



City of Hamilton

AUDIT, FINANCE AND ADMINISTRATION COMMITTEE ADDENDUM

Meeting #: 23-008
Date: May 18, 2023
Time: 9:30 a.m.
Location: Council Chambers
Hamilton City Hall
71 Main Street West

Tamara Bates, Legislative Coordinator (905) 546-2424 ext. 4102

8. STAFF PRESENTATIONS


- *8.1 Workplace Mental Health and Wellbeing Strategy (2023 –2026) (HUR23007) (City Wide)

10. DISCUSSION ITEMS

- *10.5 Grants Sub-Committee Report 23-002 (May 16, 2023)



INFORMATION REPORT

TO:	Chair and Members Audit, Finance and Administration Committee
COMMITTEE DATE:	May 18, 2023
SUBJECT/REPORT NO:	Workplace Mental Health and Wellbeing Strategy (2023 – 2026) (HUR23007) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Yakov Sluchenkov (905) 546-2424 ext. 2655 Dave Lindeman (905) 546-2424 ext. 5657 Miri Freimanis (905) 546-2424 ext. 7141
SUBMITTED BY:	Lora Fontana Executive Director Human Resources
SIGNATURE:	

COUNCIL DIRECTION

To provide Council with an update on the ongoing work of the Workplace Mental Health and Wellbeing Strategy for City of Hamilton staff since initiated in 2016. The Information report also includes the most recent iteration of the strategy, Maintaining Workplaces that Promote Mental Health and Wellbeing, Strategy and Guide for the City of Hamilton 2023-2026.

INFORMATION

In 2016, the Senior Leadership Team and Hamilton City Council approved its first Mental Health and Wellbeing Policy along with a Workplace Mental Health and Wellbeing Strategy. The strategy was updated in 2019 to address recommendations put forth by the organization's Workplace Mental Health Advisory Committee.

The Senior Leadership Team has approved a new strategy framework to guide us for the next four years. The strategy is captured in the document, Maintaining Workplaces that Promote Mental Health and Wellbeing, Strategy and Guide for the City of Hamilton 2023-2026, attached as Appendix "A" to report HUR23007.

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: Workplace Mental Health and Wellbeing Strategy (2023 –2026)
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The goals of the strategy will guide our mental health programs:

1. Raise awareness of mental health and wellbeing and reduce stigma associated with mental illness
2. Provide people leaders with the skills, knowledge, tools and supports they need to create a workplace that supports positive mental health and wellbeing
3. Provide employees with the skills, knowledge, tools and supports they need to improve personal resilience and achieve optimal mental health and wellbeing
4. Create a sustainability plan

At the core of our strategy is a desire to help our employees achieve optimal mental health and wellbeing and foster psychological safety in our work and workplaces.

The strategy is also guided by these principles:

- The strategy and programs are based on evidence-based best practices
- The strategy aligns with our Inclusion, Diversity, Equity and Accessibility work
- Employee mental health and wellbeing is a key consideration in decision making
- Everyone in the workplace has a role to play in creating and maintaining a workplace that promotes mental health and wellbeing
- Each employee has responsibility for their health and behaviour
- Creating a workplace that supports mental health and wellbeing is only possible if aligned with our Culture Pillars
- Sensitive employee health information will remain confidential

Our strategy is aligned with the elements outlined in the *National Standard of Canada for Psychological Health and Safety in the Workplace*. The standard is a set of guidelines, tools and resources focused on promoting employees' psychological health and preventing psychological harm due to workplace factors.

To assist in our efforts in creating workplaces that promote mental health and wellbeing, we adopted the framework from the *Psychological Health and Safety: An Action Guide for Employers (2012)*. This guide, created by the Mental Health Commission of Canada, identifies actions an employer can take to enhance and protect employee psychological health and safety based on 6 key elements.

Policy - Commitment by organizational leadership to enhance psychological health and safety through workplace interventions

Planning - Determination of key psychological health indicators across the organization, selection of actions, and specification of objectives

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Promotion - Actions taken to promote the general psychological health of the workforce

Prevention-Actions taken to prevent the occurrence of significant psychological problems or mental disorders

Process-Evaluation of implementation and results of actions taken to enhance psychological health and safety.

Persistence-Sustainment of effective actions in a process of continuous improvement.

Our strategy has moved from the initial stage of creating towards maintaining workplaces that promote mental health and wellbeing by building on the programs, policies and practices that have been established and adding new initiatives and enhancements that address gaps and emerging issues.

Why is it important?

Mental health is fundamental to overall health and wellbeing.

Good mental health allows an individual to cope with the normal stresses of life, work productively and contribute to their workplace and community (adapted from World Health Organization). Good mental health makes us more resilient to everyday stresses and hardships and can help to reduce the risk of developing or worsening mental health problems and illnesses

Mental illness affects all Canadians.

At some point in our lifetime, either directly or indirectly, or through a family member, friend or colleague mental illness will affect us. In any given year, it is estimated that 1 in 5 people in Canada experiences a mental health problem. The total becomes about 1 in 3 if those suffering from addictions are included.

Cost of ignoring workplace mental health issues is high

A workshop held with our People Leaders and Dr. Linda Duxbury, a leading researcher on employee wellbeing and work-life balance, identified a number of negative impacts on the organization if employee mental health and wellbeing is ignored. The impacts include:

- Increased absenteeism
- Poorer physical health
- Greater use of our health care system
- Greater use of prescription drugs
- Higher benefits costs
- Declines in creativity and innovation
- Lower levels of commitment and job satisfaction

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- Higher intent to turnover
- Loss of talent, expertise and related expenses to training replacements
- Recruitment and retention problems
- Overtaxing internal services and supports (i.e. Return to Work Services, Labour Relations, Health & Safety, Leader workload, associated team workload due to absent team member)
- Poor reputation of the City

What Have We Done?

Since our initial strategy was initiated in 2016, a number of important programs, resources and initiatives have been put in place that provide a strong foundation on which to build a new strategy. Some examples include:

- A new Mental Health and Wellbeing Policy was approved by Senior Leadership Team and Council in 2016.
- A Workplace Mental Health Advisory Committee established 2017 with representation from departments and employee groups across the organization. The committee reviews and provides recommendations on our progress in implementing the strategy.
- New flexible work, work for home and disconnecting from work policies were introduced to support employees with work and non-work demands.
- Annual Anti-stigma Campaigns are directed at staff to help them identify changes in their behaviour that can help reduce stigma on mental illness. For example, Human Resources provided a part video campaign called Shifting Minds.
- Human Resources reviewed our employee health benefits plans and increased employee medical benefits for psychological services in a number of plans.
- Employees are offered access to enhanced depression and trauma services through our Employee & Family Assistance Program in addition to traditional counselling services (n=147).
- Human Resources delivers an in-house workshop-based program on Chronic Pain Self-management for employees seeking assistance with the impact of chronic conditions (n=101).
- Critical Incident Peer Support teams are now in place for Hamilton Fire, Hamilton Paramedic Services along with a corporate Critical Incident Peer Support Team.
- Employees and their families now have access to LifeSpeak, a web-based program with expert-led online streaming videos that deal with a wide variety of health, family, eldercare, personal growth and development, and work-life balance topics (2,275 sessions annually).

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- Our Employee and Family Assistance Program services were enhanced by our provider, Homewood Health (12.38% usage rate). Enhancements included:
 - Online Cognitive Behavior Therapy
 - Family and relationship support
 - Solutions for stress, burnout, financial and other challenges
 - Access to mental health supports including immediate counselling and online booking
 - On-demand health and wellness resources workshops on mental health topics
- People Leaders are provided with access to Mental Health@Work Certificate Training through partnership with LifeWorks and Queen’s University (n= 580).
- In-house instructors deliver The Working Mind (Mental Health Commission of Canada) training to People Leaders and employees (n= 800).
- Respectful workplace training (It Starts With You) required for all employees with enhanced sessions for People Leaders
- Our People Survey was completed in 2017 and 2021 and included important questions to gain insight into employee mental health and wellbeing and areas where work groups can improve their efforts at creating and maintaining mentally healthy workplaces and teams.
- Human Resources benchmarks with other municipalities to share best practices, identify success factors and look for opportunities for improvement to our workplace mental health and wellbeing programs.

Moving Forward

It’s important to ensure the investments we’ve made in supporting workplace mental health and wellbeing continue to be impactful and achieve the goals of our strategy. We will be looking to *Future Proof* our investments in mental health by,

- Maintaining what’s in place that’s working by preserving dedicated funding and resources
- Enhancing, expanding and adding to what we’ve introduced and established by adopting new best practices
- Evaluating our efforts to maintain a workplace that promotes mental health and wellbeing by measuring against standards and benchmarking with other workplaces

In addition to sustaining our current efforts, the strategy will focus on four key areas over the next four years.

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- 1. Embedding the Strategy into Our Culture** - Living this strategy daily is critical in improving the overall health of employees, facilitating healthy and safe returns to work, and ensuring that both physical and psychological health and safety are taken into consideration.
 - Update the Mental Health and Wellbeing Policy
 - Evaluate hybrid work models that allow working from home and the impact of work-life balance
 - Keep positive mental health and wellbeing at top of employee's mind
 - Enhance supports by incorporating Inclusion, Diversity, Equity and Accessibility (IDEA) to remove barriers to resources
 - Integrate strategy into a broader Employee Wellness Strategy
- 2. Leadership Support** - Leadership is expected to model and support these activities daily through various modalities: team meetings, education, participation, active acknowledgement of mental health and wellbeing being a priority.
 - Create People Leader training that augments existing programs and can be delivered on-demand
 - Develop supports for mental health-related action plans arising from Our People Survey
- 3. Employee Accountability** - Staff are accountable for taking advantage of supports available to ensure workplace wellness is a key priority for themselves and their coworkers.
 - Raise awareness of supports available to employees with caregiver responsibilities
 - Increase knowledge of de-escalation techniques with staff
 - Update the existing Zero Tolerance Program
- 4. Facilitating Access to Key Resources** - Staff are made aware of resources through ongoing communication and provided with straightforward access to the resources when they need them.
 - Centralize on-line resources
 - Develop guidance documents for stakeholders involved in current employee mental health disability management
 - Research application of Peer Support resources into areas outside of current programs

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APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to report HUR23007- Maintaining Workplaces that Promote Mental Health and Wellbeing, Strategy and Guide for the City of Hamilton 2023-2026

Maintaining Workplaces that Promote Mental Health and Wellbeing

Strategy and Guide for the City of Hamilton 2023-2026

May 2023

Workplace Mental Health: Why it Matters

In 2016, Senior Leadership Team and Hamilton City Council approved its first *Mental Health and Wellbeing Policy* along with a *Workplace Mental Health and Wellbeing Strategy*. The strategy was updated in 2019 to address recommendations put forth by the organization's Workplace Mental Health Advisory Committee.

The goals of the strategy continue to guide our mental health programs:

1. Raise awareness of mental health and wellbeing and reduce stigma associated with mental illness
2. Provide people leaders with the skills, knowledge, tools and supports they need to create a workplace that supports positive mental health and wellbeing
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At the core of our strategy is a desire to help our employees achieve optimal mental health and wellbeing and foster psychological safety in our work and workplaces.

The strategy is also guided by these principles:

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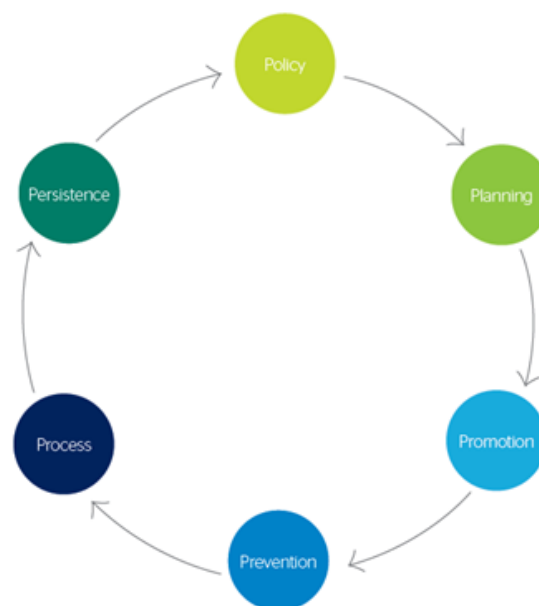
Our strategy is aligned with the elements outlined in the *National Standard of Canada for Psychological Health and Safety in the Workplace*. The standard is a set of guidelines, tools & resources focused on promoting employees' psychological health and preventing psychological harm due to workplace factors.

Workplace Mental Health and Wellbeing: A Framework for Change

To assist in our efforts in creating workplaces that promote mental health and wellbeing, we adopted the framework from the *Psychological Health and Safety: An Action Guide for Employers (2012)*. This guide, created by the Mental Health Commission of Canada, identifies actions an employer can take to enhance and protect employee psychological health and safety based on 6 key elements.

In 2019, the Workplace Mental Health Action Committee (WMHAC) provided SLT with recommendations based on assessing our progress in meeting the requirements of the *P6 Framework*. In response, SLT supported taking specific actions that formed the Workplace Mental Health and Wellbeing Strategy 2019-2021.

P6 Framework



P6 Framework Components	Accomplishments
<p>Policy</p> <p>Commitment by organizational leadership to enhance psychological health and safety through workplace interventions</p> <ul style="list-style-type: none"> Obtain endorsement from our senior management team Establish an advisory committee to guide strategy development, implementation and evaluation Develop and communicate the policy to all employees 	<ul style="list-style-type: none"> Mental Health and Wellbeing Policy approved by SLT and Council in 2016. Workplace Mental Health Action Committee established in 2017, composed of stakeholders from across the organization including departmental and union leadership and Human Resources. Policy posted on eNET, HOWI and communicated via newsletters, Wellness Roadshow talks and training sessions across City.
<p>Planning</p> <p>Determination of key psychological health indicators across the organization, selection of actions, and specification of objectives.</p> <ul style="list-style-type: none"> Gather the facts by looking at all sources of employee data Survey our employees to get their feedback and ideas Measure readiness to change for all workplace parties 	<ul style="list-style-type: none"> Consolidated and analyzed yearly employee data from our benefits provider, Employee and Family Assistance Program (EFAP) provider, long-term disability cases, short-term disability and workers' compensation claims. Our People Survey (OPS) launched in 2017 measures the prevalence of employees who are dealing with mental health issues and monitors their perception of the City's support in creating a psychologically healthy and safe workplace; employees are asked a series of evidence-based questions as part of the City's survey.
<p>Promotion</p> <p>Actions taken to promote the general psychological health of the workforce.</p>	<ul style="list-style-type: none"> Provided targeted workshops requested by department leadership, departmental wellness committees, Return to Work Services and others.

