic Shields](#)

HEALTH & SAFETY GUIDELINES FOR HYBRID EMPLOYEES



CLEANING

- ☑ Regularly clean and disinfect your own desk, chair, keyboard, mouse, phone and other equipment with the products provided.
- ☑ Ensure high-touch areas like doors, door handles, sinks, counters, fridge handles, etc. are cleaned regularly.
- ☑ Ensure meeting and training rooms are cleaned regularly.



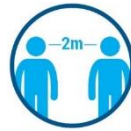
MANDATORY MASKS

- ☑ Although you don't need to wear a mask in your home office, masks are mandatory in many places while in a City workspace.
- ☑ You can take your mask off while at your individual workstation as long as you aren't within six feet of other employees and you aren't moving around or interacting with others.
- ☑ Masks aren't required while eating or drinking (but you must keep your distance).



STOP THE SPREAD

- ☑ Practice good hand hygiene by washing with soap and water or using alcohol-based hand sanitizer regularly.
- ☑ Cough or sneeze into your elbow, a tissue or your mask.
- ☑ Stay home if you are sick (consider working from home if possible).
- ☑ Don't share desks, keyboards, phones or other equipment where possible.



PHYSICAL DISTANCING

- ☑ Maintain physical distance of two metres from others; stay within your own work location where possible.
- ☑ Minimize face-to-face interactions where possible.
- ☑ Work with supervisors to rearrange workstation assignments, leave alternate desks empty to ensure physical distancing.
- ☑ Adhere to signage showing maximum capacities for smaller spaces.



HEALTH SCREENING

- ☑ Completing health screening is not required if you are working at home. If you are coming into a City workspace, you must complete and pass the daily [health self-screening](#) before arriving each day.
- ☑ Ensure visitors complete the visitor health screening before entering the facility or workplace.



COMMUNICATION

- ☑ Monitor for updates and information about the COVID-19 situation.
- ☑ Follow all posted signage and floor markings.
- ☑ If there is a positive case of COVID-19 confirmed in the workplace, follow the policy for [Responding to Positive COVID-19 Test Results for Employees or Visitors](#).

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy



MOBILE & FRONTLINE EMPLOYEES

Employees who work from a City vehicle or other mobile location some or all of the time.

MOBILE & FRONTLINE EMPLOYEES are in positions where the functions and duties of their job require them to be mobile. These employees often provide frontline services and attend multiple locations in a day. They often travel to different worksites and perform work at various locations.

For the most part, **MOBILE & FRONTLINE EMPLOYEES** deliver essential services and have been working in the field for most or all of the pandemic.

To ensure staff remain protected and potential exposure to COVID-19 is limited, the City has implemented enhanced health and safety controls, combined with detailed policies and procedures, specific to various municipal work environments. City staff may also be required to follow site-specific COVID-19 precautions when they enter non-City of Hamilton workplaces as part of their work duties.

The coming pages review the most relevant pandemic-related policies and procedures for **MOBILE & FRONTLINE EMPLOYEES** and provide a number of key resources.

Additionally, a high-level summary of the health and safety guidelines for **MOBILE & FRONTLINE EMPLOYEES** is provided, and outlines the most important aspects related to cleaning, physical distancing, hand hygiene, health screening, personal protective equipment and communication.

Examples of MOBILE & FRONTLINE EMPLOYEES *

- Employees who visit multiple locations during their day
- Roles that are required to travel from site-to-site regularly
- Staff who must attend site visits regularly

**Final decision based on operational requirements and leader evaluation.*

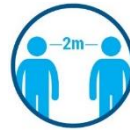
**For the most part,
MOBILE &
FRONTLINE
EMPLOYEES deliver
essential services and
have been working in
the field for most or all
of the pandemic.**

HEALTH & SAFETY GUIDELINES FOR MOBILE & FRONTLINE EMPLOYEES



CLEANING

- ☑ Regularly clean and disinfect your own vehicle and equipment.
- ☑ Ensure high-touch areas like doors, door handles, hand tools and other shared equipment are cleaned regularly.



PHYSICAL DISTANCING

- ☑ Maintain physical distance of two metres from others.
- ☑ Minimize face-to-face interactions where possible.
- ☑ Adhere to signage showing maximum capacities for smaller spaces.



STOP THE SPREAD

- ☑ Practice good hand hygiene by washing with soap and water or using alcohol-based hand sanitizer regularly.
- ☑ Cough or sneeze into your elbow, a tissue or your mask.
- ☑ Stay home if you are sick (consider working from home if possible).
- ☑ Don't share equipment with others where possible.



HEALTH SCREENING

- ☑ Complete and pass the daily [health self-screening](#) before attending work.
- ☑ Ensure visitors complete the visitor health screening before entering the facility or workplace.



MANDATORY MASKS

- ☑ Wear your mask!
- ☑ You can take your mask off if you are working alone or aren't moving around or interacting with others and can maintain six feet of distance.
- ☑ Masks are even required outside if you are working within six feet of others.
- ☑ Masks aren't required while eating or drinking (but you must keep your distance).



COMMUNICATION

- ☑ Monitor for updates and information about the COVID-19 situation.
- ☑ Follow all posted signage and floor markings.
- ☑ If there is a positive case of COVID-19 confirmed in the workplace, follow the policy for [Responding to Positive COVID-19 Test Results for Employees or Visitors](#).

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

POLICIES & PROCEDURES FOR MOBILE & FRONTLINE EMPLOYEES

Vaccinations

- [Mandatory COVID-19 Vaccination Verification Policy](#)

Masks & Personal Protective Equipment

- [Guidance for Use of Personal Protective Equipment](#)
- [Selection and Use of Medical and Non-Medical Masks in Non-Medical Settings](#)
- [When and How to Wear a Medical or Non-Medical Mask - Recommendations for the General Workforce](#)

Daily Health Screening

- [City of Hamilton Employee Self-Screening Policy](#)
- [Guidelines for Visitor & Client COVID-19 Assessment for Non-Employees](#)

Cleaning, Supplies & Vehicles

- [Environmental Cleaning for Workspaces](#)
- [Vehicle Cleaning Procedure](#)
- [Tools and Equipment Cleaning](#)
- [Supply Depot Ordering](#)
- [Multi-Occupancy Vehicle Procedure](#)

RESOURCES FOR MOBILE & FRONTLINE EMPLOYEES

Daily Health Screening

- [COVID-19 self-assessment online screening tool](#)
- [COVID-19 self-assessment paper screening tool \(PDF\)](#)

Mental Health & Wellness Resources

- Health Safety & Wellness Team: healthsafetyandwellness@hamilton.ca
- [Employee Wellness Resources](#)
- [Homewood Employee Toolkit](#)
- [Managing Stress and Finding Work-Life Balance](#)

Information Technology Resources

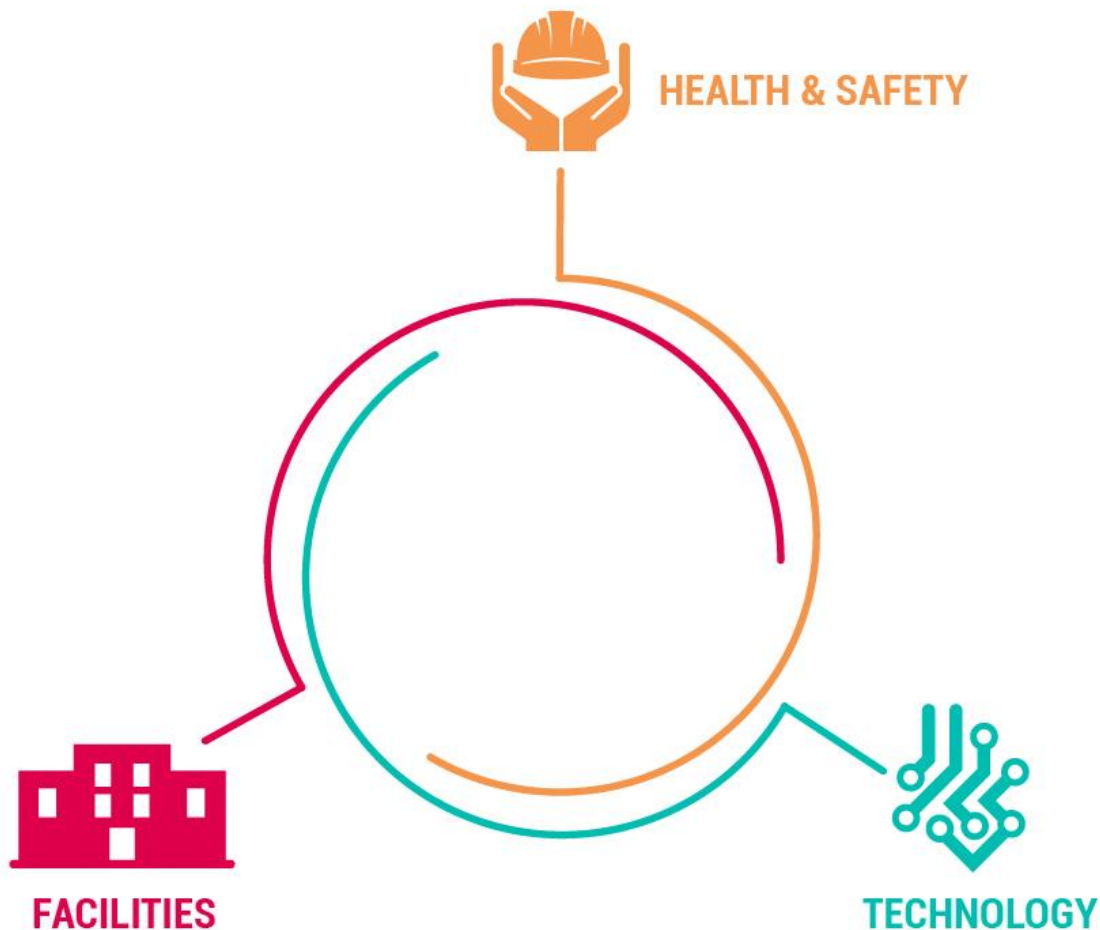
- [General IT Resources](#)
- IT Service Desk:
 - [IT Service Desk Online](#)
 - Email [servicedesk@hamilton.ca](mailto: servicedesk@hamilton.ca)
 - Call 905-546-4357 or ext. 4357(HELP)

3. RETURN TO THE WORKPLACE STRATEGY

Returning City of Hamilton employees to the workplace is an important step in our COVID-19 recovery efforts. Returning to the workplace will take place using a gradual, safe and measured approach.

Throughout the pandemic, the health and safety of City employees and residents visiting municipal facilities has remained a top priority for the City of Hamilton, and this will continue as we begin to bring **OFFICE EMPLOYEES** and **HYBRID EMPLOYEES** back into City-owned workplaces.

The return to the workplace strategy is guided by the following three key considerations:



COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

HEALTH AND SAFETY

The health and safety of City staff and residents visiting municipal facilities is our top priority. As we begin to bring more people back into City facilities, our policies and procedures around cleaning, physical distancing, hand hygiene, health screening, personal protective equipment and communication are essential as we remain focused on ensuring we limit the spread of COVID-19 in our workspaces.

While City employees must adhere to the [Mandatory COVID-19 Vaccination Verification Policy](#) and complete [daily health screening](#), we must also continue to take additional precautions to ensure staff are able to maintain appropriate physical distancing, are properly wearing masks or other relevant personal protective equipment, have access to hand washing stations or alcohol-based hand sanitizer, and are in a clean and sanitized workspace.

Allowing employees to maintain appropriate physical distancing in indoor workspaces will take various forms, including:

- Ensuring adequate space between work stations.
- Encouraging rotational shifts or start times to limit the number of people in smaller spaces like changerooms.
- Posting capacity limits for smaller spaces, including washrooms, kitchens, meeting rooms, etc.
- Identifying “hot spots” that might create challenges for physical distancing and working with leaders to find solutions.
 - i.e. staff with workstations located within a hot spot might be good candidates for the **HYBRID EMPLOYEES** model, working on an opposite rotation to the neighbouring colleague.
- Making modifications to desks, service counters or office arrangements when necessary.
- Posting signage as reminders for staff to maintain physical distance.
- Completing pre-return inspections with Health, Safety & Wellness staff prior to bringing staff back into municipal facilities.

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

TECHNOLOGY

Ensuring staff have the appropriate technology and network connection to successfully do their work each day is essential. This is especially important given that, with the four Hamilton@Work work models, not all City staff are located at municipal facilities. Providing seamless IT support, functional equipment and an easy connection into the City's network will allow staff to be productive and efficient at work.

This will take various forms, including:

- Ensuring equipment that was taken home at the start of the pandemic is returned and reconnected properly.
- Assisting in reconnecting technology that may have been sitting idle during the pandemic.
- Testing the health of the network in City facilities that have been closed to ensure returning staff will be able to connect quickly and without issues.
- Ensuring IT support is available either in-person or via the Service Desk on the day **OFFICE EMPLOYEES** and **HYBRID EMPLOYEES** return to their workstations.
- Ensuring **OFFICE EMPLOYEES** can easily connect with **HOME EMPLOYEES** and **HYBRID EMPLOYEES** using the technology or other equipment, such as TV screens and webcams.
- Supporting each division and section in assessing requirements for meeting room technology such as video conferencing or other equipment.

FACILITIES

Ensuring our facilities are properly prepared for the return of **OFFICE EMPLOYEES** and **HYBRID EMPLOYEES** will help to create a seamless transition for those coming back into municipal facilities.

We are taking a number of steps to be certain that municipal facilities and equipment are properly prepared for staff who are returning to the workplace, including:

- Ensuring each office space and workspace has been properly cleaned and sanitized.
- Ensuring washrooms, kitchens, meeting rooms and other shared spaces have been properly cleaned and sanitized.
- Planning for the regular cleaning of workspaces and shared spaces to meet health and safety requirements.
- Conducting pre-return inspections to ensure desks and other office equipment is properly set up to accommodate staff who are returning to the office.

