



**City of Hamilton**  
**AUDIT, FINANCE AND ADMINISTRATION COMMITTEE**  
**REVISED**

**Date:** April 16, 2026  
**Time:** 9:30 a.m.  
**Location:** Council Chambers  
Hamilton City Hall  
71 Main Street West

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

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1. **CALL TO ORDER**
2. **CEREMONIAL ACTIVITIES**
3. **APPROVAL OF AGENDA**  
(Added Items, if applicable, will be noted with \*)
4. **DECLARATIONS OF INTEREST**
5. **ADOPTION OF MINUTES OF PREVIOUS MEETING**
  - 5.1 AFA 26-004  
March 26, 2026
6. **DELEGATIONS**
7. **ITEMS FOR INFORMATION**
  - 7.1 FCS26032  
2026 Development Charges Indexing (City Wide)

7.2 HUR23007(a)

Workplace Mental Health and Wellbeing Strategy Progress Update (City Wide)

*This Item includes a presentation (to be distributed)*

7.3 HUR26005

Annual Employee Absence Report 2025 (City Wide)

## **8. ITEMS FOR CONSIDERATION**

8.1 AUD21004(d)

Cyber Security Follow Up Audit, Phase 2: Incident Response and Insurance Review (City Wide)

*Refer to Item 11.2 for Confidential Appendices A, B, and C.*

8.2 FCS26037

Request to Extend Contract for Secure Transportation of Funds Services (City Wide)

*Refer to Item 11.3 for Confidential Appendix A.*

## **9. MOTIONS**

9.1 Financial Accountability in the Administration of Grant Funding - REVISED

9.2 Golden Horseshoe Live Steamers Educational Pavilion

9.2.a Correspondence from Denny Williams, Golden Horseshoe Live Steamers, respecting proposed grant for the Golden Horseshoe Live Steamer Educational Pavilion

9.3 Play Structure Replacement at Inasmuch House (Ward 2)

9.4 Ward 2 Community Grants – 2026 (Ward 2)

9.5 Ward 2 Capital Expenses – Area Rating Reserve 2026 (Ward 2)

## **10. NOTICES OF MOTION**

\*10.1 Empowering Tutoring Program for Sudanese Newcomer Youth

*A request to suspend the rules will be introduced.*

## **11. PRIVATE AND CONFIDENTIAL**

Members of the public can contact the Clerk's Office to acquire the documents considered at this meeting, in an alternative format.

11.1 Closed Minutes - AFA 26-004 - March 26, 2026

Pursuant to Section 9.3, Sub-sections (b), (d), and (f) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (b), (d), and (f) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to personal matters about an identifiable individual, including municipal or local board employees; labour relations or employee negotiations; and advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

11.2 Confidential Appendices A, B and C to Report AUD21004(d), respecting Cyber Security Follow Up Audit, Phase 2: Incident Response and Insurance Review

This Item includes a presentation.

Pursuant to Section 9.3, Sub-sections (a) and (e) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (a) and (e) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to the security of the property of the City or a local board and litigation or potential litigation, including matters before administrative tribunals, affecting the City or a local board.

11.3 Confidential Appendix A to Item 8.2, Report FCS26037 - Request to Extend Contract for Secure Transportation of Funds Services

Pursuant to Section 9.3, Sub-section (k) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-section (k) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

11.4 AUD26004

Auditor General Reporting of Serious Matters to Council (Report #94613) (Wards 3 and 4)

Pursuant to Section 9.3, Sub-section (a) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-section (a) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to the security of the property of the City or a local board.

## 12. ADJOURNMENT



## **AUDIT, FINANCE AND ADMINISTRATION COMMITTEE**

### **MINUTES AFA 26-004**

9:30 a.m.

March 26, 2026

Council Chambers (Hybrid), City Hall, 2<sup>nd</sup> Floor  
71 Main Street West, Hamilton, Ontario

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**Present:** Councillors J. Beattie (Chair), B. Clark, R. Cooper, C. Kroetsch, E. Pauls (virtually), M. Spadafora, M. Tadeson, and M. Wilson

**Absent with**

**Regrets:** Councillor T. Hwang – City Business, Councillor A. Wilson – Personal

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**1. CALL TO ORDER**

Chair Beattie called the meeting to order at 9:30 a.m.

**2. CEREMONIAL ACTIVITIES**

There were no Ceremonial Activities.

**3. APPROVAL OF AGENDA**

**(Spadafora/Tadeson)**

That the agenda for the March 26, 2026, Audit, Finance and Administration Committee meeting, BE APPROVED.

**CARRIED**

**4. DECLARATIONS OF INTEREST**

There were no Declarations of Interest.

**5. APPROVAL OF MINUTES OF PREVIOUS MEETING**

**(Kroetsch/Tadeson)**

That the Minutes of the February 26, 2026 meeting of the Audit, Finance and Administration Committee, BE ADOPTED, as presented.

**CARRIED**

**Refer to the April 1, 2026 Council Minutes for the disposition of these matters.**

**6. DELEGATIONS****6.1 Hafeez Hussain, respecting Ontario Works - Eligibility and Value for Money Audit - Information on Overpayments, Fraud Complaints for the City of London and the Regional Municipality of Peel**

Hafeez Hussain addressed Committee respecting Ontario Works - Eligibility and Value for Money Audit - Information on Overpayments, Fraud Complaints for the City of London and the Regional Municipality of Peel.

**(Cooper/Clark)**

That the Delegation from Hafeez Hussain, respecting Ontario Works - Eligibility and Value for Money Audit - Information on Overpayments, Fraud Complaints for the City of London and the Regional Municipality of Peel, BE RECEIVED.

**CARRIED****7. ITEMS FOR INFORMATION****(Spadafora/Cooper)**

That the following Items for Information BE RECEIVED:

- 7.1 FCS26020  
Correspondence from the Hamilton Police Service Board - Agreement to Share Provincial Offences Act Revenues
- 7.2 PW26029  
Management Response to Report AUD25001 Contract Payments to DARTS (City Wide)
- 7.3 FCS26021  
2025 Remuneration and Expenses as required under Section 284 of the Municipal Act, 2001, as amended (City Wide) - REVISED
- 7.4 FCS21082(I)  
Utility Billing Transition March 2026 Program Update (Outstanding Business List Item) (City Wide) - REVISED
- 7.5 HSC26002  
Follow-Up on Red Hill Family Centre Value for Money Audit (Outstanding Business List) (City Wide)

**CARRIED**

**Refer to the April 1, 2026 Council Minutes for the disposition of these matters.**

## **8. ITEMS FOR CONSIDERATION**

### **(Kroetsch/Spadafora)**

That the following Amendments to the Outstanding Business List, BE APPROVED:

- 8.1.a Items Considered Completed and to be Removed
  - 8.1.a.a Utility Billing Transition (FCS21082(i))  
Added: October 2, 2025  
Addressed as Item 7.4 on the January 15, 2026 agenda
  - 8.1.a.b AUD25005  
Accounts Payable Special Investigation #2 (Fraud and Waste Report #71958) (City Wide)  
Added: May 22, 2025  
Addressed as Item 7.1 on the February 26, 2026 agenda

**Result: Motion CARRIED by a vote of 8 to 0, as follows:**

YES - Ward 1 Councillor Maureen Wilson  
 YES - Ward 2 Councillor Cameron Kroetsch  
 ABSENT - Ward 4 Councillor Tammy Hwang  
 YES – Ward 7 Councillor Esther Pauls  
 YES – Ward 8 Councillor Rob Cooper  
 YES - Ward 9 Councillor Brad Clark  
 YES - CHAIR - Ward 10 Councillor Jeff Beattie  
 YES - Ward 11 Councillor Mark Tadeson  
 ABSENT - Ward 13 Councillor Alex Wilson  
 YES - Ward 14 Councillor Mike Spadafora

## **8.2 PED26052 Community Liaison Group – Immigrants and Refugees (City Wide)**

### **(Kroetsch/Spadafora)**

That Report PED26052, respecting Community Liaison Group – Immigrants and Refugees (City Wide), dated March 26, 2026, be received and the following recommendation, BE APPROVED:

- (a) That the Hamilton Immigration Partnership Council BE APPROVED to serve as the City of Hamilton’s Community Liaison Group for Immigrants and Refugees.

**Result: Motion CARRIED by a vote of 7 to 1, as follows:**

YES - Ward 1 Councillor Maureen Wilson  
 YES - Ward 2 Councillor Cameron Kroetsch  
 ABSENT - Ward 4 Councillor Tammy Hwang

**Refer to the April 1, 2026 Council Minutes for the disposition of these matters.**

YES – Ward 7 Councillor Esther Pauls  
 YES – Ward 8 Councillor Rob Cooper  
 NO - Ward 9 Councillor Brad Clark  
 YES - CHAIR - Ward 10 Councillor Jeff Beattie  
 YES - Ward 11 Councillor Mark Tadeson  
 ABSENT - Ward 13 Councillor Alex Wilson  
 YES - Ward 14 Councillor Mike Spadafora

**8.2(a) Correspondence from Grace Baldwin and Kim Martin, Hamilton Immigration Partnership Council, respecting Hamilton Immigration Partnership Council assuming the role of the new Community Liaison Group for Immigrants and Refugees**

**(Spadafora/Kroetsch)**

That the Correspondence from Grace Baldwin and Kim Martin, Hamilton Immigration Partnership Council, respecting Hamilton Immigration Partnership Council assuming the role of the new Community Liaison Group for Immigrants and Refugees, BE RECEIVED.

**CARRIED**

**9. MOTIONS**

**9.1 Eco Home and Energy Self-Audit Kits for Ward 4 Residents**

**(Kroetsch/M. Wilson)**

WHEREAS, Green Venture successfully delivered 100 Eco Home Kits program to Ward 2 residents in 2025, during their pilot project, which was well received;

WHEREAS, the Eco Home program will include accessible energy conservation workshops, with the goal of supporting renters, low-income households, and newcomers; and

WHEREAS, the Eco Home Kit materials and a shared Take-Home Energy Self-Audit Kit will help residents keep their homes cool in the summer and warm in the winter while saving on their energy use and costs.