P6 Framework Components	Accomplishments
<ul style="list-style-type: none"> • Build employee resilience through workshops and self-help resources • Create respectful workplaces • Enhance mental health knowledge 	<ul style="list-style-type: none"> • Highlighted wellness resources/services in supervisor training, monthly newsletters, Corporate New Employee Orientation, team meetings, other workshops (e.g. The Working Mind, Mental Health@Work Leadership Certificate Training Program, Chronic Pain Self Management Program, Non-Violent Crisis Intervention Training), health and safety events, departmental events (e.g. recognition days, team building events, wellness events). • Resources include: <ul style="list-style-type: none"> ▪ LifeSpeak (Provides personal and workplace health and wellness topics via videos, tip sheets, podcasts, web chats, and more.) ▪ Homeweb (our EFAP website) ▪ Our internal Shifting Minds video-based campaign focusing on how employees think about themselves and others and how to seek the required support they need. * Respect * Rethink * Reconnect * Renew * Resources ▪ ResilientME online program from the Public Sector Health & Safety Association ▪ Webinars and talks from the Canadian Mental Health Association ▪ BounceBack, Wellness Together, MindBeacon: provides free counselling and resources • Leaders are provided with a Mental Health Toolkit that identifies resources to help deal with situations in the workplace that could contribute to stress and poor performance such as workplace stressors, relationship building, communication (difficult conversations, discussing sensitive topics), managing workload, priorities, poor performance, bullying (co-worker, interpersonal conflict (defusing situations). The tool kit has prominence under People Leader Resources in Howi. Any upcoming redesign of the website will ensure that the tool kit remains a highlighted resource for leaders. • Mental health promotion and stigma reduction campaigns were held annually in May and October with visible SLT participation. SLT also ensures that messages to their department emphasize employee mental health and well-being. It was often a topic at departmental meetings and events. The City Manager provided messages in support of employee mental health during these campaigns and throughout the year. Key messaging includes the importance of all employees monitoring their mental health and wellbeing and accessing the resources and services when needed. • Corporate Communications included workplace mental health in its communication channels, to ensure that mental health and wellbeing resources are known and easy to find. Areas on eNet and Howi are dedicated to these internal and external resources. Examples of such resource areas include: <ul style="list-style-type: none"> ▪ <u>Employee</u>-Managing Stress& Anxiety; Resilience; Workplace Balance; Parenting; Working from Home ▪ <u>Leader</u>-Transitioning Back to Work; Leading a Remote Workforce; Leading through Crisis and Change, Maximizing Team Performance; Recognizing Employees

P6 Framework Components	Accomplishments
<p>Prevention</p> <p>Actions taken to prevent the occurrence of significant psychological problems or mental disorders – may occur at the primary, secondary or tertiary level.</p> <ul style="list-style-type: none"> • Use a mental health and wellbeing lens for job design and employee selection • Provide stress management training to all employees • Support work-home balance through policies and procedures • Provide manager training on workplace mental health • Provide early intervention through employee and family assistance program • Support staying at work strategies to keep employees with mental health issues actively at work • Ensure access to psychological treatment when appropriate • Provide coordinated disability management to support employees off work and in their return to work 	<ul style="list-style-type: none"> • Mental health and wellbeing considerations are incorporated into change management training and processes; resources are allocated to mitigate mental health hazards associated with workplace change. • For example, employee mental health and wellbeing was a key consideration in the Hamilton@Work COVID-19 RECOVERY: Future Work Models & Return to the Workplace Strategy. The strategy recognized that all employees need support as the City transitioned to a return to the workplace and new work models. Leaders consider the health, safety and psychological well-being of staff both working on or off-site. • Human Resources examined current recruitment, job design and return-to-work processes and updated where applicable to include cognitive demands for many positions. Interview questions have been revised to ensure questions probe the ability to manage cognitive demands where applicable. Return to Work Services assesses cognitive demands, when required, during the return-to-work and accommodation processes. • The non-union, CUPE 5167 and Hamilton Fire benefit packages were redesigned in 2019 to offer improved access to psychological support by increasing the annual benefit amount from \$100 to \$1,000, removing the cap on per-session billing amounts and changing eligible services to include Clinical Psychologist, Psychiatrist, Psychotherapist, or Social Worker. The use of this benefit by staff and eligible dependents has increased yearly. A redesign of the non-union benefits plan was launched in January 2023 allowing more flexibility to allocate benefit allowances. • 147 employees were provided access to specialized depression (124) and trauma (23) services over the past 5 years through our EFAP provider. • All members of SLT have completed leadership mental health training. New members of SLT will be registered in a program as required. • 580 people leaders completed the Mental Health@Work Certificate Training provided through Queen’s University and Mourneau Shepell (now LifeWorks) since this training was made available in 2014. • To date approximately 200 leaders and 600 employees have completed The Working Mind (TWM). Sessions are ongoing through 2023 • Hamilton Paramedic Services and the Hamilton Fire Department implemented Road to Mental Readiness training for first responders to their staff. Hamilton Paramedic Services (HPS) management and worker representatives jointly developed a peer-to-peer critical incident support team and program. The team will respond quickly to support paramedics who have been exposed to traumatic events or ongoing work-related stress. Paramedics and Firefighters were also provided

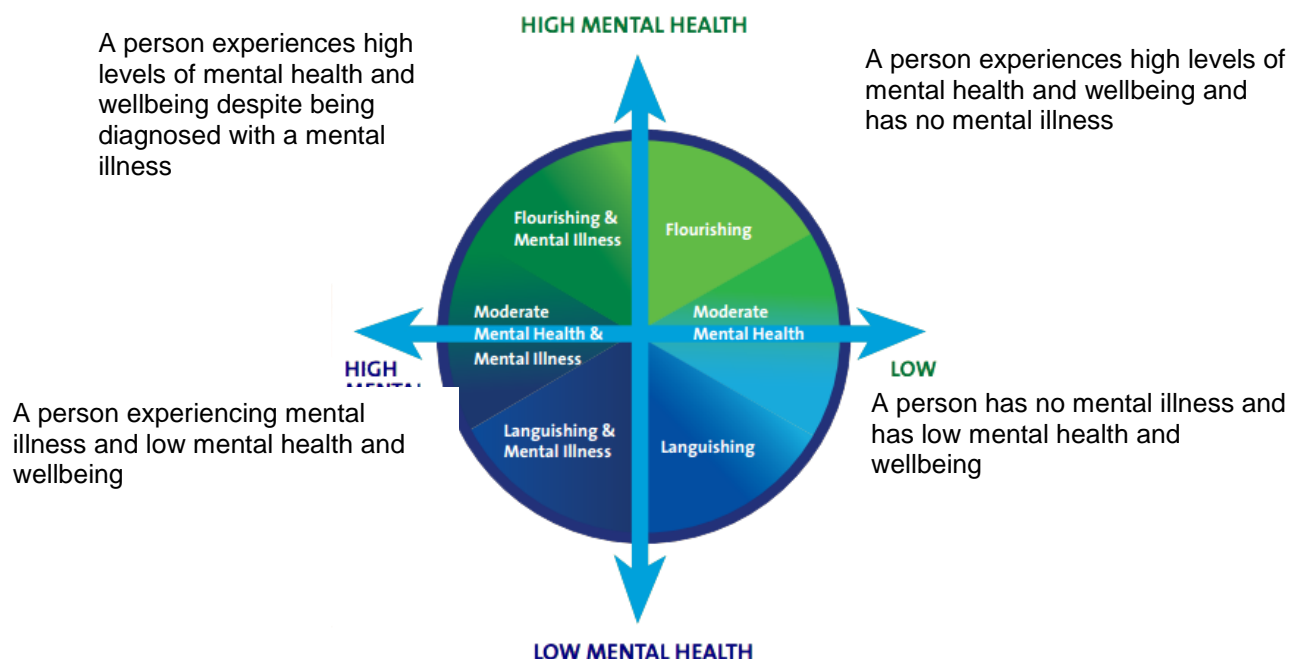
P6 Framework Components	Accomplishments
	<p>with access to psychological supports through enhancements to the EFAP and other services.</p> <ul style="list-style-type: none"> • A working group is developing policies that will cover expectations for the public and staff behaviour in our workplaces and procedures to respond to acts of unwanted behaviour, harassment and violence. A new workplace harassment policy has been drafted and will be finalized in 2023. • Return to Work Services improved processes for early and safe return to work through coordinated disability management and psychological treatment.
Process	
<p>Evaluation of implementation and results of actions taken to enhance psychological health and safety.</p> <ul style="list-style-type: none"> • Plan an evaluation of the effectiveness of our interventions • Measure the implementation process to ensure programs are reaching employees • Measure short - and longer - term outcomes 	<ul style="list-style-type: none"> • Undertook review to ensure that key indicators are incorporated into the questions within Our People survey (OPS). The content and design of the survey assesses key indicators of employee mental health and well-being. Resources are in place for leaders to help them respond to survey results for their teams. • Human Resources tracks the nature of illness and injury, where available, for short-term sick absences using disability management software and data from long-term disability benefits provider. • In 2020, Short-Term Disability claims analysis was piloted, and information was provided to work groups where the volume of mental health related absences was high. The data indicated that mental health was the leading cause of absences in 2020. This trend continues through 2022 and mental health continues to be the top diagnostic category of all long-term disability claims received by Manulife on behalf of the City.
Persistence	
<p>Sustainment of effective actions in a process of continuous improvement.</p> <ul style="list-style-type: none"> • Support champions and communities of practice • Create a culture of psychological safety • Conduct quality improvement cycles 	<ul style="list-style-type: none"> • Continue review of questions and ensure that key indicators are incorporated into the questions within Our People survey (OPS) • Human Resources identifies best practices by continuing to benchmark with other municipalities through established networks like the Single-Tier Municipal Group and Association of Municipalities of Ontario. A survey was undertaken in 2020 and 2022 that identified that our programming and priorities are in line with other similar employers. There is consistency across employers as we are all following the national standards for workplace mental health. • Corporate workplace wellness and mental health committee to remain in place and meet quarterly; mental health and wellness champions continue to be recruited and supported.

At this point, our strategy is moving from creating to maintaining workplaces that promote mental health and wellbeing (*Persistence* in the P6 Framework) by building on the programs, policies and practices that have been established and adding new initiatives and enhancements that address gaps and emerging issues.

What Do We Know?

Mental health is fundamental to overall health and wellbeing.

Good mental health allows an individual to cope with the normal stresses of life, work productively and contribute to their workplace and community (adapted from World Health Organization). Good mental health makes us more resilient to everyday stresses and hardships and can help to reduce the risk of developing or worsening mental health problems and illnesses. When someone develops a mental health illness, they can still achieve good mental health and recovery with the right supports. The absence of mental illness does not imply the presence of mental health, or vice versa (Corey Keyes, Mental Health Continuum – see diagram below). Complete mental health means both flourishing and being free of mental illness. States other than complete mental health have been associated with limitations in activities of daily living, missed days of work, physical conditions, and greater use of acute health care services and prescription medication. (H. Gilmour, Health Analysis Division at Statistics Canada)



The goal is to promote mental health and prevent mental illness. There is no health without mental health.

A workplace that supports mental health and wellbeing:

- Integrates mental health into everyday practices
- Provides a respectful, supportive and receptive environment for employees
- Provides mental health and wellbeing promotion, prevention and anti-stigma initiatives
- Implements policies and practices to deal with bullying and harassment related issues
- Provides training for management
- Provides employee assistance programs

- Continues to evaluate and evolve business practices to reflect employee needs and wellness issues

Positive mental health improves the quality of life and is integral to overall health and well-being. There is growing recognition that improving the state of mental well-being for the whole population brings social and economic benefits to society. Since most people of working age spend a great part of their time at work, the role of the workplace in promotion of mental health and the prevention of mental illness is vital.

Mental illness affects all Canadians.

At some point in our lifetime, either directly or indirectly, or through a family member, friend or colleague mental illness will affect us. In any given year, it is estimated that 1 in 5 people in Canada experiences a mental health problem. The total becomes about 1 in 3 if those suffering from addictions are included.

Manulife reported **depression is the #1 by occurrence and depression related drug claims #2** (2022). Depression combined with mental disorders accounts for 15% of the occurrences and depression related drugs are ranked #4 when considering the cost to the drug plan.

Mental illness and substance use disorders are the leading causes of disability in Canada. People with mental illness and substance use disorders are more likely to die prematurely than the general population. ***Mental illness can cut 10 to 20 years from a person's life expectancy (CAMH).***

The disease burden of mental illness and substance use in Ontario is 1.5 times higher than all cancers put together and more than 7 times that of all infectious diseases. This includes years lived with less than full function and years lost to early death. It is estimated that 67,000 deaths per year are attributable to substance use in Canada. This includes:

- over 47,000 deaths attributable to tobacco, and
- nearly 15,000 deaths attributable to alcohol.

There were an estimated 14,700 opioid-related deaths in Canada between January 2016 and September 2019 (CAMH)

Employees with alcohol and drug problems can have a significant impact on the workplace and negatively impact attendance, performance, behavior and safety. Furthermore, given that human rights legislation includes drug and alcohol dependencies within the meaning of disability under the Human Rights Code, employers have a legal obligation to accommodate these disabilities within their organization. The duty to accommodate requires employers to make every reasonable effort, short of undue hardship to the business, to accommodate an employee with a disability within the workplace — and this includes both drug and alcohol dependency. The duty requires a search for a “reasonable” accommodation that allows the employee to be a productive employee and safely engage in meaningful work. Such accommodations at The City could consist of but are not necessarily limited to: referral to an inpatient addiction program at Homewood Health, monitored return to work, relapse prevention support, or moving the employee to a different position (perhaps with less responsibility), or modification of the employee's schedule. Although challenging, the goal is to find the balance between the

rights of the employee and the ability of the employer to carry out its intended business without undue hardship.

In Canada, it is estimated that approximately 21% of the population (about 6 million people) will meet the criteria for addiction in their lifetime (CAMH). Last year (2022) eight (8) employees were admitted to the inpatient addiction program at Homewood Health. Most addiction sufferers hide their drug use from employers and coworkers, but there can be signs to suggest a problem. The City has multiple approaches to identifying and assisting employees with addiction issues through policies, training, educational talks and newsletters. The City has staff (such as RTW Services, Human Rights Services, and HSW Specialists) available to assist the workplace and individual staff with mental illness and addiction issues.

Due to its prevalence, mental illness is one of the most pervasive and difficult workplace issues faced by employers today.

