



## City of Hamilton

# CITY COUNCIL WEEKLY CORRESPONDENCE LISTING

Friday, January 17, 2025, 4:00 P.M.

Council Chambers

Hamilton City Hall

71 Main Street West

Council's Weekly Correspondence Listing is circulated pursuant to section 5.14 of the City's Procedural By-law 21-021, as Amended.

If a Member of Council would like a correspondence item listed in the Council's Weekly Correspondence Listing placed on a Committee agenda, the Member must advise the Clerk's Office no later than 12:00 p.m. (Noon) on the day prior to the meeting.

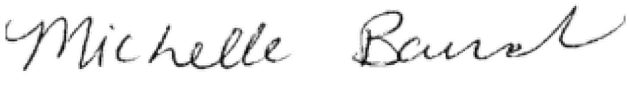
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1. **CWCL 19-2025**  
Communication Update - Update #3 Temporary Emergency Shelter Expansion (City Wide)
2. **CWCL 20-2025**  
Communication Update - Inspection from Ministry of Labour, Immigration, Training and Skills Development - Macassa Lodge (701 Upper Sherman Avenue)
3. **CWCL 21-2025**  
Communication Update - Job Vacancy Details and Optimization of Staffing Process

Members of the public can contact the Clerk's Office to acquire the documents contained within this correspondence listing, in an alternate format.



# COMMUNICATION UPDATE

<b>TO:</b>	Mayor and Members of City Council
<b>DATE:</b>	January 13, 2025
<b>SUBJECT:</b>	Update #3 Temporary Emergency Shelter Expansion (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>SUBMITTED BY:</b>	Michelle Baird Director, Housing Services Division, Healthy and Safe Communities Department
<b>SIGNATURES:</b>	

This update provides City Council with a progress update on the implementation of the temporary shelter expansion recommendations approved through Report HSC24027(b) / FCS24028 / PED24162 on September 25, 2024, as a follow up to the Mayoral Directive to Staff (MDI-2024-02).

## INFORMATION

City Staff, in coordination with construction and social services agency partners, continue to advance work to operationalize the 192 temporary shelter beds and the Temporary Outdoor Shelter at Barton/Tiffany. Significant progress has been made in both areas, including the onboarding of 138 temporary shelter beds, as well as substantial on-site work at the Barton/Tiffany lands to facilitate the arrival of the first shipment of temporary shelter units on January 13, 2025, working toward a safe and successful move-in of residents to the site within the targeted January timeline.

### Barton Tiffany Site-Specific Progress and Activation

On January 13th, the first temporary shelter units arrived on-site at 250 Hess Street North, the site of the Temporary Outdoor Shelter. This significant milestone reflects ongoing efforts to operationalize the site as quickly as possible while adhering to all health, safety, and construction standards. Now that the initial shipment of shelter units has arrived on-site, the installation process is commencing, which includes shelter unit unloading and placement, followed by installation and safety testing protocols. Electrical connections will follow.

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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.

Over the last several weeks, the site has been undergoing preparation for the construction, placement, and electrical connection of the shelter units to support the targeted January move-in timeline for residents. Key milestones completed or in progress since the last communication update include:

- first delivery of shelter units to the site, with safety assessment and construction installation plan initiated;
- administrative building is currently on-site and undergoing set-up;
- asphalt paving has been completed across the entire site, while finished grade around asphalt on site continues;
- permanent external fencing is complete, and internal fencing is expected to be completed this week;
- waterline installation has been completed and has passed inspection; and,
- ongoing coordination with Alectra Utilities to support hydro connections to the site and shelter units.

Housing Services staff are coordinating operational preparations with Good Shepherd, the confirmed site operator, and other City departments, including Public Works and Planning and Economic Development. Construction and operational planning remain focused on health, safety, and meeting the target operational timeline.

<b>Remaining Key Milestones – Temporary Outdoor Shelter:</b>
<ul style="list-style-type: none"><li>• January 13, 2025: First shipment of 20 temporary shelter units delivered; inspection and installation began. Final shipment is in Canada, en route to site.</li><li>• Phased Move-In: Residents will begin moving in as initial units are installed and occupancy is granted, with construction continuing for remaining units. Site will remain secured for safety.</li><li>• Week of January 27: Temporary washrooms installed; first washroom / shower / laundry trailer arrives, with the second following shortly. Temporary facilities will remain available until full installation is complete.</li></ul>



### **Progress on Temporary Emergency Shelter Expansion (192 Beds)**

As of today, 138 of the 192 temporary emergency shelter beds have been brought online, with the remaining 54 beds expected to be online by the end of January. Of these, 50 of these beds initially projected to come online at the Cathedral site have been temporarily converted to up to 64 overnight drop-in spaces to accommodate additional need and capacity for overnight sheltering. These beds will transition to full shelter beds throughout January.