THEREFORE, BE IT RESOLVED:

- (a) That a grant to Green Venture to for the materials of the Eco Home Kits and the shared Take-Home Energy Self-Audit Kit BE FUNDED from the Ward 4 Capital Discretionary Account #3302309400 at an upset limit, including contingency, not to exceed \$5,000;
- (b) That any funds allocated and distributed BE EXEMPT on a one-time basis and not be counted toward any formula that restricts regular

**Refer to the April 1, 2026 Council Minutes for the disposition of these matters.**

funding from the City including the City Enrichment Fund for 2026;  
and

- (c) That the Mayor and City Clerk BE AUTHORIZED to execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

**Result: Motion CARRIED by a vote of 6 to 2, as follows:**

YES - Ward 1 Councillor Maureen Wilson  
YES - Ward 2 Councillor Cameron Kroetsch  
ABSENT - Ward 4 Councillor Tammy Hwang  
YES – Ward 7 Councillor Esther Pauls  
NO – Ward 8 Councillor Rob Cooper  
NO - Ward 9 Councillor Brad Clark  
YES - CHAIR - Ward 10 Councillor Jeff Beattie  
YES - Ward 11 Councillor Mark Tadeson  
ABSENT - Ward 13 Councillor Alex Wilson  
YES - Ward 14 Councillor Mike Spadafora

## **10. NOTICES OF MOTION**

Councillor Kroetsch introduced the following Notice of Motion:

### **10.1 Financial Accountability in the Administration of Grant Funding**

WHEREAS, City Council approved recommendations in Procedures for Ward-Specific Funding Initiatives (FCS18014(a)) on December 17, 2018;

WHEREAS, Report FCS18014(a) outlined “Scenario 2: Social Infrastructure Funding”, which permits Area Rating Special Capital Re-Investment Reserves to be used for grants to an outside agency to improve social infrastructure assets;

WHEREAS, Report FCS18014(a) outlined “Scenario 3: Grants”, which permit Area Rating Special Capital Re-Investment Discretionary Fund to be used for grants to support community initiatives;

WHEREAS, Report FCS18014(a) does not contain any restrictions regarding the ability to fund grants from the Cellular Tower and Ward-Specific Non-Property Tax Revenues beyond the general procedures found in Appendix “D” to that Report;

WHEREAS, these funds are allocated at the discretion of the Ward Councillor in a manner that conforms to the criteria outlined in Appendix “A” and Appendix “B” to Report FCS18014(a), respecting Procedures for Ward-Specific Funding Initiatives;

**Refer to the April 1, 2026 Council Minutes for the disposition of these matters.**

WHEREAS, with the exception of grants under \$350 that are funded through the Area Rating Special Capital Re-Investment Discretionary Fund under “Scenario 3: Grants”, all grants require Council approval;

WHEREAS, the Ward Councillor Offices are responsible for administering the payment of grants funded through Ward-Specific Funding Initiatives; and

WHEREAS, no policy currently exists that outlines the procedures for the Ward Councillors Offices are to follow when administering the payment of grants.

THEREFORE, BE IT RESOLVED:

- (a) That staff be directed to develop a grant payment policy designed to improve transparency and financial accountability for all grants funded through the Area Rating Special Capital Re-Investment Reserves, Area Rating Special Capital Re-Investment Discretionary Fund, and Cellular Tower and Ward-Specific Non-Property Tax Revenues; and
- (b) That staff be directed to report back to the Audit, Finance and Administration Committee with a grant payment draft policy in Q3 2026.

## **11. PRIVATE AND CONFIDENTIAL**

### **(Spadafora/Kroetsch)**

That Committee move into Closed Session for Item 11.1, pursuant to Section 9.3, Sub-sections (b), (d), and (f) of the City's Procedural By-law 21-021, as amended, and Section 239(2), Sub-sections (b), (d), and (f) of the *Ontario Municipal Act, 2001*, as amended, as the subject matter pertains to personal matters about an identifiable individual, including municipal or local board employees; labour relations or employee negotiations; and advice that is subject to solicitor-client privilege, including communications necessary for that purpose.

**Result: Motion CARRIED by a vote of 8 to 0, as follows:**

YES - Ward 1 Councillor Maureen Wilson  
 YES - Ward 2 Councillor Cameron Kroetsch  
 ABSENT - Ward 4 Councillor Tammy Hwang  
 YES – Ward 7 Councillor Esther Pauls  
 YES – Ward 8 Councillor Rob Cooper  
 YES - Ward 9 Councillor Brad Clark  
 YES - Ward 10 Councillor Jeff Beattie  
 YES - Ward 11 Councillor Mark Tadeson  
 ABSENT - Ward 13 Councillor Alex Wilson  
 YES - CHAIR - Ward 14 Councillor Mike Spadafora

**Refer to the April 1, 2026 Council Minutes for the disposition of these matters.**

The Audit, Finance and Administration Committee resolved into Closed Session at 10:46 a.m.

The Audit, Finance and Administration Committee meeting reconvened in Open Session at 11:40 a.m.

**11.1 AUD26003  
Auditor General Reporting of Serious Matters to Council (Report #90083) (City Wide)**

**(Spadafora/Kroetsch)**

That Report AUD26003 respecting Auditor General Reporting of Serious Matters to Council (Report #90083), dated March 26, 2026, BE RECEIVED and REMAIN CONFIDENTIAL.

**CARRIED**

**12. ADJOURNMENT**

There being no further business, the Audit, Finance and Administration Committee, adjourned at 11:42 a.m.

Respectfully submitted,

Tamara Bates  
Legislative Coordinator  
Office of the City Clerk

Councillor J. Beattie,  
Chair, Audit, Finance and Administration  
Committee



## City of Hamilton

### Report for Information

**To:** Chair and Members  
Audit, Finance & Administration Committee

**Date:** April 16, 2026

**Report No:** FCS26032

**Subject/Title:** 2026 Development Charges Indexing

**Ward(s) Affected:** (City Wide)

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### Recommendations

That Report FCS26032, respecting 2026 Development Charges Indexing, **BE RECEIVED** for information.

### Key Facts

- The Development Charges By-law 24-072, as amended, requires that Development Charges rates be adjusted annually each year by the percentage change from the previous year as recorded in the Statistics Canada's Building Construction Price Index.
- The purpose of Report FCS26032 is to inform Council of the 4.0% increase in Development Charges rates which will take effect on June 1, 2026 due to the annual indexing prescribed through the Development Charges By-law 24-072, as amended.

- An alternative to amend the Development Charges By-law 24-072, as amended, to remove the automatic indexing of Development Charges rates has been presented through the Alternative section to Report FCS26032 on page 5.

## **Financial Considerations**

There are no financial implications associated with the receipt of Report FCS26032. Financial impacts would only arise should Council choose to pursue the alternative presented to amend the Development Charges By-law 24-072, as amended, (“DC By-law”). The financial impact of the alternative has been assessed and is detailed in the Alternative section within Report FCS26032.

The annual indexing of Development Charges (“DC”) rates will result in a 4.0% increase in DC collections, ensuring rates remain aligned with rising construction costs.

## **Background**

### **Development Charges**

DCs are a development fee collected by the City of Hamilton to help fund the capital costs associated with growth. These funds contribute significantly to the expansion of infrastructure services such as roads, water and wastewater systems, parks and emergency services which are required to support growth.

### **Development Charges Indexing**

City DC rates are indexed annually by the percentage change during the preceding year, as recorded in Statistics Canada’s Building Construction Price Index to align DC rates with construction costs and help to ensure the sustainability of the DC reserves to fund the City’s growth-related capital requirements. Indexing is permitted by the Development Charges Act, 1997, as amended, (“DC Act”) and is required by the City’s DC By-law. While indexing is not mandatory under the DC Act, if the rates are to be adjusted, they must be in accordance with the prescribed index. The DC By-law requires that indexing occur annually based on the prescribed index.

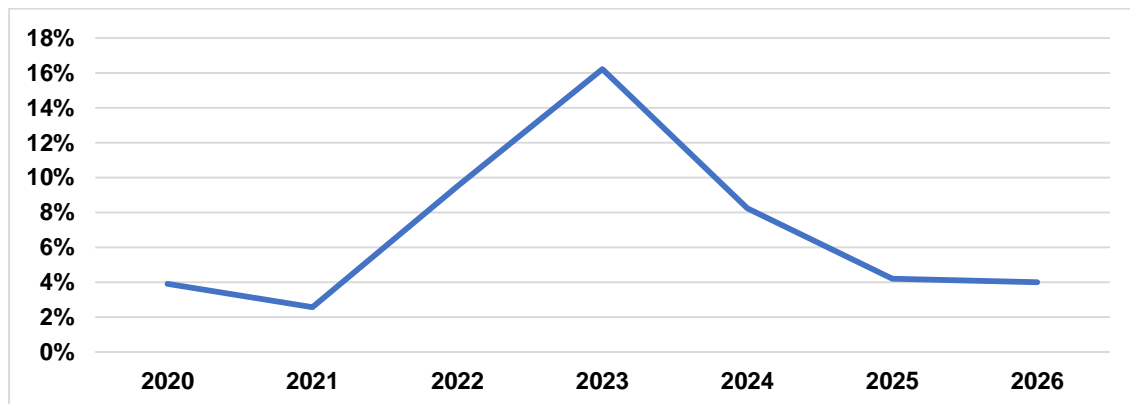
An alternative to Report FCS26032 has been presented should Council choose to amend the DC By-law to remove the requirement for annual indexing of DC rates.

## Analysis

### Development Charges Indexing Rates

The Statistics Canada Building Construction Price Index increased by 4.00% in 2025. Accordingly, DC rates will rise by the same percentage on June 1, 2026. This reflects a continued downward trend in annual indexing from the peak rate of 16.22% which applied to the DC rates in 2023. Figure 1 illustrates the indexing rates which have occurred from 2020 through 2026.

**Figure 1: Annual Development Charges Indexing Rates**



DC rates are composed of individual service components, illustrated through Appendix “A” to Report FC26032. Each service component is indexed separately, which results in the overall DC rate impact varying slightly from the overall 4.0% index rate. Appendix “B” to Report FCS26032 presents the change in residential and non-residential DC rates. Table 1 summarizes the indexed DC rates for a single-detached dwelling and for non-residential development on a per-square foot basis within a separated sewer system area prior to any exemptions (including the 20% temporary exemption).