Cost of ignoring workplace mental health issues:

As part of the initial development of our strategy, City of Hamilton leadership met with Dr. Linda Duxbury, a leading researcher on employee well-being and mental health, and work-life balance. Dr. Duxbury and senior leadership discussed the potential costs to the organization associated with poor employee mental health that can result in:

- Increased absenteeism
- Poorer physical health
- Greater use of our health care system
- Greater use of prescription drugs
- Higher benefits costs
- Declines in creativity and innovation
- Lower levels of commitment and job satisfaction
- Higher intent to turnover
- Loss of talent, expertise and related expenses to training replacements
- Recruitment and retention problems
- Overtaxing internal services and supports (i.e. Return to Work Services, Labour Relations, Health & Safety, Leader workload, associated team workload due to absent team member)
- Reputation of the City

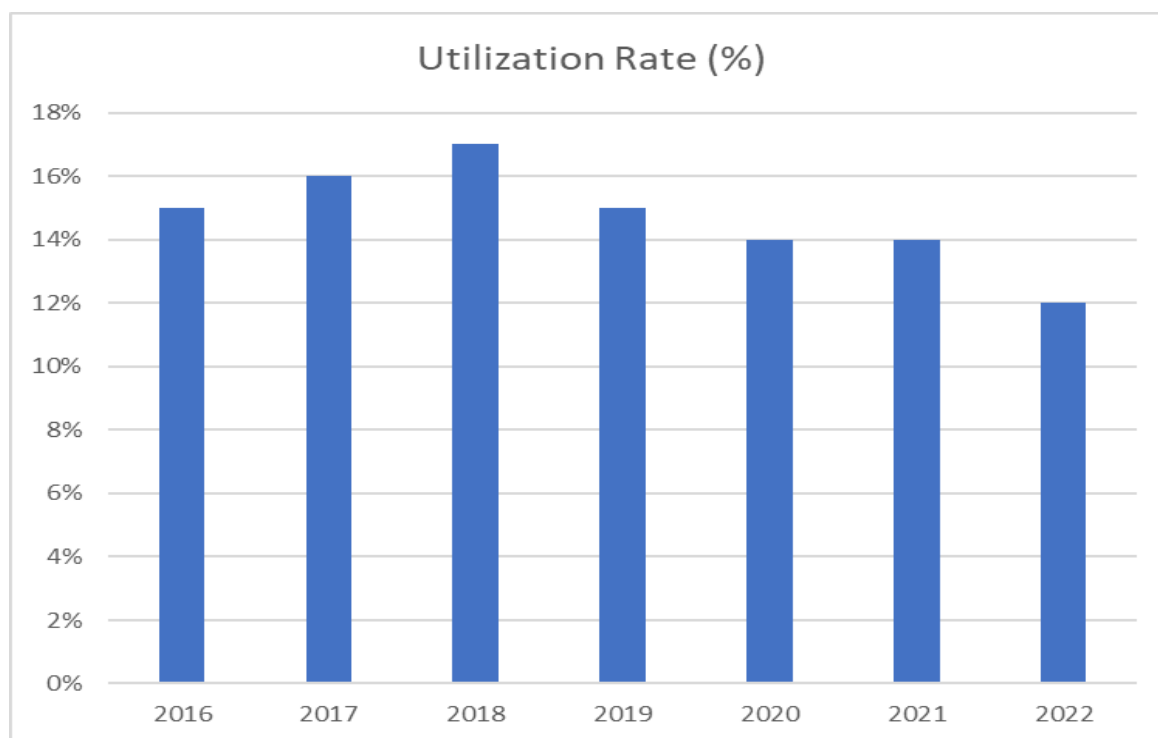
Key Mental Health Workplace Supports: Overview

The *Workplace Mental Health and Wellbeing Strategy* resulted in new and enhanced resources, supports, programs and initiatives that provide a solid foundation for a workplace that supports employee mental health and well-being. These include:

- **Mental Health and Wellbeing Policy:** The purpose of this policy is to establish and maintain progressive workplace practices that promote positive mental health and wellbeing of all employees.
 - **Other policies supporting workplace mental health:**
 - Violence and harassment prevention policies
 - Flexible work arrangements including telecommuting
 - Disconnecting from Work Policy

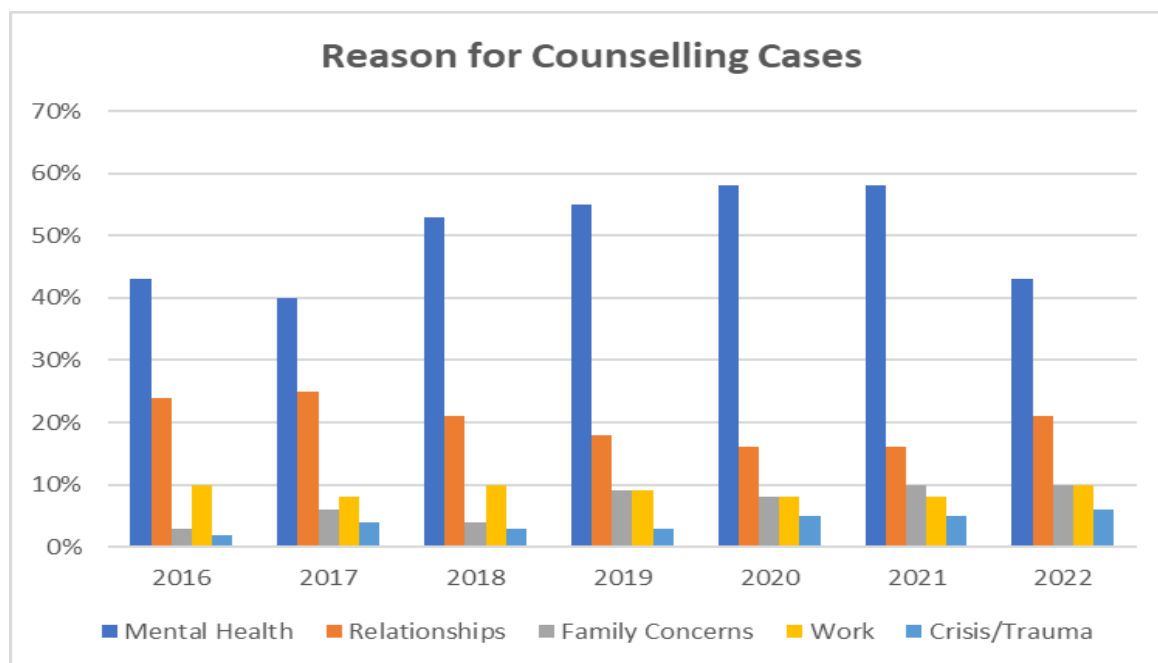
- Employee and Family Assistance Program (EFAP):** Homewood Health offers an integrated service encompassing a variety of programs that offer cognitive behavioural therapy (e.g. marital, relationship, stress, depression, anxiety, addictions, life transitions, grief, etc.), and Life Smart Coaching™ targeting a wide range of everyday challenges in areas such as finance, legal, nutrition, holistic medicine, elder care, smoking cessation, retirement, career development and more. The service is free and confidential (24/7) for employees and their dependent family members.

	2016	2017	2018	2019	2020	2021	2022
EFAP Utilization Rate (%)	15%	16%	17%	15%	14%	14%	12%



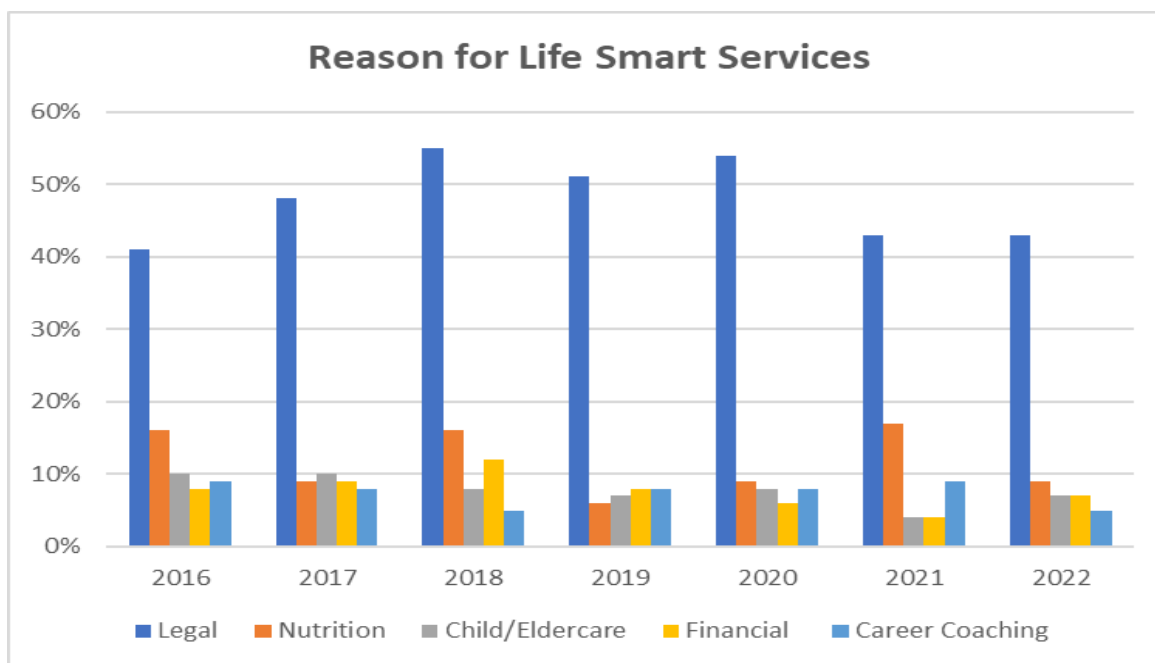
Reason for EFAP Counselling Cases 2016-2022

	2016	2017	2018	2019	2020	2021	2022
Mental Health	43%	40%	46%	55%	58%	58%	43%
Relationships	24%	25%	21%	18%	16%	16%	21%
Family Concerns	13%	16%	14%	9%	8%	10%	10%
Work	10%	8%	10%	9%	8%	8%	10%
Crisis/Trauma	2%	4%	3%	3%	5%	5%	6%



Reason for EFAP Life Smart Services 2016-2022

	2016	2017	2018	2019	2020	2021	2022
Legal	41%	48%	55%	51%	54%	43%	43%
Nutrition	16%	9%	16%	6%	9%	17%	9%
Child/Eldercare	10%	10%	8%	7%	8%	4%	7%
Financial	8%	9%	12%	8%	6%	4%	7%
Career Coaching	9%	8%	5%	8%	8%	9%	5%



Additional Services provided by Homewood Health include: Depression Care; Trauma Care; Fitness to Work Evaluation; Key Person Advice Line; Substance Abuse Assessment and Treatment.

- **LifeSpeak On Demand:** This web-based program is an expert-led online streaming video resource dealing with a wide variety of health, family, eldercare, personal growth and development, and work-life balance topics. Employees and their families can access the support they need to overcome hurdles and accomplish goals.

A good example of matching the needs of staff to just-in-time supports is the ongoing strong usage of LifeSpeak On Demand. This resource is highlighted in much of our communication to staff. Employees are engaged with the program and are accessing the content. The following is usage data for 2022:

LifeSpeak Category/Topic	Number of Users
Personal and professional development	1,677
Resilience and mindfulness	471
Mental health	296
Diversity, equity, and inclusion	116
Physical Health	88
Relationships	41
Financial Health	36
Parenting and Eldercare	34
Question of the Week	15
Total	2,774

- Top 5 modules accessed:
 1. The Leader as Coach
 2. Conflict Management 101
 3. Building Engagement and Motivation in Your Team
 4. Productivity Strategies I
 5. Navigating Difficult Conversations

- **Mental Health@Work Certificate Training for Leaders:** This certificate program was arranged through Queen's University and Mourneau Shepell (now LifeWorks) and aligns with the National Standard for Psychological Health and Safety in the Workplace. This progressive program teaches practical, empathetic and solution-focused leadership skills for managing performance and promoting workplace mental health. The program helps leaders better understand mental illness, poor mental health, stigma surrounding mental illness and its effect on individuals and workplace culture. Over the course of three modules, participants explore the business case for mental health in the workplace while improving their understanding of relevant legal, ethical and business concerns. A primary objective of this training is to increase employees' comfort level in discussing mental illness and give them the skills to improve their mental health and support each other. Since the program began at The City, 580 leaders have completed certificate training.
- **Manager's Workplace Mental Health Toolkit:** A resource for leaders that identifies available resources to help them deal with situations in the workplace that could contribute to stress and poor performance. The topics include:
 - Workplace Stress
 - Relationship Building
 - Communication (difficult conversations, discussing sensitive topics)
 - Managing workload, priorities, poor performance
 - Bullying (co-worker)
 - Interpersonal Conflict (defusing situations)
 - Managing a hybrid team
- **The Working Mind:** A training program focused on reducing stigma and increasing resiliency in employees and leaders. This training program helps everyone better understand mental illness, poor mental health and stigma. The goal of the employee session is to give practical knowledge of mental health and mental illness so staff can improve their understanding of their own mental health status, reduce stigma and negative attitudes towards people with mental health problems in the workplace, support their colleagues with mental health problems and improve their own mental health and resilience. The people leader session covers the content of the employee session as well as practical knowledge for people leaders to support the mental health and wellbeing of their employees, ensure a workplace climate that is respectful and inclusive and encourage people to seek help for mental health problems.
- **Chronic Pain Support Program:** For employees who live with chronic or ongoing physical and/or mental pain. The program provides the opportunity to learn new ways to live with chronic pain and improve the quality of life on and off the job. Staff who attended the program in the past found the discussion, tips and skills valuable for their own self-care. The program topics cover what to do when:
 - You have difficulty sleeping and feel worn out
 - You feel closed off from others
 - You feel like pain is controlling your life
 - Other discussions include: The Pain & Symptom Cycle, pacing, exercising, relaxation, action plans, problem solving, healthy eating, depression, positive thinking, working with health
 - 101 employees have participated in this program since 2014

- **Resiliency workshops:** Resiliency is a multi-faceted skill set that includes internal dialogue, past and present experiences, home and work environments, learning from past mistakes and successes, mental and physical health and the list goes on. Everyone is unique in their personal strengths and vulnerabilities when coping with every day challenges. Resiliency skill building is offered through a variety of formats, such as workshops, videos, newsletters, tip sheets, and counselling. By embracing a culture of psychological health and safety in the workplace, we are preventing mental health injuries and promoting a work environment that supports employee mental health and resiliency.
- **Respectful Workplace:** Respect in the workplace training is offered through a variety of formats, such as workshops, videos, newsletters, tip sheets, and counselling. A respectful workplace is supported by policies, campaigns and training.
- **Critical Incident Peer Support team:** Critical incidents are traumatic events that are sudden, unexpected and personally distressing. As an aspect of creating and maintaining a safe, supportive and healthy workplace, The City of Hamilton supports a Critical Incident Peer Support (CIPS) Team. The City is committed to providing an immediate, organized and professional response to critical incidents in the workplace using trained City employees who provide support to affected peers and teams. Interventions are designed to reduce negative cognitive, emotional and physiological symptoms. CIPS members hold international credentials to provide defusing and debriefing sessions to mitigate the impact of events, help to accelerate the recovery process and provide education. The CIPS Team provides additional wellness resources, information about critical incident stress to employees, and enhances awareness and education of the team's role.

CIPS Callouts				
2018	2019	2020	2021	2022
27	22	3	14	19

- **Non-violent Crisis Intervention training:** This training focuses on the prevention of violence in the workplace and offers proven strategies for safely defusing anxious, hostile, or violent behaviour at the earliest possible stage. It provides employees with a safe way to resolve situations when confronted by anxious, hostile or violent behaviour, while still protecting the important relationships with those in their care. To date 731 employees have attended this training.
- **Shifting Minds (anti-stigma campaign):** This campaign's objective is to help reduce the stigma around workplace mental health by encouraging conversation and self-reflection. There is a focus on how employees think about themselves and others and how employees seek required support. The campaign includes a video format that focuses on five areas:
 - Respect
 - Rethink
 - Reconnect
 - Renew
 - Resources



- **Workplace Mental Health Advisory Committee (WMHAC):** This committee was established to guide the implementation and evaluation of the Workplace Mental Health Strategy and aims to help reduce the stigma surrounding mental health by encouraging conversations and self-reflections in the workplace. The committee's priorities include:
 1. Support and contribute to the City's aim of providing a mentally healthy and supportive environment for all employees by reinforcing the Workplace Mental Health and Wellbeing Policy in everyday activities as well as being an active representative of the Policy's principles
 2. Actively engage in policy and strategy development, data generation, planning and evaluation
 3. Champion positive mental health and well-being in their workplaces and groups
 4. Act as a liaison for two-way communication between the Committee and the employees they represent, including departmental wellness committees
 5. Take reasonable care of their own mental health and wellbeing
 6. Assist with the selection of appropriate evaluation tools
 7. Guide, support and promote the implementation plan for the P6 framework Make recommendations on progressing the Workplace Mental Health Strategy
- **Job Design:** Identification of cognitive demands for job positions (return to work, job assessments, interviews)
- **Our People Survey (OPS):** This survey includes questions that gauge the impact of the workplace and work on employees' mental health. The survey measures the prevalence of employees who are dealing with mental health issues and their perception of the City's support in creating a psychologically healthy and safe workplace. Employees are asked a series of evidence-based questions that align with the National Standard of Canada for Psychological Health and Safety framework: Questions covered include:
 - Supervisor Support
 - Workload Manageability
 - Fair Distribution of Workload
 - Inappropriate Behaviors Not Tolerated
 - Importance of Mental Health

Overall, the City had positive results in the areas related to Health, Safety and Wellness. The index average was 73.4% for Psychological Health. The overall Psychological Health Wellness score is based on the average of the following four (4) statements:

1. Overall, I feel physically safe at work
2. Work is distributed fairly within my work area/team
3. My direct supervisor(s) would be supportive if I were dealing with personal or family issues
4. Overall, I feel psychologically safe at work (e.g. safe from psychological or emotional harm)

The results indicate that most respondents feel positive about Health, Safety and Wellness at the City of Hamilton.