For more information, please contact Michelle Baird, Director, Housing Services Division, at [Michelle.Baird@hamilton.ca](mailto:Michelle.Baird@hamilton.ca) or 905-546-2424 ext.4860.



# COMMUNICATION UPDATE

<b>TO:</b>	Mayor and Members City Council
<b>COMMITTEE DATE:</b>	January 16, 2025
<b>SUBJECT/REPORT NO:</b>	Inspection from Ministry of Labour, Immigration, Training and Skills Development - Macassa Lodge (701 Upper Sherman Avenue)
<b>WARD(S) AFFECTED:</b>	Ward 7
<b>SUBMITTED BY:</b>	Holly Odoardi Senior Administrator, Long-Term Care Division Healthy and Safe Communities
<b>SIGNATURE:</b>	<i>Holly Odoardi</i>

The purpose of this communication is to advise Council of an update regarding the Ministry of Labour, Immigration, Training and Skills Development (MLITSD) Orders for Compliance at Macassa Lodge from our previous communication update circulated on December 19, 2024. On January 13, 2025, Macassa Lodge had a follow-up Inspection by the MLITSD that resulted in the verification of compliance and closure of 8 of the 9 orders that were issued to Macassa Lodge on November 25, 2024. A new order was issued during the visit. The January 13<sup>th</sup> visit was positive and ministry representatives commended the Macassa long term care leadership team and City of Hamilton Health and Safety team for the work completed to date.

The remaining order from November 2024 requires the education of approximately 500 staff and staff have been granted an extension to July 1, 2025, in order to satisfy this order. The newly issued order on January 13, 2025 requires that a policy, last reviewed on May 5, 2023, be reviewed and updated annually. The team has this work underway and will satisfy this order by the compliance date of February 17, 2025.

Our team are committed to maintaining a safe and supportive environment for both our staff and residents. The team understands the critical importance of ensuring staff are properly trained to manage challenging situations effectively, while prioritizing their safety and well-being. We are in the process of working with procurement to comply with the City’s procurement policies and procedures in order to procure requisite training for staff by July 1, 2025.

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**SUBJECT: Enterprise Data Update (City Wide) - Page 2 of 2**

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Additionally, our Long Term Care leadership team work closely with Behavioral Supports Ontario (BSO) to provide staff with resources and supports as well as access to the Psychogeriatric resource consultant (PRC) from the Alzheimer's Society.

Please be assured that we are dedicated to upholding the highest standards of safety, both for our staff and the residents we serve, and that our long term care homes remain a safe and secure workplace for all employees. We will continue to respond in a timely and responsive manner to the MLITSD to ensure that we meet guidelines and expectations.

The Field Visit Report and the Notice of Compliance reports from January 13, 2025 are in the process of being posted on the City of Hamilton's website:  
<https://www.hamilton.ca/city-council/news-notices/ministry-orders> as required.

If you have any questions respecting this communication update, please contact Holly Odoardi at [Holly.Odoardi@hamilton.ca](mailto:Holly.Odoardi@hamilton.ca) or 905-546-2424 ext. 1906.

**APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" – Ministry of Labour, Immigration, Training and Skills Development Field Visit Report and Notice of Compliance reports for Macassa Lodge

Occupational  
Health and Safety

Field Visit Report

OHS Case ID: **4773CTPWMLH**  
Field Visit no: **4773CTPWMLH-4773-FV005** Visit Date: **2025-JAN-13** Field Visit Type: **FOLLOW-UP**

Workplace Identification: **MACASSA LODGE** Notice ID:  
**701 UPPER SHERMAN AVENUE, HAMILTON, ON CA L8V 3M7**

Telephone: **(905) 546-2800** JHSC Status: **Active** Work Force #: **514** Completed %:

Persons Contacted: **Lisa Phelps (Administrator, employer co-chair of the Joint Health and Safety Committee JHSC) OTHERS SEE DETAILED NARRATIVE.**

Visit Purpose: **To review orders issued during field visit no. 4773CTPWMLH-4773-FV003 dated November 25, 2024.**

Visit Location: **Office.**

Visit Summary: **No orders issued.**

**Detailed Narrative:**

The purpose of the visit by this Ontario Ministry of Labour, Immigration, Training and Skills Development (MLTSD) Inspector today, is to review orders issued during field visit no. 4773CTPWMLH-4773-FV003 dated November 25, 2024.

The following individuals were spoken to:

- Lisa Phelps (Administrator, employer co-chair of the Joint Health and Safety Committee JHSC),
- Pam Currie (PSW/ ADP, worker co-chair of the JHSC),
- Vince Blanco (Health, Safety and Wellness Specialist, Human Resources) and,
- Holly Odoardi (Senior Administrator).

**INSPECTOR ACTIONS/FINDINGS:**

Regarding Order(s) #1- 9

#1- 4773CTPWMLH-4773-OR002 (Comply-by-date July 1, 2025)- In-process.