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

- Installing the appropriate signage and floor markings to remind staff to maintain physical distancing, room capacities, cleaning frequency, and more.
- Performing air filtration system preparations and ensuring HVAC systems are operating properly, where required.

RETURN TO THE WORKPLACE APPROACH

Generally, the return of employees into the workplace will take place by building, including a floor-by-floor approach in buildings with a number of employees. This approach provides for the coordination of resources to ensure the space is ready, and that support is available for locations with a larger number of employees returning.

In prioritizing the locations that would reopen first, the strategy looks at a number of considerations, including:

- Is the building a flagship location for the City of Hamilton?
- Does the building offer essential public services?
- Are there public counters where residents visit to access municipal services?
- Are there spaces that are/can be booked by the public?
- Are there any tenants? Are they providing essential services?
- Was the facility already fully or partially open/occupied?
- How many staff are returning to the space?
- Was the office space newly constructed? Have staff worked there before?
- How much preparation effort is required? Is an inspection required?
- What level of day-of-return support will be required from IT, facilities and the health and safety teams?

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4. RETURN TO THE WORKPLACE TIMING

The City's Senior Leadership Team has committed to providing City staff with at least four weeks' notice on return to the workplace timing, wherever possible. However, at this time, a specific date for staff to begin returning to the workplace has not yet been set.

To determine the start date for returning staff to the workplace, the Senior Leadership Team will take advice from our local Medical Officer of Health and will review the COVID-19 situation and variants of our concern in our community. A return start date will be shared with staff with at least four weeks' notice.

Leaders in the organization will be asked to provide a list of which work model each of their employees will belong to. Once the number of **OFFICE EMPLOYEES** and **HYBRID EMPLOYEES** is known for each facility and floor, a detailed return schedule will be published and additional information about return logistics will be available.

All **OFFICE EMPLOYEES** and **HYBRID EMPLOYEES** will be asked to attend the office on their identified return date(s) so that on-site staff can support return efforts where required. Depending on the number of staff returning to a given building or floor, one or more support staff from IT, Facilities or Health Safety & Wellness will be on site.

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Appendix A: Decision Criteria

The Decision Criteria is meant to support leaders in making decisions on the most appropriate work model for the employees in their divisions or sections.

All employees in the same position / job / role or job function will be in the same work model, save for exceptions.

OFFICE EMPLOYEES	HOME EMPLOYEES	HYBRID EMPLOYEES	MOBILE & FRONTLINE EMPLOYEES
Employees who work from a municipal office or workplace 100% of the time.	Employees who work from their home space 100% of the time.	Employees who split their work hours between a City office building and their home work space.	Employees who work from a City vehicle or other mobile location some or all of the time.

Decisions around which work model an employee or group of employees should not be based on the personal preferences or perceptions of individual leaders or employees, and they should not be focused on enhancing operational budgets or acquiring additional assets.

Leaders should use the following form and questions to guide discussions with an employee or groups of employees when determining which Hamilton@Work work model best suits their position / job / role or job function.

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DECISION & DISCUSSION GUIDE / WORKSHEET

Position / Job / Role:	
Evaluation date:	
Leader:	
Next-Level Leader Sign-Off:	

QUESTIONS

PART ONE: About the employee's or group of employees' abilities to perform the core roles and responsibilities of the position / job / role / function:

Question	Discussion Notes / Leader Comments
1. Does this role rely on face-to-face internal/external client/customer interactions?	
2. Does this role rely on systems or special equipment only located on premise at a City of Hamilton work location and/or facility?	

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Question	Discussion Notes / Leader Comments
3. Does this role rely on hardware/software (technology asset) only available on premise at a City of Hamilton location?	
4. Does this role require physically handing-off a portion of work to another individual (paper-based documentation)?	
5. Does this role rely on a vehicle whereby the employee travels or needs to be mobile?	
6. Does this role share responsibilities or functions with multiple other incumbents in the same role or associated role?	
7. Are those in this role required to be accessible during the City of Hamilton's core business hours (10am to 3pm) with flexibility to perform work during standard business hours (8:30am to 4:30pm)?	
8. Does this role lead employees who are predominately OFFICE EMPLOYEES , HOME EMPLOYEES , HYBRID EMPLOYEES or MOBILE & FRONTLINE EMPLOYEES ?	

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Question	Discussion Notes / Leader Comments
<i>Any additional notes about the employee's or group of employees' abilities to perform the core roles and responsibilities of the position / job / role / function?</i>	
<i>Based on responses to PART ONE Questions 1 to 8, select the work model this position and all employees in this position can be most productive in:</i>	

**OFFICE
EMPLOYEES**

**HOME
EMPLOYEES**

**HYBRID
EMPLOYEES**

**MOBILE &
FRONTLINE
EMPLOYEES**

PART TWO: About the department's, division's or section's ability to support the selected work model:

Question	Discussion Notes / Leader Comments
9. Can we deliver optimal levels of customer service, and maintain business/operational continuity that meets our service and operational requirements while operating in the selected work model?	
10. Can we continue to ensure the safety and wellbeing of Hamilton residents while operating in the selected work model?	

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Question	Discussion Notes / Leader Comments
11. Can we preserve and continue to build the trust and confidence of residents while operating in the selected work model?	
12. Can we ensure there will be no negative impacts to program and/or service delivery while operating in the selected work model?	
13. Do we have the appropriate facilities/amenities/City premises to accommodate staff/clients to operate in the selected work model?	
14. Is our facility/workspace set up appropriately to support working in the selected work model? Do we have the appropriate assets, furniture, accommodations etc.?	
15. Do we have the required technology/equipment assets to support the selected work model?	
16. Do we have the budget to support transition to the selected work model now? Will we be able to budget for it in the future?	

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Question	Discussion Notes / Leader Comments
17. Can we comply with all Health, Safety and Wellness protocols while working in the selected work model?	
18. Can we apply this decision criteria in a fair and equitable manner across multi-incumbent roles?	
<i>Any additional notes about the department's, division's or section's ability to support the work model:</i>	
<p>Based on responses to PART TWO Questions 9 to 18, confirm the department's, division's or section's ability to support the selected work model and all employees in the position without impacts to the operation, service excellence and budgets.</p>	

**OFFICE
EMPLOYEES**

**HOME
EMPLOYEES**

**HYBRID
EMPLOYEES**

**MOBILE &
FRONTLINE
EMPLOYEES**

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

PART THREE: About implementing the selected work model:

Question	Discussion Notes / Leader Comments
19. Have key stakeholders for the position being assessed been consulted to inform the decision made regarding appropriate work model (e.g. employees currently in the position, leaders/employees who regularly interact with the position, clients/customers and/or vendors/contractors etc.)?	
20. Have leaders who oversee similar positions to the one being assessed been consulted to ensure consistency?	
21. Has a communication plan has been developed that identifies who to communicate with, how and when to effectively manage this change?	
22. Have risks in making this change been identified? Are strategies to mitigate risks in place?	
<i>Any additional notes about implementing the selected work model for this position and supporting all employees in the position making the change</i>	

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Question	Discussion Notes / Leader Comments
<p>Based on responses to PART THREE Questions 19 to 22, confirm that key stakeholders have been consulted to inform the decision and an appropriate implementation plan is in place to support making this change to the workplace model.</p>	

**OFFICE
EMPLOYEES**

**HOME
EMPLOYEES**

**HYBRID
EMPLOYEES**

**MOBILE &
FRONTLINE
EMPLOYEES**

SCENARIOS:

PUBLIC COUNTER CLERK

Consider a counter clerk that is required to interact in person with drop-in inquiries.

- How many people are in that same role?
- Are there other “back of the house” functions the role is responsible for and can they be accommodated out of the office?
- Can a rotating schedule be applied?

PROJECT MANAGERS

Consider two Project Managers, both working in different parts of the organization.

- Although they may have the same job *title*, their functional operational requirements are different.
- They may be best suited for different work models.

SUPERVISOR/MANAGER

Consider supervisor/manager that leads a team of staff who must work from a City office.

- This leader should also be required to work from a City office.

PLANNERS

Consider two Planners, both working in the same Department or Division.

- Although they may have the same job *title*, their functional operational requirements are different.
- They may be best suited for different work models.



INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	September 22, 2021
SUBJECT/REPORT NO:	Return to Workplace Strategy (PED21181) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Kirsten Marples (905) 546-2424 Ext. 5787 Connie Verhaeghe (905) 546-2424 Ext. 6038
SUBMITTED BY:	Jason Thorne Director Emergency Operations Centre
SIGNATURE:	

COUNCIL DIRECTION

Not Applicable.

INFORMATION

The City of Hamilton's Return to Workplace Strategy:

The primary responsibility of the Emergency Operations Centre (EOC) Management Team is to provide for the overall management and co-ordination of emergency response activities and consequence management. As we look ahead toward our recovery from the COVID-19 pandemic, the City is planning for how and where its employees will work. While some staff may continue working from home, there are some staff who will return to their office locations either full or part-time, many of whom have not been into the office since March 2020.

As such, at the direction of the EOC Director, a Return to Workplace Working Group was formed as part of the Recovery Unit of the EOC response structure. Their direction was to create a strategy and plan for safely returning City staff to the office when the time is deemed appropriate.

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: Return to Workplace Strategy (PED21181) (City Wide) - Page 2 of 3

The strategy for those staff returning to the workplace is included in the “Hamilton@Work” document, attached as Appendix “A” to Report PED21181, which was approved by the EOC on September 10, 2021. This document outlines the plan for a gradual, safe and measured return of City staff to municipal facilities.

The strategy for returning staff to the workplace has three main areas of consideration to ensure a safe and successful return. They are as follows:

- **Health and Safety:** As we begin to bring more people back into our facilities, our policies and procedures around cleaning, physical distancing, hand hygiene, health screening, personal protective equipment and communication are essential as we remain focused on ensuring we limit the spread of COVID-19 in our workspaces.
- **Information Technology:** Supporting our workforce with the technology they need to be successful at work is essential for success. This includes everything from ensuring equipment that was taken home at the start of the pandemic is returned and reconnected properly, that our network can continue to support our workforce, and that we are able to provide the technology required to maintain open communication between those working in the office and those working from home.
- **Facilities:** Ensuring our facilities are clean and have the appropriate signage and floor markings for staff to be able to maintain physical distancing and feel safe at work is essential. We are also conducting air filtration system preparations where required and will ensure the appropriate equipment and furniture is ready for staff upon their return.

The return of staff will be phased, gradual, safe and measured. The return strategy will be prioritized by building (including by floor, if relevant) as it provides for the coordination of resources to ensure the space is ready, and that support is available for locations with a larger number of staff returning. In prioritizing the locations that will reopen first, the team is looking at a number of considerations including those buildings that offer essential public services, buildings with public counters, buildings with spaces that are booked by the public, facilities that were already open or partially open, and more.

This strategy does not include specific dates for returning staff to the workplace. To determine return dates, SLT will take advice from our local Medical Officer of Health and will review the COVID-19 situation and variants of concern in our community. Return dates will be shared with staff and the public with at least four weeks’ notice.

SUBJECT: Return to Workplace Strategy (PED21181) (City Wide) - Page 3 of 3

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report PED21181: Hamilton@Work: COVID-19 Recovery – Future Work Models and Return to Workplace Strategy

HAMILTON @ WORK

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

SEPTEMBER 2021



COVID-19 RECOVERY:
Future Work Models & Return to the Workplace Strategy

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COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

1. STRATEGY OVERVIEW

In March 2020, in response to the developing COVID-19 pandemic situation, the City of Hamilton closed municipal facilities and sent many of its employees to work from home where possible. Since that time, approximately 20 per cent of the City's workforce has continued working from home, with essential and public-facing municipal service staff returning to the workplace as services reopened to the public.

Although the City was previously supporting technology and infrastructure for a smaller group of staff to work remotely before the pandemic, we were able to quickly scale up and ensure all 1,800 employees who needed it, had the appropriate equipment and technology to connect and work from home successfully. Fortunately, the City had been piloting more flexible work arrangements and considering future workplace strategies since long before COVID-19. As one of Hamilton-Niagara's Top Regional Employers for 2021, the City of Hamilton understands the importance of keeping up with employment trends to attract and retain the best and brightest candidates so we are able to deliver superior public service to the residents of Hamilton.

As we look ahead toward our recovery from the COVID-19 pandemic, the City is planning to bring these more flexible work arrangements into practice across our organization.

Hamilton@Work is the City's plan for how and where our employees will work going forward. It is a tailored approach for the City of Hamilton that is aligned with our commitment to be an inclusive, empowering and equitable employer.

Hamilton@Work considers new ways of working, a changed work culture, how and where our employees are most productive, ongoing health and safety factors, evolved business needs, and the environmental advantages available to us by encouraging our workforce to carry on in the new and different ways we have been working through the pandemic.

Continuing to creatively provide services to our residents throughout the pandemic has demonstrated that our staff are able to be productive and effective while working in different environments – Hamilton@Work was created to recognize and advance this progress.

Providing more flexible work options is certainly a trend among top employers in Ontario and beyond, and the Hamilton@Work strategy not only helps to make the City of Hamilton an employer of choice, it also contributes to our commitment to service excellence for our residents.

Hamilton@Work provides a summary and links to detailed policies and procedures related to how municipal staff will work going forward. It also provides information about plans for returning City staff

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

to municipal workplaces and setting up staff for success in long term work from home and hybrid work models.

Throughout the pandemic, the health and safety of City employees and residents visiting municipal facilities has remained a top priority for the City of Hamilton. As we begin to bring more people back into our facilities, our policies and procedures around cleaning, physical distancing, hand hygiene, health screening, personal protective equipment and communication are essential as we remain focused on ensuring we limit the spread of COVID-19 in our workspaces. These health and safety guidelines, combined with the [Mandatory COVID-19 Vaccination Verification Policy](#) for all municipal employees, are important pieces of our COVID-19 recovery at the City of Hamilton.