- **Corporate Wellness Newsletter:** Communication throughout the year pertaining to service provider services, resources, events, training and more. Mental health promotion and stigma reduction campaigns are also held annually in May and October.

Key Considerations

The following factors have been identified as impacting overall employee health and present opportunities to develop new approaches and resources as part of our strategy moving forward.

1. Stigma and discrimination persist

Stigmatization associated with mental illness may prevent employees from seeking medical treatment and, in the workplace, the fear of being ostracized may deter employees from seeking accommodation.

More than 2 in 5 Canadians believe that their career options would be limited if they had a mental health issue, and their workplace was aware (LifeWorks-The Mental Health Index, Dec. 2021).

In a 2019 survey of working Canadians:

- 75% of respondents said they would be reluctant – or would refuse – to disclose a mental illness to an employer or co-worker.
- ***Respondents were nearly 3 times less likely to want to disclose a mental illness like depression than a physical one like cancer.***
- Top reasons for this reluctance were:
 - the belief that there is stigma around mental illness,
 - not wanting to be treated differently or judged, and
 - being afraid of negative consequences, such as losing one's job.
- However, 76% of respondents stated that they themselves would be completely comfortable with and supportive of a colleague with a mental illness (Centre for Addiction and Mental Health)

2. Respectful relationships are essential to the organization's bottom line

In a 2022 survey of 3000 Canadians by LifeWorks -The Mental Health Index, co-worker relationships are contributing to the effort employees put into their work:

- 25% of respondents indicated that relationships with co-workers most positively impact the effort given to their work.
- 15% of respondents indicated their mental health and wellbeing positively impacts the effort given to their work, and 12% indicated the relationship with their manager has the most positive impact on their work effort.

3. The mental health of Canadian workers is heavily impacted by how well they trust their employer

- 1 out of 5 Canadians believe trust between employees and their employer has decreased compared to before the pandemic. Additionally, those who report a decline also have the lowest mental health score, more than eight points below the national average.
- Nearly half (46%) of those who report a decline in trust cite a change in workplace culture as the top reason, followed by perceived changes in the handling of employee wellbeing support (43%) and communication (30%).
- Higher mental health scores are among those who report improved trust.
- 11% of respondents indicate the level of recognition received most positively impacts the effort given to their work.

4. Covid-19 affected employee mental health

The pandemic resulted in many changes for employees and our community. Notably, a negative impact on employee mental health and overall wellbeing.

Mental health/illness continued to be the most frequent diagnostic category, representing 40% of all disability claims. This percentage was slightly above the industry comparison group at 38%. LTD mental health claims (38%) were attributed to a primary diagnosis of depression. (Refer to HUR22003)

The City noted a dramatic increase in accessing health and wellbeing training for mental health, physical conditions, stress management and parenting issues in the first year of the pandemic. (Refer to HUR21001/FCS21026, 2020)

The impact of the pandemic on our mental health and overall wellbeing will be a key factor for employers to consider in their strategic business practices for years to come. “Today’s workplace is being tested. The data shows how critically important it is for organizations to be intentional about making employee wellness a priority, and to be mindful of the relationship between culture and employee trust (TELUS Health Chief Operating Officer, Michael Dingle, The Mental Health Index Report, 2022).”

It is important to recognize the impact of the extended period of pandemic restrictions, changes to work and home routines, and isolation has had on the mental health and wellbeing of our employees. At the end of 2021, the mental health of the population (Canadian workers) was equal to the most distressed 4% of the pre-pandemic benchmark population. This negative mental health trend continued throughout 2022, with employees still reporting they are experiencing increasing strain resulting in unfavorable mental health scores (LifeWorks, The Mental Health Index, Nov. 2022). Staff at all levels of the organization have experienced anxiety and stress and continue to need support to respond positively to challenges at work and at home. Continued supports are critical as we move into our recovery plan. (Refer to HUR21013)

5. Leaders are a vulnerable group

The mental health scores of managers have been lower than non-managers and lower than the overall Canadian average (LifeWorks-The Mental Health Index-2021 year in review).

- Nearly half of managers would feel more negatively about themselves if they had a mental health issue, compared to a third of non-managers.
- Managers are more likely to report an improved relationship with their work peers and with their leaders compared to nonmanagers.
- Managers are nearly 40% more likely to report increased job stress than non-managers.
- Managers are more than 70% more likely than non-managers to have concerns about their mental health and their ability to cope or indicate that they feel in crisis.

6. Employees who are also parents are an at-risk group

Parents are nearly twice as likely as non-parents to report that the COVID-19 pandemic has a negative impact on their mental health (LifeWorks-The Mental Health Index-2021 year in review).

Parents report more substance use than non-parents and indicate an impact on their work and home lives.

- Nearly 1 in 5 parents are concerned for the mental health of their child(ren).
- 64% of parents work when feeling unwell at least one day per week compared to 36% of non-parents.
- Parents are more than 40% more likely than non-parents to report wanting flexibility in work location and 30% more likely to report wanting flexibility in work hours.
- Parents are more than 50% more likely than non-parents to be in crisis or to have concerns about their ability to cope (LifeWorks-The Mental Health Index-2021 year in review).

Moving Forward

Our organizational culture must support open and frank discussions about the mental health needs of the workforce while they are at work; no amount of allocated days off or other approaches will truly impact the workforce in any meaningful way without staff seeing leaders actively committing to a healthier workplace environment and those strategies embedded in everyday business practices.

From Janette Smith, City Manager

“...As we continue to work hard to provide important services to our community, I want to make sure we’re also taking care of ourselves. Please continue to pay attention to your own mental and physical health needs as you move through your work days, balance family obligations, etc.

Here are some tips for staying well that I personally find important:

- *Staying physically active.* Finding ways to move and keep active at home and outside while still maintaining physical distancing
- *Eating well.* Cooking healthy meals at home or supporting our local restaurants by ordering meals for curbside pickup, take out or delivery
- *Staying connected.* Using our technology to maintain important social connections
- *Taking some downtime.* Making sure that when you're not working, you're getting rest, enjoying your favourite activities that support your relaxation, etc.

If things start to feel overwhelming, just a reminder that there are resources that can help. ...Let's take good care of ourselves first and foremost so that we can continue to support one another and our community as we move through this challenging time together."

Comments from LifeWorks global leader and senior vice president, research and total wellbeing, Paula Allen, The Mental Health Index, 2022:

"..., we have clearly seen that employees who work for organizations that support employee mental health, have better mental health scores than employees who work for organizations that do not. The support includes the provision and promotion of mental health services, but the current data clearly shows that workplace culture also plays a strong role...that starts with awareness and leader training."

The **Workplace Mental Health Strategy** was developed to address mental health in the workplace. At work, mental health issues can significantly decrease a worker's productivity, increase absenteeism and negatively impact the organization's culture, reputation and bottom line. As a result, such impacts must be addressed with a view to mitigating factors contributing to mental health issues.

As we worked through the Workplace Mental Health and Wellbeing Framework and created a foundation for a workplace that supports employee mental health and wellbeing, the focus now is on *Persistence*: reinforcing and embedding the outcomes from the previous cycle, while looking for opportunities for continuous improvement.

As we move forward into the stage of *Persistence*, we are focusing on the following areas:

Embedding the Strategy into Our Culture			
<i>Living this strategy daily is critical in improving the overall health of employees, facilitating healthy and safe returns to work, and ensuring that both physical and psychological health and safety are taken into consideration.</i>			
Initiatives	Actions	Evaluation Method	Indicators of Success
Update the Mental Health and Wellbeing Policy	In 2023: <ul style="list-style-type: none"> Update the policy to reflect our current state and best practices Obtain SLT and Council approval Communicate to staff 	<ul style="list-style-type: none"> HSW team to confirm the document is updated to reflect our current state and best practices through research and discussion with other municipalities 	<ul style="list-style-type: none"> Policy is reviewed, updated and approved by SLT and Council Updated policy document is communicated to staff
Evaluate hybrid work models that allow working from home arrangements	During 2023-2025: <ul style="list-style-type: none"> Include in Our People Survey (OPS) Provide recommendations 	<ul style="list-style-type: none"> Add questions pertaining to the impact of work from home arrangement on employees in OPS Human Resources to identify best practices by continuing to benchmark with other municipalities through established networks like the Single-Tier Municipal Group and Association of Municipalities of Ontario 	<ul style="list-style-type: none"> Questions pertaining to work from home arrangements are added to OPS Confirm and identify best practices by benchmarking with other municipalities Use the results of OPS and benchmarking to inform next steps on work from home arrangement and related supports
Keep positive mental health and wellbeing at top of employee's mind	During 2023-2026: <ul style="list-style-type: none"> Create monthly Mental Health Moments Align communications with national mental health awareness days/weeks/months 	<ul style="list-style-type: none"> Track "hits" on eNET and HOWI monthly mental health communication Track any comments from staff pertaining to mental health communications 	<ul style="list-style-type: none"> "Mental Health Moments" communication is implemented each month in alignment with national communication awareness events Tracking "hits" Tracking anecdotal comments
Enhance supports by incorporating Inclusion, Diversity, Equity and Accessibility (IDEA)	During 2023-2026: <ul style="list-style-type: none"> Remove barriers to access Provide culturally appropriate initiatives and communication Engage equity-deserving groups 	<ul style="list-style-type: none"> Engagement surveys Meetings with diverse groups Program review 	<ul style="list-style-type: none"> Access to resources by equity-deserving groups Changes that removed barriers to programs
Integrate strategy into a broader Employee Wellness Strategy	During 2023-2024: <ul style="list-style-type: none"> Establish Workplace a Wellness Advisory Committee Create a wellness strategy SLT approval is received. 	<ul style="list-style-type: none"> Establish a committee composed of stakeholders from across the organization including departmental and union leadership and Human Resources Develop a wellness strategy and present to SLT for feedback and approval 	<ul style="list-style-type: none"> Committee is established and meeting quarterly Wellness strategy is approved by SLT

Leadership Support			
<i>Leadership is expected to model and support these activities daily through various modalities: team meetings, education, participation, active acknowledgement of mental health and wellbeing being a priority.</i>			
Initiatives	Actions	Evaluation Method	Indicators of Success
Create People Leader training	During 2023-2025: <ul style="list-style-type: none"> • Deliver Mental Health Leadership Certificate Program • Continue The Working Mind (TWM) program • Create new modules delivered through the Learning Management System platform 	<ul style="list-style-type: none"> • Track the number of employees and leaders participating in training • Track new learning modules that are created • Elicit feedback on training through a survey 	<ul style="list-style-type: none"> • New learning are modules created • Working group is created to determine best practices for evaluating the effectiveness of training
Develop supports for mental health-related action plans arising from Our People Survey	During 2023-2024: <ul style="list-style-type: none"> • Review the action plans • Identify common challenges and opportunities • Create new tools and resources to assist teams in meeting goals of their action plans 	<ul style="list-style-type: none"> • Track the number of supports developed related to OPS review • A comparison of subsequent OPS results will provide an indicator of ongoing and new successes/challenges/ trends 	<ul style="list-style-type: none"> • Action plans are reviewed • Challenges and opportunities are identified • Supports are developed and tracked for yearly comparison of trends in challenges/improvements

Employee Accountability			
<i>Staff are accountable for taking advantage of supports available to ensure workplace wellness is a key priority for themselves and their coworkers.</i>			
Initiatives	Actions	Evaluation Method	Indicators of Success
Raise awareness of supports available to employees with caregiver responsibilities	During 2023: <ul style="list-style-type: none"> • Identify supports available through existing workplace policies, leaves, Employee & Family Assistance Program and other sources • Create an awareness package 	<ul style="list-style-type: none"> • Develop a metric to capture staff awareness of the supports available to them 	<ul style="list-style-type: none"> • Awareness supports are developed • Awareness supports distributed 4 times per year • Working group is created to determine best practice for evaluating effectiveness of training
Increase knowledge of de-escalation techniques	During 2024-2025: <ul style="list-style-type: none"> • Promote Non-violence Crisis Intervention training • Augment with new customized program that can be delivered with shorter duration 	<ul style="list-style-type: none"> • Track the number of participates • Develop a survey to determine the effectiveness of training 	<ul style="list-style-type: none"> • Customized in-house program is developed • Customized in-house program is implemented • Track the number of sessions • Working group is created to determine best practices for evaluating effectiveness of training

Update the existing Zero Tolerance Program	During 2023-2024: <ul style="list-style-type: none"> • Re-establish an advisory group • Develop a program applicable to staff and public • SLT and Council approval is received. • Communicate to staff and public 	<ul style="list-style-type: none"> • Monitor the number of violations of this policy 	<ul style="list-style-type: none"> • New workplace harassment policy is finalized • Revised program and communication strategy is finalized. • Checklists are implemented that staff can use to assess their individual and group respectfulness and civility in order to build better working relationships on their teams • Tracking system is developed and implemented to monitor number of violations
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Facilitating Access to Key Resources			
<i>Staff are made aware of resources through ongoing communication and provided with straightforward access to the resources when they need them.</i>			
Initiatives	Actions	Evaluation Method	Indicators of Success
Centralize on-line resources	During 2023-2025: <ul style="list-style-type: none"> • Identify all online resources • Assemble in dedicated area(s)/platform(s) • Communicate availability to staff • Ensure resources are available for those employees without at-work computer access 	<ul style="list-style-type: none"> • Completion of this task is confirmed 	<ul style="list-style-type: none"> • On-line resources identified • On-line resources assembled in dedicated area(s)/platform(s) • Centralization communicated to employees quarterly • Working group established to determine how resources can reach employees without computer access
Develop guidance documents for stakeholders involved in current employee mental health disability management	During 2023-2025: <ul style="list-style-type: none"> • Create guidance documents to support management of mental health related absences and reduce time away from work • Identify opportunities to facilitate employee access to specialized care 	<ul style="list-style-type: none"> • Confirm guidance documents are developed during the designated time period • Assess the efficacy of tools via survey to stakeholders involved in this process 	<ul style="list-style-type: none"> • Best practices for employee mental health disability management are identified by benchmarking with other municipalities • Guidance documents are developed • Guidance documents are implemented • Working group is established to determine the process to assess the efficacy of new guidance documents– develop a survey
Research application of Peer Support resources into areas outside of current programs	<ul style="list-style-type: none"> • 2024-2026 • Review of Peer support programs in Hamilton Fire Department and Hamilton Paramedic Services • Identify opportunities to apply similar models to other workgroups 	<ul style="list-style-type: none"> • Human Resources to identify best practices by continuing to benchmark with other municipalities through established networks like the Single-Tier Municipal Group and Association of Municipalities of Ontario 	<ul style="list-style-type: none"> • Benchmarking with other municipalities is completed • Working group is established to determine next steps in developing and implementing peer support resources



Hamilton

WORKPLACE MENTAL HEALTH AND WELLBEING STRATEGY

2023-2026

May 18, 2023



Maintaining Workplaces that Promote Mental Health and Wellbeing

Mental Health and Well-being

“Mental health is a state of mental well-being that enables people to cope with the stresses of life, realize their abilities, learn well and work well, and contribute to their community. It is an integral component of health and well-being that underpins our individual and collective abilities to make decisions, build relationships and shape the world we live in. Mental health is a basic human right. And it is crucial to personal, community and socio-economic development.”