#2- 4773CTPWMLH-4773-OR001 (Comply-by-date January 3, 2025)- COMPLIED.

A compliance plan for this order was received and reviewed by this inspector.

The employer has provided this inspector with details for compliance which includes but is not limited to:

- number of workers to receive information and instruction on identifying escalating behaviour, de-escalation, and disengagement techniques with respect to workplace violence, verbal and nonverbal techniques to defuse hostile behaviour, skills to manage aggressive behaviour in the least restrictive and safest manner and how to prevent or get out of situations which may result in physical injury, as well as the hazard associated with violent patients and measures workers are to take to protect themselves from this hazard.
- Details of training to be provided.
- Frequency of training to be provided
- Completion date for training is July 1, 2025.

#3- 4773CTPWMLH-4773-OR003 (Comply-by-date December 13, 2024)- COMPLIED.

#4- 4773CTPWMLH-4773-OR004 (Comply-by-date January 3, 2025)- COMPLIED.

#5- 4773CTPWMLH-4773-OR005 (Comply-by-date January 3, 2025)- COMPLIED.

Recipient	Inspector Data	Worker Representative
Name <u>Lisa Phelps</u>	Erica Gavin O.H.S.A. & B.O.S.T.A. INSPECTOR PROVINCIAL OFFENCES OFFICER	Name <u>Pam Currie</u>
Title <u>Administrator</u>	119 King St W, 14th Flr., Hamilton, ON, L8P 4Y7 MOLHSHAMILTONEAST@ontario.ca Tel: (289) 244-0567 Fax: (905) 577-1324	Title <u>CO-chair</u>
Signature 	Signature 	Signature <u>Pam Currie</u>

You are required under the Occupational Health and Safety Act to post a copy of this report in a conspicuous place at the workplace and provide a copy to the health and safety representative or the joint health and safety committee if any. Failure to comply with an order, decision or requirement of an inspector is an offence under Section 64 of the Occupational Health and Safety Act. You have the right to appeal any order or decision within 30 days of the date of the order issued and to request suspension of the order or decision by filing your appeal and request in writing on the appropriate forms with the Ontario Labour Relations Board, 505 University Ave., 2nd Floor, Toronto, Ontario M5G 2P1. You may also contact the Board by phone at (416) 326-7500 or 1-877-339-3335 (toll free), mail or by website at <http://www.olrb.gov.on.ca/> for more information.

The Government of Ontario wants to hear from you. You can provide feedback on this visit at 1-888-745-8888

OHS Case ID: 4773CTPWMLH

Field Visit no: 4773CTPWMLH-4773-FV005

Visit Date: 2025-JAN-13

Field Visit Type: FOLLOW-UP

Workplace Identification:

MACASSA LODGE

Notice ID:

701 UPPER SHERMAN AVENUE, HAMILTON, ON CA L8V 3M7

#6- 4773CTPWMLH-4773-OR006 (Comply-by-date January 3, 2025) COMPLIED.

#7- 4773CTPWMLH-4773-OR007 (Comply-by-date January 3, 2025)- COMPLIED.

#8- 4773CTPWMLH-4773-OR008 (Comply-by-date January 3, 2025)- COMPLIED.

#9- 4773CTPWMLH-4773-OR009 (Comply-by-date January 3, 2025)- COMPLIED.

At the time of the visit, the workplace parties stated the document titled ""Processing -Report of accidental injury or industrial disease" forms guideline (#COH-RQ-GD-018) (2 pg.) was dated December 1, 2000, was not the most current/ up-to-date document used by workers in the workplace for incident reporting. The employer stated this policy is currently being reviewed and amended at the senior management level and will be sent to the City Council for approval in April 2025.

The following document was reviewed by this inspector:

1. Accident and Incident Reporting- Employee (#EF-10-02-02) (2 pg.) dated 2023/05/29.

The document titled "Accident and Incident Reporting- Employee" was dated 2023/05/29 (ORDER ISSUED).

Pursuant to OHSA/90 section 57, subsection (10)(a), THE EMPLOYER SHALL POST A COPY OF THIS ENTIRE REPORT IN THE WORKPLACE WHERE IT WILL COME TO THE ATTENTION OF WORKERS.

Recipient	Inspector Data	Worker Representative
Name <u>Lisa Phelps</u>	Erica Gavin O.H.S.A. & B.O.S.T.A. INSPECTOR PROVINCIAL OFFENCES OFFICER	Name <u>Pam Currie</u>
Title <u>Administrator</u>	119 King St W, 14th Flr., Hamilton, ON, L8P 4Y7 MOLHSHAMILTONEAST@ontario.ca Tel: (289) 244-0567 Fax: (905) 577-1324	Title <u>CO-chair</u>
Signature <u>[Signature]</u>	Signature <u>[Signature]</u>	Signature <u>[Signature]</u>

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Occupational  
Health and Safety

Field Visit Report

OHS Case ID: **4773CTPWMLH**  
Field Visit no: **4773CTPWMLH-4773-FV005** Visit Date: **2025-JAN-13** Field Visit Type: **FOLLOW-UP**

Order(s) /Requirement(s) Issued:

To: **CITY OF HAMILTON** Org/Ind Role: **Primary Employer**

Mailing Address:  
**71 MAIN STREET WEST, HAMILTON, ON, CA L8P 4Y5**

Order(s) /Requirement(s) Description:

You are required to comply with the order(s) /requirement(s) by the Comply by dates listed below.