Together, staff mobilization and adherence to public health guidelines has protected our friends, neighbours and loved ones. As we emerge from the pandemic stronger and more resilient than ever before, we will carry forward the lessons learned and use them to enhance employee flexibility in ways we had not previously considered.

As we continue in our COVID-19 recovery efforts, the City will take advice from the Province of Ontario as it relates to the pandemic and any guidance or restrictions for workplaces. Additionally, the City will monitor ongoing discussions and trends related to workplaces and employment in Ontario and beyond.

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

OUR GUIDING PRINCIPLES

The City has developed a series of Guiding Principles that have supported the development of Hamilton@Work and the efforts to imagine our future workplace. These principles are rooted in the City's vision, mission, strategic priorities and cultural values.

CULTURE

A positive workplace culture improves teamwork, raises the morale, increases productivity and efficiency, and enhances attraction and retention of the workforce. Therefore, we will continue to embrace, leverage and grow our shared culture values of collective ownership, steadfast integrity, sensational service, courageous change and engaged empowered employees as individuals and an organization to shape how we get work done, where we get work done, and how we think about our work in order to produce high quality results.



CLEAN & GREEN

The City of Hamilton aims to be an environmentally sustainable workplace where we take a leadership role and operate in a sustainable manner. Therefore, we are environmentally conscious and make decisions on how we operate that are focused on reducing waste and our carbon footprint. We leverage technology in order to automate and modernize work processes and practices that advance the programs and services delivered to our communities.

BUSINESS CONTINUITY / OPERATIONAL SERVICE EXCELLENCE

We strive to continue to provide services to citizens at the highest level. It is essential to assess any work model relative to the ability to maintain business continuity and service excellence. A successful assessment will consider new technologies and processes that support an efficient and modern mobile and/or remote workforce while maintaining the same or higher levels of service.

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

TALENT / PEOPLE

Our People are key to the City's success. The modern workplace has evolved and changed. In a competitive job market, providing a flexible workplace models will set the City apart and support attraction and retention of talented, dedicated employees looking for work-life balance and flexibility. Within the global category of Our People, we must consider the health, safety and psychological well-being of staff working on or off-site. Leaders must be clear in their expectations on conduct, service levels, performance and deliverables regardless of physical work location.

FINANCIAL

We ensure corporate strategies are in place to support the cost-efficient and financially-effective delivery of City services. Decision making and workplace governance is based on how best we can continue to meet the needs of our community. Therefore, implementing changes to shift our workplace model will be planned, thoughtful and gradual. Change will be funded by existing budgets or, where it makes sense, we will request increases to allotted budgets and will slowly work towards fully implementing our desired workplace model over time.

MODERNIZATION

We are a dynamic, improvement-focused organization that has continuously adapted and evolved. As we transition to our new work environment, we must continue to embrace this growth-focused approach and address and review processes, technology, asset management, service delivery, facilities allocation and existing framework from a modernization perspective, and plan for the future of our work.

CHANGE MANAGEMENT

We implement new working models to help sustain our future workplace, while ensuring a healthy, safe and productive workforce. We will provide necessary flexibility to accommodate differences and recognize that work is evolutionary and dynamic. We are committed to helping staff transition through these significant changes and challenges while planning for the future of our work and workplace. To ensure our success we will have frequent, open and transparent communications with staff and ensure meaningful feedback mechanisms are put in place so that we can adapt and enhance our work practices along the way.

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

2. HAMILTON@WORK MODELS

The City of Hamilton's future workforce is comprised of four main work models. Each employee will fall into one of the following four work models:

OFFICE EMPLOYEES	HOME EMPLOYEES	HYBRID EMPLOYEES	MOBILE & FRONTLINE EMPLOYEES
Employees who work from a municipal office or workplace 100% of the time.	Employees who work from their home space 100% of the time.	Employees who split their work hours between a City office building and their home work space.	Employees who work from a City vehicle or other mobile location some or all of the time.

To help determine which work model an employee or group of employees fall into, leaders will use the established **Decision Criteria** (Appendix A of Hamilton@Work). Leaders will use this consistent approach in assessing each position that reports to them to determine the work model that the position will be most productive in. Additionally, leaders will also consider if they have the infrastructure and equipment to support employees working in the selected work model.

All employees in the same position / job / role or job function will be in the same work model, save for exceptions.

Decisions around which work model an employee or group of employees will fall into should not be based on the personal preferences or perceptions of individual leaders or employees, and they should not be focused solely on enhancing operational budgets or acquiring additional assets.

In the coming months, leaders are encouraged to conduct regular check-ins with their employees and with other stakeholders to ensure the most effective work model was selected. Leaders should consider:

- If there have been any changes to operational or service delivery needs or priorities
- If there have been any changes to the core job responsibilities or expectations of the role
- If there have been any changes in technology or equipment required to perform the job

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

The **Decision Criteria** (Appendix A) guides leaders in asking questions about the work employees in the same position / job / role or job function are required to complete. However, at a high level, work model decisions will be made based on:

CORE JOB RESPONSIBILITIES

- Does the work location impact the employee's ability to perform the core roles and responsibilities of their position / job / role or job function?

OPERATIONAL NEEDS AND PRIORITIES

- Can the organization's operational needs and priorities be maintained where an employee is located on a day-to-day basis?

PROGRAM AND SERVICE DELIVERY CONTINUITY

- Is there an impact to municipal program and service delivery if employees are located off site?

BUDGET, TECHNOLOGY & EQUIPMENT CONSIDERATIONS

- Can the City provide the technology and equipment necessary to support the various work models within existing budgets?
- Are additional tools, resources or assets required to support the chosen work model?

PHYSICAL DISTANCING & HOT SPOTS

- Are employees working in the space able to maintain appropriate physical distancing from their colleagues?
- Are there any hot spots in the office space that would make physical distancing challenging?

ADHERENCE TO THE CITY'S POLICIES & PROCEDURES

- Can the employee adhere to all of the City's approved policies and procedures in their work location?

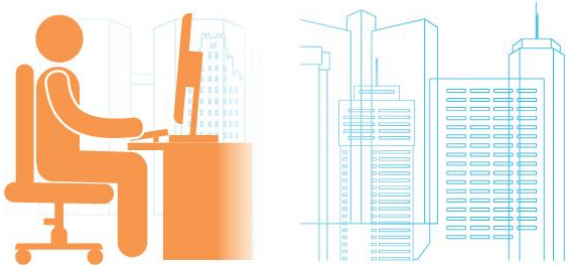
INDUSTRY LAWS OR REGULATIONS

- Are there any industry laws or regulations that require employees to work in a specific location?

HEALTH, WELL-BEING AND PRODUCTIVITY

- How is the health, well-being and productivity of employees impacted by their work location?

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy



OFFICE EMPLOYEES

Employees who work from a municipal office or workplace 100% of their time.

OFFICE EMPLOYEES are in positions where the functions and duties of their job can only be performed at a City location.

While some **OFFICE EMPLOYEES** have already returned to a City workplace to support the delivery of public-facing municipal services, some **OFFICE EMPLOYEES** will soon be returning to a City-owned workplace for the first time since March 2020.

As these employees begin to return to municipal workspaces, health and safety considerations are at the forefront. To ensure staff remain protected and potential exposure to COVID-19 is limited, the City has implemented enhanced health and safety controls, combined with detailed policies and procedures, specific to various municipal work environments.

The following pages review the most relevant pandemic-related policies and procedures for **OFFICE EMPLOYEES** and provide a number of key resources as we prepare to return to the office.

Additionally, a high-level summary of the health and safety guidelines for **OFFICE EMPLOYEES** is provided, and outlines the most important aspects related to cleaning, physical distancing, hand hygiene, health screening, personal protective equipment and communication.

For detailed plans on the strategy and schedule for bringing **OFFICE EMPLOYEES** back into municipal workplaces, read through to Section 3 of Hamilton@Work.

Examples of OFFICE EMPLOYEES*

- Counter service staff
- On-site program delivery employees
- Those delivering face-to-face customer service
- Jobs that require specialized equipment

**Final decision based on operational requirements and leader evaluation.*

As OFFICE EMPLOYEES begin to return to municipal workspaces, health and safety considerations are at the forefront.

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

POLICIES & PROCEDURES FOR OFFICE EMPLOYEES

Vaccinations

- [Mandatory COVID-19 Vaccination Verification Policy](#)

Masks & Personal Protective Equipment

- [Guidance for Use of Personal Protective Equipment](#)
- [Selection and Use of Medical and Non-Medical Masks in Non-Medical Settings](#)
- [When and How to Wear a Medical or Non-Medical Mask - Recommendations for the General Workforce](#)

Information Technology

- [Return of Office Equipment and IT Hardware Procedure](#)
- [Corporate Office Equipment and IT Hardware Return form](#)

Daily Health Screening

- [City of Hamilton Employee Self-Screening Policy](#)
- [Guidelines for Visitor & Client COVID-19 Assessment for Non-Employees](#)

Cleaning, Supplies & Facilities

- [Environmental Cleaning for Workspaces](#)
- [Tools and Equipment Cleaning](#)
- [Supply Depot Ordering](#)
- [Elevator and Stairwell Occupancy Capacity Protocol](#)

Physical Distancing

- [Using Flexible Arrangements in the Workplace for Physical Distancing](#)
- [Facility Modification Request Process](#)

RESOURCES FOR OFFICE EMPLOYEES

Daily Health Screening

- [COVID-19 self-assessment online screening tool](#)
- [COVID-19 self-assessment paper screening tool \(PDF\)](#)

Mental Health & Wellness Resources

- Health Safety & Wellness Team: healthsafetyandwellness@hamilton.ca
- [Employee Wellness Resources](#)
- [Homewood Employee Toolkit](#)
- [Managing Stress and Finding Work-Life Balance](#)
- [ROSA - Rapid Office Strain Assessment Tool](#)

Information Technology Resources

- [General IT Resources](#)
- IT Service Desk:
 - [IT Service Desk Online](#)
 - Email servicedesk@hamilton.ca
 - Call 905-546-4357 or ext. 4357(HELP)

Facilities Resources

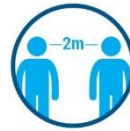
- [General Facilities Resources](#)
- [Facilities Service Centre](#)
- [Directions for Cleaning Acrylic Shields](#)

HEALTH & SAFETY GUIDELINES FOR OFFICE EMPLOYEES



CLEANING

- ☑ Regularly clean and disinfect your own desk, chair, keyboard, mouse, phone and other equipment with the products provided.
- ☑ Ensure high-touch areas like doors, door handles, sinks, counters, fridge handles, etc. are cleaned regularly.
- ☑ Ensure meeting and training rooms are cleaned regularly.



PHYSICAL DISTANCING

- ☑ Maintain physical distance of two metres from others; stay within your own work location where possible.
- ☑ Minimize face-to-face interactions where possible.
- ☑ Work with supervisors to rearrange workstation assignments, leave alternate desks empty to ensure physical distancing.
- ☑ Adhere to signage showing maximum capacities for smaller spaces.



STOP THE SPREAD

- ☑ Practice good hand hygiene by washing with soap and water or using alcohol-based hand sanitizer regularly.
- ☑ Cough or sneeze into your elbow, a tissue or your mask.
- ☑ Stay home if you are sick (consider working from home if possible).
- ☑ Don't share desks, keyboards, phones or other equipment where possible.



HEALTH SCREENING

- ☑ Complete and pass the daily [health self-screening](#) before attending work.
- ☑ Ensure visitors complete the visitor health screening before entering the facility or workplace.



MANDATORY MASKS

- ☑ Wear your mask!
- ☑ You can take your mask off while at your individual workstation as long as you aren't within six feet of other employees and you aren't moving around or interacting with others.
- ☑ Masks aren't required while eating or drinking (but you must keep your distance).



COMMUNICATION

- ☑ Monitor for updates and information about the COVID-19 situation.
- ☑ Follow all posted signage and floor markings.
- ☑ If there is a positive case of COVID-19 confirmed in the workplace, follow the policy for [Responding to Positive COVID-19 Test Results for Employees or Visitors](#).

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy



HOME EMPLOYEES

Employees who work from their home space 100% of the time.

HOME EMPLOYEES are in positions where the functions and duties of their job are performed exclusively from the employee's residence.

HOME EMPLOYEES may be asked to attend the office infrequently for team meetings, in-person training, or other occasional duties requiring in-person attendance.

All employees who are deemed to be in the **HOME EMPLOYEES** work model must adhere to the City of Hamilton's **Working from Home Policy** (update pending).

HOME EMPLOYEES have additional considerations when working from home and are responsible for reviewing and addressing any health and safety concerns in their location. **HOME EMPLOYEES** should follow City-issued guidelines to creating comfortable and ergonomic work spaces in their homes.

The following pages review the most relevant pandemic-related policies and procedures for **HOME EMPLOYEES** and provide a number of key resources that may be helpful to those working in their homes.

Additionally, a high-level summary of the health and safety guidelines for **HOME EMPLOYEES** is provided, and outlines the most important aspects related to cleaning, physical distancing, hand hygiene, health screening, personal protective equipment and communication.

Examples of HOME EMPLOYEES*

- Some administrative positions
- Jobs that don't require face-to-face interactions
- Staff who don't deliver face-to-face customer service
- Some data entry work

**Final decision based on operational requirements and leader evaluation.*

All HOME EMPLOYEES must adhere to the City of Hamilton's Working from Home Policy.