World Health Organization

3

Impact of ignoring workplace mental health issues:

- Increased absenteeism
- Poorer physical health
- Higher benefits costs
- Lower levels of commitment and job satisfaction
- Recruitment and retention problems
- Declines in creativity and innovation



- Dr. Linda Duxbury

Building on our Strategy

- Aligned with Canadian Standard for workplace psychological safety and Mental Health Commission of Canada framework



Policy

Planning

Promotion

Prevention

Process

Persistence



Mental Health
Commission
of Canada

Commission de
la santé mentale
du Canada

P6 Framework

Guiding Principles

- The strategy and programs are based on evidence-based best practices
- The strategy aligns with our Inclusion, Diversity Equity and Accessibility work
- Employee mental health and wellbeing is a key consideration in decision making
- Everyone in the workplace has a role to play in creating and maintaining a workplace that promotes mental health and wellbeing
- Each employee has responsibility for their own health and behaviour
- Creating a workplace that supports mental health and wellbeing is only possible if aligned with our Culture Pillars
- Sensitive employee health information will remain confidential

Goals of the Strategy

- Raise awareness of mental health and wellbeing and reduce stigma associated with mental illness
- Provide **people leaders** with the skills, knowledge, tools and supports they need to create a workplace that supports positive mental health and wellbeing
- Provide **employees** with the skills, knowledge, tools and supports they need to improve personal resilience and achieve optimal mental health and wellbeing
- Future Proof our investments in mental health

What Actions Have We Taken?

- Mental Health and Wellbeing Policy, approved and Workplace Mental Health Advisory Committee established
- Flexible work; work from home; disconnecting from work policies
- Annual Anti-stigma Campaigns, e.g., Shifting Minds – Video Campaign
- New Critical Incident Peer Support teams

What Actions Have We Taken?

- Increased employee medical benefits for psychological services and access to depression and trauma services through EFAP
- In-house Employee Chronic Pain Self-management Program
- Staff workshops on mental health topics
- Benchmarking with other municipalities

What Actions Have We Taken?

- LifeSpeak, online mental health and wellbeing platform
- Our People Survey (OPS), 2017 and 2021, included employee mental health and wellbeing
- Mental Health@Work Certificate Training for leaders and The Working Mind employee training
- Respectful workplace training required for all employees

Where Are We At?

- Stigmatization associated with mental illness persists in society.
- Respectful relationships are essential.
- Mental health of workers is heavily impacted by how well they trust management.
- Covid-19 affected employee mental health.
- Leaders are a vulnerable group.
- Employees who are also caregivers are at-risk.

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Policy

Planning

Promotion

Prevention

Process

Persistence

Sustainment of effective actions in a process of continuous improvement

Future Proof our Investments

Moving Forward 2023-2026

- Embedding the Strategy into Our Culture
- Leadership Support
- Employee Accountability
- Facilitating Access to Key Resources



QUESTIONS?



Hamilton

GRANTS SUB-COMMITTEE REPORT 23-002

1:00 p.m.

May 16, 2023

Council Chambers, City Hall, 2nd Floor
71 Main Street West, Hamilton, Ontario

Present: Councillors N. Nann(Chair), C. Kroetsch(Vice Chair)
Councillors M. Francis, T. Jackson, M. Tadeson, and M. Wilson

Also Present: Councillor J. Beattie

THE GRANTS SUB-COMMITTEE PRESENTS REPORT 23-002 AND RESPECTFULLY RECOMMENDS:

1. **2023 City Enrichment Funding Recommendations (GRA23003) (City Wide) (Item 5.1)**
 - (a) That, the 2023 City Enrichment Fund (CEF) recommended funding allocation, in the amount of \$6,609,219 (attached as Appendix “A” to Grants Sub-Committee Report 23-002), be approved;
 - (b) That, Appendix “B” to GRA23003, Application Summary be received;
 - (c) That, Appendix “B” to Grants Sub-Committee Report 23-002, Payment Plan be approved;
 - (d) That, the funding for the following approved grants be withheld, pending the submission of additional information, by July 20, 2023:
 - (i) AGR-A15 Stoney Creek BIA
 - (ii) AGR-A16 Wentworth District Women's Institute
 - (iii) AGR-A17 Westdale Village BIA
 - (iv) ART-B2 Festival of Friends
 - (v) ART-A14 Hamilton Literary Festival Association
 - (vi) ART-A33 Industry Performance Makers Arts Organization
 - (vii) ART-D7 Deepti Gupta
 - (viii) CCH-A5 Concession BIA
 - (ix) CCH-A21 Chorus Hamilton

- (x) CCH-A23 Concession BIA
 - (xi) CCH-A24 Downtown Dundas BIA
 - (xii) CCH-A41 Rotary Club of Waterdown
 - (xiii) CCH-A42 Winona Peach Festival
 - (xiv) CCH-A43 Zula Music and Arts Collective Hamilton
- (e) That, the funding for the following approved grants to the organizations with outstanding arrears with the City Enrichment Fund, be withheld (if applicable) pending the full settlement of such arrears:
- (i) ART-A2 Art Gallery of Hamilton
 - (ii) ART-A32 Immigrant Culture and Art Association (ICAA)
 - (iii) CCH-A11 India Canada Society
 - (iv) CCH-A26 Dundas Cactus Parade Inc.
 - (v) CCH-A32 Hamilton Folk Arts Heritage Council
 - (vi) CCH-A39 South Asian Heritage Association of Hamilton & Region
 - (vii) CCH-A47 Flamborough Santa Claus Parade
 - (viii) CCH-A49 Hamilton Waterfront Trust
- (f) That, Appendix “D” to GRA23003, applicant demographics including equity, diversity and inclusion overview, be received;
- (g) That any successful Category A applicant organization adversely impacted and hindering operational capacity due to recommended funding request amount, report to City of Hamilton, City Enrichment Fund staff by June 2nd, 2023 indicating implications hindering successfully carrying out programming according to appeal requirements; and,
- (h) That staff be directed to report back on appeals process and recommendations upon concluding the appeals process to the Grants Sub-Committee by mid-June 2023.

FOR INFORMATION:

(a) APPROVAL OF AGENDA (Item 1)

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

The May 16, 2023 agenda for the Grants Sub-Committee, was approved, as presented.

(b) DECLARATIONS OF INTEREST (Item 2)

There were no declarations of interest.

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

(i) March 31, 2023 (Item 3.1)

The Minutes of the March 31, 2023 Grants Sub-Committee meeting, were approved, as presented.

(d) STAFF PRESENTATIONS (Item 5)

(i) 2023 City Enrichment Funding Recommendations (GRA23003) (City Wide) (Item 5.1)

Morgan Stahl, Director, Government Relations & Community Engagement and Mimi John, Grants & Strategic Partnerships Coordinator addressed the Committee with a presentation respecting Report GRA23003, 2023 City Enrichment Funding Recommendations.

The staff presentation respecting Report GRA23003, 2023 City Enrichment Funding Recommendations, was received.

The report recommendations were placed on the floor, as follows:

- (a) That, the 2023 City Enrichment Fund (CEF) recommended funding allocation, in the amount of \$6,609,219 (as outlined in the attached Appendix "A" to Report GRA23003), be approved;
- (b) That, Appendix "B" to GRA23003, Application Summary be received;
- (c) That, Appendix "C" to GRA23003, Payment Plan be approved;
- (d) That, the funding for the following approved grants be withheld, pending the submission of additional information, by July 20, 2023:
 - (i) AGR-A15 Stoney Creek BIA
 - (ii) AGR-A16 Wentworth District Women's Institute
 - (iii) AGR-A17 Westdale Village BIA
 - (iv) ART-B2 Festival of Friends
 - (v) ART-A14 Hamilton Literary Festival Association
 - (vi) ART-A33 Industry Performance Makers Arts Organization
 - (vii) ART-D7 Deepti Gupta
 - (viii) CCH-A5 Concession BIA
 - (ix) CCH-A21 Chorus Hamilton
 - (x) CCH-A23 Concession BIA
 - (xi) CCH-A24 Downtown Dundas BIA
 - (xii) CCH-A41 Rotary Club of Waterdown
 - (xiii) CCH-A42 Winona Peach Festival
 - (xiv) CCH-A43 Zula Music and Arts Collective Hamilton

- (e) That, the funding for the following approved grants to the organizations with outstanding arrears with the City Enrichment Fund, be withheld (if applicable) pending the full settlement of such arrears:
- | | | |
|--------|---------|---|
| (i) | ART-A2 | Art Gallery of Hamilton |
| (ii) | ART-A32 | Immigrant Culture and Art Association (ICAA) |
| (iii) | CCH-A11 | India Canada Society |
| (iv) | CCH-A26 | Dundas Cactus Parade Inc. |
| (v) | CCH-A32 | Hamilton Folk Arts Heritage Council |
| (vi) | CCH-A39 | South Asian Heritage Association of Hamilton & Region |
| (vii) | CCH-A47 | Flamborough Santa Claus Parade |
| (viii) | CCH-A49 | Hamilton Waterfront Trust |
- (f) That, Appendix “D” to GRA23003, applicant demographics including equity, diversity and inclusion overview, be received.

Councillor Nann relinquished the Chair to introduce an amendment.

That Report GRA23003, respecting 2023 City Enrichment Funding Recommendations, **be amended**, by adding additional sub-sections (g) and (h), as follows:

- (g) That any successful Category A applicant organization adversely impacted and hindering operational capacity due to recommended funding request amount, report to City of Hamilton, City Enrichment Fund staff by June 2nd, 2023 indicating implications hindering successfully carrying out programming according to appeal requirements; and,**
- (h) That staff be directed to report back on appeals process and recommendations upon concluding the appeals process to the Grants Sub-Committee by mid-June 2023.**

Councillor Nann assumed the Chair.

Councillor Jackson introduced the following amendment:

That Report GRA23003, respecting 2023 City Enrichment Funding Recommendations, **be amended**, by adding sub-sections (i) through (n), as follows:

2023 Hamilton Santa Claus Parade, Binbrook Santa Claus Parade, Stoney Creek Santa Claus Parade and Flamborough Santa Claus Parade

WHEREAS, the Hamilton Santa Claus Parade, Binbrook Santa Claus Parade, Stoney Creek Santa Claus Parade and Flamborough Santa Claus Parade events are long time holiday season community offerings;

WHEREAS, the Hamilton Santa Claus Parade, Binbrook Santa Claus Parade, Stoney Creek Santa Claus Parade and Flamborough Santa Claus Parade have been receiving annual grants from the City Enrichment Fund from the City of Hamilton to support planning and delivery of the events for many years;

WHEREAS, the local Santa Claus Parades require higher levels of City financial support to be successful than the City Enrichment Fund guidelines allow;

THEREFORE, BE IT RESOLVED:

- (i) ***That the City Enrichment Fund's 30% maximum funding guideline be waived for the Hamilton Santa Claus Parade, Binbrook Santa Claus Parade, Stoney Creek Santa Claus Parade and Flamborough Santa Claus Parade in 2023;***
- (j) ***That the differences between the requested amount and City Enrichment Fund scoring guideline amount be funded from the City Enrichment Fund Reserve # 112230 for the four applicants below:***
- ***2023 Hamilton Santa Claus Parade***
 - ***2023 Flamborough Santa Claus Parade***
 - ***2023 Stoney Creek Santa Claus Parade***
 - ***2023 Binbrook Santa Claus Parade***
- (k) ***That a grant of \$50,000 be approved for the 2023 Hamilton Santa Claus Parade;***
- (l) ***That a grant of \$15,000 be approved for the 2023 Flamborough Santa Claus Parade;***
- (m) ***That an additional top-up of \$1,365 be approved in the form of a grant for the 2023 Stoney Creek Santa Claus Parade; and,***
- (n) ***That an additional top-up of \$1,250 be approved in the form of a grant for the 2023 Binbrook Santa Claus Parade.***

That the above amendment be DEFERRED to the next Grants Sub-Committee meeting in mid-June 2023.

Councillor Kroetsch withdrew the motion to Defer the amendment.

Councillor Jackson withdrew his amendment.

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

(e) ADJOURNMENT (Item 11)

There being no further business, the Grants Sub-Committee adjourned at 2:57 p.m.

Respectfully submitted,

Councillor Nrinder Nann
Chair, Grants Sub-Committee

Angela McRae
Legislative Coordinator
Office of the City Clerk

2023 City Enrichment Fund SUMMARY

	Category	No. of Apps	2023 Budget (Total)	2023 Requested	2023 Recommended	Budget vs Recommended	
	Agriculture						
AGR A	Program & Events	17		\$ 165,944	\$ 121,862		
	Agriculture Total	17	\$ 154,924	\$ 165,944	\$ 121,862	\$ 33,062	21.34%
	Arts						
ART - A	Arts - Operating	37		\$ 3,345,630	\$ 2,713,112		
ART - B	Arts - Festival	3		\$ 165,000	\$ 123,750		
ART - C	Arts - Capacity Building	4		\$ 68,772	\$ 48,079		
ART - D	Arts - Creation & Presentation	31		\$ 202,002	\$ 122,720		
	Arts Total	75	\$ 2,994,020	\$ 3,781,404	\$ 3,007,661	-\$ 13,641	-0.46%
	Communities, Culture & Heritage						
CCH - A	CCH - Events	49		\$ 857,084	\$ 442,552		
CCH - B	CCH - New Projects	11		\$ 82,563	\$ 31,659		
CCH - C	CCH - Capacity Building	2		\$ 4,080	\$ 2,640		
	CCH Total	62	\$ 613,492	\$ 943,727	\$ 476,851	\$ 136,641	22.27%
	Community Services						
CS - A	Hunger/Shelter	9		\$ 388,611	\$ 234,774		
CS - B	Everyone Safe	9		\$ 327,612	\$ 245,709		
CS - C	Everyone Thrives	10		\$ 322,750	\$ 223,427		
CS - D	No Youth Left Behind	6		\$ 200,302	\$ 143,717		
CS - E	Everyone Age in Place	19		\$ 462,906	\$ 334,016		
CS - F	Community Capacity Grows	11		\$ 219,419	\$ 157,844		
CS - G	Someone to Talk to	3		\$ 77,479	\$ 25,825		
CS - H	Emerging Needs	49		\$ 1,573,602	\$ 1,087,140		
	Community Services Total	116	\$ 2,338,944	\$ 3,572,681	\$ 2,452,452	-\$ 113,508	-4.85%