No	Type Code	Act/Reg	Year	Sec.	Sub Sec.	Clause	Text of Order/Requirement	Comply by Date
1	Time	OHSA	1990				The employer shall ensure at least once a year the measures and procedures for the health and safety of workers shall be reviewed and revised in the light of current knowledge and practice. At the time of the visit the document titled "Accident and Incident Reporting- Employee" was dated 2023/05/29.	2025-FEB-17
4773CTPWMLH-4773-OR010	67	1993	9	2				
2	Time	OHSA	1990	25	2	h	The employer has not taken every precaution reasonable in the circumstances for the protection of a worker from the hazard of workplace violence. At the time of the investigation not all workers have received training or training is not current on identifying escalating behaviour, de-escalation and disengagement techniques with respect to workplace violence, verbal and nonverbal techniques to defuse hostile behaviour, skills to manage aggressive behaviour in the least restrictive and safest manner and how to prevent or get out of situations which may result in physical injury, as well as the hazard associated with violent patients and measures workers are to take to protect themselves from this hazard.	2025-JUL-01
4773CTPWMLH-4773-OR002								

Recipient	Inspector Data	Worker Representative
Name: <u>Lisa Phelps</u>	Erica Gavin O.H.S.A. & B.O.S.T.A. INSPECTOR PROVINCIAL OFFENCES OFFICER	Name: <u>Pam Currie</u>
Title: <u>Administrative</u>	119 King St W, 14th Flr., Hamilton, ON, L8P 4Y7 MOLHSHAMILTONEAST@ontario.ca Tel: (289) 244-0567 Fax: (905) 577-1324	Title: <u>co-chair</u>
Signature: 	Signature: 	Signature: 

You are required under the Occupational Health and Safety Act to post a copy of this report in a conspicuous place at the workplace and provide a copy to the health and safety representative or the joint health and safety committee if any. Failure to comply with an order, decision or requirement of an inspector is an offence under Section 66 of the Occupational Health and Safety Act. You have the right to appeal any order or decision within 30 days of the date of the order issued and to request suspension of the order of decision by filing your appeal and request in writing on the appropriate forms with the Ontario Labour Relations Board, 505 University Ave., 2nd Floor, Toronto, Ontario M5G 2P1. You may also contact the Board by phone at (416) 326-7500 or 1-877-339-3335 (toll free), mail or by website at <http://www.olrb.gov.on.ca/> for more information.

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Return To:  
Erica Gavin  
O.H.S.A. & B.O.S.T.A. INSPECTOR  
PROVINCIAL OFFENCES OFFICER  
119 King St W, 14th Fl., Hamilton, ON, L8P 4Y7  
MOLIHSHAMILTONEAST@ontario.ca  
Tel: (289) 244-0567  
Fax: (905) 577-1324

OHS Case ID: **4773CTPWMLH**  
Field Visit no: **4773CTPWMLH-4773-FV005**

Visit Date: **2025-JAN-13**

Workplace Identification: **MACASSA LODGE**  
**701 UPPER SHERMAN AVENUE, HAMILTON, ON CA L8V 3M7**

Notice ID:

**Take Notice**

Compliance Order(s) were served under the authority of the Occupational Health and Safety Act or Regulations made there under. A notice of compliance shall be submitted to the ministry of Labour, Immigration, Training and Skills Development within three days after the person believes that compliance with the Compliance Order(s) has been achieved. This form can be used as a cover page to respond to demand(s).

Order(s) / Requirement(s) Issued:

To:  
**CITY OF HAMILTON**

Org/Ind Role:  
**Primary Employer**

Mailing Address:  
**71 MAIN STREET WEST, HAMILTON, ON, CA L8P 4Y5**

Order(s) / Requirement(s) Description:

You are required to comply with the order(s) / Requirement(s) by the Comply By Dates listed below.