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

POLICIES & PROCEDURES FOR HOME EMPLOYEES

Working from Home

- Working from Home Policy (update pending)
- [Telecommuting Equipment, Resource, and Workspace Set Up Procedure during COVID 19](#)
- [Office supplies for employees during COVID-19 event](#)

Vaccinations

- [Mandatory COVID-19 Vaccination Verification Policy](#)

RESOURCES FOR HOME EMPLOYEES

Working from Home

- [Ergonomic Tips](#)
- [Working from Home Safety Checklist](#)
- [How to Stay Productive and Motivated at Home](#)
- [Working from Home: Ergonomics for your Body and Mind](#)
- [Video: Home Offices \(Hamilton Reopens\)](#)

Mental Health & Wellness Resources

- Health Safety & Wellness Team: healthsafetyandwellness@hamilton.ca
- [Employee Wellness Resources](#)
- [Homewood Employee Toolkit](#)
- [Managing Stress and Finding Work-Life Balance](#)
- [ROSA - Rapid Office Strain Assessment Tool](#)

Information Technology Resources

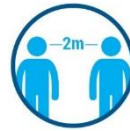
- [General IT Resources](#)
- IT Service Desk:
 - [IT Service Desk Online](#)
 - Email servicedesk@hamilton.ca
 - Call 905-546-4357 or ext. 4357(HELP)

HEALTH & SAFETY GUIDELINES FOR HOME EMPLOYEES



CLEANING

- ☑ Regularly clean and disinfect your home workspace.
- ☑ Tidy up any hazards and ensure any power cords from your work equipment are out of your way.



PHYSICAL DISTANCING

- ☑ Don't invite other coworkers over to your home office space. If you must have a face-to-face meeting with a colleague, do so in a municipal office space.
- ☑ If you do need to attend a City workspace, be sure to maintain physical distance of two metres from others.



STOP THE SPREAD

- ☑ Practice good hand hygiene by washing with soap and water or using alcohol-based hand sanitizer regularly.
- ☑ Cough or sneeze into your elbow, a tissue or your mask.



HEALTH SCREENING

- ☑ Completing health screening is not required if you are working at home. However if you are coming into a City workspace, you must complete and pass the daily [health self-screening](#) before arriving each day.



MANDATORY MASKS

- ☑ Although you don't need to wear a mask in your home office, if you need to go into the office for a special meeting or in-person training, remember masks are mandatory in many places.
- ☑ If you're in the office, you can take your mask off while at your workstation as long as you aren't within six feet of other employees and you aren't moving around or interacting with others.



COMMUNICATION

- ☑ Monitor for updates and information about the COVID-19 situation.

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy



HYBRID EMPLOYEES

Employees who split their work hours between a City office building and their home work space.

HYBRID EMPLOYEES are in positions where the functions and duties of their job are performed part time in a municipal workplace and part time at the employee's residence.

As an example, **HYBRID EMPLOYEES** could spend two or three days a week in the office and two or three days a week at home.

All employees who are deemed to be in the **HYBRID EMPLOYEES** work model must adhere to the City of Hamilton's Working from Home Policy (update pending) while they are working in their home office. While attending a City-owned workplace, **HYBRID EMPLOYEES** must adhere to all of the health and safety and other policies and procedures relevant to a City workplace.

HYBRID EMPLOYEES require portable technology and equipment that can be easily moved between a home office space and a City-owned office space.

As these employees begin to return to municipal workspaces, health and safety considerations are at the forefront. To ensure staff remain protected and potential exposure to COVID-19 is limited, the City has implemented enhanced health and safety controls, combined with detailed policies and procedures, specific to various municipal work environments.

Examples of HYBRID EMPLOYEES *

- Positions where some duties can be performed from home
- Some Analysts
- Some Project Managers
- Some Planners
- Some administrative work

**Final decision based on operational requirements and leader evaluation.*

**HYBRID
EMPLOYEES
require portable
technology and
equipment that can
be easily
transported.**

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

The following pages review the most relevant pandemic-related policies and procedures for **HYBRID EMPLOYEES** and provide a number of key resources as we prepare to return to the office.

Additionally, a high-level summary of the health and safety guidelines for **HYBRID EMPLOYEES** is provided, and outlines the most important aspects related to cleaning, physical distancing, hand hygiene, health screening, personal protective equipment and communication.

For detailed plans on the strategy and schedule for bringing **HYBRID EMPLOYEES** back into municipal workplaces, read through to Section 3 of Hamilton@Work.

POLICIES & PROCEDURES FOR **HYBRID EMPLOYEES**

Vaccinations

- [Mandatory COVID-19 Vaccination Verification Policy](#)

Working from Home

- Working from Home Policy (update pending)
- [Telecommuting Equipment, Resource, and Workspace Set Up Procedure during COVID 19](#)
- [Office supplies for employees during COVID-19 event](#)

Masks & Personal Protective Equipment

- [Guidance for Use of Personal Protective Equipment](#)
- [Selection and Use of Medical and Non-Medical Masks in Non-Medical Settings](#)
- [When and How to Wear a Medical or Non-Medical Mask - Recommendations for the General Workforce](#)

Daily Health Screening

- [City of Hamilton Employee Self-Screening Policy](#)
- [Guidelines for Visitor & Client COVID-19 Assessment for Non-Employees](#)

Cleaning, Supplies & Facilities

- [Environmental Cleaning for Workspaces](#)
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- [Elevator and Stairwell Occupancy Capacity Protocol](#)

Physical Distancing

- [Using Flexible Arrangements in the Workplace for Physical Distancing](#)
- [Facility Modification Request Process](#)

Information Technology

- [Return of Office Equipment and IT Hardware Procedure](#)
- [Corporate Office Equipment and IT Hardware Return form](#)

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

RESOURCES FOR HYBRID EMPLOYEES

Working from Home

- [Working from Home Safety Checklist](#)
- [How to Stay Productive and Motivated at Home](#)
- [Working from Home: Ergonomics for your Body and Mind](#)
- [Video: Home Offices \(Hamilton Reopens\)](#)

Daily Health Screening

- [COVID-19 self-assessment online screening tool](#)
- [COVID-19 self-assessment paper screening tool \(PDF\)](#)

Mental Health & Wellness Resources

- Health Safety & Wellness Team: healthsafetyandwellness@hamilton.ca
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Facilities Resources

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- [Facilities Service Centre](#)
- [Directions for Cleaning Acrylic Shields](#)

HEALTH & SAFETY GUIDELINES FOR HYBRID EMPLOYEES



CLEANING

- ☑ Regularly clean and disinfect your own desk, chair, keyboard, mouse, phone and other equipment with the products provided.
- ☑ Ensure high-touch areas like doors, door handles, sinks, counters, fridge handles, etc. are cleaned regularly.
- ☑ Ensure meeting and training rooms are cleaned regularly.



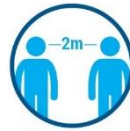
MANDATORY MASKS

- ☑ Although you don't need to wear a mask in your home office, masks are mandatory in many places while in a City workspace.
- ☑ You can take your mask off while at your individual workstation as long as you aren't within six feet of other employees and you aren't moving around or interacting with others.
- ☑ Masks aren't required while eating or drinking (but you must keep your distance).



STOP THE SPREAD

- ☑ Practice good hand hygiene by washing with soap and water or using alcohol-based hand sanitizer regularly.
- ☑ Cough or sneeze into your elbow, a tissue or your mask.
- ☑ Stay home if you are sick (consider working from home if possible).
- ☑ Don't share desks, keyboards, phones or other equipment where possible.



PHYSICAL DISTANCING

- ☑ Maintain physical distance of two metres from others; stay within your own work location where possible.
- ☑ Minimize face-to-face interactions where possible.
- ☑ Work with supervisors to rearrange workstation assignments, leave alternate desks empty to ensure physical distancing.
- ☑ Adhere to signage showing maximum capacities for smaller spaces.



HEALTH SCREENING

- ☑ Completing health screening is not required if you are working at home. If you are coming into a City workspace, you must complete and pass the daily [health self-screening](#) before arriving each day.
- ☑ Ensure visitors complete the visitor health screening before entering the facility or workplace.



COMMUNICATION

- ☑ Monitor for updates and information about the COVID-19 situation.
- ☑ Follow all posted signage and floor markings.
- ☑ If there is a positive case of COVID-19 confirmed in the workplace, follow the policy for [Responding to Positive COVID-19 Test Results for Employees or Visitors](#).

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy



MOBILE & FRONTLINE EMPLOYEES

Employees who work from a City vehicle or other mobile location some or all of the time.

MOBILE & FRONTLINE EMPLOYEES are in positions where the functions and duties of their job require them to be mobile. These employees often provide frontline services and attend multiple locations in a day. They often travel to different worksites and perform work at various locations.

For the most part, **MOBILE & FRONTLINE EMPLOYEES** deliver essential services and have been working in the field for most or all of the pandemic.

To ensure staff remain protected and potential exposure to COVID-19 is limited, the City has implemented enhanced health and safety controls, combined with detailed policies and procedures, specific to various municipal work environments. City staff may also be required to follow site-specific COVID-19 precautions when they enter non-City of Hamilton workplaces as part of their work duties.

The coming pages review the most relevant pandemic-related policies and procedures for **MOBILE & FRONTLINE EMPLOYEES** and provide a number of key resources.

Additionally, a high-level summary of the health and safety guidelines for **MOBILE & FRONTLINE EMPLOYEES** is provided, and outlines the most important aspects related to cleaning, physical distancing, hand hygiene, health screening, personal protective equipment and communication.

Examples of MOBILE & FRONTLINE EMPLOYEES *

- Employees who visit multiple locations during their day
- Roles that are required to travel from site-to-site regularly
- Staff who must attend site visits regularly

**Final decision based on operational requirements and leader evaluation.*

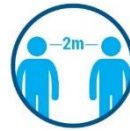
**For the most part,
MOBILE &
FRONTLINE
EMPLOYEES deliver
essential services and
have been working in
the field for most or all
of the pandemic.**

HEALTH & SAFETY GUIDELINES FOR MOBILE & FRONTLINE EMPLOYEES



CLEANING

- ☑ Regularly clean and disinfect your own vehicle and equipment.
- ☑ Ensure high-touch areas like doors, door handles, hand tools and other shared equipment are cleaned regularly.



PHYSICAL DISTANCING

- ☑ Maintain physical distance of two metres from others.
- ☑ Minimize face-to-face interactions where possible.
- ☑ Adhere to signage showing maximum capacities for smaller spaces.



STOP THE SPREAD

- ☑ Practice good hand hygiene by washing with soap and water or using alcohol-based hand sanitizer regularly.
- ☑ Cough or sneeze into your elbow, a tissue or your mask.
- ☑ Stay home if you are sick (consider working from home if possible).
- ☑ Don't share equipment with others where possible.



HEALTH SCREENING

- ☑ Complete and pass the daily [health self-screening](#) before attending work.
- ☑ Ensure visitors complete the visitor health screening before entering the facility or workplace.



MANDATORY MASKS

- ☑ Wear your mask!
- ☑ You can take your mask off if you are working alone or aren't moving around or interacting with others and can maintain six feet of distance.
- ☑ Masks are even required outside if you are working within six feet of others.
- ☑ Masks aren't required while eating or drinking (but you must keep your distance).



COMMUNICATION

- ☑ Monitor for updates and information about the COVID-19 situation.
- ☑ Follow all posted signage and floor markings.
- ☑ If there is a positive case of COVID-19 confirmed in the workplace, follow the policy for [Responding to Positive COVID-19 Test Results for Employees or Visitors](#).

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

POLICIES & PROCEDURES FOR MOBILE & FRONTLINE EMPLOYEES

Vaccinations

- [Mandatory COVID-19 Vaccination Verification Policy](#)

Masks & Personal Protective Equipment

- [Guidance for Use of Personal Protective Equipment](#)
- [Selection and Use of Medical and Non-Medical Masks in Non-Medical Settings](#)
- [When and How to Wear a Medical or Non-Medical Mask - Recommendations for the General Workforce](#)

Daily Health Screening

- [City of Hamilton Employee Self-Screening Policy](#)
- [Guidelines for Visitor & Client COVID-19 Assessment for Non-Employees](#)

Cleaning, Supplies & Vehicles

- [Environmental Cleaning for Workspaces](#)
- [Vehicle Cleaning Procedure](#)
- [Tools and Equipment Cleaning](#)
- [Supply Depot Ordering](#)
- [Multi-Occupancy Vehicle Procedure](#)

RESOURCES FOR MOBILE & FRONTLINE EMPLOYEES

Daily Health Screening

- [COVID-19 self-assessment online screening tool](#)
- [COVID-19 self-assessment paper screening tool \(PDF\)](#)

Mental Health & Wellness Resources

- Health Safety & Wellness Team: healthsafetyandwellness@hamilton.ca
- [Employee Wellness Resources](#)
- [Homewood Employee Toolkit](#)
- [Managing Stress and Finding Work-Life Balance](#)