	Category	No. of Apps	2023 Budget (Total)	2023 Requested	2023 Recommended	Budget vs Recommended	
	Environment						
ENV-A	Capacity Building	3		\$ 62,754	\$ 44,117		
ENV-C	Project and Programs	13		\$ 238,905	\$ 169,360		
	Environment Total	16	\$ 158,198	\$ 301,659	\$ 213,477	-\$ 55,279	-34.94%
	Sport and Active Lifestyles						
SAL-A	Long Term Athlete Dev (LTAD)	6		\$ 45,000	\$ 31,650		
SAL-B	Sport Awareness	7		\$ 50,400	\$ 37,800		
SAL-C	Capacity Building	8		\$ 60,000	\$ 42,900		
SAL-D	Sport for Development/Inclusion	8		\$ 60,000	\$ 38,325		
SAL-E	Accessibility	5		\$ 37,052	\$ 26,739		
SAL-F	Active for Life	10		\$ 70,662	\$ 44,278		
SAL-G	Multi-Sport Hosting	2		\$ 51,500	\$ 31,415		
	Sport and Active Lifestyles Total	46	\$ 265,832	\$ 374,614	\$ 253,107	\$ 12,725	4.79%
	Digital Equity (Reserve Funded)						
DIG E	Digital Equity Program	5		\$ 50,078	\$ 33,809		
	Digital Equity Total	5	\$ 33,809	\$ 50,078	\$ 33,809	\$ -	0.00%
	Total Grant Requests	337	\$ 6,559,219	\$ 9,190,107	\$ 6,559,219	\$ -	0.00%
	CEF Administration		50,000		50,000	-	
	Total City Enrichment Fund		\$ 6,609,219	\$ 9,190,107	\$ 6,609,219	\$ -	0.00%

2023 City Enrichment Fund

¹ Hold pending submission of final report

² Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
AGR-A1	Ancaster Agricultural Society	Ancaster Ag Society Education Days, Summer Camp, and 173rd Fall Fair	A	534,000	35,000	26,250
AGR-A2	Ancaster Farmers Market	Ancaster Farmers Market	A	29,000	5,000	3,750
AGR-A3	Binbrook Agricultural Society	Binbrook Fair 2023	A	215,250	30,000	22,500
AGR-A4	Farm Crawls of Ontario	Farm Crawls 2022-23	A	18,000	5,400	4,050
AGR-A5	Golden Horseshoe Beekeepers' Association	GHBA Public Education Program	A	5,100	1,530	1,148
AGR-A6	Hamilton Sustainable Victory Gardens Inc.²	Agriculture. Planting Happiness; Reducing Hunger	A	39,247	11,774	8,831
AGR-A7	Hamilton Wentworth Soil and Crop Improvement Association	Improving Soil Health in Hamilton Agriculture	A	12,000	3,600	2,700
AGR-A8	Hamilton-Wentworth 4-H Association²	Agriculture - 4-H Association	A	19,200	5,600	4,200
AGR-A9	Locke Street Farmers' Market (23027474 Ontario Inc)	Community Programming	A	9,000	2,400	1,800
AGR-A10	Rockton Agricultural Society	Rockton World's Fair	A	286,834	35,000	26,250
AGR-A11	Southwentworth Plowmen's Association²	Southwentworth Plowmen's Association Annual Plowing Match	A	7,000	2,100	1,575
AGR-A12	The Equestrian Association for the Disabled (TEAD)	TEAD's Farm Friends Equine Experience	A	34,500	10,000	7,500
AGR-A13	Ancaster Horticultural Society	To beautify Ancaster and to educate on horticultural topics	B	17,871	4,000	2,440
AGR-A14	Crown Point Farms Market of Ottawa St	Education	B	6,800	2,040	1,244

2023 City Enrichment Fund

¹ Hold pending submission of final report

² Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
AGR-A15	Stoney Creek BIA ¹	Agriculture general - Market in the Creek in Downtown Stoney Creek	B	39,600	5,000	3,050
AGR-A16	Wentworth District Women's Institute ¹	4-H Scholarship and Rose Programs and community Outreach	B	15,000	4,500	2,745
AGR-A17	Westdale Village BIA ¹	Casual Market	B	36,000	3,000	1,830
Programs & Events Total					165,944	121,862
Agriculture Total					165,944	121,862
ART-B1	Centre français Hamilton Inc.	FrancoFEST 2022	A	468,300	40,000	30,000
ART-B2	Festival of Friends ¹	Festival of Friends	A	480,950	100,000	75,000
ART-B3	Greater Hamilton Arts And Events	ArtsFest 2023	A	150,000	25,000	18,750
Arts Festivals Total					165,000	123,750
ART-A1	Aeris Körper Contemporary Dance	Aeris Körper Contemporary Dance 2023 Operations: creation, production and education of contemporary dance.	A	245,748	29,500	22,125
ART-A2	Art Gallery of Hamilton ²	Annual Operations	A	6,441,000	1,000,000	1,000,000
ART-A3	Bach Elgar Choir	Annual Operations	A	163,222	30,000	22,500
ART-A4	Brott Music Festival	Annual Operations	A	1,723,400	200,000	150,000
ART-A5	Centre[3] for print and media arts	Annual Operations	A	1,445,500	80,000	60,000
ART-A6	Dundas Pipes and Drums	Annual Operations	A	8,410	2,523	1,892
ART-A7	Dundas Valley School of Art	Dundas Valley School of Art Annual Operations 2023	A	1,901,609	200,000	150,000
ART-A8	Factory Media Centre	Annual Operations	A	277,007	46,000	34,500
ART-A9	Hamilton & Region Arts Council	Hamilton Arts Council Operating	A	401,978	93,454	70,091

2023 City Enrichment Fund

¹ Hold pending submission of final report

² Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
ART-A10	Hamilton All Star Jazz Band Inc.	Hamilton All Star Jazz Band Inc	A	67,750	9,500	7,125
ART-A11	Hamilton Artists Inc.	Arts Operating	A	356,507	68,000	51,000
ART-A12	Hamilton Children's Choir	Hamilton Children's Choir	A	553,358	55,000	41,250
		Hamilton Fringe Festival/ Frost Bites/ Artist Development Programs				
ART-A13	Hamilton Festival Theatre Company	(ALERT/Spark/Kids Club Camp), Equity Initiatives	A	724,586	60,000	45,000
	Hamilton Literary Festival Association ¹					
ART-A14		gritLIT Festival 2023	A	95,000	17,000	12,750
		Hamilton Music Collective - Changing Lives Through Music - Empowering Change in the Community				
ART-A15	Hamilton Music Collective	Arts Operating for Established Professional Organizations	A	614,975	100,000	75,000
ART-A16	Hamilton Philharmonic Orchestra	Professional Organizations	A	2,043,000	280,000	210,000
ART-A17	Hamilton Youth Steel Orchestra	HYSO	A	58,514	17,400	13,050
ART-A18	Open Heart Arts Theatre	Open Heart Arts Theatre	A	97,800	29,250	21,938
ART-A19	Red Beti Theatre	Red Beti Theatre Operating	A	590,000	119,000	89,250
ART-A20	Supercrawl Productions	Supercrawl	A	1,508,500	200,000	150,000
ART-A21	Telling Tales	15th Annual Telling Tales Season	A	434,700	22,000	16,500
ART-A22	Theatre Aquarius	Annual Operations	A	3,554,851	350,000	262,500
ART-A23	Tune In Foundation	Annual operations	A	79,643	23,892	17,919
ART-A24	Westdale Cinema Group	Westdale Cinema Group	A	551,900	30,000	22,500
ART-A25	Workers Arts and Heritage Centre	Annual Operations	A	404,519	36,414	27,311

2023 City Enrichment Fund

¹ Hold pending submission of final report

² Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
ART-A26	Carnegie Gallery (Dundas Art and Craft Association)	Arts Operating	B	227,768	29,000	17,690
ART-A27	Chamber Music Hamilton	Chamber Music Hamilton season	B	68,962	10,000	6,100
ART-A28	Culture for Kids in the Arts	Annual Operations/Programming	B	456,064	35,000	21,350
ART-A29	Dundas Concert Band Inc.	Dundas Concert Band	B	9,591	2,800	1,708
ART-A30	Hamilton Academy of Performing Arts	Hamilton Academy of Performing Arts	B	150,000	30,000	18,300
ART-A31	HCA Dance Theatre	Arts Operating	B	177,340	30,000	18,300
ART-A32	Immigrant Culture and Art Association (ICAA) ²	Newcomer Artists Mentorship Program	B	70,000	21,000	12,810
ART-A33	Industry Performance Makers Arts Organization ¹	Annual Operations	B	115,845	29,925	18,254
ART-A34	The Duet Club of Hamilton	2023-2024 Season of the Duet Club of Hamilton	B	17,100	3,500	2,135
ART-A35	The Harlequin Singers of Hamilton	Harlequin Singers 2023 Concert Series	B	30,000	6,500	3,965
ART-A36	Tottering Biped Theatre Inc.	Annual Summer Shakespeare Project	B	100,000	30,000	18,300
ART-A37	Momentum Choir	Momentum Hamilton	C	63,240	18,972	
Arts Operating Total					3,345,630	2,713,112
ART-C1	Brott Music Festival	Arts-Capacity Building	A	85,000	25,000	18,750
ART-C2	Culture for Kids in the Arts	Social Media Strategy	A	35,000	10,500	7,875
ART-C3	Hamilton & Region Arts Council	Hamilton Arts Council - Capacity	A	27,574	8,272	6,204
ART-C4	Supercrawl Productions	Supercrawl	B	85,000	25,000	15,250
Capacity Building Total					68,772	48,079

2023 City Enrichment Fund

¹ Hold pending submission of final report

² Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
ART-D1	Abedar Kamgari	Creation and Presentation of Carrying Distance by Abedar Kamgari	A	40,000	10,000	7,500
ART-D2	Afterlife Theatre	Hamlet	A	36,250	5,000	3,750
ART-D3	Alexandra MacLean	The Empty Seat	A	14,700	3,200	2,400
ART-D4	Benjamin Robinson	Why Not Give In and Call it Lovely?	A	35,000	10,000	7,500
ART-D5	Blue Pick Media	East End	A	122,850	10,000	7,500
ART-D6	Bud Roach (Capella Intima)	Workshop and preview performance of "Fin'amor: songs of a former criminal".	A	38,000	10,000	7,500
ART-D7	Deepti Gupta ¹ DOD Productions (Anne Rosenberg)	The Kathak Theatre Experiment	A	56,088	10,000	7,500
ART-D8	Rosenberg)	Play - The Coat Check Girl	A	10,000	3,000	2,250
ART-D9	Fareh Malik	The Listening in Colour Exhibit	A	29,860	8,000	6,000
ART-D10	Gabriel Baribeau	Creation and Presentation - Emerging Artist	A	17,000	5,000	3,750
ART-D11	Gritty City Theatre Company	To Serve, Protect and Understand	A	37,500	10,000	7,500
ART-D12	Leah Magdalen (Leah Wiersma)	Have Your Cake (Short Film)	A	25,000	5,000	3,750
ART-D13	Maureen Paxton	She SeeSaw	A	9,810	2,943	2,207
ART-D14	Monica Plant	Haiku Comics of the Hamilton Bay (chapbook)	A	16,750	5,000	3,750
ART-D15	Shaun Smyth	Beautiful Scars	A	50,000	10,000	7,500
ART-D16	Sidney Drmay	Hamilton Zine Machine	A	9,000	2,700	2,025
ART-D17	Stephen Near (Same Boat Theatre Company)	Whale Fall theatre production	A	28,000	8,400	6,300
ART-D18	Without Mass	Understory	A	15,000	4,500	3,375

2023 City Enrichment Fund

¹ Hold pending submission of final report

² Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
ART-D19	David Trautrimas	The Possession Agent	B	34,000	10,000	6,100
ART-D20	DONNA AKREY	Tip of the Iceberg	B	23,500	7,050	4,301
ART-D21	Grace Evans	Illumination: a novel	B	42,500	5,000	3,050
ART-D22	Hanna Bech Mathieson	Arts / Creation and Presentation / Circles in the Sand Covid creatures; anomalies in the	B	41,687	10,000	6,100
ART-D23	kipjones (Keray D Jones)	yearly zodiac	B	13,000	3,900	2,379
ART-D24	Lost Boys Unlimited	The Bookwyrms	B	13,000	3,900	2,379
ART-D25	Marion House Production	We Build Machines	B	10,000	3,000	1,830
ART-D26	Melissa Neil	We Are The Flickering Lights	B	14,722	4,416	2,694
ART-D27	West Park Productions	The One That Got Away (Feature Film)	B	10,000	3,000	1,830
ART-D28	Brent Tennant	Pleasant Stay Motel Arts, Creation and presentation	C	16,650	4,995	
ART-D29	Samuray Rose Diler	(emerging)	C	16,660	4,998	
ART-D30	Tony Vieira	In Reminiscence	C	30,000	9,000	
ART-D31	FREEWATER	id rather be at home : a digital dance film	Withdrawn	62,700	10,000	
Creation & Presentation Total					202,002	122,720
Arts Total					3,781,404	3,007,661
CCH-C1	Erland Lee (Museum) Home (Federated Women's Institute of Ontario)	Internal Enrichment Project	A	3,600	1,080	810
CCH-C2	Ancaster Society for the Performing Arts (Sinfonia Ancaster)	Sinfonia Ancaster	B	12,000	3,000	1,830

2023 City Enrichment Fund

¹ Hold pending submission of final report

² Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
Capacity Building for Cultural Organizations Total					4,080	2,640
CCH-A1	Ancaster Heritage Days	Ancaster Heritage Days 2023 Winter Event	A	7,500	2,250	1,688
CCH-A2	Asociacion Fraternidad Hispana (Fraternity Hispanic Association)	2023 Latin American/ Hispanic Month	A	14,200	4,260	3,195
CCH-A3	Bet Nahrain Heritage Centre	Annual Assyrian Festival of Nusardil	A	20,000	4,994	3,745
CCH-A4	Binbrook Parade Committee	Binbrook Santa Claus Parade	A	18,000	5,000	3,750
CCH-A5	Concession BIA ¹	Concession Sidewalk Sounds 2023	A	30,990	5,000	3,750
CCH-A6	Dundas Valley Orchestra	Activities and Concerts	A	31,170	5,000	3,750
CCH-A7	Durand Neighbourhood Association Inc.	Durand Neighbourhood Association Community Events - 2023	A	5,000	1,500	1,125
CCH-A8	Gourley Park Community Association	Winterfest/EasterEggHunt/Pumpkinfest	A	14,992	4,498	3,373
CCH-A9	Hamilton Sings! Community Choir	Hamilton Sings! Community Choir	A	32,420	5,000	3,750
CCH-A10	Hamilton-Halton Chinese Choir	Concert & Established Activities	A	7,550	2,000	1,500
CCH-A11	INDIA CANADA SOCIETY ²	GANDHI PEACE FESTIVAL	A	15,000	4,500	3,375
CCH-A12	Living Rock Ministries	Arts of August	A	28,886	5,000	3,750
CCH-A13	Musicata-Hamilton's Voices (John Laing Singers)	Musicata-Hamilton's Voices concert series, 2022-23	A	23,790	5,000	3,750
CCH-A14	Rotary Club of Hamilton AM	Imagine in the Park Children's Arts Festival	A	56,000	16,800	12,600
CCH-A15	Sprout Organization	Lucky Lion Night Market 2023	A	70,000	21,000	15,750