No	Type Code	ActReg	Year	Sec.	Sub Sec.	Clause	Compliance Details / Date	JHSC Worker Member / Worker Representative	Comply by Date
1	Time	OHS A	1990					<input type="checkbox"/> Agree <input type="checkbox"/> Disagree	<b>2025-FEB-17</b>
	4773CTPWMLH-4773-OR010	67	1993	9	2				
								(Signature)	
2	Time	OHS A	1990	25	2	h		<input type="checkbox"/> Agree <input type="checkbox"/> Disagree	<b>2025-JUL-01</b>
	4773CTPWMLH-4773-OR002								
								(Signature)	

Form completed by \_\_\_\_\_

Title \_\_\_\_\_

For / on behalf of \_\_\_\_\_

Signature \_\_\_\_\_

Joint Health and Safety Committee Member representing workers or worker Representative agrees or disagrees that compliance has been achieved with all of the Order(s) as indicated above

Name \_\_\_\_\_

Signature \_\_\_\_\_

You are required under the Occupational Health and Safety Act to post a copy of this report in a conspicuous place at the workplace and provide a copy to the health and safety representative or the joint health and safety committee if any. Failure to comply with an order, decision or requirement of an Inspector is an offence under Section 66 of the Occupational Health and Safety Act. You have the right to appeal any order or decision within 30 days of the date of the order issued and to request suspension of the order or decision by filing your appeal and request in writing on the appropriate forms with the Ontario Labour Relations Board, 505 University Ave., 2nd Floor, Toronto, Ontario M5G 2P1. You may also contact the Board by phone at (416) 326-7500 or 1-877-339-3335 (toll free), mail or by website at <http://www.olrb.gov.on.ca/> for more information.

Return To:  
Erica Gavin  
O.H.S.A. & B.O.S.T.A. INSPECTOR  
PROVINCIAL OFFENCES OFFICER  
119 King St W, 14th Fl., Hamilton, ON, L8P 4Y7  
MOLHSHAMILTONEAST@ontario.ca  
Tel: (289) 244-0567  
Fax: (905) 577-1324

OHS Case ID: **4773CTPWMLH**  
Field Visit no: **4773CTPWMLH-4773-FV003** Visit Date: **2024-NOV-25**  
Workplace Identification: **MACASSA LODGE** Notice ID:  
**701 UPPER SHERMAN AVENUE, HAMILTON, ON CA L8V 3M7**

**Take Notice**

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Order(s) / Requirement(s) Issued:

To: **CITY OF HAMILTON** Org/Ind Role: **Primary Employer**

Mailing Address:  
**71 MAIN STREET WEST, HAMILTON, ON, CA L8P 4Y5**

Order(s) / Requirement(s) Description:

You are required to comply with the order(s) / Requirement(s) by the Comply By Dates listed below.

No	Type Code	Act/Reg	Year	Sec.	Sub Sec.	Clause	Compliance Details / Date	JHSC Worker Member / Worker Representative	Comply by Date
1	TimeU 4773CTPWMLH-4773-OR002	OHSA	1990	25	2	h	Compliance Plan approved new compliance date July 1/25.	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree <i>MC</i>	Date
2	Plan 4773CTPWMLH-4773-OR001	OHSA	1990	57	4		Compliance plan submitted Jan 3/2025	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree <i>MC</i>	2025-JAN-03
3	Time 4773CTPWMLH-4773-OR003	OHSA	1990	32.0.3	4		Violence Risk Policy amended Dec 13/25	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree <i>MC</i>	2024-DEC-13
4	Time 4773CTPWMLH-4773-OR004	OHSA 67	1990 1993		9 2		Policy amended Jan 3/25	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree <i>MC</i>	2025-JAN-03
5	Time 4773CTPWMLH-4773-OR005	OHSA	1990	32.0.5	3		No violence hazards at this time Jan 3/25	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree <i>MC</i>	2025-JAN-03
6	Time 4773CTPWMLH-4773-OR006	OHSA	1990	32.0.6	2	b	Policy amended Jan 3/25	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree <i>MC</i>	2025-JAN-03
7	Time 4773CTPWMLH-4773-OR007	OHSA	1990	32.0.6	2	e	Policy amended Jan 3/25	<input checked="" type="checkbox"/> Agree <input type="checkbox"/> Disagree <i>MC</i>	2025-JAN-03

Form completed by Lisa Phelps  
Title Administrator  
For / on behalf of \_\_\_\_\_  
Signature [Signature]

Joint Health and Safety Committee Member representing workers or worker Representative agrees or disagrees that compliance has been achieved with all of the Order(s) as indicated above  
Name Pam Currie  
Signature [Signature]

You are required under the Occupational Health and Safety Act to post a copy of this report in a conspicuous place at the workplace and provide a copy to the health and safety representative or the joint health and safety committee if any. Failure to comply with an order, decision or requirement of an inspector is an offence under Section 66 of the Occupational Health and Safety Act. You have the right to appeal any order or decision within 30 days of the date of the order issued and to request suspension of the order or decision by filing your appeal and request in writing on the appropriate forms with the Ontario Labour Relations Board, 505 University Ave., 2nd Floor, Toronto, Ontario M5G 2P1. You may also contact the Board by phone of (416) 326-7500 or 1-877-339-3335 (toll free), mail or by website at <http://www.oarb.gov.on.ca/> for more information.