Information Technology Resources

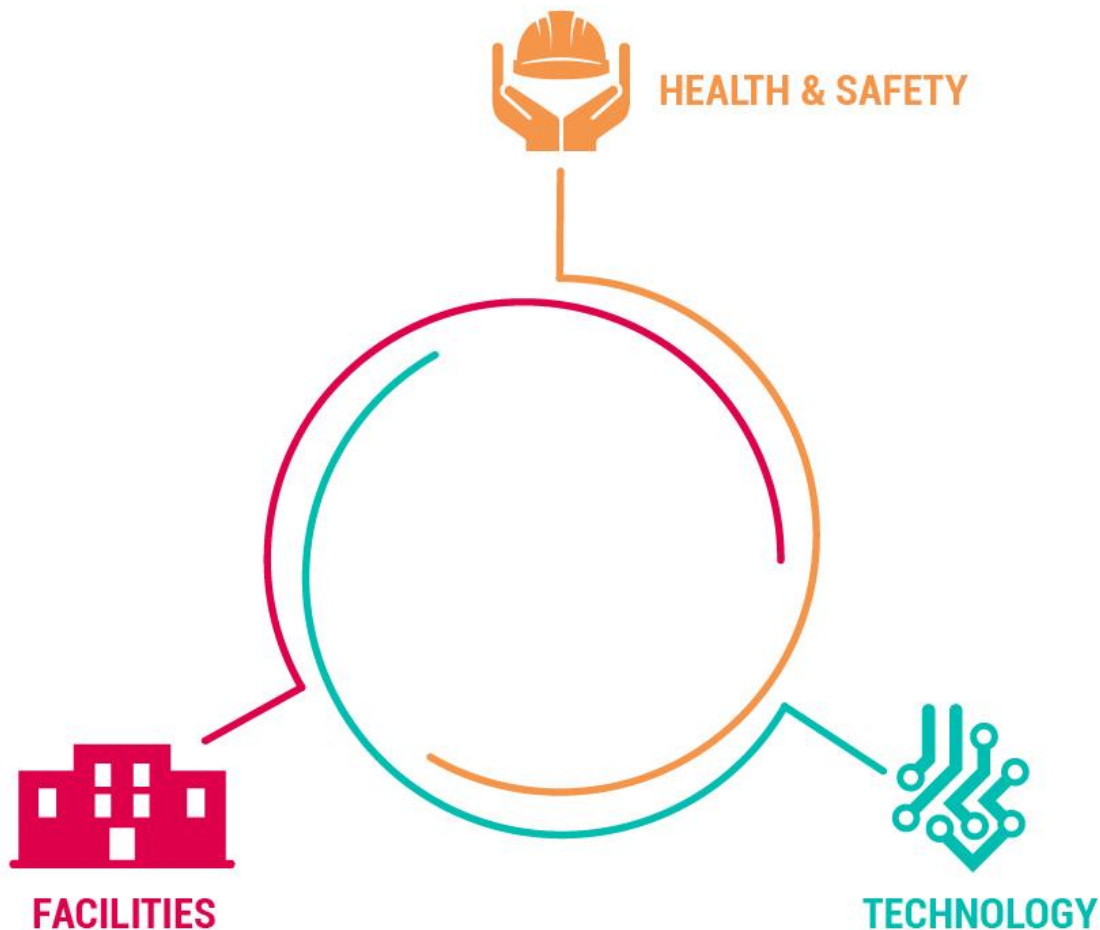
- [General IT Resources](#)
- IT Service Desk:
 - [IT Service Desk Online](#)
 - Email servicedesk@hamilton.ca
 - Call 905-546-4357 or ext. 4357(HELP)

3. RETURN TO THE WORKPLACE STRATEGY

Returning City of Hamilton employees to the workplace is an important step in our COVID-19 recovery efforts. Returning to the workplace will take place using a gradual, safe and measured approach.

Throughout the pandemic, the health and safety of City employees and residents visiting municipal facilities has remained a top priority for the City of Hamilton, and this will continue as we begin to bring **OFFICE EMPLOYEES** and **HYBRID EMPLOYEES** back into City-owned workplaces.

The return to the workplace strategy is guided by the following three key considerations:



COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

HEALTH AND SAFETY

The health and safety of City staff and residents visiting municipal facilities is our top priority. As we begin to bring more people back into City facilities, our policies and procedures around cleaning, physical distancing, hand hygiene, health screening, personal protective equipment and communication are essential as we remain focused on ensuring we limit the spread of COVID-19 in our workspaces.

While City employees must adhere to the [Mandatory COVID-19 Vaccination Verification Policy](#) and complete [daily health screening](#), we must also continue to take additional precautions to ensure staff are able to maintain appropriate physical distancing, are properly wearing masks or other relevant personal protective equipment, have access to hand washing stations or alcohol-based hand sanitizer, and are in a clean and sanitized workspace.

Allowing employees to maintain appropriate physical distancing in indoor workspaces will take various forms, including:

- Ensuring adequate space between work stations.
- Encouraging rotational shifts or start times to limit the number of people in smaller spaces like changerooms.
- Posting capacity limits for smaller spaces, including washrooms, kitchens, meeting rooms, etc.
- Identifying “hot spots” that might create challenges for physical distancing and working with leaders to find solutions.
 - i.e. staff with workstations located within a hot spot might be good candidates for the **HYBRID EMPLOYEES** model, working on an opposite rotation to the neighbouring colleague.
- Making modifications to desks, service counters or office arrangements when necessary.
- Posting signage as reminders for staff to maintain physical distance.
- Completing pre-return inspections with Health, Safety & Wellness staff prior to bringing staff back into municipal facilities.

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

TECHNOLOGY

Ensuring staff have the appropriate technology and network connection to successfully do their work each day is essential. This is especially important given that, with the four Hamilton@Work work models, not all City staff are located at municipal facilities. Providing seamless IT support, functional equipment and an easy connection into the City's network will allow staff to be productive and efficient at work.

This will take various forms, including:

- Ensuring equipment that was taken home at the start of the pandemic is returned and reconnected properly.
- Assisting in reconnecting technology that may have been sitting idle during the pandemic.
- Testing the health of the network in City facilities that have been closed to ensure returning staff will be able to connect quickly and without issues.
- Ensuring IT support is available either in-person or via the Service Desk on the day **OFFICE EMPLOYEES** and **HYBRID EMPLOYEES** return to their workstations.
- Ensuring **OFFICE EMPLOYEES** can easily connect with **HOME EMPLOYEES** and **HYBRID EMPLOYEES** using the technology or other equipment, such as TV screens and webcams.
- Supporting each division and section in assessing requirements for meeting room technology such as video conferencing or other equipment.

FACILITIES

Ensuring our facilities are properly prepared for the return of **OFFICE EMPLOYEES** and **HYBRID EMPLOYEES** will help to create a seamless transition for those coming back into municipal facilities.

We are taking a number of steps to be certain that municipal facilities and equipment are properly prepared for staff who are returning to the workplace, including:

- Ensuring each office space and workspace has been properly cleaned and sanitized.
- Ensuring washrooms, kitchens, meeting rooms and other shared spaces have been properly cleaned and sanitized.
- Planning for the regular cleaning of workspaces and shared spaces to meet health and safety requirements.
- Conducting pre-return inspections to ensure desks and other office equipment is properly set up to accommodate staff who are returning to the office.

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

- Installing the appropriate signage and floor markings to remind staff to maintain physical distancing, room capacities, cleaning frequency, and more.
- Performing air filtration system preparations and ensuring HVAC systems are operating properly, where required.

RETURN TO THE WORKPLACE APPROACH

Generally, the return of employees into the workplace will take place by building, including a floor-by-floor approach in buildings with a number of employees. This approach provides for the coordination of resources to ensure the space is ready, and that support is available for locations with a larger number of employees returning.

In prioritizing the locations that would reopen first, the strategy looks at a number of considerations, including:

- Is the building a flagship location for the City of Hamilton?
- Does the building offer essential public services?
- Are there public counters where residents visit to access municipal services?
- Are there spaces that are/can be booked by the public?
- Are there any tenants? Are they providing essential services?
- Was the facility already fully or partially open/occupied?
- How many staff are returning to the space?
- Was the office space newly constructed? Have staff worked there before?
- How much preparation effort is required? Is an inspection required?
- What level of day-of-return support will be required from IT, facilities and the health and safety teams?

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

4. RETURN TO THE WORKPLACE TIMING

The City's Senior Leadership Team has committed to providing City staff with at least four weeks' notice on return to the workplace timing, wherever possible. However, at this time, a specific date for staff to begin returning to the workplace has not yet been set.

To determine the start date for returning staff to the workplace, the Senior Leadership Team will take advice from our local Medical Officer of Health and will review the COVID-19 situation and variants of our concern in our community. A return start date will be shared with staff with at least four weeks' notice.

Leaders in the organization will be asked to provide a list of which work model each of their employees will belong to. Once the number of **OFFICE EMPLOYEES** and **HYBRID EMPLOYEES** is known for each facility and floor, a detailed return schedule will be published and additional information about return logistics will be available.

All **OFFICE EMPLOYEES** and **HYBRID EMPLOYEES** will be asked to attend the office on their identified return date(s) so that on-site staff can support return efforts where required. Depending on the number of staff returning to a given building or floor, one or more support staff from IT, Facilities or Health Safety & Wellness will be on site.

Appendix A: Decision Criteria

The Decision Criteria is meant to support leaders in making decisions on the most appropriate work model for the employees in their divisions or sections.

All employees in the same position / job / role or job function will be in the same work model, save for exceptions.

OFFICE EMPLOYEES	HOME EMPLOYEES	HYBRID EMPLOYEES	MOBILE & FRONTLINE EMPLOYEES
Employees who work from a municipal office or workplace 100% of the time.	Employees who work from their home space 100% of the time.	Employees who split their work hours between a City office building and their home work space.	Employees who work from a City vehicle or other mobile location some or all of the time.

Decisions around which work model an employee or group of employees should not be based on the personal preferences or perceptions of individual leaders or employees, and they should not be focused on enhancing operational budgets or acquiring additional assets.

Leaders should use the following form and questions to guide discussions with an employee or groups of employees when determining which Hamilton@Work work model best suits their position / job / role or job function.

COVID-19 RECOVERY:
Future Work Models & Return to the Workplace Strategy

DECISION & DISCUSSION GUIDE / WORKSHEET

Position / Job / Role:	
Evaluation date:	
Leader:	
Next-Level Leader Sign-Off:	

QUESTIONS

PART ONE: About the employee's or group of employees' abilities to perform the core roles and responsibilities of the position / job / role / function:

Question	Discussion Notes / Leader Comments
1. Does this role rely on face-to-face internal/external client/customer interactions?	
2. Does this role rely on systems or special equipment only located on premise at a City of Hamilton work location and/or facility?	

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

Question	Discussion Notes / Leader Comments
3. Does this role rely on hardware/software (technology asset) only available on premise at a City of Hamilton location?	
4. Does this role require physically handing-off a portion of work to another individual (paper-based documentation)?	
5. Does this role rely on a vehicle whereby the employee travels or needs to be mobile?	
6. Does this role share responsibilities or functions with multiple other incumbents in the same role or associated role?	
7. Are those in this role required to be accessible during the City of Hamilton's core business hours (10am to 3pm) with flexibility to perform work during standard business hours (8:30am to 4:30pm)?	
8. Does this role lead employees who are predominately OFFICE EMPLOYEES , HOME EMPLOYEES , HYBRID EMPLOYEES or MOBILE & FRONTLINE EMPLOYEES ?	

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

Question	Discussion Notes / Leader Comments
<i>Any additional notes about the employee's or group of employees' abilities to perform the core roles and responsibilities of the position / job / role / function?</i>	
<i>Based on responses to PART ONE Questions 1 to 8, select the work model this position and all employees in this position can be most productive in:</i>	

**OFFICE
EMPLOYEES**

**HOME
EMPLOYEES**

**HYBRID
EMPLOYEES**

**MOBILE &
FRONTLINE
EMPLOYEES**

PART TWO: About the department's, division's or section's ability to support the selected work model:

Question	Discussion Notes / Leader Comments
9. Can we deliver optimal levels of customer service, and maintain business/operational continuity that meets our service and operational requirements while operating in the selected work model?	
10. Can we continue to ensure the safety and wellbeing of Hamilton residents while operating in the selected work model?	

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

Question	Discussion Notes / Leader Comments
11. Can we preserve and continue to build the trust and confidence of residents while operating in the selected work model?	
12. Can we ensure there will be no negative impacts to program and/or service delivery while operating in the selected work model?	
13. Do we have the appropriate facilities/amenities/City premises to accommodate staff/clients to operate in the selected work model?	
14. Is our facility/workspace set up appropriately to support working in the selected work model? Do we have the appropriate assets, furniture, accommodations etc.?	
15. Do we have the required technology/equipment assets to support the selected work model?	
16. Do we have the budget to support transition to the selected work model now? Will we be able to budget for it in the future?	

COVID-19 RECOVERY:
Future Work Models & Return to the Workplace Strategy

Question	Discussion Notes / Leader Comments
17. Can we comply with all Health, Safety and Wellness protocols while working in the selected work model?	
18. Can we apply this decision criteria in a fair and equitable manner across multi-incumbent roles?	
<i>Any additional notes about the department's, division's or section's ability to support the work model:</i>	
<p>Based on responses to PART TWO Questions 9 to 18, confirm the department's, division's or section's ability to support the selected work model and all employees in the position without impacts to the operation, service excellence and budgets.</p>	

**OFFICE
EMPLOYEES**

**HOME
EMPLOYEES**

**HYBRID
EMPLOYEES**

**MOBILE &
FRONTLINE
EMPLOYEES**

COVID-19 RECOVERY:
Future Work Models & Return to the Workplace Strategy

PART THREE: About implementing the selected work model:

Question	Discussion Notes / Leader Comments
19. Have key stakeholders for the position being assessed been consulted to inform the decision made regarding appropriate work model (e.g. employees currently in the position, leaders/employees who regularly interact with the position, clients/customers and/or vendors/contractors etc.)?	
20. Have leaders who oversee similar positions to the one being assessed been consulted to ensure consistency?	
21. Has a communication plan has been developed that identifies who to communicate with, how and when to effectively manage this change?	
22. Have risks in making this change been identified? Are strategies to mitigate risks in place?	
<i>Any additional notes about implementing the selected work model for this position and supporting all employees in the position making the change</i>	

COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy

Question	Discussion Notes / Leader Comments
<p>Based on responses to PART THREE Questions 19 to 22, confirm that key stakeholders have been consulted to inform the decision and an appropriate implementation plan is in place to support making this change to the workplace model.</p>	

**OFFICE
EMPLOYEES**

**HOME
EMPLOYEES**

**HYBRID
EMPLOYEES**

**MOBILE &
FRONTLINE
EMPLOYEES**

SCENARIOS:

PUBLIC COUNTER CLERK

Consider a counter clerk that is required to interact in person with drop-in inquiries.

