



City of Hamilton
EMERGENCY & COMMUNITY SERVICES COMMITTEE
AGENDA

Meeting #: ECS 25-002
Date: February 27, 2025
Time: 1:30 p.m.
Location: Council Chambers
Hamilton City Hall
71 Main Street West

Jessica Versace, Legislative Coordinator (905) 546-2424 ext. 3993

1. **CALL TO ORDER**
2. **CEREMONIAL ACTIVITIES**
3. **APPROVAL OF AGENDA**
(Added Items, if applicable, will be noted with *)
4. **DECLARATIONS OF INTEREST**
5. **APPROVAL OF MINUTES OF PREVIOUS MEETING**
 - 5.1 February 6, 2025
6. **DELEGATIONS**
7. **ITEMS FOR INFORMATION**
 - 7.1 HSC25001
Hamilton Paramedic Service Employee Well-Being Survey Findings (City Wide)
This Item will be preceded by a Staff Presentation

8. ITEMS FOR CONSIDERATION

8.1 HSC25013

Transition of New Ambulance Stations to Posting Stations in Support of the Central Ambulance Deployment Model (City Wide)

8.2 Amendments to the Outstanding Business List:

a. Items Requiring a New Due Date:

Recreation Master Plan Final Report and Recommendations (HSC22014(b)) (City Wide)

OBL Item: ECS 8/11/2022-8.1

Original Due Date: Q3 2023

Revised New Due Date: September 1, 2024

Proposed New Due Date: Q2 2025

Accessibility of City Operated Recreation Facilities (HSC23055(a)) (City Wide)

OBL Item: ECS - 12/07/23-9.2

Added: December 7, 2023 (Item 9.2)

Original Due Date: September 1, 2024

Proposed New Date: March 20, 2025

b. Items Considered Complete and Needing to be Removed:

Macassa Lodge - Redevelopment Project (HSC20050(c)) (Ward 7)

Added: December 7, 2023 (Item 11.4)

Completed: June 20, 2024 (Item 10.4)

9. MOTIONS

10. NOTICES OF MOTION

11. PRIVATE AND CONFIDENTIAL

12. ADJOURNMENT



EMERGENCY AND COMMUNITY SERVICES COMMITTEE MINUTES ECS 25-001

1:30 p.m.

February 6, 2025

Council Chambers (Hybrid)
Hamilton City Hall
71 Main Street West

Present: Councillor N. Nann (Chair)
Councillor B. Clark (Vice Chair)
Councillors T. Hwang, T. Jackson, C. Kroetsch (Virtual), A. Wilson
(Virtual) and M. Wilson

1. CALL TO ORDER

Committee Chair N. Nann called the meeting to order at 1:30 p.m.

2. CEREMONIAL ACTIVITIES

There were no Ceremonial Activities.

3. APPROVAL OF THE AGENDA

(Hwang/Clark)

That the agenda for the February 6, 2025, meeting of the Emergency and Community Services Committee be approved, as presented.

CARRIED

4. DECLARATIONS OF INTEREST

There were no Declarations of Interest.

5. APPROVAL OF MINUTES OF PREVIOUS MEETING

5.1 December 5, 2024

(Hwang/Jackson)

That the Minutes of the December 5, 2024, meeting of the Emergency and Community Services Committee, be adopted, as presented.

CARRIED

6. DELEGATIONS

6.1 Craig Blondin, Mount Hamilton Youth Soccer Club, respecting the Mohawk Sports Complex (approved at the December 5, 2024 meeting) (In-Person)

Craig Blondin, Mount Hamilton Youth Soccer Club, addressed the Committee respecting the Mohawk Sports Complex, with the aid of a PowerPoint Presentation.

(Jackson/Hwang)

That the delegation from Craig Blondin, Mount Hamilton Youth Soccer Club, respecting the Mohawk Sports Complex, be received.

CARRIED

(Jackson/Hwang)

That the unsolicited proposal for the Mohawk Sports Park Dome from the Mount Hamilton Youth Soccer Club, be referred to the Director of Recreation, to be considered and assessed as part of the indoor and outdoor Recreation Master Plan study and review, that is currently underway.