Return To:  
Erica Gavin  
O.H.S.A. & B.O.S.T.A. INSPECTOR  
PROVINCIAL OFFENCES OFFICER  
119 King St W, 14th Fl., Hamilton, ON, L8P 4Y7  
MOLHSHAMILTONEAST@ontario.ca  
Tel: (289) 244-0567  
Fax: (905) 577-1324

OHS Case ID: **4773CTPWMLH**  
Field Visit no: **4773CTPWMLH-4773-FV003** Visit Date: **2024-NOV-25**

Workplace Identification: **MACASSA LODGE** Notice ID:  
**701 UPPER SHERMAN AVENUE, HAMILTON, ON CA L8V 3M7**

**Take Notice**

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Order(s) / Requirement(s) Issued:

To: **CITY OF HAMILTON** Org/Inid Role:  
**Primary Employer**

Mailing Address:  
**71 MAIN STREET WEST, HAMILTON, ON, CA L8P 4Y5**

Order(s) / Requirement(s) Description:  
You are required to comply with the order(s) / Requirement(s) by the Comply By Dates listed below.

No	Type Code	ActReg	Year	Sec.	Sub Sec.	Clause	Compliance Details / Date	JHSC Worker Member / Worker Representative	Comply by Date
8	Time	OHS A	1990	9	1		<u>Policy amended Jan 3/25</u>	<input checked="" type="checkbox"/> Agree <u>PL</u> <input type="checkbox"/> Disagree	<u>2025-JAN-03</u>
4773CTPWMLH-4773-OR008		67	1993					(Signature)	
9	Time	OHS A	1990	9	2		<u>Incorrect policy provided Jan 3/25.</u>	<input checked="" type="checkbox"/> Agree <u>PL</u> <input type="checkbox"/> Disagree	<u>2025-JAN-03</u>
4773CTPWMLH-4773-OR009		67	1993					(Signature)	



Form completed by Lisa Phelps  
Title Administrative  
For / on behalf of [Signature]  
Signature [Signature]

Joint Health and Safety Committee Member representing workers or worker Representative agrees or disagrees that compliance has been achieved with all of the Order(s) as indicated above  
Name Pam Currie  
Signature Pam Currie

You are required under the Occupational Health and Safety Act to post a copy of this report in a conspicuous place at the workplace and provide a copy to the health and safety representative or the joint health and safety committee if any. Failure to comply with an order, decision or requirement of an Inspector is an offence under Section 66 of the Occupational Health and Safety Act. You have the right to appeal any order or decision within 30 days of the date of the order issued and to request suspension of the order or decision by filing your appeal and request in writing on the appropriate forms with the Ontario Labour Relations Board, 505 University Ave., 2nd Floor, Toronto, Ontario M5G 2P1. You may also contact the Board by phone at (416) 326-7500 or 1-877-339-3335 (toll free), mail or by website at <http://www.oltb.gov.on.ca/> for more information.



# COMMUNICATION UPDATE

<b>TO:</b>	Members of Council
<b>DATE:</b>	January 15, 2025
<b>SUBJECT:</b>	Job Vacancy Details and Optimization of Staffing Process
<b>WARD(S) AFFECTED:</b>	All Wards
<b>SUBMITTED BY:</b>	Lora Fontana Executive Director, Human Resources
<b>SIGNATURE:</b>	
<b>SUBMITTED BY:</b>	Mike Zegarac General Manager, Corporate Services
<b>SIGNATURE:</b>	

On December 13, 2024, Council directed staff to report back through a Communication Update on or before January 15, 2025 with:

- (i) a comprehensive job vacancy report detailing the number and corresponding budgetary value of budgeted yet unfilled City of Hamilton staff positions; and
- (ii) information and options related to optimize the staffing process, including strategies to ensure resources are allocated effectively and efficiently to meet the City’s priorities and service delivery goals, including investigating the implementation of a hiring freeze.

Appendix A includes a Job Vacancy Report which represents information available as of July 31, 2024. Vacancy information is captured at a point in time. As a result, some positions identified as vacant on July 31, 2024, may have been filled since then, while other positions will have become vacant. The estimated budgeted value of the vacancies at July 31, 2024 was approximately \$17M.

Optimization of the staffing process could include the following options:

- **Increased gapping targets achieved through delayed recruitment of budgeted positions.** Delayed recruitment would involve postponing the publishing of job postings and, subsequently, delaying the filling of job vacancies when a vacancy occurs through attrition (retirement, terminations, transfers). It should be noted that the 2025 Proposed Tax Budget already includes increased gapping targets to reflect information contained in the Cyber Security Impact (CM24004(a)) and Cyber Resilience (CM24006) reports being considered by GIC on January 15, 2025.
- **Reallocation of full-time employee (FTE) budget for positions that have been vacant for a prolonged period of time.** This would involve transferring the budget for positions that have been vacant and not otherwise committed to current contracts for over a year, to fund priority vacancies in other areas. The transferring of the FTE budget would be governed by the provisions of the Budget Complement Control Policy, along with consideration for the respective collective agreement(s), as applicable.