- How many people are in that same role?
- Are there other “back of the house” functions the role is responsible for and can they be accommodated out of the office?
- Can a rotating schedule be applied?

PROJECT MANAGERS

Consider two Project Managers, both working in different parts of the organization.

- Although they may have the same job *title*, their functional operational requirements are different.
- They may be best suited for different work models.

SUPERVISOR/MANAGER

Consider supervisor/manager that leads a team of staff who must work from a City office.

- This leader should also be required to work from a City office.

PLANNERS

Consider two Planners, both working in the same Department or Division.

- Although they may have the same job *title*, their functional operational requirements are different.
- They may be best suited for different work models.



INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	September 22, 2021
SUBJECT/REPORT NO:	Costs of Accessibility for Ontarians with Disabilities Act (AODA) Exclusions Listed in Report (HUR21010) (City Wide) (Outstanding Business List Item)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Jessica Bowen (905) 546-2424 Ext. 5164 Jodi Koch (905) 546-2424 Ext. 3003
SUBMITTED BY:	Lora Fontana Executive Director Human Resources
SIGNATURE:	

COUNCIL DIRECTION

At the September 11, 2018, General Issues Committee, staff were directed to:

Report back to the General Issues Committee with an outline of the costs for the exclusions listed in Report PW18064, respecting the Implications of the Accessibility for Ontarians with Disabilities Act (AODA) Legislation, which included the following:

- Culture and Heritage
- Water
- City Housing Hamilton
- Lodge Facilities

INFORMATION

The Senior Leadership Team appointed designates from their respective areas to provide the information requested for compilation.

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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: Costs of Accessibility for Ontarians with Disabilities Act (AODA)
Exclusions Listed in Report (HUR21010) (City Wide) - Page 2 of 4**

Based on the information provided by staff, the cost of AODA exclusions remains undetermined given the individualised use of space in each respective area. Three of the four areas that were excluded from the initial report - Culture and Heritage, CityHousing Hamilton and Lodge Facilities - indicated that in order to provide an approximate estimate, they would require an external consultant to adequately review and assess the existing facilities in their respective areas. In addition, financial and human resources would be required to support the consultant through the review process.

In addition to the need for a consultant in the excluded areas, staff identified the following with respect to the cost of exclusions:

Culture and Heritage:

It is important to note that Heritage buildings may have restraints as to what can be done to them without damaging heritage features, and since these buildings are quite old there may be structural issues found at the time of construction that could increase the cost substantially.

Additionally, the Ontario Building Code (OBC) cannot retroactively require a building to be brought up to current standards (including Barrier-Free Design) if no construction is being proposed. In other words, the OBC requirements only apply to an area under construction/renovation that would require the issuance of a Building Permit. While the OBC would require updating of Barrier-Free requirements to any area being renovated, it should be noted that under the OBC a permit applicant could request that a compliance alternative (usually a reduced substitute for a requirement in the OBC) be applied to the Barrier-Free Design of an existing building where it can be shown that compliance with the requirements of the OBC would be impracticable because it is detrimental to the preservation of a heritage building.

CityHousing Hamilton (CHH):

A consultant audit would most likely be for all CHH public spaces both indoors and outdoors. This would include parking lots, building access, lighting, laundry rooms, lounges, entryways, etcetera.

It is of note to consider that inside suite accessibility can be quite complicated as each tenant has individualised needs and requirements. These types of needs normally go through a request and approval process directly with CHH.

**SUBJECT: Costs of Accessibility for Ontarians with Disabilities Act (AODA)
Exclusions Listed in Report (HUR21010) (City Wide) - Page 3 of 4**

Lodge Facilities:

Given the information contained in the PW 18064 Report, including reference to accessible parking, passenger loading zones, access entrances, accessible common use rooms, accessible individual use space, accessible and universal washrooms, the Lodges have many of these requirements already in place.

The one area where deficiencies may exist is related to universal washrooms. There are universal washrooms available within the facility however, they were built to the building code requirements at the time of construction and would not meet the current accessibility criteria under the OBC, AODA's Design of Public Spaces Standard (DOPS) or the City's Barrier Free Design Guidelines (BFDG).

The oldest Resident area within the Lodges was built in 1954 and renovated in 1985 and would not meet accessibility requirements based on present standards. There are plans currently underway for a major build of a new Resident area at Macassa Lodge in the next 3-5 years. When this new area is built, this oldest area will either be fully renovated and repurposed or demolished.

Hamilton Water:

Hamilton Water representatives identified that the cost of the exclusions listed in Report PW18064, respecting the Implications of the Accessibility for Ontarians with Disabilities Act (AODA) Legislation are approximately 2 million dollars. The scope for this estimated cost included Hamilton Water facilities which house administrative and office staff.

A cost for each facility was based on square footage of the administrative space and the year it was built using costs from Appendix A to PW Report PW18064 for Yards.

Considerations:

Estimating the cost of exclusions remains a challenge without a more detailed review and assessment of each area, given the individualised use of space. In an area such as the lodges, the needs of the residents and nature of the service provided have required in many respects a higher a level of accessibility as it relates to the built environment that may not have been previously required in other spaces. Whereas an area such as CityHousing provides accommodation to tenants on an individualised and case-by-case basis in each living space. A further challenge that presents itself in determining such costs is that the AODA Standards cover a very limited area as it relates to the built environment. The requirements under the DOPS focuses on the removal of barriers in public spaces such as trails, beach access routes and exterior paths of travel. They do not include areas that are covered by the Ontario Building Code (OBC).

**SUBJECT: Costs of Accessibility for Ontarians with Disabilities Act (AODA)
Exclusions Listed in Report (HUR21010) (City Wide) - Page 4 of 4**


The cost of exclusions under the AODA would be quite specific and on its own would include the additional built environment requirements that are incorporated under the AODA, OBC and the City's own BFDG.

In order to provide a more accurate projection of the cost of exclusions, consideration could be given to the following:

- a) Engage a consult to conduct an accessibility audit for Lodge Facilities, CityHousing Hamilton and Culture and Heritage buildings.
- b) Review and update the Barrier Free Design Guidelines and/ or develop Universal Design Guidelines to be applied to every Capital project and major renovation in order to ensure that going forward each project meets compliance requirements and incorporates universal design best practices for the highest levels of accessibility for all.



CITY OF HAMILTON
PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT
Economic Development Division

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	September 22, 2021
SUBJECT/REPORT NO:	Workforce Development - McMaster Humanities Career Apprenticeship Program (PED21174) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Karol Murillo (905) 546-2424 Ext. 7859
SUBMITTED BY:	Norm Schleeahn Director, Economic Development Planning and Economic Development Department
SIGNATURE:	

RECOMMENDATION

- (a) That the Humanities Career Apprenticeship Program Collaboration Agreement be approved with such other terms and conditions deemed appropriate by the General Manager of the Planning and Economic Development Department, and in a form satisfactory to the City Solicitor;
- (b) That the City Solicitor be authorized and directed to complete any related or ancillary steps set out in the Humanities Career Apprenticeship Program Collaboration Agreement, including authorizing an extension of the Term;
- (c) That the Mayor and City Clerk be authorized and directed to execute a Humanities Career Apprenticeship Program Collaboration Agreement together with any ancillary documentation required, in a form satisfactory to the City Solicitor.

EXECUTIVE SUMMARY

The Humanities Career Apprenticeship Program is an exciting new program focused on matching soon-to-be graduating undergraduate arts and humanities students with Hamilton local employers. The Program consists of a one-year, full-time paid, career apprenticeship where students gain an opportunity to complete meaningful Projects and to accelerate their first year employed post-graduation. This innovative Program is

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**SUBJECT: Workforce Development - McMaster Humanities Career
Apprenticeship Program (PED21174) (City Wide) - Page 2 of 4**

being led by McMaster University and funded by the Rottenberg Family Foundation. Council approval is being sought to enter into the necessary agreements with McMaster University at the request of the donor to confirm Economic Development's participation in the Program.

In 2020/2021, the pilot year of the Program, McMaster Humanities partnered with Hamilton Economic Development with the goal of placing up to ten positions with local employers. The result was a resounding success with 13 positions fully funded for graduating students who will begin their careers working in Hamilton. For 2021/2022, the donor will be funding up to 20 positions based on the success of the Pilot.

Alternatives for Consideration – See Page 3

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: N/A

Staffing: The promotion of this Program aligns with Economic Development Development's current outreach efforts to Industry Partners.

Legal: N/A

HISTORICAL BACKGROUND

The Humanities Career Apprenticeship Program connects new graduates with Hamilton employers, who provide 12-month, full-time paid apprenticeship positions. The Program is funded through a generous gift from philanthropist Alan Rottenberg and the Rottenberg Family Foundation. The Program has also been piloted in Kingston and Guelph, Ontario with post-secondary partners in those respective communities. The Rottenberg Family Foundation donation covers four months' salary to a maximum of \$4,000 per month, with the employers paying the remaining eight months.

In 2020, McMaster Faculty of Humanities reached out and began working with the City of Hamilton Economic Development Division to discuss ways to collaborate on this innovative Program. Over the course of the Pilot, Hamilton Economic Development launched a series of Communication Initiatives to promote the Program targeting Hamilton employers. In spite of COVID-19 pandemic restrictions in the pilot year, 13 graduates were hired for 13 positions exceeding the initial target of ten positions. The Pilot also exceeded the results from other Ontario communities.

**SUBJECT: Workforce Development - McMaster Humanities Career
Apprenticeship Program (PED21174) (City Wide) - Page 3 of 4**

Due to the response from local Hamilton employers, who have shared the breadth of skills and experiences from McMaster students, the donor will be funding 20 positions for the 2021/2022 Program offering.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS – N/A

RELEVANT CONSULTATION

Staff from the Legal Services Division was consulted, and the advice received is incorporated into Report PED21174.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The City of Hamilton's Economic Development Division will be releasing its 2021-2025 Economic Development Action Plan in the Fall of 2021. This City-Wide document will outline key Priorities for the next four years. One of the Priorities will be focused on advancing working Development Initiatives including continued collaboration with Post-Secondary Institutions. The Humanities Career Apprenticeship Program aligns and reflects how Economic Development can support new innovative Programming benefitting Industry and retaining talent within the City.

Council approval is being sought to enter into the necessary agreements with McMaster University at the request of the donor to confirm Economic Development's participation in the Program. The Collaboration Agreement details Economic Development's role which includes the following:

- Promotion and marketing;
- Industry outreach and employer engagement; and,
- Participation in all advisory and consultation meetings.

ALTERNATIVES FOR CONSIDERATION

If the recommendation for Report PED21174 is not approved, staff would not be able to assist promoting the Program to the Hamilton Business Community. Staff do not recommend this alternative as this Initiative aligns with Economic Development's Workforce Development Actions and Priorities.

Financial: There is no financial impact associated with this Report. All costs related to the McMaster Humanities Career Apprenticeship Program will be paid by the Rottenberg Family Foundation.

Staffing: There is no staffing impact as administration of the Program will be done by existing staff.

**SUBJECT: Workforce Development - McMaster Humanities Career
Apprenticeship Program (PED21174) (City Wide) - Page 4 of 4**

Legal: N/A

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Economic Prosperity and Growth

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

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report PED21174 - Humanities Career Apprenticeship Program
Collaboration Agreement

KM/jrb

Humanities Career Apprenticeship Program Collaboration Agreement

This AGREEMENT is effective as of _____ day of _____, 2021 (the "Effective Date")

BETWEEN:

CITY OF HAMILTON

(hereinafter called the "City")

- and -

MCMASTER UNIVERSITY

(hereinafter called the "University")

WHEREAS McMaster has established the Humanities Career Apprenticeship Program (the "Program");

AND WHEREAS the purpose of the Program is to assist recent University Faculty of Humanities graduates obtain their first post graduate job with an employer located in the City;

AND WHEREAS the Program is funded by a grant provided to the University by the Rottenberg Family Foundation;

AND WHEREAS the grant provided to the Program will be used as funding to pay a portion of the salary of a graduate who obtains employment with an employer as a result of the Program;

AND WHEREAS on [insert date], 2021 the Council of the City approved Item [insert number] the [insert name] Committee Report No. [insert number] thereby authorizing the City to enter into this Agreement and thereby authorized City Economic Development Division staff to promote the Program to employers within the City and refer them to the University for the purposes matching them with a recent graduate of the University's Faculty of Humanities;

NOW THEREFORE this Agreement witnesses that in consideration of the mutual covenants and agreements herein contained and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged by the Parties hereto, the Parties hereto covenant and agree as follows:

Article 1 – Interpretation

Appendix "A" to Report PED21174
Page 2 of 13

1.1 Definitions

In this Agreement and the recitals hereto unless something in the subject matter or context is inconsistent therewith:

- (a) **"GM"** means the City's General Manager of Planning and Economic Development;
- (b) **"FIPPA"** means the Freedom of Information and Protection of Privacy Act, R.S.O.
- (c) **"Humanities"** means the University's Faculty of Humanities;
- (d) **"Indemnified"** has the meaning ascribed to it in Section 7.1;
- (e) **"Initial Term"** has the meaning ascribed to it in Section 2;
- (f) **"MFIPPA"** means the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c.M.56;
- (g) **"PIPEDA"** means the Personal Information Protection and Electronic Documents Act, S.C. 2000, c. 5;
- (h) **"Program"** has the meaning ascribed to it in the Recitals;
- (i) **"Program Student"** means a student who has applied for and been approved by the University to participate in the Program and meets all the qualifications and requirements to participate in the Program;
- (j) **"Start-Up Employer"** means an employer who has been in operation for less than two (2) years and has less than five (5) employees;

1.2 Headings, Articles, Sections, Schedules

The division of this Agreement into articles and sections and the insertion of headings are for convenience of reference only and shall not affect the construction or interpretation of this Agreement. The term "**this Agreement**" refers to this Agreement in its entirety and not to any particular article, section or other portion of this Agreement and includes any agreement supplemental to this Agreement. Unless otherwise indicated, references in this Agreement to Articles, Sections, Recitals or Schedules are to Articles, Sections, Recitals and Schedules of this Agreement.