**Table 1: Summary of Updated Development Charges Rates  
within the Separated Sewer System Area**

<b>Development Type</b>	<b>Pre-Indexing Rate<sup>[1]</sup></b>	<b>Indexed Rate<sup>[2]</sup></b>	<b>Increase</b>
Single-Detached Dwelling	\$98,511/ unit	\$102,451/ unit	\$3,940/ unit
Non-Residential	\$45.09/ square foot	\$46.88/ square foot	\$1.79/ square foot

[1] In effect through May 31, 2026

[2] In effect June 1, 2026 through May 31, 2027

### **Transition Policy**

DCs are assessed at building permit issuance and are typically based on the DC rate in effect on that date. However, there are exceptions for developments eligible for DC rate lock-in in accordance with Section 26.2 of the DC Act or those which qualify for the City's discretionary transition policy.

Under the transition policy, the DC rate in effect at the date of building permit application may be applied if all of the following conditions are met:

- The building permit application is complete, in accordance with the requirements of the Building Division;
- The building permit is issued within six months of the effective date of the first rate increase following the application; and
- The building permit is not revoked after the date of the rate increase.

The transition policy ensures applicants have sufficient time to navigate the City's review and approval processes without incurring higher DC rates solely due to administrative processing timelines.

### **Education Development Charges**

Education DCs (“EDC”) are also applicable to most developments but are not subject to the City’s annual indexing process. EDC rates are established independently by the public and separate school boards, Hamilton-Wentworth District School Board and the Hamilton-Wentworth Catholic District School Board, respectively, under the authority of the Education Act, 1990 and the City has no decision-making authority over the setting, adjustment or timing of these fees. EDCs are assessed and collected at the date of building permit issuance on behalf of the school boards and are subsequently remitted to the boards in full. No portion of EDC revenue is retained by the City.

### **Development Charges Indexing Communication**

Notice of DC indexing will be communicated to the City Builders’ Group, posted on the City’s website and social media channels and included in all DC estimates and in the email signature for [DCRequest@hamilton.ca](mailto:DCRequest@hamilton.ca).

### **Alternatives**

Currently, the DC By-law requires indexing and does not provide Council the authority to delay or waive indexing. However, Council has the discretion to modify the DC By-law to grant Council the authority to waive or defer annual DC indexing for a given year and subsequently, delay the indexing which would have otherwise occurred on June 1, 2026 to December 1, 2026. Staff recommend that if a delay of indexing is pursued, it be aligned so that the transition policy will expire at the next scheduled indexing date (June 1, 2027) to avoid the administrative complexity of misaligned transition points.

**Recommendation Revision:** Should Council wish to pursue this option, the recommendation to Report FCS26032 could be amended to read as follows:

- “(a) That Development Charges By-law, 24-072, as amended, **BE AMENDED** immediately to grant Council the authority to waive or defer annual Development Charges indexing as follows:
- (i) That Section 49(b) of By-law 24,072, as amended, is amended to read:
    - (b) thereafter, adjustment shall be made each year on June 1 unless Council otherwise approves to delay or waive the annual adjustment by May 31 of each year.
  - (b) That subsequent to the amendment of Development Charges By-law 24-072, as amended, the 2026 annual indexing of Development Charges **BE DELAYED** from June 1, 2026 to December 1, 2026 with the foregone revenue to be funded as a discretionary exemption.”

**Financial Impact:** There is no immediate financial impact associated with the proposed amendment. However, the financial impact for the delay of indexing to December 31, 2026 would result in an estimated \$2.7 M to be funded through property taxes (~0.1% increase) and water and wastewater user rates (~0.4% increase).

**Pros:**

- **Flexibility:** Amendment of the DC By-law would provide Council the discretion to waive or defer DC indexing in 2026 or future years through motion only.
- **Support for Development:** Temporarily delaying indexing may help support the feasibility of development projects under consideration and encourage construction activity prior to the rate increase taking effect on December 1, 2026.

**Cons:**

- **Long-Term Capital Financing:** Without the identification of an alternative funding source, waiver or delay of indexing will result in a funding shortfall as the cost of infrastructure construction will outpace DC collections.
- **Precedence:** Delaying DC rate indexing in 2026 may establish an expectation for similar relief in subsequent years.
- **Unpredictability:** Inconsistent use of the waiver authority may undermine confidence in the DC framework as a cost-recovery tool.

Amendments to the DC By-law cannot be applied retroactively. Therefore, if it is the will of Council to cancel the annual indexing scheduled to take effect on June 1, 2026, the amending by-law must be enacted prior to that date and action taken under the amended by-law to waive or cancel the annual adjustment by May 31, 2026.

**Relationship to Council Strategic Priorities**

Report FCS26032 is being presented to the Audit, Finance and Administration Committee to support the following Council priorities:

- Council Priority 1: Sustainable Economic & Ecological Development; and
- Council Priority 3: Responsiveness & Transparency

**Previous Reports Submitted**

[FCS25016 – Development Charges Indexing – Audit, Finance and Administration Committee, April 10, 2025](#)

- Information report to Council to inform of the 4.2% increase in DC rates which took effect on June 1, 2025.

[FCS25026 – Review of Development Charges and Developer Incentives – Audit, Finance and Administration Committee, May 1, 2025](#)

- Contemplated amendment of the DC By-law to grant Council the discretion to waive or defer annual indexing. Ultimately, not included in the final recommendation to amend the DC By-law in 2025 to provide a temporary partial DC exemption of 20%.

## Consultation

Internal:

- Legal Services, Corporate Services

External:

- Watson & Associates Economists Ltd.
- Hamilton-Wentworth District School Board
- Hamilton-Wentworth Catholic District School Board

## Appendices and Schedules Attached

Appendix “A” to Report FCS26032: Development Charges Pamphlet Effective  
June 1, 2026 through May 31, 2027

Appendix “B” to Report FCS26032: Increases in City Development Charges Rates  
Effective June 1, 2026

**Prepared by:** Ailish Brooke, Acting Supervisor, Development Charges,  
Programs & Policies, Financial Planning, Administration &  
Policy Division, Corporate Services Department

**Submitted and  
recommended by:** Kirk Weaver, Acting Director, Financial Planning,  
Administration & Policy Division, Corporate Services  
Department



CITY OF HAMILTON  
Development Charges (DC) Information – Pamphlet  
Summary of By-laws 24-072, as amended

**Rates Effective**  
**June 1, 2026 through May 31, 2027**

*Please ensure the effective date of this pamphlet corresponds with your needs.*

The information contained within is intended only as a guide. Interested parties should review the approved DC By-laws and DC Act.

**Purpose of DCs:**

The purpose of DCs is to recover the growth-related costs associated with the capital infrastructure needed to service new development and redevelopment within the municipality.

**By-Law for the City of Hamilton:**

By-law No. 24-072 (as amended) – City DCs

City DC rates shall be indexed on June 1 (each year by the percentage change recorded in the average annual Non-Residential Construction Price Index for Toronto produced by Statistics Canada. Table: 18-10-0289-02 (formerly 18-10-0276-02). Education DCs, controlled and set by the respective education boards, are indexed on July 1 each year.

**Payment of DCs:**

DCs are payable at the time of building permit issuance and are collected by the City of Hamilton Building Department. Pursuant to legislative changes which came into effect as of January 1, 2020, DCs for the following types of developments are eligible to be paid in instalments:

- Rental Housing (6 annual instalments commencing at occupancy)
- Institutional (6 annual instalments commencing at occupancy). This category includes long-term care homes; retirement homes; universities and colleges; memorial homes, clubhouses, or athletic grounds of the Royal Canadian Legion; and hospices.

The City also offers deferrals for developments in the ERASE Redevelopment Grant Program (ERG), non-residential and apartment developments, subject to availability. Please connect with staff for further details (contact information below).

**DC Rate Lock-In:**

As per Section 26.2 of the DC Act, the DC rate charged to a development will be based on the application date of a Site Plan Application or a Site-specific Zoning Amendment, if such application is applicable, and only where such application is applied for on or after January 1, 2020 and the related building permit is issued within two years/18 months of the approval of the related application. Interest charges will apply. Please connect with staff for further details.

**Demolition Credits:**

A credit is allowed for demolitions for a period of 5 years from the date of issuance of the demolition permit. The dollar value of the credit is based on the rate in effect at the time of redevelopment and on the exemption status of the demolished/redeveloped building at the time of redevelopment (i.e., no credit if the demolished building is exempt under the current By-Law). Note that the credit for both residential and non-residential demolitions expire 5 years from the date of demolition permit issuance for both HWDSB (Public) and HWDCSB (Catholic) Education DCs.

**Transition Policy:**

Normally, the DC rate payable is the rate in effect on the day that the building permit is issued. However, where the DC Rate lock-in per Section 26.2 of the DC Act does not apply, the City's policy is that the DC rate payable is the rate in effect on the date that a complete building permit application is received and accepted by the City's Chief Building Officer, provided that the building permit is issued within 6 months of the first rate increase following application. If the building permit is revoked on or after the date of the rate increase, the rates in effect on the date of permit issuance will be payable. Please note: This is not applicable to Education DCs or in cases where the DC Rate Lock-in is applicable.

**Credits and Exemptions:**

Refer to attached pages for rate highlights as well as exemption and credit policies.

**Treasurer's Statement:**

The City Treasurer prepares an annual statement regarding the use of DC funds and sets out the balance in each of the DC reserves.

**Copies of By-laws and Treasurer's Statement:**

Copies of the DC By-laws as well as the Treasurer's statement are available from the Clerk's office on the 1<sup>st</sup> Floor of City Hall, 71 Main St. W., Hamilton, Ontario L8P 5Y4 and on the City's [website](#).