Result: MOTION, CARRIED by a vote of 7 to 0, as follows:

Yes	-	Ward 1	Councillor Maureen Wilson
Yes	-	Ward 2	Councillor Cameron Kroetsch
Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 4	Councillor Tammy Hwang
Yes	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 13	Councillor Alex Wilson

7. ITEMS FOR INFORMATION

(A. Wilson/Kroetsch)

That the following Items for Information, be received:

7.1 Hamilton Veterans Committee Minutes – October 29, 2024

7.2 Senior's Advisory Committee Minutes:

(a) November 1, 2024

(b) December 6, 2024

7.3 Senior's Advisory Committee Member Resignation

CARRIED

8. ITEMS FOR CONSIDERATION

8.1 Wentworth Lodge Heritage Trust Fund Sub-Committee Report 24-002 - December 10, 2024

(A. Wilson/Hwang)

That the Wentworth Lodge Heritage Trust Fund Sub-Committee Report 24-004, dated December 10, 2024, be received, and the following recommendations be approved:

- (a) That the Wentworth Lodge Heritage Funds remain in the Heritage Trust Fund bank as the current interest rate is higher than the best available investment option;
- (b) That the Chief Investment Officer be authorized to amend the investment terms at any time for the investment of 90% of the funds into an investment account should the interest rate rise higher than the current bank rate, with the remaining 10% of the Wentworth Lodge Heritage trust fund remaining in the bank account; and
- (c) That the Wentworth Lodge Heritage Sub-Committee authorize the Senior Administrator, Long Term Care Division, to oversee and approve.

Result: MOTION, CARRIED by a vote of 7 to 0, as follows:

Yes	-	Ward 1	Councillor Maureen Wilson
Yes	-	Ward 2	Councillor Cameron Kroetsch
Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 4	Councillor Tammy Hwang
Yes	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 13	Councillor Alex Wilson

8.2 HSC25004(a) Approval Authority to the Hamilton Fire Department for the Non-Competitive Procurement of Firefighting Apparatus (City Wide)

(Hwang/Jackson)

That Report HSC225004(a), dated February 6, 2025, respecting the Approval Authority to the Hamilton Fire Department for the Non-Competitive Procurement of Firefighting Apparatus (City Wide), be received, and the following recommendations be approved:

- (a) That Council approve the method of spot buying described in this Report, for the immediate purchase and delivery of five (5) firefighting apparatus and that the Fire Chief or their designate be

authorized to negotiate, enter into and execute contracts and any ancillary documents provided such are in accordance with the requirements set out in Appendix "A" of Report HSC24008(a).

Result: MOTION, CARRIED by a vote of 6 to 0, as follows:

Absent	-	Ward 1	Councillor Maureen Wilson
Yes	-	Ward 2	Councillor Cameron Kroetsch
Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 4	Councillor Tammy Hwang
Yes	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 13	Councillor Alex Wilson

8.3 HSC25004

Community Safety and Wellbeing: Gender Based Violence and Intimate Partner Violence (City Wide)

Brenda Bax, Acting Director, Children's and Community Services Division, and Rachelle Ihekwoaba, Manager, Community Strategies introduced Jessica Bonilla-Dampney, Director of the Sexual Assault Centre (SACHA), and Co-Chair of Women's Abuse Working Group, and Thea Symonds, Coordinator of the Women's Abuse Working Group, who addressed Committee respecting Report HSC25004, with the aid of a PowerPoint presentation.

(Hwang/A. Wilson)

That Report HSC25004, dated February 6, 2025, and the presentation respecting the Community Safety and Wellbeing: Gender Based Violence and Intimate Partner Violence (City Wide), be received, and the following recommendations be approved:

- (a) That, on condition that the 2025 Capital Budget as submitted is adopted by Council and the Mayor, staff be authorized to provide one-time funding in the amount of \$100,000 from the Health & Human Services Integration Project ID 6502553101 to support the Women's Abuse Working Group to implement activities on their 2025 workplan, including recommendations submitted to city staff by the Women's Abuse Working Group in November 2024, and other priorities to increase education, training and awareness of gender based violence and intimate partner violence, in Hamilton.
- (b) That the Women's Abuse Working Group identify a lead agency to receive the funding and distribute to organizations according to the coordinated work plan.
- (c) That the General Manager of the Healthy and Safe Communities Department or designate be authorized and directed to execute the

one-time funding agreement with the treasurer of the Women's Abuse Working Group in a form that is satisfactory to the City Solicitor.