1.3 Gender and Number

If the context of this Agreement requires changes of gender and number, this Agreement shall be read such that words importing the singular number only shall include the plural and vice versa, words importing the masculine gender shall include the feminine and neuter genders and vice versa.

Appendix "A" to Report PED21174
Page 3 of 13**1.4 Statutory References**

Any reference in this Agreement to any Law, or to any section of or any definition in any Law, shall be deemed to be a reference to such Law or section or definition as amended, supplemented, substituted, replaced or re-enacted from time to time.

1.5 Schedules

The following are the Schedules annexed hereto and incorporated by reference and deemed to be part hereof:

Schedule "A" – Program Employer Qualifications
Schedule "B" – Key Milestones and Important Dates
Schedule "C" – City's Timeline
Schedule "D" – Visual Identity Guidelines Standards and Approvers

The Schedules are attached to and form a part of this Agreement in the same manner and with the same effect whether or not they are included in the body hereof.

1.6 Recitals

All of the recitals preceding Article 1 of this Agreement are true and correct.

2. TERM

The initial term of this Agreement is one (1) year beginning on September 30, 2021 ("Initial Term"). Thereafter, it shall automatically renew for an additional year unless:

- (i) either Party provides sixty (60) days' prior written notice to the other of its intent not to renew this Agreement at the end of the current term; or
- (ii) the City does not consent to any changes to the program pursuant to Section 8.1.

In the event that Program funding ceases, this Agreement will terminate immediately.

3. Roles and Responsibilities

3.1 The University shall:

- (a) identify, communicate with, and recruit qualified students to participate in the Program. This activity includes but is not limited to developing and maintaining the page pertaining to the Program on the Humanities website, managing student contact list, and direct email advertising to students;
- (b) provide administration of the Program, including but not limited to overseeing Key Milestones and Important Dates identified on Schedule "B", arranging working group and advisory group meetings, ensuring accurate and timely communication between the Parties;
- (c) ensures job postings meet required the University standards and compliance with job safety

Appendix “A” to Report PED21174
Page 4 of 13

requirements;

- (d) act as the only contact for the Rottenberg Family Foundation;
- (e) communicate with the University Faculty of Humanities alumni and other friends of the university as required for the purposes of the Program which shall include but not be limited to recruiting and coordinating alumni mentors; and
- (f) confirm that employers referred by the City to the University meet the Program qualifications as described on Schedule “A” hereto.

3.2 The City’s obligations under this Agreement shall be limited to following:

- (a) promoting, in such manner and to such extent as determined by the GM in his sole discretion, the Program to Hamilton businesses that satisfy Program qualifications described in Schedule “A” attached hereto. The City shall consult the University in respect of the manner and extent of the promotion but agreement or consensus with the University is not required for the manner or extent of the City’s promotion. Start-up Employers will not be eligible for referral by the City or to participate in the Program;
- (b) forward all job postings and company information provided to the City to the University for promotion to Humanities students who have been approved by the University to participate in the Program; and
- (c) participate in all advisory, consultation and update meetings set out in Schedule “C” and provide outreach lists and employer engagement activities in accordance with the timeline as set out in Schedule “C”.

4. Program Funding

4.1 The Program will fund up to a maximum of 10, one-year apprenticeships for the Initial Term. The number of eligible positions may change from year to year by mutual agreement in writing from the City and the University. Funding will cover the salary of graduates for a period of four months, to a maximum of \$4,000 CAD per month, per student. The Program grant will be made to the University who will be required to fund all of the salaries for the selected graduates for the various four-month periods. Upon the placement of 10 eligible Humanities graduates during the Initial Term and upon the maximum number of placements agreed to by the City and University for each yearly extension thereafter the City’s obligations in Section 3.2 shall be suspended until the expiry of the period in which notice of termination of the automatic renewal provided for in Section 2 expires. The City shall not be responsible for any funding of the Program or any costs of the Program other than those incurred by the City in respect of its obligations described in Section 3.2.

3.2. The University shall be responsible for all costs incurred in respect of the Program, other than those incurred by the City in respect of its obligations described in Section 3.2.

5. Marketing and Communications

Appendix "A" to Report PED21174
Page 5 of 13

5.1 All publications and communications regarding the Program, by the University or the City shall have consistent messaging to achieve a cohesive image and brand for the Program.

5.2 The University shall be solely response for student recruitment communications and promotion. The City shall be solely response for employer recruitment communications and promotion

5.3 The Parties agree to:

- (a) Collaborate on marketing materials, particularly with respect to individual brand standards and procedures. Marketing materials shall be consistent with the Visual Identity Guidelines attached hereto as Schedule "D". The guidelines in Schedule "D" do not amount to rules and rigid compliance with them is not expected.
- (b) Designate an individual, identified in Schedule "D" to approve of any final marketing materials or media releases.
- (c) Designate a spokesperson in the event of media interviews, all media requests must be communicated to all partners.

5.4 The City agrees not to do anything or permit anything to be done that uses, including but not limiting to, the University's names, trademarks, logos, licenses, or copyright without the express written permission of the University. The City shall not use any information it may acquire with respect to the affairs of the University or its affiliates for its own purposes or for any purposes other than the promotion and administration of the Program. The City further agrees not to do anything or permit anything to be done that may damage the reputation of the University or which the University may reasonably deem to be damaging, including but not limited to its reputation, image, and or standing.

5.3 Similarly, the University agrees not to do anything or permit anything to be done that uses, including but not limiting to, The City's names, trademarks, logos, licenses, or copyright without its the express written permission of The City. The University shall not use any information it may acquire with respect to the affairs of the department or its affiliates for its own purposes or for any purposes other than the promotion and administration of the Program. The University further agrees not to do anything or permit anything to be done that may damage the reputation of The City may reasonably deem to be damaging, including but not limited to its reputation, image, and or standing.

6. Confidentiality

6.1 For the purposes of this Section, "Confidential Information" means any information that is not in the public domain. The Parties acknowledge that they may receive Confidential Information about the other Party in the course of this Agreement. A Party, its employees, agents and contractors shall not divulge any confidential information about the other Party acquired in the course of this Agreement without the prior written consent of the other Party.

Appendix "A" to Report PED21174
Page 6 of 13

Furthermore, a Party shall not use any Confidential Information acquired in the course of this Agreement for any purposes other than those related to this Agreement, without specific written authorization by the other Party.

6.3 The University acknowledges and agrees that, in addition to any requirements under PIPEDA, the City is bound by the MFIPPA and that the Agreement and any information provided to the City in connection with the Project or otherwise in connection with this Agreement may be subject to disclosure in accordance with MFIPPA. The University shall assist and cooperate with the City in complying with the requirements of PIPEDA and MFIPPA.

6.4 The University shall collect, use, disclose, retain and dispose of Personal Information only in accordance with PIPEDA and FIPPA. The University shall limit the collection of Personal Information to that which is necessary for the University to participate in the Program, comply with this Agreement or satisfy its obligations under Law.

6.5 The agreements in Sections 6.1 to 6.3 shall survive the termination of this Agreement.

7. Indemnification

7.1 In addition to any liability of the University to the City under any provision of this Agreement the University covenants to indemnify and save, defend and hold harmless from time to time and at all times, the City, the City's employees, the City's elected officials and the City's agents (collectively the "City's Indemnified") from and against any and all claims, actions, causes of action, proceedings, interest, demands, costs (including legal fees and expenses), assessments in respect of required withholding losses, fees, expenses, injury, charges, damages, expenses, liabilities, losses and obligations of any kind that may be incurred by, or asserted against any of the Indemnified in connection with or arising out of this Agreement or the Program.

A certificate of the City or the amount of any such loss or expense shall be prima facie evidence as to the amount thereof, in the absence of manifest error.

7.2 The agreements in Section 7.1 shall survive the termination of this.

8. Program Changes

8.1 The University agrees to provide 60 days prior written notice to the City of any change to the Program. If the City does not consent to the change within 30 days of receiving the notice the Agreement shall terminate and all obligations of either Party under this Agreement shall cease.

9. Notices

9.1 Any notice or other communication required, desired or permitted under this Agreement shall be in writing and shall be effectively given if: delivered personally, sent by prepaid courier service, sent by registered mail to the following address or by electronic mail to the following email address:

In the case of McMaster University:
Chester New Hall, Room 112
1280 Main Street West
Hamilton, ON, L8S 4L9
Email: deanhum@mcmaster.ca
Attention: Pamela Swett, Dean, Faculty of Humanities

In the case of The City:
71 Main Street West, 7th Floor
Hamilton, ON, L8P 4Y5
Email: norm.schleehahn@hamilton.ca
Attention: Norm Schleehahn, Director, Economic Development

with a copy to:

City of Hamilton
City Manager's Office, Office of the City Clerk
71 Main Street West, 1st Floor
Hamilton, ON, L8P 4Y5

Attention: City Clerk

9.2 The University acknowledges that the title and address for the staff person at City to which notice must be provided may change from time to time and that it is the responsibility for the University to obtain the correct information prior to any notice being provided to the City to ensure that notice is provided in compliance with this Agreement. Any such notice or other communication shall be deemed to have been given and received on the day on which it was received by the Party to which it was sent.

9.3 Any Party may at any time change its address for service from time to time by giving notice to the other Parties in accordance with Sections 9.1 and 9.2.

10. Survival

Appendix "A" to Report PED21174
Page 8 of 13

10.1 Notwithstanding expiration or early termination of this Agreement, Sections 6, 7, 11 and 12 shall remain in effect indefinitely or, where a time limit is provided, in accordance with their terms.

11. General

11.1 Any provision of this Agreement which is prohibited or unenforceable in any jurisdiction shall not invalidate the remaining provisions of this Agreement and any such prohibition or unenforceability in any jurisdiction shall not invalidate or render unenforceable such provisions in any other jurisdiction.

11.2 This Agreement, the Schedules attached hereto and policies incorporated by reference constitute the whole agreement between the City and the University relating to the subject matter of this Agreement, and cancels and supersedes any prior agreements, collateral agreements, conditions, undertakings, declarations, commitments, covenants, warranties and representations, written or oral, in respect thereof.

11.3 No provisions of this Agreement shall be amended or altered except by further written agreement between the City and the University. No covenant or condition in this Agreement or any other Agreement shall be deemed waived or consented to by both Parties, unless such waiver or consent is in writing and signed by a person authorized by each Party. No Event of Default shall be deemed waived or consented to by a Party, unless such waiver or consent is in writing and signed by an authorized representative of the Party. Any waiver granted by a Party, shall be effective for the specific instance and for the purpose for which it was given and shall be deemed not to be a waiver of any rights and remedies of said Party under this Agreement as a result of any other default or breach under this Agreement. No waiver of a provision of this Agreement shall operate as a waiver of any other provision or of the same provision on a future occasion.

11.4 Time shall be of the essence in this Agreement.

11.5 This Agreement shall be binding upon and shall enure to the benefit of the City and the University and their respective successors and assigns.

11.6 A Party may not assign or transfer their rights and obligations under this Agreement without the prior written consent of the other Party and said consent may be arbitrarily withheld.

11.7 This Agreement is made pursuant to and shall be governed by and construed in accordance with the laws of the Province of Ontario, Canada.

11.8 Any power, right or function of the City, contemplated by this Agreement, may be exercised by the GM and her designate or agent.

Appendix "A" to Report PED21174
Page 9 of 13

11.9 The Council of the City or the governing body of any municipal agency, board or commission shall be admitted to any share or part of any contract, agreement or commission made pursuant to this Agreement or to any benefit arising therefrom, including, without limitation, any contract, agreement or commission arising from or related to the Program.

11.10 Nothing in this Agreement shall be construed as authorizing one Party to contract for or incur any obligation on behalf of the other or to act as agent for the other and nothing in this Agreement shall be construed to constitute the City and the University as partners, joint venturers, employee or agents of each other. The University agrees and acknowledges that the City does not represent or warranty the suitability or quality of any employer referred to the University pursuant to this Agreement.

12. COVID-19

12.1 The City and the University agree that the obligations of the City under the Agreement shall not be suspended as a result of COVID-19 unless the GM determines that COVID-19 causes conditions such that the City is unable to fulfill its obligations under the Agreement without compromising the health or safety of its employees, volunteers or agents. The City shall provide notice in accordance with Section 9.1 and 9.2.

THIS AGREEMENT was executed by the Parties as follows:

THE CITY
 Norm Schleeahn
 Director, Economic Development

Signature

Date

McMASTER UNIVERSITY
 Pamela Swett
 Dean, Faculty of Humanities

Signature

Date

Schedule “A”**Program Employer Qualifications**

Employer Requirements:

- A working location (office) within the Hamilton area is required
- A minimum 12-month contract must be offered
- The employer must provide meaningful employment and opportunities for career development for the apprentice
- Job opportunities must meet a minimum salary of \$35K
- Public sector organizations are eligible to participate and receive the grant if the roles being filled are new positions
- The employer should be in business for a minimum of 2 years (i.e. no start-ups);
- Minimum company size of 5+ employees will be considered.
- Posting, application and selection process will begin in December each year, commencing 2020, and positions must begin in May the following year, commencing 2021.