**For further information regarding DCs, contact:**

Finance at [DCRequest@hamilton.ca](mailto:DCRequest@hamilton.ca) (ext. 4400) or Building at 905-546-2720

*Please check with City Staff at [ParklandRequest@hamilton.ca](mailto:ParklandRequest@hamilton.ca) regarding Parkland Dedication fees which may apply and are separate and distinct from Municipal DCs.*

*DC Policies approved by City of Hamilton Council do not impact Education DCs which are controlled and set by the HWDCSB and HWDSB.*

SERVICE COMPONENT BREAKDOWN EFFECTIVE June 1, 2026 – May 31, 2027

Service	RESIDENTIAL (\$)					NON-RESIDENTIAL (\$) (note a)	
	Single-Detached Dwelling & Semi-Detached Dwelling (per dwelling unit)	Townhouses & Other Multiple Unit Dwellings (per dwelling unit)	Apartments & Stacked Townhouses & Mobile Homes 2-Bedrooms+ (per dwelling unit)	Apartments & Stacked Townhouses & Mobile Homes Bachelor & 1-Bedrooms+ (per dwelling unit)	Residential Facility Dwelling & Lodging House & Garden Suite (per bedroom)	(per sq.ft. of Gross Floor Area)	(per sq. m.)
<b>Municipal Wide "Soft" Services:</b>							
Parks and Recreation	12,979	9,688	7,957	4,931	4,041	1.11	11.98
Library Services	2,418	1,804	1,482	919	753	0.21	2.24
Long Term Care	271	202	166	103	84	0.04	0.45
Public Health	49	36	30	19	16	0.01	0.11
Provincial Offences Act	60	46	37	24	19	0.03	0.33
<b>Total Municipal Wide "Soft" Services</b>	<b>15,778</b>	<b>11,776</b>	<b>9,673</b>	<b>5,996</b>	<b>4,913</b>	<b>1.40</b>	<b>15.11</b>
<b>Municipal Wide "Hard" Services:</b>							
Services Related to a Highway	21,236	15,850	13,020	8,066	6,611	15.62	168.14
Services Related to a Highway - Studies	103	77	62	40	31	0.06	0.68
Public Works	1,566	1,168	959	595	488	0.95	10.19
Police Services	1,194	892	731	454	371	0.72	7.73
Fire Protection Services	1,350	1,008	828	513	420	0.81	8.74
Ambulance Services	382	285	233	145	119	0.06	0.68
Transit Services	1,878	1,402	1,152	713	584	1.12	12.10
Waste Diversion	407	303	249	154	127	0.03	0.33
Growth Studies	522	389	319	199	162	0.31	3.36
<b>Total Municipal Wide "Hard" Services</b>	<b>28,637</b>	<b>21,373</b>	<b>17,553</b>	<b>10,878</b>	<b>8,914</b>	<b>19.68</b>	<b>211.95</b>
<b>Total Municipal Wide - "Soft" and "Hard" Services</b>	<b>44,415</b>	<b>33,149</b>	<b>27,226</b>	<b>16,874</b>	<b>13,827</b>	<b>21.08</b>	<b>227.06</b>
<b>Wastewater and Water Services (note b)</b>							
Wastewater Facilities	8,357	6,238	5,124	3,174	2,602	5.31	57.20
Wastewater Linear Services	12,469	9,307	7,644	4,737	3,882	7.92	85.30
Water Services	8,042	6,003	4,931	3,054	2,504	5.12	55.08
Water and Wastewater Studies	638	474	390	241	199	0.42	4.48
<b>Stormwater Services - Combined Sewer System</b>							
Stormwater Drainage and Control Services (note c)	11,206	8,364	6,870	4,257	3,488	-	-
Stormwater Studies	4,602	3,435	2,822	1,749	1,434	-	-
<b>Stormwater Services - Separated Sewer System</b>							
Stormwater Drainage and Control Services (note c)	26,676	19,912	16,355	10,133	8,305	5.57	60.00
Stormwater Studies	1,854	1,384	1,137	705	577	1.46	15.67
<b>Total Urban Services - Combined Sewer System</b>							
Urban Area A (note f)	45,314	33,821	27,780	17,213	14,110	18.77	202.06
<b>Total Urban Services - Separated Sewer System</b>							
Urban Area A	58,036	43,318	35,580	22,045	18,070	25.80	277.73
Urban Area B (note f)	36,888	27,534	22,616	14,012	11,485	12.34	132.87
<b>CITY DC TOTAL - COMBINED SEWER SYSTEM</b>							
Urban Area A	89,729	66,970	55,007	34,087	27,936	39.85	429.12
<b>CITY DC TOTAL - SEPARATED SEWER SYSTEM</b>							
Urban Area A	102,451	76,467	62,807	38,919	31,897	46.88	504.79
Urban Area B	81,303	60,683	49,842	30,886	25,312	33.42	359.93
<b>Other Development Charges</b>							
Education - HWDSB (Public - note d): June 1 - June 30, 2025	2,040	2,040	2,040	2,040	2,040	0.70	7.53
Education - HWDSB (Public - note d): July 1, 2025 - May 31, 2026	2,040	2,040	2,040	2,040	2,040	0.80	8.61
Education - HWDCSB (Catholic - note d): June 1 - June 30, 2025	1,539	1,539	1,539	1,539	1,539	0.75	8.07
Education - HWDCSB (Catholic - note d): July 1, 2025 - May 31, 2026	1,539	1,539	1,539	1,539	1,539	0.77	8.29
<b>TOTAL BEFORE SPECIAL AREA CHARGES - COMBINED SEWER SYSTEM</b>							
Urban Area A: June 1 - June 30, 2026	93,308	70,549	58,586	37,666	31,515	41.30	444.72
Urban Area A: July 1, 2026 - May 31, 2027	93,308	70,549	58,586	37,666	31,515	41.42	446.02
<b>TOTAL BEFORE SPECIAL AREA CHARGES - SEPARATED SEWER SYSTEM</b>							
Urban Area A: June 1 - June 30, 2026	106,030	80,046	66,386	42,498	35,476	48.33	520.39
Urban Area A: July 1, 2026 - May 31, 2027	106,030	80,046	66,386	42,498	35,476	48.45	521.69
Urban Area B: June 1 - June 30, 2026	84,882	64,262	53,421	34,465	28,891	34.87	375.53
Urban Area B: July 1, 2026 - May 31, 2027	84,882	64,262	53,421	34,465	28,891	34.99	376.83
<b>Special Area Charges</b>							
Dundas/Waterdown (note e)	1,931	1,441	1,884	734	601	1.07	11.52
<b>GRAND TOTAL AFTER SPECIAL AREA CHARGES - COMBINED SEWER SYSTEM</b>							
Urban Area A: June 1 - June 30, 2026	95,239	71,990	60,470	38,400	32,116	42.37	456.24
Urban Area A: July 1, 2026 - May 31, 2027	95,239	71,990	60,470	38,400	32,116	42.49	457.54
<b>GRAND TOTAL AFTER SPECIAL AREA CHARGES - SEPARATED SEWER SYSTEM</b>							
Urban Area A: June 1 - June 30, 2026	107,961	81,487	68,270	43,232	36,077	49.40	531.91
Urban Area A: July 1, 2026 - May 31, 2027	107,961	81,487	68,270	43,232	36,077	49.52	533.21
Urban Area B: June 1 - June 30, 2026	86,813	65,703	55,305	35,199	29,492	35.94	387.05
Urban Area B: July 1, 2026 - May 31, 2027	86,813	65,703	55,305	35,199	29,492	36.06	388.35

**Notes:**

- a) There are 2 categories of Non-Residential charges – "Industrial" and "Non-Industrial" as defined in the By-laws. See Page 3 for applicable rates.
- b) Charges applicable to developments outside of the urban area shall be determined with regards to the Urban services required or used.
- c) Charges related to Stormwater services are differentiated within the geographic location of the development between Combined Sewer System Area and Separated Sewer System Area (identified on Page 6) and shall be determined with regards to the Area-Specific DC calculation for Stormwater services.
- d) Education DCs are controlled and set by the respective education boards and collected by the City on their behalf. DC Policies approved by the City of Hamilton do not impact these charges. Full list of exemptions for Education DCs can be found on Page 4.
- e) Land affected by the Dundas & Waterdown Special Area Charge can be found on Page 9. This charge is not subject to annual indexing.
- f) New for the 2024 DC By-law: City DCs are differentiated within the geographic location of the development between Urban Area A and Urban Area B (defined in the 2024 DC By-law; Urban Area A identified on Page 10).

**Non-Residential Rates:****Industrial (Excluding Manufacturing)**

The City's per square foot charge for industrial development (excluding manufacturing) has been discounted from the full non-residential rates to reduced industrial rates shown as follows, between June 1, 2026 – May 31, 2027:

(Per Sq. Ft. of GFA)	Reduced Industrial Rate	Full Non-Residential Rate
<b>Combined Sewer System – Urban Area A</b>	\$29.09	\$39.85
<b>Separated Sewer System – Urban Area A</b>	\$34.23	\$46.88
<b>Separated Sewer System – Urban Area B</b>	\$24.40	\$33.42

**Manufacturing, Production Studios and Artist Studios**

The City's per square foot charge for development of manufacturing facilities, production studios and artist studios has been discounted from the full non-residential rates to reduced rates shown as follows, between June 1, 2026 – May 31, 2027:

(Per Sq. Ft. of GFA)	Reduced Rate – Manufacturing & Production/Artist Studios	Full Non-Residential Rate
<b>Combined Sewer System – Urban Area A</b>	\$25.13	\$39.85
<b>Separated Sewer System – Urban Area A</b>	\$29.56	\$46.88
<b>Separated Sewer System – Urban Area B</b>	\$21.08	\$33.42

**Non-Industrial (Commercial/Institutional)**

The rates for new non-industrial developments within a CIPA or BIA and new office development (medical clinic excluded) is phased as follows, between June 1, 2026 – May 31, 2027:

(Per Sq. Ft. of GFA)	1st 5,000 Sq. Ft. (50% of charge in effect)	2nd 5,000 Sq. Ft. (75% of charge in effect)	10,000+ Sq. Ft. (100% of charge in effect)
<b>Combined Sewer System – Urban Area A</b>	\$19.97	\$29.90	\$39.85
<b>Separated Sewer System – Urban Area A</b>	\$23.49	\$35.18	\$46.88
<b>Separated Sewer System – Urban Area B</b>	\$16.76	\$25.08	\$33.42

The rates for all other new non-industrial developments can be found in the rates table on Page 2 under Non-Residential.