- (d) That staff support the Women's Abuse Working Group to report back to the Emergency and Community Services Committee in Q4 2025 outlining the 2025 outlining the distribution of funding, progress and outcomes and updated recommendations to address gender-based violence and intimate partner violence in Hamilton.

Result: MOTION, CARRIED by a vote of 7 to 0, as follows:

Yes	-	Ward 1	Councillor Maureen Wilson
Yes	-	Ward 2	Councillor Cameron Kroetsch
Yes	-	Ward 3	Councillor Nrinder Nann
Yes	-	Ward 4	Councillor Tammy Hwang
Yes	-	Ward 6	Councillor Tom Jackson
Yes	-	Ward 9	Councillor Brad Clark
Yes	-	Ward 13	Councillor Alex Wilson

8.3(a) Correspondence respecting Item 8.3 - Community Safety and Wellbeing Gender Based Violence and Intimate Partner Violence, from the Woman's Abuse Working Group

(Hwang/A. Wilson)

That the Correspondence respecting Item 8.3 – Community Safety and Wellbeing Gender Based Violence and Intimate Partner Violence, from the Woman Abuse Working Group, be received.

CARRIED

9. MOTIONS

There were no Motions.

10. NOTICE OF MOTIONS

There were no Notice of Motions.

11. PRIVATE AND CONFIDENTIAL

There were no Private and Confidential.

12. ADJOURNMENT

There being no further business, the Emergency and Community Services Committee meeting was adjourned, at 3:27 p.m.


Respectfully submitted,

Jessica Versace
Legislative Coordinator
Office of the City Clerk

Councillor N. Nann
Chair, Emergency and Community
Services Committee



INFORMATION REPORT

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	February 27, 2025
SUBJECT/REPORT NO:	Hamilton Paramedic Service Employee Well-Being Survey Findings (HSC25001) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Linda Button (905) 546-2424 Ext. 3104
SUBMITTED BY:	Michael Sanderson Chief, Hamilton Paramedic Service Healthy and Safe Communities Department
SIGNATURE:	

COUNCIL DIRECTION

Not Applicable

INFORMATION

BACKGROUND

The Hamilton Paramedic Service Master Plan (2022-2031) has as an objective (29d) to, “enhance employee health and wellness activities through further development of mental health supports and Peer Support Activities.”

To achieve this objective, in July 2023, a Superintendent of Employee Wellness position was established to focus on developing a program to support and improve the well-being of the paramedic service workforce.

As a first step toward developing this program, in Q4 of 2023, the Employee Wellness Superintendent conducted a survey of frontline paramedics and superintendents to gauge the status of their well-being and garner input into ways to address challenges to wellness.

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OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

**SUBJECT: Hamilton Paramedic Service Employee Well-Being Survey Findings
(HSC25001) (City Wide) – Page 2 of 3**

Following the cyber incident in February 2024, survey data were retrieved, and findings were compiled into a report shared with paramedic management in the fall of 2024. Survey results, which are highlighted below, have been used to identify activities to promote employees' health. As outlined below, some of these activities have already been implemented.

METHODOLOGY

The survey tool was created in-house specifically for Hamilton paramedics and superintendents. A link to the online survey was shared with employees during a wellness session of mandatory Professional Development Days in Q4 of 2023.

Paramedics and superintendents were given time during the session to voluntarily complete the survey. Responses were anonymous.

In total, 350 people completed the survey, which was just over 81 percent of Hamilton's paramedic-superintendent workforce at the time it was administered.

KEY FINDINGS

- Just over half of the respondents identified as male (55%), 35% of respondents identified with an equity-seeking group, 40% had less than 5 years in paramedicine, and the largest age category was that of 35 to 44 years (30%).
- Most respondents agreed that they maintain a good work-life balance (62%), can handle the stressors of the job (79%), feel supported by their work peers (64%), and enjoy their job (75%).
- The majority of respondents reported being in good or fair mental health (79%), physical health (81%), overall well-being (85%) and resilient (79%) in the 30 days prior to completing the survey.
- In the 12 months preceding the survey, fatigue/burnout was the most common impact to work-related well-being experienced by respondents in the workplace (37%), while anxiety was the most common impact experienced both personally and, in the workplace (37%).
- 38% of respondents used support services available through work. 88% of service users rated the Hamilton Paramedic Peer support team as a good or excellent resource, and 87% rated external mental health care specialists as good or excellent. The support services with the highest poor ratings were shift

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SUBJECT: Hamilton Paramedic Service Employee Well-Being Survey Findings (HSC25001) (City Wide) – Page 3 of 3

relief after difficult calls (49%), paramedic fitness facilities (45%) and EFAP Homewood Health (37%).