Positions previously identified as essential services, critical support, or hard to fill should be excluded from the options noted above. These positions were previously identified during the Pandemic and through the most recent round of succession planning. Implementation of a hiring freeze would have significant impacts to service levels and the ability to maintain City programs. There would also be a negative impact on workload distribution resulting from a reduction of staffing resources, which would impact employee morale and wellbeing. Positions identified as essential services, critical support or hard to fill should be excluded from any hiring freeze.

A hiring freeze or a delayed job posting strategy would impact mostly non-union positions, and would be challenging to implement for unionized positions due to collective agreement language in most of the City's 11 Collective Agreements that require the employer to post unionized position vacancies within a specified period of time (for example, 14 calendar days from date of vacancy) unless the position is declared redundant, requiring notification to the Union in each instance. Any delays with filling unionized positions would require discussion and agreement of the respective bargaining unit(s). Lack of an explicit agreement between the City and the bargaining unit(s) on said delays, may result in grievances and attract legal liability and costs.

It is important to ensure that gapping money is generated in a consistent manner across all departments and that any operational impacts would be applied in an equitable and sustainable fashion. It must also ensure a standardized approach in order ensure effective communication across the organization, as well as reinforce the message that any newly created roles support the organization on an enterprise-wide basis.

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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.

It should also be noted that a hiring freeze, the redistribution of FTEs, or delayed job posting process may also result in a re-prioritization of work to account for reduced staffing levels in some areas. Further consultation will be required to determine which divisions and departments would be prioritized in order to minimize operational impact, as best as possible.

**APPENDICES AND SCHEDULES ATTACHED**

**Appendix A – Job Vacancy Report**

**CITY OF HAMILTON  
CONSOLIDATED VACANCY REPORT  
AS AT JULY 31, 2024**

Purpose: The below analysis displays the permanent vacancies as of July 31, 2024 and have been sorted into four different aging buckets as well as if positions are in the recruiting process.