*The above exemptions / deductions DO NOT apply to Education DCs and Special Area Charges.*

**Exemptions (City of Hamilton DCs):****Residential:**

Exemptions as per the DC Act:

- Non-profit housing development – 100%.
- Rental housing: unit with 3+ bedrooms: 25% reduction; unit with 2 bedrooms: 20% reduction; all other: 15% reduction.
- Exemption for residential units in existing residential buildings – The following are 100% exempt from DCs: (1) enlargement of a dwelling unit; (2) an addition of up to 2 secondary dwelling units (SDUs) to detached, semi-detached, and row dwelling units, where one SDU can be detached; and (3) the greater of 1 unit or 1% of existing units to a rental building.
- Exemption for additional residential units in new residential buildings – The following are 100% exempt from DCs: an addition of up to 2 SDUs to detached, semi-detached, and row dwelling units, where one SDU can be detached.
- Note: See the DC Act for further details. The above list accurate as of the date of publication of the DC pamphlet and subject to change.

**Other exemptions as per the City DC By-law:**

- Downtown Hamilton CIPA exemption for residential development – 30% exemption of DCs otherwise payable for June 1, 2026 to May 31, 2027. Boundaries of the Downtown Hamilton CIPA are as shown in By-law 21-163. Building height restrictions for the exemption are as shown in Schedule F – Figure 1 of City Zoning By-law 05-200 as it read prior to any amendment thereto.
- Redevelopment of an existing residential development for the purpose of creating residential facilities within the existing building is exempt from 50% of DCs otherwise payable (credit for 100% of previous residential facility use).
- Farm labour residences – 100%.

**Non-Residential:**

## Exemption as per the DC Act:

- Industrial expansion (attached building) – 100% exemption for up to 50% expansion of existing GFA.
- Note: See the DC Act for further details. The above list accurate as of the date of publication of the DC pamphlet and subject to change.

**Other exemptions as per the City DC By-law:**

- Downtown Hamilton CIPA exemption for non-residential development (excluding Class A Office Developments), industrial development and the non-residential component of mixed-use development – 40% exemption of DCs otherwise payable. Boundaries of the Downtown Hamilton CIPA are as shown in By-law 21-163. Building height restrictions for the exemption are as shown in Schedule F – Figure 1 of City Zoning By-law 05-200 as it read prior to any amendment thereto.
- Downtown Hamilton CIPA exemption for Class A Office Developments (20K+ sq. ft. GFA) – 70% exemption of DCs otherwise payable. Boundaries of the Downtown Hamilton CIPA are as shown in By-law 21-163. Building height restrictions for the exemption are as shown in Schedule F – Figure 1 of City Zoning By-law 05-200 as it read prior to any amendment thereto.
- Reduced rate exemption for manufacturing, production studios and artist studios – 37%. See rates above.
- Reduced rate exemption for industrial development (other than manufacturing) – 27% for June 1, 2026 to May 31, 2027. See rates above.
- Industrial expansion (detached building) – 100% exemption for up to 50% expansion of existing GFA be applied only to industrial businesses with primary economic activity identified as manufacturing.
- Agricultural use/bona fide farming use – 100%. Farm Business Registration Number required, see City DC By-law for further details.
- A temporary building or structure – 100%. See City DC By-law for further details.
- Parking structure (excluding commercial parking) – 100%.
- Place of worship – 100%. Excludes revenue-generating space (must be exempt from property taxes).
- Office expansion (attached or detached; medical clinic excluded) – 100% exemption for the initial 5K sq. ft. of GFA.
- Non-profit child care developments. See City DC By-law for further details.

**Both:**

## Exemption as per the DC Act:

- Public university – 100%.
- Note: See the DC Act for further details. The above list accurate as of the date of publication of the DC pamphlet and subject to change.

**Other exemption as per the City DC By-law:**

- 20% temporary partial exemption from DCs otherwise payable for permits issued between September 1, 2025 and August 31, 2027
- Heritage buildings – 100% exempt for adaptive reuse within the existing building, excluding sections that are not covered by a Heritage designation.

*Please note the majority of these exemptions DO NOT apply to Education DCs.*

*Please visit [Interactive Mapping | Open Hamilton \(arcgis.com\)](#) and select Commercial District & Corridor CIPAs, BIAs and the Downtown UGC to confirm CIPA and BIA boundaries.*

**Exemptions (Education DCs: Public & Catholic):****Residential:**

- Exemption for residential units in existing residential buildings – The following are 100% exempt from DCs: (1) enlargement of an existing dwelling unit; and (2) creation of 1 or 2 units to an existing single detached dwelling, or 1 unit to any other existing residential building (subject to GFA restrictions).
- Long-term care home, as defined in the *Long-Term Care Homes Act, 2007* – 100%.

- Retirement home, as defined in the *Retirement Homes Act, 2010* – 100%.
- Hospice or other facility that provides palliative care services – 100%.

**Non-Residential:**

- Public Hospital – Exempt from 100% of DCs if receiving aid under *Public Hospitals Act*.
- Place of Worship, churchyard, cemetery, or burial site – 100% exempted (must be exempt from property taxes).
- Non-residential farm buildings – 100% exempted.
- Enlargement of existing industrial buildings – 100% exemption for up to 50% expansion of existing GFA.
- Metrolinx, or a predecessor or successor corporation identified under the *Metrolinx Act, 2006, C. 16*, excluding retail use development – 100%.
- Private school – 100%.
- Child care centre, as defined in the *Child Care and Early Years Act, 2014* – 100%.
- Memorial home, clubhouse or athletic grounds owned by the Royal Canadian Legion – 100%.
- The owner is a college of applied arts and technology established under the *Ontario Colleges of Applied Arts and Technology Act, 2002* – 100%.
- The owner is a university that receives regular and ongoing operating funds from the Government of Ontario for the purposes of post-secondary education – 100%.
- The owner is an Indigenous Institute prescribed for the purposes of section 6 of the *Indigenous Institutes Act, 2017, O. Reg. 371/19, s. 1; O. Reg. 263/22, s. 1* – 100%.
- Lands that are owned by and are used for the purpose of a community college – 100%.

**Both:**

- Localized Education Development Agreements – 100%.

**Complaints Procedure:**

A person required to pay a DC, or the person's agent, may complain under Section 20 of the DC Act to the Council of the municipality that:

1. the amount of the DC was incorrectly determined;
2. whether a credit is available to be used against the DC, or the amount of the credit or the service with respect to which the credit was given, was incorrectly determined; or,
3. there was an error in the application of the DC By-law(s).

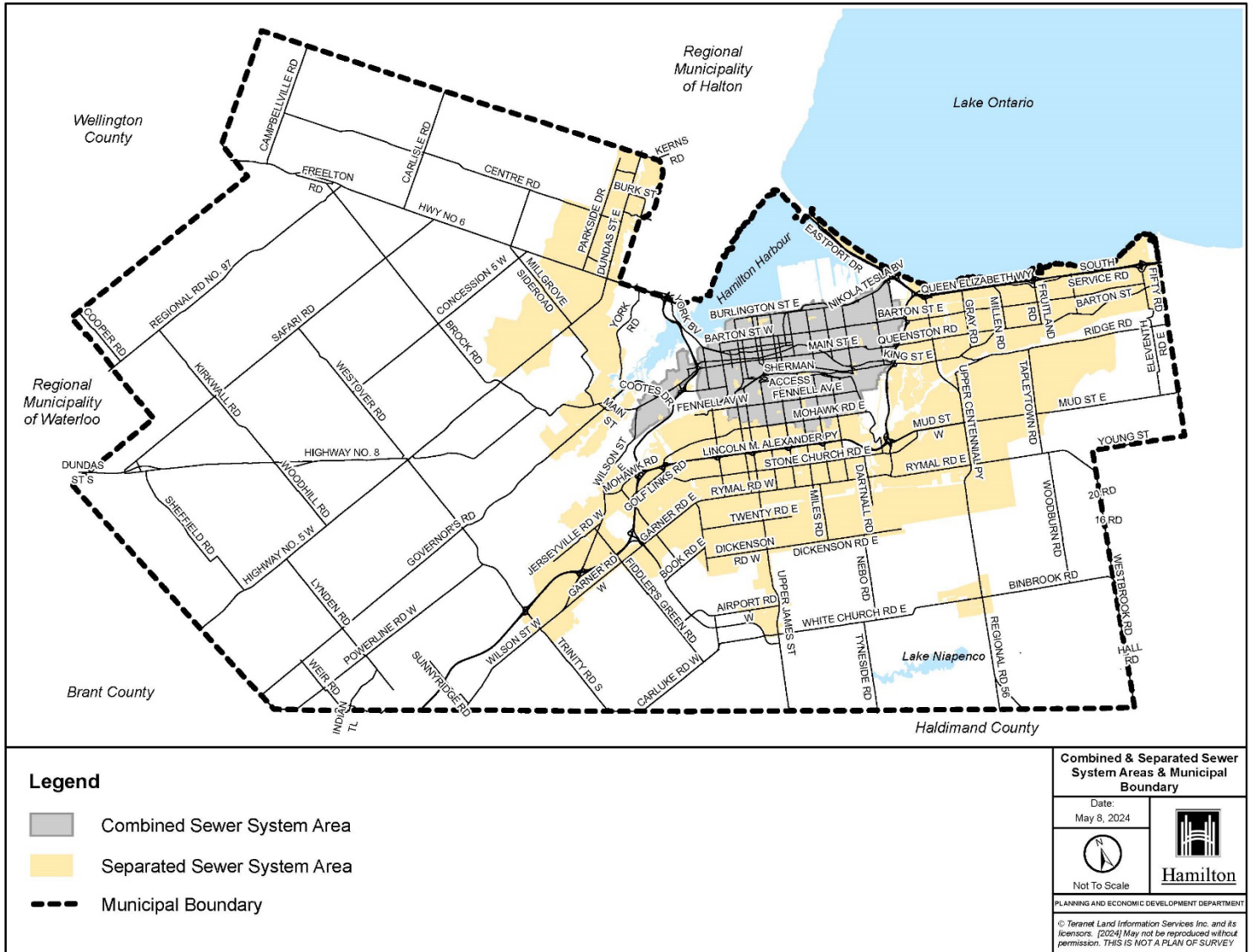
The complaint must be made in writing to the City Clerk with a copy to Corporate Services and must identify that it is a Section 20 complaint and include all information required by the DC Act. The complaint may not be made more than 90 days after the DC, or any part of it, is payable.