- Therapy dogs was the most preferred activity to support well-being in the workplace selected by 207 respondents, followed by exercise classes (144 respondents), meditation/yoga (138 respondents), and nutrition/cooking classes (131 respondents).

ACTIONS

The survey findings have led to the implementation of activities in 2024 aimed at supporting and enhancing frontline employee health and wellness.

- Employee Well-Being Survey results discussion with frontline employees (February to March)
- St. John's Therapy Dog visits to stations and training facility (April)
- Family night for families of new paramedics to learn about the service and how to provide mental health support to their loved one (May)
- Horticultural Therapy at the paramedic community garden (May and June)
- Cooking classes led by a paramedic in training facility kitchen (June)
- External violence against paramedic survey (September to December)

The Hamilton Paramedic Service Employee Well-Being Survey findings show that most of the frontline employees reporting being healthy and well at the time of the survey. However, areas for improvement were also identified such as addressing occupational burnout and improving services including relieving paramedics following a traumatic call. Several activities aimed at enhancing wellness were recommended by employees, some of which were implemented this year, with plans to continue the most requested activities such as therapy dogs and cooking classes while introducing additional activities in 2025 such as sports-related family events.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report HSC25001: Hamilton Paramedic Service Employee Well-Being Survey 2023 – Summary Report



Hamilton

HAMILTON PARAMEDIC SERVICE EMPLOYEE WELL-BEING SURVEY FINDINGS

February 27, 2025

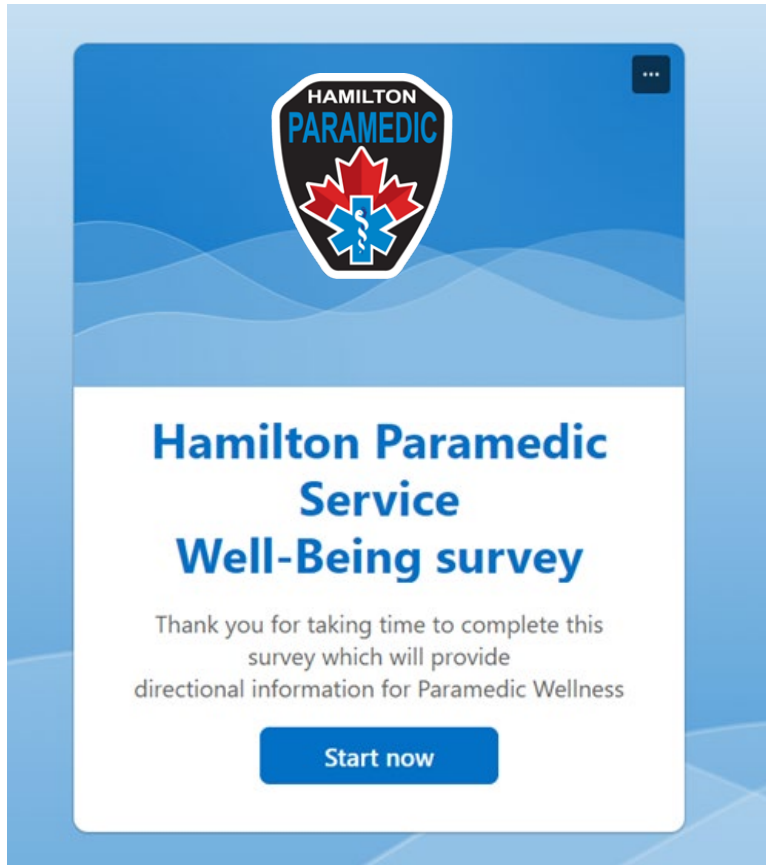
Background and Purpose

- HPS Master Plan Objective 29(d)
Review and enhance employee health and wellness activities through further development of mental health supports
- Employee Wellness Superintendent position established (July 2023)
- Developed an employee survey to identify the supports required to enhance employee health and well-being