Division	2024 Restated Budget (FTEs)	2024 Permanent Vacancies (As of July) (FTEs)	Budget Value of 2024 Permanent Vacancies (\$)	2023 Vacancies for seasonal Job Codes	Vacancies less than 3 months	Vacancies less than 9 months, but greater than 3 months	Vacancies less than 1 year, but greater than 9 months	Vacancies greater than 1 year	Currently in Recruitment Process (FTEs)	2024 Vacancies Not in Recruitment Process (FTEs)	Vacancy Rate Not In Recruitment Process
<b>Public Works</b>	<b>2,217.97</b>	<b>153.62</b>	<b>6,333,999.75</b>	<b>29.94</b>	<b>39.98</b>	<b>103.38</b>	<b>9.00</b>	<b>21.91</b>	<b>106.42</b>	<b>47.20</b>	<b>2.1%</b>
Corp Asset Mgt	73.30	3.00	106,908.75	-	-	3.00	-	-	-	3.00	4.1%
Corp Facilities & Energy Mgt	131.71	3.00	97,878.00	-	2.00	1.00	-	-	1.00	2.00	1.5%
Engineering	140.33	23.98	731,107.00	-	11.98	7.00	2.00	3.00	9.00	14.98	10.7%
Environmental Svcs	413.31	6.00	219,637.00	2.24	2.00	1.00	-	3.00	-	6.00	1.5%
PW - General Admin	2.00	-	-	-	-	-	-	-	-	-	0.0%
Transit	912.41	46.31	2,561,959.00	-	10.00	13.84	7.00	13.58	34.42	11.89	1.3%
Transportation	421.26	67.33	2,445,300.00	26.54	14.00	77.54	-	2.33	62.00	5.33	1.3%
Waste Management	123.65	4.00	171,210.00	1.16	-	-	-	-	-	4.00	3.2%
<b>CMO</b>	<b>133.50</b>	<b>11.00</b>	<b>298,946.96</b>	<b>-</b>	<b>4.00</b>	<b>6.00</b>	<b>-</b>	<b>1.00</b>	<b>5.00</b>	<b>6.00</b>	<b>4.5%</b>
Human Resources	80.50	5.00	95,152.96	-	3.00	1.00	-	1.00	2.00	3.00	3.7%
CMO Admin	2.00	-	-	-	-	-	-	-	-	-	0.0%
Communications	27.00	2.00	65,740.00	-	-	2.00	-	-	1.00	1.00	3.7%
Digital & Innovation	8.00	-	-	-	-	-	-	-	-	-	0.0%
Govt & Cmty Relations	9.00	2.00	65,740.00	-	-	2.00	-	-	-	2.00	22.2%
Office of the Auditor General	7.00	2.00	72,314.00	-	1.00	1.00	-	-	2.00	-	0.0%
<b>CS</b>	<b>583.55</b>	<b>84.99</b>	<b>4,892,976.00</b>	<b>-</b>	<b>55.47</b>	<b>14.00</b>	<b>3.00</b>	<b>12.52</b>	<b>32.97</b>	<b>52.02</b>	<b>8.9%</b>
City Clerk's Office	35.00	2.00	122,797.00	-	2.00	-	-	-	-	2.00	5.7%
Customer Service, POA and Fin'l Integration	100.47	4.74	210,962.00	-	4.47	-	-	0.27	2.97	1.77	1.8%
Financial Services	50.00	2.00	86,262.00	-	-	-	1.00	1.00	-	2.00	4.0%
Legal Services & Risk Management	86.00	11.00	845,672.00	-	1.00	8.00	-	2.00	7.00	4.00	4.7%
Corporate Services - Administration	2.00	-	-	-	-	-	-	-	-	-	0.0%
Financial Planning, Admin & Policy	82.08	2.00	141,326.00	-	-	1.00	-	1.00	1.00	1.00	1.2%
Procurement	31.00	11.00	513,851.00	-	8.00	1.00	-	2.00	5.00	6.00	19.4%
Revenue Services	47.00	28.00	1,702,597.00	-	27.00	-	-	1.00	3.00	25.00	53.2%
Information Technology	150.00	24.25	1,269,509.00	-	13.00	4.00	2.00	5.25	14.00	10.25	6.8%
<b>PED</b>	<b>707.41</b>	<b>78.33</b>	<b>3,201,425.11</b>	<b>0.33</b>	<b>22.00</b>	<b>30.00</b>	<b>5.00</b>	<b>21.00</b>	<b>26.00</b>	<b>52.33</b>	<b>7.4%</b>
Building	118.82	20.00	764,415.00	-	4.00	9.00	2.00	5.00	3.00	17.00	14.3%
Growth Management	62.88	14.00	692,650.00	-	3.00	6.00	1.00	4.00	7.00	7.00	11.1%
Planning	108.30	14.00	616,150.00	-	4.00	6.00	-	4.00	6.00	8.00	7.4%
Economic Development	49.24	11.33	271,558.11	0.33	4.00	1.00	2.00	4.00	5.00	6.33	12.9%
General Manager's Office	12.00	1.00	-	-	-	1.00	-	-	-	1.00	8.3%
TPP	150.41	6.00	168,199.00	-	3.00	2.00	-	1.00	1.00	5.00	3.3%
LBS	126.72	3.00	174,086.00	-	1.00	2.00	-	-	2.00	1.00	0.8%
TCD	79.04	9.00	514,367.00	-	3.00	3.00	-	3.00	2.00	7.00	8.9%
<b>HSC</b>	<b>2,872.50</b>	<b>183.41</b>	<b>2,283,905.45</b>	<b>1.08</b>	<b>26.93</b>	<b>93.45</b>	<b>29.85</b>	<b>32.10</b>	<b>128.51</b>	<b>54.90</b>	<b>1.9%</b>
Affordable Housing Secretariat	3.00	-	-	-	-	-	-	-	-	-	0.0%
Children and Community Services	91.00	1.00	30,838.00	-	-	1.00	-	-	-	1.00	1.1%
Hamilton Fire Department	615.30	20.00	262,234.00	-	3.00	17.00	-	-	17.00	3.00	0.5%
Hamilton Paramedic Service	431.36	22.00	860,230.00	-	1.00	13.00	1.00	7.00	-	22.00	5.1%
Housing Services	83.00	4.00	-	-	2.00	2.00	-	-	4.00	-	0.0%
HSC Administration	39.50	2.00	66,317.00	-	1.00	-	1.00	-	1.00	1.00	2.5%
Indigenous Relations	6.00	-	-	-	-	-	-	-	-	-	0.0%
Long Term Care	536.97	69.33	155,132.45	-	9.93	28.45	23.85	7.10	65.43	3.90	0.7%
Ontario Works	209.50	7.00	103,838.00	-	4.00	3.00	-	-	7.00	-	0.0%
Public Health Services	406.89	49.00	343,000.00	-	6.00	28.00	3.00	12.00	33.00	16.00	3.9%
Recreation	449.98	9.08	462,316.00	1.08	-	1.00	1.00	6.00	1.08	8.00	1.8%
<b>Total Tax Supported</b>	<b>6,514.93</b>	<b>511.35</b>	<b>17,011,253.27</b>	<b>31.35</b>	<b>148.38</b>	<b>246.83</b>	<b>46.85</b>	<b>88.53</b>	<b>298.90</b>	<b>212.45</b>	<b>3.3%</b>