Mailing address of the City Clerk's Office to direct a Section 20 complaint to:

City Clerk's Office  
1<sup>st</sup> Floor of City Hall  
71 Main Street West  
Hamilton, Ontario L8P 5Y4

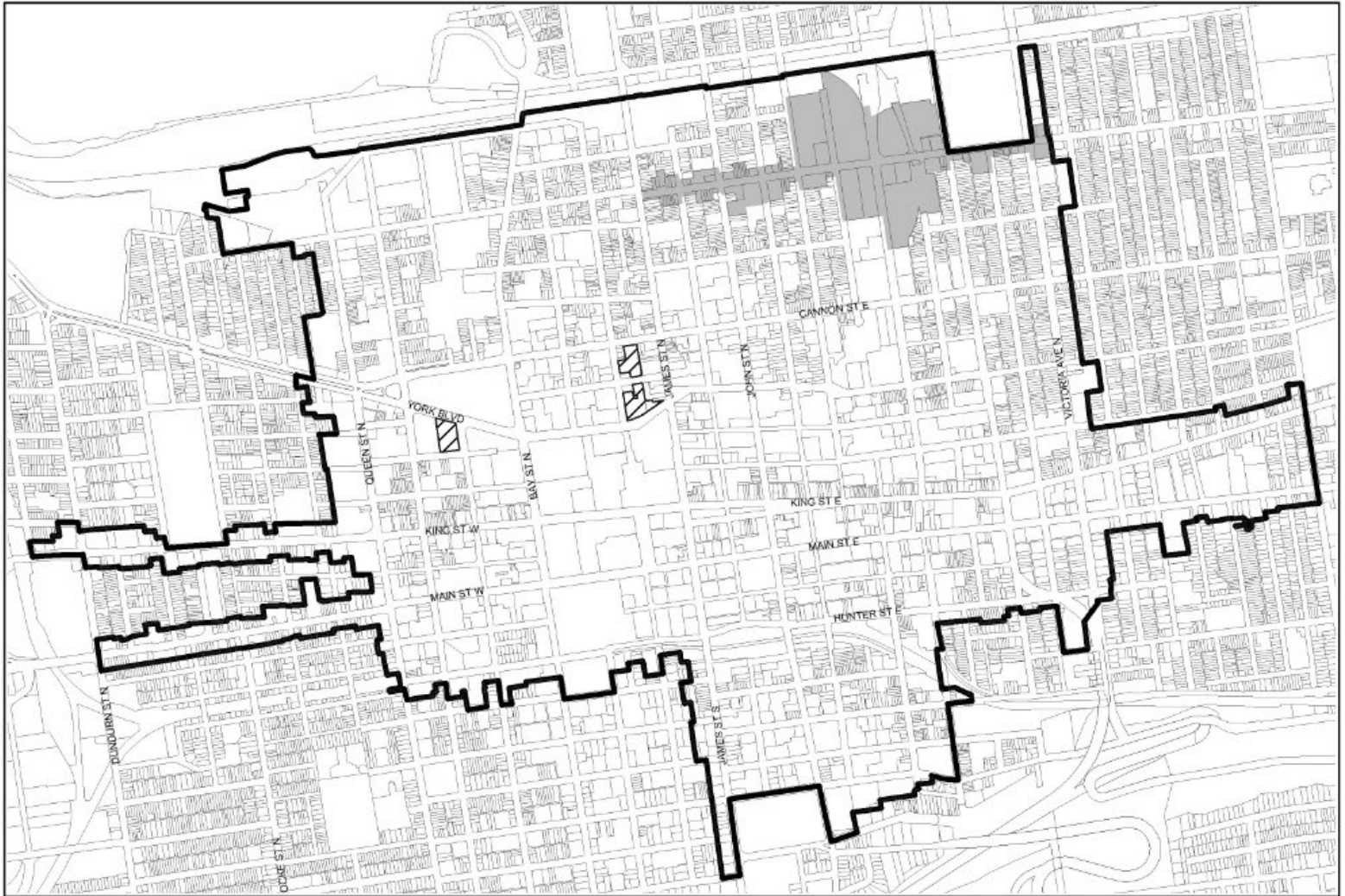
Please note that all documents which form the complaint will become part of the public record.

### Combined & Separated Sewer System Areas & Municipal Boundary Map



To request enlarged version of maps, please email [DCRequest@hamilton.ca](mailto:DCRequest@hamilton.ca).

### Downtown Hamilton CIPA



**Schedule "A"**  
 Map Forming Part of By-Law No. 21- 163

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Date:  
 January 2021

Revitalizing Hamilton's Commercial Districts  
 Community Improvement Project Area Map



Not To Scale

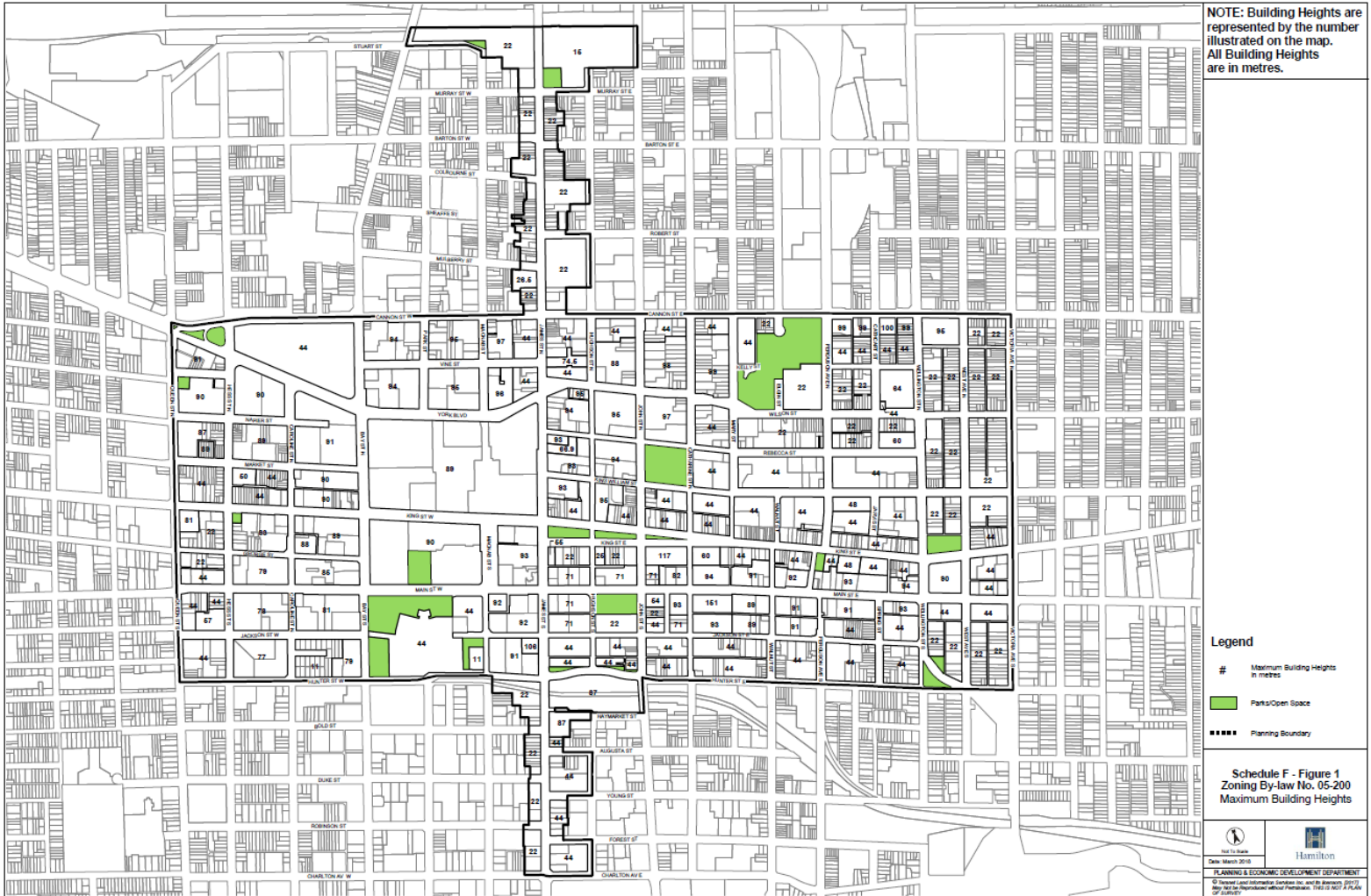
**Legend**

-  Downtown Hamilton Commercial District Community Improvement Project Area
-  Area also available for the Downtown Entertainment Precinct Advancement Program
-  Area also available for the Campbell/Coworth Commercial Corridor Building Improvement Grant Program