2023 City Enrichment Fund

¹ Hold pending submission of final report

² Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
		Community Events Established -				
CCH-A16	Stoney Creek BIA	Saturdays in the Creek	A	48,000	5,000	3,750
CCH-A17	Westdale Village BIA	Westdale Live!	A	28,000	5,000	3,750
CCH-A18	Ancaster Heritage Days Ancaster Society for the Performing Arts (Sinfonia Ancaster)	Ancaster Heritage Days 2023 Summer Event	B	69,400	20,820	12,700
CCH-A19	Ancaster)	Sinfonia Ancaster	B	67,760	17,000	10,370
CCH-A20	ONTARIO	CACTUS FESTIVAL OF DUNDAS DUNDAS CACTUS FESTIVAL	B	236,770	66,420	40,516
CCH-A21	Chorus Hamilton ¹ Comunita Racalmutese Maria SS	Chorus Hamilton's 2022/2023 season	B	57,195	10,000	6,100
CCH-A22	Del Monte Ontario Inc.	Communities, Culture & Heritage	B	99,802	15,000	9,150
CCH-A23	Concession BIA ¹	Concession Streetfest 2023	B	43,650	8,000	4,880
CCH-A24	Downtown Dundas BIA ¹ Downtown Hamilton Business Improvement Area	Community, Culture, Heritage Large Events	B	115,150	34,545	21,072
CCH-A25	Improvement Area	Gore Park Summer Promenade	B	67,539	20,262	12,360
CCH-A26	Dundas Cactus Parade Inc. ²	2023 Dundas Cactus Parade	B	39,500	11,850	7,229
CCH-A27	Dundas Museum & Archives Dundas Museum & Archives (Dundas Historical Society Museum)	Discover Your Historical Dundas	B	17,073	5,000	3,050
CCH-A28	Museum)	Dundas Historical Society Museum - Exhibitions Program	B	65,510	11,000	6,710
CCH-A29	Festitalia Corporation	Festitalia 2023	B	75,000	22,500	13,725

2023 City Enrichment Fund

¹ Hold pending submission of final report

² Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
CCH-A30	Hamilton and District Labour Council-CLC	Celebrate Labour Day 2023! CCH-Events & Est. Activities Large -	B	37,443	10,000	6,100
CCH-A31	Hamilton Arts & Letters	HAL Presents	B	34,281	8,000	4,880
CCH-A32	Hamilton Folk Arts Heritage Council²	Communities, Culture & Heritage Program	B	357,100	97,000	59,170
CCH-A33	hamilton jewish federation	Hamilton Jewish Film Festival	B	24,000	7,200	4,392
CCH-A34	Locke Street B.I.A.	Sundays Unlocked 2023	B	60,000	12,000	7,320
CCH-A35	Lynden Canada Day Committee Ottawa Street Business	Artist fees	B	40,000	7,500	4,575
CCH-A36	Improvement Area	Sew Hungry 2022	B	48,564	14,569	8,887
CCH-A37	Pride Hamilton	2023 Pride Celebrations	B	120,000	29,999	18,299
CCH-A38	SalsaSoul Productions	Core Programs: Salsa on the Waterfront and SalsaSoul Sundays	B	25,772	7,731	4,716
South Asian Heritage Association						
CCH-A39	of Hamilton & Region²	Spring Festival of South Asia	B	26,450	7,935	4,840
CCH-A40	Stoney Creek Santa Claus Parade	Stoney Creek Santa Claus Parade	B	32,100	3,500	2,135
Waterdown's Oh Canada Ribfest						
CCH-A41	(Rotary Club of Waterdown)¹	Waterdown's Rotary Ribfest	B	200,000	25,000	15,250
CCH-A42	Winona Peach Festival¹	Community, Culture & Heritage	B	367,700	99,500	60,695
Zula Music And Arts Collective						
CCH-A43	Hamilton¹	CCH – Established	B	114,000	28,000	17,080
CCH-A44	Barton Village Festival	Barton Village Festival	C	30,000	9,000	

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¹ Hold pending submission of final report

² Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
CCH-A45	Colombian Refugees Association	HAMILTON LATINO FESTIVAL Community, Culture, Heritage Large Events	C	130,540	29,999	
CCH-A46	Downtown Dundas BIA	Flamborough Santa Claus Parade	C	113,842	34,153	
CCH-A47	² Hamilton Santa Claus Parade Committee	FSCP	C	60,000	15,000	
CCH-A48	Hamilton Waterfront Trust ²	Hamilton Santa Claus Parade Waterfront Tours - Hamiltonian Tour Boat- Sightseeing Tours by Land & Wate	C	180,000	50,000	
Events & Established Activities Total					857,084	442,553
CCH-B1	Ancaster Society for the Performing Arts (Sinfonia Ancaster)	Special Presentation - Old Turtle	A	12,895	3,000	2,250
CCH-B2	Authors in the Park Children's International Learning Centre (Hamilton)	Authors in the Park Festivals of Light: Celebrating Inclusivty and Diversity	A	3,250	975	731
CCH-B3	Culture Matters Foundation	Black History Month Installation 2023	A	35,924	10,500	7,875
CCH-B4	iBalance Living Association Association de la Communauté Ivoirienne de Hamilton(ACIH)	Chinese Culture Links between Seniors and Juniors over Covid Crisis	A	24,490	7,347	5,510
CCH-B5		Francolympiade – Hamilton	B	23,700	3,350	2,513
CCH-B6				4,500	1,350	824

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² Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
CCH-B7	Canadian Society of Contemporary Iron Arts	Iron Pour Event 2023	B	8,600	2,500	1,525
CCH-B8	Erland Lee (Museum) Home (Federated Women's Institute of Ontario)	The Victorian Market and Fair	B	3,000	900	549
CCH-B9	Waterdown Museum of Hope (Flamborough Museum)	Waterdown Museum of Hope Opening	B	54,000	16,200	9,882
CCH-B10	McMaster Community Homes Corporation	Mural Painting	C	21,470	6,441	
CCH-B11	Hamilton You Poets	Poetic License	Withdrawn	106,135	30,000	
New Projects Total					82,563	31,659
Communities, Culture & Heritage Total					943,727	476,851

CS-F1	Adult Basic Education Association of Hamilton-Wentworth	Lifelong Learning Opportunities and Pathways	A	84,740	9,000	6,750
CS-F2	Ancaster Community Services	Youth Engagement Program	A	112,643	15,500	11,625
CS-F3	Ancaster Community Services	Community Outreach	A	243,448	37,790	28,343
CS-F4	Dundas Community Services	Community Outreach	A	47,278	11,654	8,741
CS-F5	Flamborough Information and Community Services	Community Outreach Services	A	145,640	42,767	32,075
CS-F6	Neighbour to Neighbour Centre	Middle East Outreach	A	61,262	3,018	2,264
CS-F7	Social Planning and Research Council of Hamilton	Community Social Research and Planning	A	524,880	45,420	34,065
CS-F8	The Hamilton and District Literacy Council	Literacy and Basic Skills for Adults	A	313,000	6,270	4,703
CS-F9	Hamilton Council on Aging	Seniors Engagement	B	455,860	15,000	9,150

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² Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
CS-F10	Rotary Club of Hamilton	Rotary Literacy in Action Program	B	160,140	25,000	15,250
CS-F11	St. John Ambulance (St. John Council for Ontario)	Medical First Responder Program	B	56,500	8,000	4,880
Community Capacity Grows Total					219,419	157,844
CS-H1	AY Alternatives for Youth Hamilton	Parent Education, Support and Skills Development Program	A	74,303	15,018	11,264
CS-H2	Bereaved Families of Ontario - South Central Region	BFO-SCR Grief Support Programs	A	52,930	15,879	11,909
CS-H3	Canadian National Institute for the Blind	CNIB Mobile Hub - Hamilton	A	35,034	10,510	7,883
CS-H4	Cancer Assistance Program	Cancer Assistance Program – Community Engagement in under-resourced areas of Hamilton	A	79,200	23,760	17,820
CS-H5	City Kidz Ministry	Post COVID Rebuild	A	951,100	19,500	14,625
CS-H6	Dr. Bob Kemp Hospice	Grief and Bereavement Support Innovation	A	287,441	80,000	60,000
CS-H7	Grace Anglican Church	Graceful Abilities Day Program	A	80,325	18,021	13,516
CS-H8	Greater Hamilton Food Share	Food Acquisition and Distribution Program	A	1,970,300	75,000	56,250
CS-H9	Immigrants Working Centre	IWC Employment Services Program	A	401,152	45,475	34,106
CS-H10	Indwell Community Homes	Support Indigenous Tenants at Aindah-ing and Odawa	A	308,600	65,000	48,750
CS-H11	International Association for Refugees-Canada	Open Homes Hamilton	A	137,706	37,700	28,275
CS-H12	Interval House of Hamilton	Jared's Place	A	110,542	33,162	24,872
CS-H13	Liberty For Youth	Bright Choices Program	A	198,630	59,589	44,692

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² Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
CS-H14	Lynwood Charlton Centre	OASIS	A	181,032	30,222	22,667
CS-H15	Mission Services of Hamilton Inc.	Willow's Place	A	863,226	35,000	26,250
CS-H16	Mission Services of Hamilton Inc.	Youth Afterschool Meal Program	A	151,222	35,000	26,250
		Nanny Angel Network Programs and Services for Hamilton Families				
CS-H17	Nanny Angel Network Inc.	Impacted by a Parent with Cancer	A	138,800	30,000	22,500
CS-H18	Neighbour to Neighbour Centre	N2N Intercultural Community Kitchen	A	66,727	20,018	15,014
		N2N Wellness and Mindful				
CS-H19	Neighbour to Neighbour Centre	Movement	A	105,039	31,511	23,633
CS-H20	Neighbour to Neighbour Centre	Garden Skills Programming	A	130,406	39,121	29,341
		N2N Community Meals and Good				
CS-H21	Neighbour to Neighbour Centre	Food Markets	A	208,291	62,487	46,865
		Hamilton Community Garden				
CS-H22	Neighbour to Neighbour Centre	Networking Program	A	74,663	22,398	16,799
CS-H23	Neighbour to Neighbour Centre	N2N Food Skills For Kids Program	A	112,042	33,612	25,209
		N2N Community Action and				
CS-H24	Neighbour to Neighbour Centre	Advocacy Training Program	A	106,595	31,978	23,984
		The Post Pandemic Response to				
		Heightened Mental Health Needs				
CS-H25	Shalem Mental Health Network	Initiative	A	324,017	30,000	22,500
	Social Planning and Research					
CS-H26	Council of Hamilton	Hamilton Financial Empowerment	A	105,000	30,000	22,500
CS-H27	St. Matthew's House	Seniors in Kitchens	A	674,100	30,000	22,500

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² Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
CS-H28	The Bridge: From Prison to Community	The Bridge: "Out for Good" Program Helping Men Recover: 13-Week Program for Men With Lived Experience and their Family	A	85,523	25,000	18,750
CS-H29	Wayside House of Hamilton	Caregivers	A	117,327	35,000	26,250
CS-H30	Welcome Inn Community Centre	Food Access Program	A	150,423	25,000	18,750
CS-H31	Wellwood Resource Centre of Hamilton	Information and Peer Support for Cancer Patients and Families/Caregivers	A	177,498	27,300	20,475
CS-H32	YMCA of Hamilton, Burlington, Brantford	Men's Residence Social & Mental Health Workers Program	A	123,484	37,045	27,784
CS-H33	Big Brothers Big Sisters of Halton and Hamilton	Allies Group Mentoring Project	B	70,000	21,000	12,810
CS-H34	Eva Rothwell Centre	After School Program Mentorship and Financial Literacy for	B	150,000	20,000	12,200
CS-H35	Excel At Work	Black Hamiltonians	B	192,700	57,810	35,264
CS-H36	Food4Kids Hamilton	Weekends Without Hunger	B	926,250	30,000	18,300
CS-H37	Hamilton East Kiwanis Boys and Girls Club	McQuesten BGC Community Navigation Program for Trans/Non-Binary/Gender-Diverse Hamiltonians and their health care	B	85,470	24,400	14,884
CS-H38	Hamilton Trans Health Coalition	teams, families, and employers	B	39,900	11,970	7,302

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² Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
		What's Your Path Portal and Speakers Bureau				
CS-H39	Healthy Youth Network	Bureau	B	105,375	31,250	19,063
CS-H40	Neighbour to Neighbour Centre	Community Youth Kitchens	B	66,727	20,018	12,211
CS-H41	Nisa Homes (National Zakat Foundation)	Nisa Homes Hamilton Shelter Program	B	370,600	75,000	45,750
CS-H42	Safe Families Canada	Safe Families Hamilton/Halton	B	158,992	47,698	29,096
CS-H43	Sisters in Sync	BecomingHER	B	37,500	11,250	6,863
CS-H44	The Baby Depot	The Baby Boutique	B	105,344	25,000	15,250
CS-H45	The Living Rock Ministries	Housing Supports	B	143,000	42,900	26,169
CS-H46	Hamilton Helping Hands	Ethnic food for low income families	C	45,000	13,500	
CS-H47	Elizabeth Fry Society Southern Ontario Region	STARS Program	N/A	41,950	12,500	-
		Mealshare Buy One, Give One Program to End Youth Hunger in Hamilton				
CS-H48	Mealshare Aid Foundation	Hamilton	Withdrawn	63,080	17,000	-
	Survivors of Hamilton Outreach (SOHO) - WomenatthecentrE	SOHO - Writing in Community and Expanding Programming				
CS-H49	Hamilton Chapter	Expanding Programming	DNQ	10,000	3,000	
Emerging Needs & Program Innovation Total					1,573,602	1,087,140
CS-C1	Big Brothers Big Sisters of Halton & Hamilton	Group Mentoring for Male Identifying Youth	A	108,000	32,000	24,000
CS-C2	Big Brothers Big Sisters of Halton & Hamilton	Group Mentoring for Female Identifying Youth	A	95,550	27,000	20,250
CS-C3	Hamilton East Kiwanis Boys and Girls Club	Community Outreach Program	A	141,900	41,400	31,050

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² Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
CS-C4	Hamilton East Kiwanis Boys and Girls Club	Parent Education Outreach	A	175,000	52,000	39,000
CS-C5	Immigrants Working Centre (Hamilton)	IWC Childcare Program	A	677,198	25,174	18,881
CS-C6	Wesley Urban Ministries Inc.	Children & Family Programs	A	202,431	44,750	33,563
CS-C7	Big Brothers Big Sisters of Halton & Hamilton	One-to-One Mentoring Interventions	B	541,000	30,000	18,300
CS-C8	Elliott Heights Baptist Church	Larch After School Program	B	114,027	20,000	12,200
CS-C9	Living Rock Ministries	Wellness Works	B	143,087	42,926	26,185
CS-C10	The Children's Centre For Development	TheCCD Kids Summer Splash	DNQ	25,000	7,500	
Every Child & Family Thrives Total					322,750	223,428
CS-E1	Ancaster Community Services	Meals on Wheels	A	111,576	5,571	4,178
CS-E2	Ancaster Community Services	Assisted Volunteer Driving Program	A	47,537	9,887	7,415
CS-E3	Ancaster Community Services	Frozen Meals	A	75,347	7,460	5,595
CS-E4	Banyan Community Services Inc.	Grocer-Ease	A	307,395	25,000	18,750
CS-E5	Dundas Community Services	Services for Seniors	A	359,948	47,267	35,450
CS-E6	Flamborough Information and Community Services	Seniors Support	A	13,984	3,690	2,768
CS-E7	Glanbrook Home Support Program Inc.	Meal Supports Program	A	285,780	25,000	18,750
CS-E8	Glanbrook Home Support Program Inc.	Volunteer Assisted Transportation Program (VAT)	A	44,877	13,200	9,900
CS-E9	Glanbrook Home Support Program Inc.	Health & Fitness Program	A	66,863	16,574	12,431