HAMILTON PARAMEDIC SERVICE 2022-2031 MASTER PLAN				
Operational Integration	Infrastructure Progression	Service Delivery Optimization	Positive Work Culture Elevation	Healthy & Safe Communities Protection and Promotion
Modernized Dispatch	Adequate Response Resources	Enhanced Deployment	Just and Safe Culture	Expanded, Centralized and Sustained MIH
Centralized Logistics	Enhanced Logistics	Reduced Offload Delays	People-Focused Culture	Broadened Scope of Practice
Integrated Patient Records	Sufficient Facilities	Increased Cultural Competency		Specialized Services
	Advanced IT	Increased Virtual Care		Contingency Response Preparedness
				Reduced Carbon Footprint



Methodology



- Survey tool developed and analyzed in-house
- Administered to all paramedics and Superintendents during Professional Development Days 2023 (Q4)
- 15 minutes allotted to complete the online survey on devices
- 350 survey responses (81% response rate)

Respondents

- Just over half identified as male (55%)
- 36% identified with an equity-deserving group
- 35% had been in paramedicine less than 5 years
- 30% of respondents were between the ages of 35 to 44 years (the largest age category)



Key Findings

The majority of respondents agreed that they:

- Maintain a good work-life balance (62%)
- Can handle the stressors of the job (79%)
- Feel supported by their work peers (64%)
- Enjoy their job (75%)

In the 30 days prior to the survey, the majority of respondents reported being in good or fair condition related to:

- Mental health (79%)
- Physical health (81%)
- Overall well-being (85%)
- Resiliency (79%)



Key Findings

The most common impact to work-related mental health experienced by respondents in the 12 months preceding the survey:

- Fatigue/burnout in the workplace (37%)
- Anxiety both personally and, in the workplace (37%)

38% of respondents used support services available through work. Those who used services rated them as follows:

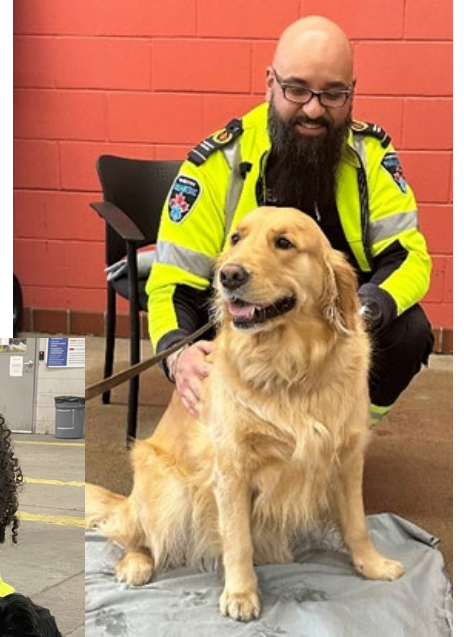
- 88% rated the HPS Peer support team as a good or excellent
- 87% rated external mental health care specialists as good or excellent
- 49% rated shift relief after difficult calls as poor
- 45% rated paramedic fitness facilities as poor
- 37% rated EFAP Homewood Health as poor



Actions

The most preferred activities to support well-being in the workplace:

- Therapy dogs ✓
- Exercise classes
- Meditation/yoga
- Nutrition/cooking classes ✓





Hamilton

THANK YOU



City of Hamilton Report for or Consideration

To: Chair and Members
Emergency and Community Services Committee

Date: February 27, 2025

Report No: HSC25013

Subject/Title: Transition of New Ambulance Stations to Posting Stations in Support of the Central Ambulance Deployment Model

Ward(s) Affected: City Wide

Recommendations

1. That Hamilton Paramedic Service transition to a Central Deployment Model, with paramedics reporting to at least one large facility to receive vehicles and assignments.
2. That five (5) smaller Paramedic Posts be developed and built, in addition to the existing stations, consistent with the Master Plan, featuring reduced amenities to reduce the city's capital expenditures while maintaining adequate space for staff and response coverage across the city.
3. That staff be directed to develop a financial strategy, including exploration of funding sources and debt financing, to support planning, design, and construction costs for the five new Posts for the 2026 Capital budget.

Key Facts

The purpose of this Report is to operationally and logistically support the shift from station-based reporting to a central deployment model as contemplated in Report HSC22012. The intent is to retain existing stations, including the Victoria Street Hub, develop the already approved and funded Central Reporting Station, and add five new, cost-efficient Posts in the key areas identified within Report HSC22012.