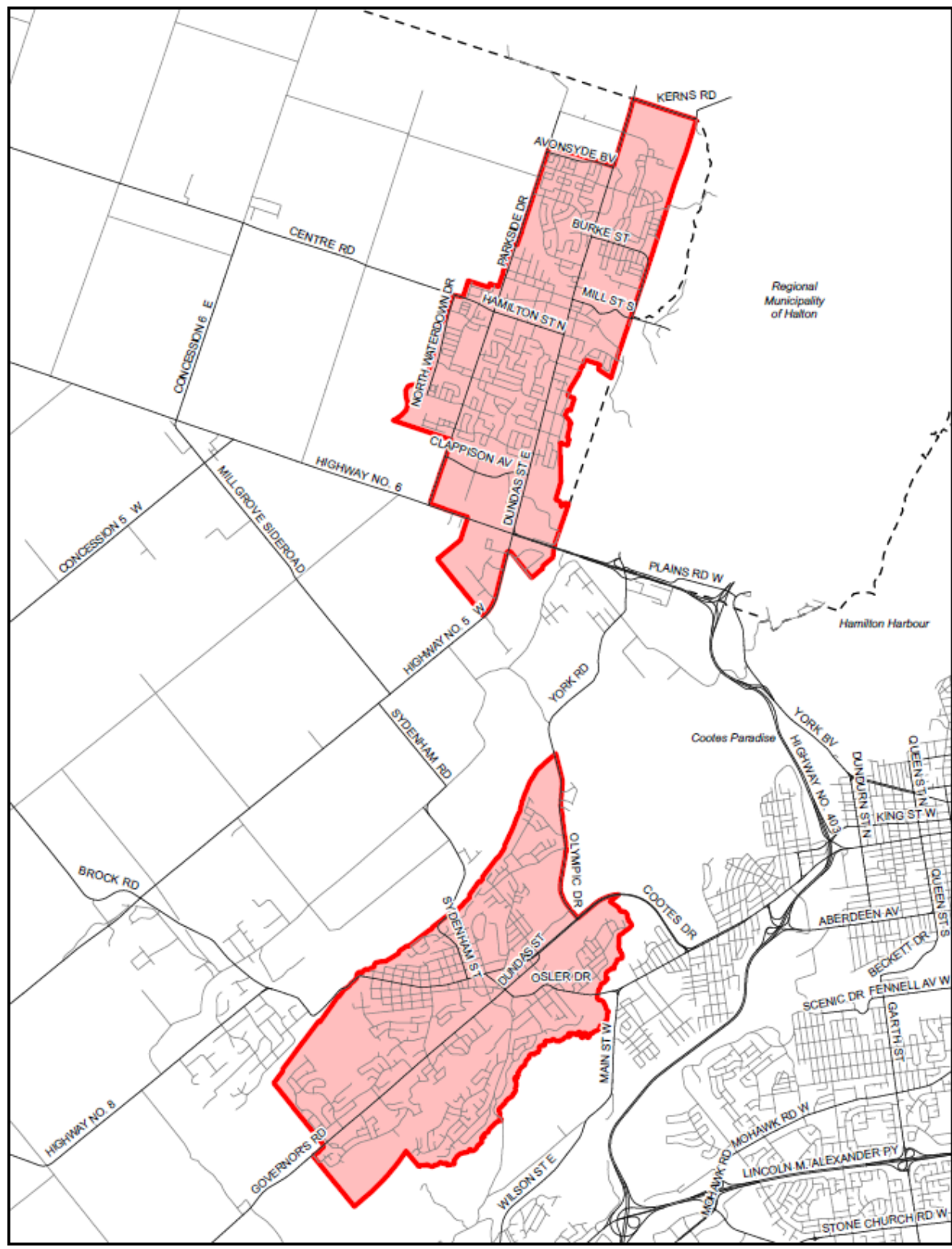
**Hamilton**  
 PLANNING AND ECONOMIC DEVELOPMENT DEPARTMENT

### Downtown CIPA Building Height Restrictions



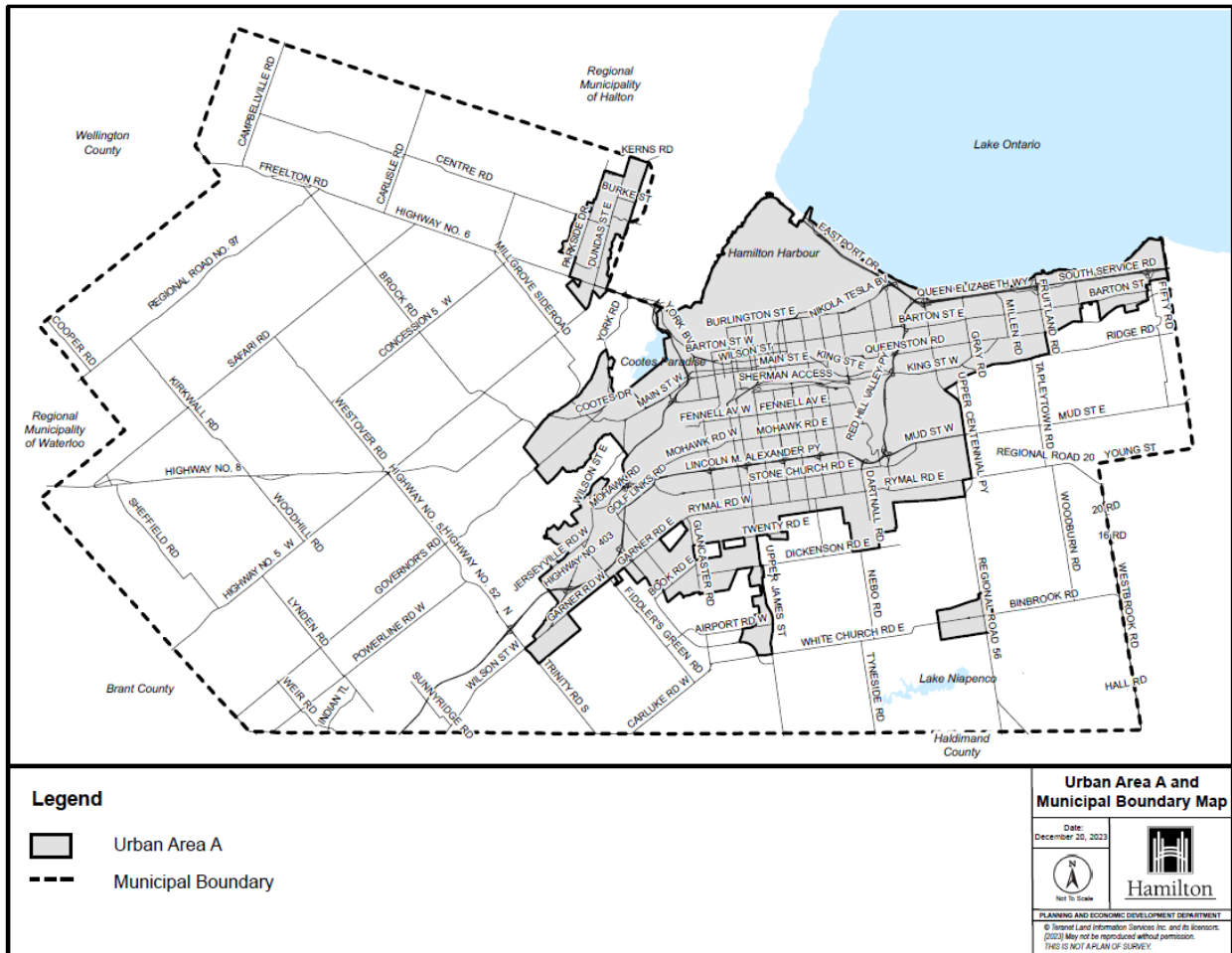
To request enlarged version of maps, please email [DCRequest@hamilton.ca](mailto:DCRequest@hamilton.ca).

### Waterdown / Dundas Special Area Development Charge Map



To request enlarged version of maps, please email [DCRequest@hamilton.ca](mailto:DCRequest@hamilton.ca).

### Urban Area A and Municipal Boundary Map



**Legend**

Urban Area A  
 Municipal Boundary

**Urban Area A and  
Municipal Boundary Map**

Date: December 20, 2023

Not to Scale

**Hamilton**

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**Appendix “B” to Report FCS26032**  
**Page 1 of 2**

### Increases in City Development Charges Rates Effective June 1, 2026

**Table 1: Residential Development Charges Rates within Separated Sewer System Area**

<b>Dwelling Unit Type</b>	<b>Pre-Adjustment Rate/ Unit (\$) <sup>[1]</sup></b>	<b>Adjusted Rate/ Unit (\$) <sup>[2]</sup></b>	<b>Increase/ Unit (\$)</b>
<b>Single and Semi-Detached</b>	98,511	102,451	3,940
<b>Townhouse/ Other Multiple</b>	73,526	76,467	2,941
<b>2+ Bedroom Apartment, Stacked Townhouse &amp; Mobile Home</b>	60,391	62,807	2,416
<b>1 Bedroom and Bachelor Apartment, Stacked Townhouse &amp; Mobile Home</b>	37,422	38,919	1,497
<b>Residential Facility</b>	30,670	31,897	1,227

[1] In effect through May 31, 2026

[2] In effect June 1, 2026 through May 31, 2027

**Table 2: Non-Residential Development Charges Rates within Separated Sewer System Area**

<b>Type</b>	<b>Pre-Adjustment Rate/ Square Foot (\$) <sup>[1]</sup></b>	<b>Adjusted Rate/ Unit (\$) <sup>[2]</sup></b>	<b>Increase/ Square Foot (\$)</b>
<b>Non-Residential</b>	45.09	46.88	1.79

[1] In effect through May 31, 2026

[2] In effect June 1, 2026 through May 31, 2027

**Appendix “B” to Report FCS26032  
Page 2 of 2**

**Table 3: Residential Development Charges Rates within Combined Sewer System Area**

<b>Dwelling Unit Type</b>	<b>Pre-Adjustment Rate/ Unit (\$) <sup>[1]</sup></b>	<b>Adjusted Rate/ Unit (\$) <sup>[2]</sup></b>	<b>Increase/ Unit (\$) <sup>[2]</sup></b>
<b>Single and Semi-Detached</b>	86,278	89,729	3,451
<b>Townhouse/ Other Multiple</b>	64,394	66,970	2,576
<b>2+ Bedroom Apartment, Stacked Townhouse &amp; Mobile Home</b>	52,891	55,007	2,116
<b>1 Bedroom and Bachelor Apartment, Stacked Townhouse &amp; Mobile Home</b>	32,776	34,087	1,311
<b>Residential Facility</b>	26,862	27,936	1,074

[1] In effect through May 31, 2026

[2] In effect June 1, 2026 through May 31, 2027

**Table 4: Non-Residential Development Charges Rates within Combined Sewer System Area**

<b>Type</b>	<b>Pre-Adjustment Rate/ Square Foot (\$) <sup>[1]</sup></b>	<b>Adjusted Rate/ Unit (\$) <sup>[2]</sup></b>	<b>Increase/ Square Foot (\$) <sup>[2]</sup></b>
<b>Non-Residential</b>	38.33	39.85	1.52

[1] In effect through May 31, 2026

[2] In effect June 1, 2026 through May 31, 2027



## City of Hamilton

### Report for Information

**To:** Mayor and Members  
Audit, Finance and Administration Committee

**Date:** April 16, 2026

**Report No:** HUR23007(a)

**Subject/Title:** Workplace Mental Health and Wellbeing Strategy Progress Update

**Ward(s) Affected:** City Wide

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### Recommendations

- a) That Report HUR23007(a), respecting Workplace Mental Health and Wellbeing Strategy Progress Update, **BE RECEIVED** for information.