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² Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
CS-E10	Glanbrook Home Support Program Inc.	Community Supports Program	A	100,138	11,826	8,870
CS-E11	Good Shepherd Centre Hamilton	SAM Adult Day Program	A	577,534	70,319	52,739
CS-E12	St. Joseph's Villa	Adult Day Program at St. Joseph's Villa	A	595,016	20,000	15,000
CS-E13	VON Hamilton	Volunteer Visiting & Tele-Touch	A	472,764	53,235	39,926
CS-E14	VON Hamilton	Meals on Wheels	A	1,242,498	60,888	45,666
CS-E15	VON Hamilton	Adult Day Program/Mobile Adult Day Services	A	841,870	31,314	23,486
CS-E16	Wesley Urban Ministries Inc.	Seniors Outreach Program	A	88,712	18,918	14,189
CS-E17	Hamilton East Kiwanis Boys and Girls Club	BGC Hamilton-Halton Adult Day Program	B	269,396	14,000	8,540
CS-E18	The Governing Council of The Salvation Army Canada- Mountberry Adult Day Services	Community Integration	B	429,472	16,990	10,364
CS-E19	Catholic Family Services of Hamilton ¹	Seniors Intensive Case Management	N/A	844,848	11,767	-
Everyone Can Age in Place Total					462,906	334,016
CS-B1	Good Shepherd Centre Hamilton	2nd Stage Housing	A	397,909	59,619	44,714
CS-B2	Interval House of Hamilton	Women's Centre of Hamilton	A	294,323	48,000	36,000
CS-B3	Interval House of Hamilton	Community Outreach, Counselling, Advocacy and Telephone Advocacy	A	280,094	26,500	19,875
CS-B4	Lynwood Charlton Centre	Child and Youth Trauma Services (CYTS)	A	391,862	91,493	68,620

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² Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
CS-B5	Sexual Assault Centre (Hamilton and Area)	Abuse Prevention Program	A	149,008	26,000	19,500
CS-B6	Sexual Assault Centre (Hamilton and Area)	Crisis Support Program	A	172,903	20,000	15,000
CS-B7	Sexual Assault Centre (Hamilton and Area)	Counselling and Advocacy Program	A	260,603	25,000	18,750
CS-B8	Sexual Assault Centre (Hamilton and Area)	Diverse Communities Outreach Program	A	151,198	16,000	12,000
CS-B9	YWCA Hamilton	Phoenix Place VAW Residential Program	A	155,788	15,000	11,250
Everyone Feels Safe Total					327,612	245,709
CS-G1	Canadian Mental Health Association, Hamilton	Evening Social Recreation Rehabilitation Program	A	132,517	26,681	20,011
CS-G2	Dundas Community Services	Counselling & Referral	A	25,923	7,752	5,814
CS-G3	Catholic Family Services of Hamilton¹	Individual and Family Counselling	N/A	185,095	43,046	-
Everyone has Someone to Talk to Total					77,479	25,825
CS-A1	Mission Services of Hamilton Inc.	Good Food Centre	A	862,553	50,000	37,500
CS-A2	Neighbour to Neighbour Centre	Neighbour to Neighbour Food Bank	A	307,260	31,658	23,744
CS-A3	Good Shepherd Centre Hamilton	Community Hot Meals	B	1,115,702	36,772	22,431
CS-A4	Good Shepherd Centre Hamilton	Marketplace	B	1,322,206	79,473	48,479
CS-A5	Housing Help Centre - Hamilton & Area	Housing Preservation & Stabilization	B	650,000	67,000	40,870

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² Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
CS-A6	Neighbour to Neighbour Centre	Home Delivery Program	B	68,721	18,552	11,317
CS-A7	The Governing Council of the Salvation Army in Canada	Salvation Army Food Bank	B	171,700	51,510	31,421
CS-A8	The Salvation Army HHB Housing and Support Services	Community Soup Van Program	B	104,090	31,227	19,013
CS-A9	YWCA Hamilton	Transitional Living Program	Withdrawn	1,095,540	22,419	-
No One is Hungry or Without Shelter Total					388,611	234,774
CS-D1	AY Alternatives for Youth Hamilton	AY Outreach	A	143,817	27,664	20,748
CS-D2	AY Alternatives for Youth Hamilton	Street Involved Outreach	A	180,625	42,656	31,992
CS-D3	Living Rock Ministries	Oasis Coffee House Evening Program	A	140,000	42,000	31,500
CS-D4	Wesley Urban Ministries Inc.	Wesley Youth Housing	A	557,526	41,482	31,112
CS-D5	Living Rock Ministries	It's a New Day Breakfast Program	B	115,000	34,500	21,045
CS-D6	Routes Youth Centre (Dundas Youth Chaplaincy)	Routes Youth Centre	B	225,600	12,000	7,320
No Youth is Left Behind Total					200,302	143,717
Community Services Total					3,572,681	2,452,452
DIG-1	Dundas Valley School of Art	Digital Content Production for Charities and Not-for-Profits	A	45,889	8,778	6,584
DIG-2	Glanbrook Home Support Program Inc.	Digital Program	A	21,000	6,300	4,725

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² Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
DIG-3	Mathstronauts	Empowering underrepresented youth to gain digital technology skills through Mathstronauts' STEAM Engine Program	A	135,300	15,000	11,250
DIG-4	Theatre Aquarius	Theatre Aquarius Digital Workshops	A	50,000	15,000	11,250
DIG-5	Immigrants Working Centre (IWC)	Digital Equity Accelerator	Withdrawn	85,000	5,000	
Digital Equity Total					50,078	33,809
Digital Total					50,078	33,809
ENV-A1	Hamilton-Wentworth Green Venture	Accelerating Deep Energy Retrofits in Hamilton	A	81,480	24,444	18,333
ENV-A2	Hamilton-Wentworth Green Venture	Building Greenspace Stewardship Capacity	A	78,900	17,250	12,938
ENV-A3	Sustainable Hamilton	Business Development Initiative	B	78,610	21,060	12,847
Capacity Building Total					62,754	44,117
ENV-C1	Bay Area Restoration Council	School and Volunteer Programming for Hamilton Harbour Restoration The Learning Garden at Marydale Park	A	175,150	35,000	26,250
ENV-C2	Catholic Youth Organization		A	12,000	3,600	2,700
ENV-C3	Hamilton Naturalists Club	Celebrating Hamilton's Biodiversity	A	40,000	10,000	7,500
ENV-C4	Hamilton-Wentworth Green Venture	NATURhoods: Helping Hamiltonians naturally adapt to urban runoff	A	162,650	25,000	18,750
ENV-C5	Hamilton-Wentworth Green Venture	Experiential Environmental Learning	A	93,688	18,750	14,063

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² Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
ENV-C6	Sustainable Hamilton	Water Efficiency Discovery Workbook	A	107,180	29,630	22,223
ENV-C7	Sustainable Hamilton	Climate Change Education	A	93,040	25,390	19,043
	The Children's Garden Project					
ENV-C8	Canada	The Children's Garden Project	A	63,000	18,900	14,175
		Tree for Hamilton 2022 Tree Planting				
ENV-C9	Trees For Hamilton	Events	A	22,396	2,500	1,875
		Growing Volunteer Involvement in				
ENV-C10	A Rocha Canada	Habitat Restoration	B	63,000	18,000	10,980
		Environment Hamilton Climate Action				
ENV-C11	Environment Hamilton	Campaign	B	153,410	17,365	10,593
	Ottawa Street Business					
ENV-C12	Improvement Area	Bee Happy	B	7,000	2,100	1,281
ENV-C13	Sustainable Hamilton	Green Workforce Enhancement	B	117,300	32,670	19,929
Projects & Programs Total					238,905	169,360
Environment Total					301,659	213,477
SAL-E1	Flamborough Dundas Soccer Club	FDSC Special Soccer	A	29,600	7,500	5,625
SAL-E2	Royal Hamilton Yacht Club	RHYC Able Sail	A	24,823	7,447	5,585
	Saltfleet Stoney Creek Soccer	SSC - Special Needs & All Abilities				
SAL-E3	Club	Program	A	30,000	7,500	5,625
	The Equestrian Association for					
SAL-E4	the Disabled (T.E.A.D.)	Subsidies	A	23,688	7,105	5,329
	Hamilton East Kiwanis Boys and	H.A.V.E.S (Healthy Active Vibrant				
SAL-E5	Girls Club	Energetic Seniors)	B	30,414	7,500	4,575
Accessibility Total					37,052	26,739

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² Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
SAL-F1	Fit Active Beautiful Foundation (FAB)	2023 FAB Girls 5K Challenge Program	A	125,633	7,500	5,625
SAL-F2	Flamborough Dundas Soccer Club	FDSC Soccer for Life	A	27,000	7,500	5,625
SAL-F3	Hamilton Chinese Sports Association	Go to Play	A	10,792	3,237	2,428
SAL-F4	Hamilton Hornets Rugby Football Club	Rugby for Newcomers and At-Risk Youth	A	26,800	7,500	5,625
SAL-F5	Living Rock Ministries	Rock-in-Action	A	30,795	7,500	5,625
SAL-F6	New Hope Community Bikes	Cycling Education Program Coordinator	A	90,693	7,500	5,625
SAL-F7	Hamilton Aquatic Water Polo Club	Swim & Play Ball Program	B	30,000	7,500	4,575
SAL-F8	Hamilton Bay Sailing Club	Sports and Active Lifestyle-Active for Life	B	44,931	7,500	4,575
SAL-F9	Hamilton Olympic Club	Hamilton Olympic Club - Active for Life Program	B	60,000	7,500	4,575
SAL-F10	Church of The Nativity HAVES	Healthy Active Vibrant Energetic Seniors (HAVES)	C	24,750	7,425	
Active for Life Total					70,662	44,278
SAL-C1	Flamborough Dundas Soccer Club	FDSC Builds Capacity	A	25,600	7,500	5,625
SAL-C2	Golden Horseshoe Track & Field Council	Golden Horseshoe Track & Field Council - Capacity Growth Project	A	45,000	7,500	5,625
SAL-C3	Hamilton Hornets Rugby Football Club	Hornets Sustainability Program	A	25,700	7,500	5,625

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² Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
SAL-C4	Monte Cristo Track Club	Monte Cristo Track Club - Capacity Building Project	A	84,300	7,500	5,625
SAL-C5	Saltfleet Stoney Creek Soccer Club	SSC - Sports Rebuilding After COVID	A	30,000	7,500	5,625
SAL-C6	The Equestrian Association for the Disabled (TEAD)	Volunteers Make Miracles Happen	A	28,000	7,500	5,625
SAL-C7	Somali Community In Hamilton	Sports & Active Lifestyles Program	B	35,000	7,500	4,575
SAL-C8	The Hamilton and District Soccer Association	Hamilton Soccer - Building and Strengthening the Player Pathway in Hamilton	B	35,000	7,500	4,575
Capacity Building Total					60,000	42,900
SAL-A1	Flamborough Dundas Soccer Club	FDSC followsLTPD for Grassroots Soccer	A	35,000	7,500	5,625
SAL-A2	Mount Hamilton Youth Soccer Club	Active Start Programs	A	73,550	7,500	5,625
SAL-A3	Saltfleet Stoney Creek Soccer Club	GrassRoots Training Program - Continued Training	A	350,000	7,500	5,625
SAL-A4	The Hamilton and District Soccer Association	Hamilton Soccer - GrassRoots Soccer - Retention of Program Initiatives	A	65,000	7,500	5,625
SAL-A5	Hamilton Aquatic Club	Swimmer Support Program	B	45,693	7,500	4,575
SAL-A6	Hamilton Ringette Association	Hamilton Ringette Association	B	80,868	7,500	4,575
Long term Athlete Development Planning & Implementation Total					45,000	31,650
SAL-G1	91st Highlanders Athletic Association	Hamilton Indoor Games	B	105,000	31,500	19,215
SAL-G2	Ontario Cycling Association	Paris to Ancaster Bicycle Race	B	225,000	20,000	12,200

2023 City Enrichment Fund

¹ Hold pending submission of final report

² Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
Multi-Sport Hosting Total					51,500	31,415
SAL-B1	Flamborough Dundas Soccer Club	New Club Awareness	A	18,000	5,400	4,050
SAL-B2	Hamilton East Kiwanis Boys and Girls Club	Let's Get Moving	A	434,500	7,500	5,625
SAL-B3	Hamilton Olympic Club	Hamilton Olympic Club - Sport Awareness Program	A	60,000	7,500	5,625
SAL-B4	Hamilton-Wentworth Aquatic Club	HAC Sport Promotion Program	A	33,501	7,500	5,625
SAL-B5	Saltfleet Stoney Creek Soccer Club	SSC - Advanced Development Program - Re-Building the Pathway	A	200,000	7,500	5,625
SAL-B6	SportHamilton	SportHamilton Community Communication strategy project	A	28,500	7,500	5,625
SAL-B7	The Hamilton and District Soccer Association	Hamilton Soccer - Continued Enhancement of the Match Official Mentorship	A	36,000	7,500	5,625
Sport Awareness Total					50,400	37,800
SAL-D1	African Canadian Youth Sports Network	ACCESSIBLE COMPETITIVE U8-12 SOCCER PROGRAM	A	90,000	7,500	5,625
SAL-D2	Hamilton Aquatic Club	Jimmy Thompson Swimmer Participation Program	A	45,595	7,500	5,625
SAL-D3	Hamilton East Kiwanis Boys and Girls Club	Midnight Basketball	A	75,375	7,500	5,625
SAL-D4	Knot A Breast Cancer Support Services	Dragon Boat Sport Development and Wellness Program	A	73,275	7,500	5,625
SAL-D5	Liberty For Youth	Prodigal Sonz Program	A	75,107	7,500	5,625

2023 City Enrichment Fund

¹ Hold pending submission of final report

² Funds owing

Ref #	Organization Full Name	Program Name	Rating	Program budget	Amount requested	Recommended Funding
SAL-D6	Wesley Urban Ministries Inc.	Wesley Youth Centres	A	57,977	7,500	5,625
SAL-D7	D. T. Sports Club	Sports activities	B	30,000	7,500	4,575
SAL-D8	The Croatian Sports and Community Centre of Hamilton	Improvements to Bocce and Jiu Jitsu Facilities	Withdrawn	25,000	7,500	
Sport Development / Inclusion Total					60,000	38,325
<i>Sport & Active Lifestyles Total</i>					374,614	253,107
Grand Total					9,190,107	6,559,219

Appendix “B” to Item 1 of Grants Sub-Committee Report 23-002
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City Enrichment Fund (CEF)

Payment Plan

Upon Council approval and the receipt of the signed City Enrichment Fund Agreement, the following payment plan will apply:

\$0 - \$10,000	paid out 100% upon Council Approval
\$10,001 - \$100,000	paid 80% on Council approval; 20% released November 1, 2023
Over \$100,000	paid monthly

City Enrichment Fund Agreements which are not completed and returned by November 1, 2023, will result in the grant being forfeited.

In the case where a successful grant applicant has outstanding arrears with the City of Hamilton as of December 31, 2022, the grant will be held pending full settlement of such arrears.