**Appendix “A” to Report PED21174
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Schedule “B”

Key Milestones and Important Dates

(Dates may alter slightly from year to year based on mutual agreement)

<i>September</i>	September 29	Program information session
<i>October</i>	October 21 TBD	Student preparation session – Resumes Employer engagement event
<i>November</i>	November 10 November 18	Student preparation session – Cover Letter Student preparation session – Resumes
<i>December</i>	December 18:	Preferred deadline for employer posting
<i>January</i>	January 14 January 15 January 18 January 20 January 29	Program information session Final deadline for employer posting Postings open for student applications Student preparation session – Resumes Student preparation session – Cover Letter
<i>February</i>	February 2 February 12 February 22 – March 12 February 25	Student preparation session – Interviews Student application deadline Interviews take place Student preparation session – Interviews
<i>March</i>	March 19 March 31	Employer/student ranking deadline Employer/students notified of rank/match result and students receive position offers

**Appendix “A” to Report PED21174
Page 12 of 13**

April

April 5	Deadline for students to accept position offers
April 6	Employers notified of student response to offers
April 6 – 23:	Student onboarding meetings

May

May 3:	Placements commence Schedule “C”
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City’s Timelines

The City is a member of the Humanities Apprenticeship Program Advisory Group, participates in discussions and provides information focused on strategies and engagement with Hamilton’s business community. The following outlines the City’s timelines (dates may alter slightly from year to year based on mutual agreement and program dates):

September

September 29	Program information session and media launch
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October – November

October 1 - November 30	Employer outreach to targeted sectors/companies
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December

December 18	Preferred deadline for employer posting
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January

January 15	Final deadline for employer posting
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Schedule “D”

Visual Identity Guidelines and Approvers

McMaster University

Approver: Allison Mullin, Manager of Communications, Faculty of Humanities

All marketing materials for the Program must adhere to the McMaster Branding Policy and Style Guide (<https://brand.mcmaster.ca/>).

Economic Development Division, City of Hamilton

Approver: Michael Marini, Coordinator Marketing

DRAFT



Hamilton

BUSINESS IMPROVEMENT AREA ADVISORY COMMITTEE

REPORT 21-008

8:00 a.m.

Tuesday, September 14, 2021

Virtual Meeting

Hamilton City Hall

71 Main Street West

Present: Councillor Esther Pauls (Chair)
 Susie Braithwaite – International Village BIA
 Tracy MacKinnon – Westdale Village BIA and Stoney Creek BIA
 Cristina Geissler – Concession Street BIA
 Kerry Jarvi – Downtown Hamilton BIA
 Katie Poissant-Paul – Ancaster BIA
 Susan Pennie – Waterdown BIA
 Lisa Anderson – Dundas BIA
 Emily Burton – Ottawa Street BIA
 Heidi VanderKwaak – Locke Street BIA

Absent: Michal Cybin – King West BIA
 Bender Chug – Main West Esplanade BIA
 Rachel Braithwaite – Barton Village BIA

THE BUSINESS IMPROVEMENT AREA ADVISORY COMMITTEE PRESENTS REPORT 21-008 AND RESPECTFULLY RECOMMENDS:

1. Waterdown Business Improvement Area Expenditure Request (Item 11.1)

That the expenditure request from the Waterdown Business Improvement Area, in the amount of \$5,581.91 for the purchase and maintenance of 49 hanging baskets, to be funded from the Community Improvement Plan (CIP) Contribution Program (BIA Payments Account 815010-56905), be approved.

FOR INFORMATION:

(a) CHANGES TO THE AGENDA (Item 2)

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

8. STAFF PRESENTATIONS

8.1 Infection Prevention and Control Team Update

The agenda for the September 14, 2021 Business Improvement Area Advisory Committee meeting was approved, as amended.

(b) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

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

(i) July 13, 2021 (Item 4.1)

The July 13, 2021 Minutes of the Business Improvement Area Advisory Committee were approved, as presented.

(d) STAFF PRESENTATIONS (Item 8)

(i) Infection Prevention and Control Team Update (Added Item 8.1)

Dr. Ninh Tran, Associate Medical Officer of Health, Latchman Nandu, Manager, Infection Prevention and Control, and Elissa Press, Health Promotion Specialist addressed the Committee with an update from the Infection Prevention and Control Team.

The staff presentation on Infection Prevention and Control Team Update, was received.

(e) PUBLIC HEARINGS / DELEGATIONS (Item 9)

(i) Alex Weinberger, YWCA Hamilton, respecting what YWCA Hamilton offers and to learn from the BIAs what we can do to support and collaborate with the businesses in their areas (Approved July 13, 2021) (Item 9.1)

Alex Weinberger, YWCA Hamilton, addressed the Committee respecting what YWCA Hamilton offers and to learn from the BIAs what the YWCA could do to support and collaborate with the businesses in their areas.

The presentation from Alex Weinberger, YWCA Hamilton, respecting what YWCA Hamilton offer, was received.

(f) DISCUSSION ITEMS (Item 10)

(i) Community Improvement Plan Review Verbal Update (Item 10.1)

Judy Lam, Manager of Commercial Districts and Small Business, Phil Caldwell, Senior Project Manager and Carlo Gorni, Coordinator of Urban Renewal Incentives provided Committee with an update on the Community Improvement Plan Review.

The discussion respecting the Community Improvement Plan Review, was received.

(ii) Hamilton Day – Hamilton Chamber of Commerce Initiative (Item 10.2)

Hamilton Chamber of Commerce staff - Marie Nash, Cassandra D'Ambrosio and Katie Stiel provided the Committee information on Hamilton Day – Hamilton Chamber of Commerce Initiative.

The discussion respecting Hamilton Day – Hamilton Chamber of Commerce Initiative, was received.

(iii) Ontario Business Improvement Area Association (OBIAA) Conference 2021 (Item 10.3)

Julia Davis addressed the Committee respecting the Ontario Business Improvement Area Association (OBIAA) Conference 2021 being held September 26 – 29, 2021.

Julia advised Committee that registration is available on the OBIAA's Website. Additionally, there is a welcome dinner on Sunday night that is a separate registration.

Julia shared with the Committee that all mobile tours have been approved and to anticipate approximately 14 people per tour.

Julia advised that for the Tuesday night of the Conference there are no events planned for attendees. If Committee members wish to share with Julia any events happening that evening in the BIA's, or provide a list of restaurants, she will share them.

The discussion respecting the Ontario Business Improvement Area Association Conference 2021, was received.

(iv) Annual General Meetings 2021 (Item 10.4)

Julia Davis addressed the Committee respecting the Annual General Meetings 2021.

Julia advised Committee that the Board of Management must approve the Annual Budget at the meeting before their Annual General Meeting.

Julia requested that the BIAs share with her the date and time of their Annual General Meeting (AGM) so that she can attend. Additionally, if you would like Julia to do a presentation at the meeting, she can do that as well. Lastly, Julia needs to know if the AGM is will be held in person or virtually.

Julia reminded Committee that notification of the BIAs AGM must be sent out a minimum of 15 days prior to the meeting. This can be done via newsletter, hand delivery, or Canada Post.

Julia advised Committee that she will be providing the BIAs a standardized script for Chair for the AGM. This will help to ensure consistency across the BIAs and that proper procedures are being followed.

The discussion respecting the Annual General Meetings 2021, was received.

(g) GENERAL INFORMATION/OTHER BUSINESS (Item 13)

(i) Verbal Update from Julia Davis, Business Development and BIA Officer (Item 13.1)

Julia advised that the BIAs who applied for the Shop Local Grant funding of \$10,000 should have received their payments. Julia reminded Committee that this funding must be spent by December 31, 2021.

Julia reminded Committee that the Community Improvement Plan (CIP) Contribution Program spending also needs to be spent by December 31, 2021. All requests for this must be submitted for the December 2021 agenda.

Allocation of parking revenue will be ratified at Council tomorrow – funding will be matched from 2020.

Julia advised that Public Health would like to do more mobile vaccination clinics. If there is an event happening in a BIA that would support a mobile clinic, please contact Public Health at: phscovidvaccine@hamilton.ca

Julia advised that the Outdoor Dining District Program is still accepting applications and that the program is approved through October 31, 2021.

The verbal update from Julia Davis, Business Development and BIA Officer, was received.

(ii) Statements by Members (Item 13.2)

BIA Members used this opportunity to discuss matters of general interest.

The updates from Committee Members, were received.

(h) ADJOURNMENT (Item 15)

There being no further business, the Business Improvement Area Advisory Committee adjourned at 10:13 a.m.

Respectfully submitted,

Councillor E. Pauls
Chair Business Improvement Area
Advisory Committee

Angela McRae
Legislative Coordinator
Office of the City Clerk



INFORMATION REPORT

TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	September 22, 2021
SUBJECT/REPORT NO:	Review of Area Rating Methodologies (FCS21078) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Gloria Rojas (905) 546-2424 Ext. 6247
SUBMITTED BY:	Mike Zegarac General Manager, Finance and Corporate Services Corporate Services Department
SIGNATURE:	

COUNCIL DIRECTION

N/A

INFORMATION

The purpose of Report FCS21078 is to inform Council of the review that staff will undertake of the methodology applied to certain area rated levies.

Area rating is a municipal property taxation policy tool intended to account for either significant differences in service levels or differences in the cost of providing services across different parts of the City (*Municipal Act, 2001, Section 326*).

The result of area rating is that tax rates for certain services vary depending on where the property is located and the level of service offered by the City. All areas within the City have area rated services. Depending on the levels of service, the tax rate varies.

City of Hamilton residents in all communities pay the same rate for general City services, such as police, public health, roads, waste management, libraries, parks and City administration.

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: Review of Area Rating Methodologies (FCS21078) (City Wide) –
Page 2 of 4**

In 2011, the City implemented an urban and rural area rating model that aligns to the transit service area. Properties within the transit service area are considered urban, while properties outside the transit service area are considered rural for area rated services, except fire. The fire service has a different boundary based on the fire service delivery and is still area rated based on an urban / rural model.

The following services are area rated:

- Transit: urban and rural using Transit service delivery borders
- Recreation: urban and rural using Transit service delivery borders
- Sidewalks: urban and rural using Transit service delivery borders
- Streetlighting: urban and rural using Transit service delivery borders
- Fire: urban and rural using Fire service delivery borders
- Sidewalk snow removal: to former Town of Ancaster properties only
- Parkland purchases: to former municipality in which land is located
- Special Capital Infrastructure Levy: to former City of Hamilton properties only

The current area rating model has been in effect since it was approved in 2011. Hamilton's population increased by 17,000 from 2011 to 2016 and the Provincial growth forecast includes 236,000 new residents (for a total population of 820,000 people) and 122,000 new jobs (for a total employment of 360,000 jobs) in Hamilton by the year 2051. In order to ensure that the area rating methodology aligns with the projected growth and related service delivery strategies and to respond to specific Council direction (sidewalk snow removal), staff will conduct a review in anticipation of the approval of the 2022 budget of the following area rated services:

- Fire
- Sidewalk snow removal
- Parkland purchases
- Recreation

Report FCS21078 also includes an update on Transit Area Rating. Reviews of the balance of the area rated services (Sidewalks, Streetlighting, Special Capital Infrastructure Levy) will be included in future work plans.

Fire

In June of 2019, Council approved "Hamilton Fire Department Service Delivery Plan (2019 - 2028)" which identified specific areas in the City where growth has significantly changed the risk profiles and created the need to move to a different fire service delivery model (i.e. from Volunteer response to Composite (both volunteer and full time) response). As a result, in 2021 approximately 5,800 properties with an assessment of approximately \$3.5 B (of which approximately 5,000 properties and \$2.4 B in assessment are in the Residential property class) were reclassified. This meant that

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.

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under the current established area rating methodology for Fire, the affected properties were changed from “Rural (volunteer) Fire” to “Urban (full time) Fire” for the purposes of the property tax calculation.

Based on this change, the properties remaining in the “Rural (volunteer) Fire” classification were now responsible for sharing the operational costs related to the volunteer firefighting operations. Since the number of properties sharing the operational costs decreased, these properties also realized a property tax increase as a result of applying the established / current area rating methodology for Fire.

Through the 2021 budget process, there were concerns raised that there has not been a fair treatment amongst the properties that receive both volunteer and composite fire service.

To this end, Finance staff will undertake a review, in consultation with the Fire Department to:

- ensure alignment between the service delivery and how properties are taxed for the service;
- provide options for alternative area rating methodologies.

Sidewalk Snow Removal

During the 2021 budget process, Council approved an enhancement to the winter sidewalk snow removal service to add an estimated 783 km of sidewalk along transit routes starting in 2022 in Sidewalk Snow Removal Report PW19022(b). Currently, sidewalk snow removal is area-rated to the former Town of Ancaster only.

Finance staff will analyze the tax impacts of the increased service if added to the general levy or if taxed based on an urban / rural model. Preliminary analysis and options will be included in a report from the Public Works department to be presented to Council in November 2021.

Parkland Purchases and Recreation

One of the principles of area rating is that the level of service is different in some geographic areas of the City. The City of Hamilton continually expands the park and recreation system to meet future population growth.

Staff will review the pros and cons of continuing to area rate Parkland Purchases and Recreation services and report back to Council with an analysis which will include the tax impact should Parkland Purchases and the Recreation services be moved to the general levy.

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Transit

On March 27, 2019, Council established the Transit Area Rating Review Sub-committee with the purpose of evaluating and recommending alternatives to the existing area rating methodology for transit, on time for the 2020 budget process. However, announcements related to the Light Rail Transit (LRT) and the outstanding completion of the Memorandum of Understanding, require further changes to the work previously prepared which is delaying the process in completing a network for proposal to Council. The Sub-committee has not met since February 2020.

Information regarding Transit Area Rating and the Sub-committee can be found in the following reports:

- Tax Levy Impacts of Changing Area Rating Transit (Report FCS19010)
- Transit Area Rating Review Sub-committee Terms of Reference (Report FCS19058)
- Transit Area Rating Methodology Review (Report FCS19094)

Timing

Preliminary findings of the area rating review, proposed changes and options will be presented in January 2022. Final recommendations will be presented by mid-February / early March 2022 in order to be included in the total tax impact to be approved by Council.

APPENDICES AND SCHEDULES ATTACHED

N/A

GR/dt