- A central deployment model is the most cost-effective and operationally efficient approach to paramedic resource management, allowing for improved coordination and resource use. It is utilized extensively in comparable services in the province.
- Under central deployment, each new Post added will be scaled down to essential amenities only, reducing both infrastructure duplication and significant capital expenses as compared to construction of single full-service stations.
- Having most staff report to a central reporting station for deployment improves supervisory interactions; a face-to-face check-in each shift helps address training, administrative follow-up, essential stock and supply management, and performance/support tracking.
- This initiative aligns with the previously approved New Paramedic Facility: Central Reporting Station (Report HSC24028/PW24037) and with the Paramedic Service Master Plan 2022-2031 (Report HSC22012).

Financial Considerations

Transitioning to a Central Deployment Model and building five additional limited-amenity Posts will reduce the scale and cost of constructing multiple full-service stations. Additionally, centralizing large-scale items (e.g., lockers, training rooms, parking) at one or two principal facilities lowers duplication. As outlined in Report HSC22012 capital investments are still required for the new Posts, requiring debt financing, development charges, or other revenue sources.

The required capital investments for the five posting locations have not yet been presented to Council or approved. Report HSC22012 outlined that all funding request will be further defined and integrated in the City's annual capital and operating budget processes for approval with the applicable year. Recommendation 3 above provides direction to develop these cost estimates for inclusion in the 2026 Capital Budget processes.

Background

Historically Hamilton Paramedic Service has followed a full-service station-based reporting model, with multiple stations. Shifts are started and ended at the individual stations with dispersing shift starts. Recently, the primary Central Reporting Station was approved, paving the way for a more centralized resource allocation approach. To support projected demand, five additional Posts were recommended, but in a simplified format (garage, washroom facilities, lunch area, and lounge only).

Central deployment has been adopted by multiple jurisdictions because it provides a “hub-and-spoke” system acknowledged for efficiency and cost savings. Paramedics will still have access to existing stations. As time progresses paramedics currently reporting to single-start stations will be increasingly deployed from central reporting stations allowing leadership teams to meet daily with every crew and deployment of crews across the City to posts of varying levels of activities to be more balanced. If serviced properly, this approach can reduce response time, improve work balance for paramedics, avoid duplication of infrastructure, and ease the coordination of ambulance fleets and supply inventories, helping ensure vehicles spend less time out of service.

Analysis

Under this model, paramedics will begin shifts at a central reporting facility, ensuring vehicles are fully prepared, cleaned, and stocked by Logistical staff. This centralized checkpoint provides frequent supervisory contact that has been historically limited by distance and multiple shift locations. Existing stations will remain operational to support coverage, supplemented by five new Posts featuring basic amenities.

Collectively, these improvements reduce deployment delays, improve equipment management, and promote daily interactions between staff and supervisors for training, performance reviews, and immediate issue resolution. Should future population growth and call volume surpass projections, Hamilton Paramedic Service may need to explore an additional central reporting station, offering further improvements to efficiency and on-site support for front-line personnel.

Alternatives

Build the five posting stations identified in HSC22012 as Full-Service Stations. This would raise both capital and long-term operating costs.

Relationship to Council Strategic Priorities

Shifting to a central deployment model aligns with Safe & Thriving Neighbourhoods by providing reliable emergency response while optimizing resources. It also supports Responsiveness & Transparency by creating operational efficiencies, reducing redundant infrastructure, and improving supervisory oversight of daily front-line activities.

Previous Reports Submitted

HSC24028/PW24037 – New Paramedic Facility: Central Reporting Station
HSC22012 – Hamilton Paramedic Service Master Plan 2022-2031

Consultation

The following staff were consulted who found there were no financial impacts. They note that these stations will be put in the 2026 Capital Budget.

Paul Ragona, Business Administrator, Financial Planning Administration and Policy

David Trevisani, Manager – Finance and Administration, Financial Planning Administration and Policy

Appendices and Schedules Attached

None

Prepared by: Cliff Eggleton, Deputy Chief
Healthy and Safe Communities, Hamilton Paramedic Service

Submitted and recommended by: Michael Sanderson, Chief
Healthy and Safe Communities, Hamilton Paramedic Service