### Key Facts

- This Report constitutes a progress update on the initiatives and actions within the Workplace Mental Health and Wellbeing Strategy 2023 - 2026, HUR23007.

### Financial Considerations

Not applicable.

## Background

City of Hamilton's first corporate Mental Health and Wellbeing Policy and Workplace Mental Health and Wellbeing Strategy was approved in 2016 by the Senior Leadership Team and City Council. The Workplace Mental Health and Wellbeing Strategy was updated in 2019 and again in 2023 to the current iteration.

The goals of the Workplace Mental Health and Wellbeing Strategy include:

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.

The Strategy is also guided by the following principles:

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

## Analysis

The Workplace Mental Health and Wellbeing Strategy, approved by Council (May 18, 2023) and (HUR23007) has four (4) key areas of focus with specific initiatives and actions that support the advancement of the strategy. A summary of the four key areas and initiatives are provided in the chart below.

### **1) Embedding the Strategy into Our Culture**

Living this strategy daily is critical for improving the overall health of employees, facilitating healthy and safe returns to work, and ensuring that both physical and psychological health and safety are prioritized.

### **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.

### **3) Employee Accountability**

Employees are accountable for taking advantage of supports available to ensure workplace wellness is a key priority for themselves and their coworkers.

### **4) Facilitating Access to Key Resources**

Employees are made aware of resources through regular communication and direct access when needed. Communications include targeted people leader emails, the Human Resources monthly newsletter for People Leaders, and updates through the internal intranet site Howi.

The following elaborates on the initiatives managed through Human Resources for the execution of Workplace Mental Health and Wellbeing Strategy:

### ***1) Embedding the Strategy into Our Culture***

With support from the Senior Leadership Team, a cross-organization Psychological Health and Safety Action Committee has recently been re-established with a renewed

## HUR23007(a) Workplace Mental Health and Wellbeing Strategy Progress Update

(City Wide)

Page 4 of 16

focus on supporting the advancement of psychological health across the organization.

This Action Committee builds on the work of the previous Mental Health Action Committee and aims to recommend a path forward for the organization as a new strategy is developed. The Action Committee includes people leader and employee representatives from across all departments committed to

- raising awareness of mental and psychological health and reducing stigma associated with mental illness;
- supporting identifying psychosocial hazards and opportunities to mitigate risks;
- providing guidance and support on the implementation and evaluation of the Workplace Mental Health and Wellbeing Strategy;
- supporting alignment with the National Standard for Psychological Health and Safety; and
- providing strategic guidance on future healthy workplace strategy development.

Other initiatives supported for the advancement of the Strategy include:

- 1) Updating the Mental Health and Wellbeing Policy.
  - i. The Policy was reviewed and updated in July 2024 to ensure it continues to meet our organizational objectives.
- 2) Evaluating hybrid work models that allow working from home arrangements.
  - i. Specific questions pertaining to the impact of work from home arrangements were included in the 2025 Our People Survey to meet this directive. Evaluation will occur once the Our People Survey results are available along with associated Action Plans.
- 3) Keeping positive mental health and wellbeing at the top of employees' minds.

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- i. Mental health and wellbeing communications are shared regularly through various means such as the internal intranet site Howi, targeted emails, and our People Leader Human Resources newsletter.
- ii. Regular communications include resources, tools, upcoming webinars, and service provider campaigns. Examples include financial health webinars through Manulife, toolkits provided by Homewood Health such as managing uncertainty, and physical stretch break videos through service provider LifeSpeak.
- iii. These communications align with national mental health awareness days, such as Mental Health Awareness Week in May and Suicide Prevention Day in September. Communications involve collaboration with the Diversity and Inclusion team, where appropriate.
- iv. Leaders can book a Wellness Roadshow for their teams that provides an overview of the internal services and resources available to employees and their dependent family members such as our Employee and Family Assistance Program (EFAP), LifeSpeak, Policies, benefits, training, resources on Howi, etc.
- v. Homewood Health, our Employee and Family Assistance Program (EFAP), provides enhanced services through Pathfinder which tailors personalized care plans and service recommendations based on the employee's unique presenting concerns. It includes an assessment of the severity of concerns and combines the optimal clinical solution with unique preferences to create a customized and curated care path. Through Homeweb.ca, Homewood Health's online platform, EFAP members also have access to counsellor assisted online cognitive behaviour therapy (iCBT).

***Table 1: EFAP utilization from 2022 to 2025***

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Utilization	Percentage			
	2022	2023	2024	2025
Total Service Utilization	12.0	12.0	13.9	12.3
Municipal Sector Average	12.6	11.5	11.7	10.3
Public Administration Average	13.2	8.6	11.0	10.8

Note: EFAP is available to all employee groups including full-time, part-time, permanent and temporary.

A decrease in service utilization from 2024 to 2025 was consistent across municipal and public administration benchmarks. Despite this decrease, utilization rates continue to trend higher than benchmark comparatives.

**Table 2: EFAP Utilization by Service Type from 2022 to 2025**

Service Type	Percentage			
	2022	2023	2024	2025
Counselling Services	78.1	80.4	76.4	71.8
Life Smart Coaching	19.6	18.9	22.7	24.2
Online Services	2.3	0.7	1.0	4.0

Throughout 2025, engagement was seen in areas with lower usage such as online e-Courses and the online Health Risk Self-Assessment.

**Table 3: Reasons for EFAP Counselling Services from 2022 to 2025**

Reason	Percentage			
	2022	2023	2024	2025
Addiction	1.5	3.0	2.8	2.7
Crisis/Trauma	6.3	5.2	4.7	4.7
Culture & Identity	0.0	0.1	0.3	0.2
Family	9.9	7.4	9.1	11.0
Health	1.2	1.2	2.0	2.3
Marital/Relationship	21.3	18.2	18.5	17.3
Psychological	48.8	52.6	52.1	50.3
Social	0.9	1.3	1.1	1.0

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Work	10.1	10.8	9.4	10.7
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Psychological related support continues to be the top reason individuals use counselling services. Psychological support includes categories such as anger, anxiety, depression, grief, life transitions, self-esteem, online cognitive behavioural therapy, post trauma outside of work, stress, etc. Within psychological, stress and anxiety remain the top categories individuals are receiving support for.

- vi. Employees and their families have access to LifeSpeak, a confidential web-based service with expert-led content on a wide variety of health and wellness topics. Content is available through videos, articles and monthly live Q&A. Topics include fitness, mental health, nutrition, mindfulness, physical health, personal growth, parenting and caregiving, and addictive behaviours. In Q4 of 2025, LifeSpeak updated their platform to include a greater focus on physical health through thousands of on-demand fitness videos, stretch breaks for the workday, nutrition advice, as well as a more robust library of mindfulness-based resources. With the updated platform, employees and their family members have access to 100+ goal-based programs and can save content on their account for easy access whenever it's most convenient.

**Table 4: City-wide LifeSpeak usage by year**

	2023	2024	2025
Number of resources accessed	5246	6195	4501

In 2025, there was a decrease in LifeSpeak usage that may be attributed to the platform update as all users are required to create an account, regardless of past use. This new process has been communicated through the Human Resources monthly newsletter for people leaders, on the intranet sites eNet and Howi, and continues to be shared through Wellness Roadshows.

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- vii. “Being a Mindful Employee: An Orientation to Psychological Health and Safety in the Workplace” learning program, hosted by the Canadian Centre for Occupational Health and Safety (CCOHS), is available to all employees in the Learning Management System.
- 4) Enhancing supports by incorporating Inclusion, Diversity, Equity and Accessibility (IDEA)
- i. The Mental Health and Wellbeing Policy has been updated to include the use of accessible format, as well as plain and inclusive language.
  - ii. Homewood Health, the City’s EFAP provider, demonstrates their commitment to IDEA related initiatives through a variety of their services. Accordingly, Homewood Health now provides approximately 60 languages that are spoken within their counselling network, and the ability to use a telephonic translator service is available, including access to ASL translation. Employees and their eligible family members can request a clinician based on culture, language preference and gender. Clinicians with expertise supporting Indigenous People and the LGBTQIA+ community are also available.
  - iii. Our Employee and Family Assistance Program also offers support through their website, homeweb.ca. The website includes numerous articles and resources related to IDEA, such as a webinar on inclusion and belonging in the workplace.
  - iv. Our service provider LifeSpeak has over 75 IDEA related resources available. Examples include:
    - Recognizing unconscious bias at work (video)
    - For leaders: Top 10 tips for an inclusive workplace (article)
    - How does trauma-informed practice fit into the diversity, equity, & inclusion equation? (video)

5) Integrate strategy into a broader Employee Wellness Strategy

- i. A key deliverable of The Psychological Health and Safety Action Committee is to support the development of this broader strategy.

## *2) Leadership Support*

a) Create People Leader training

- i. Previously, leaders had the option of attending the Mental Health Leadership Certificate Program through partnership with LifeWorks and Queen's University, or attending The Working Mind through Opening Minds, Mental Health Commission of Canada. The Working Mind for Managers is an evidence-based program focused on increasing awareness of mental health as a continuum and how to recognize declining mental health in self and others, reducing stigma in the workplace, teaching coping strategies for stress management and resiliency, and empowering leaders with the knowledge and confidence to support their team's mental health. The Working Mind for Managers is required training to help equip leadership with the necessary skills.
- ii. The City now relies on an internal team of certified trainers for The Working Mind to meet the needs of the organization. In Q3 and Q4 of 2025, eight (8) additional Human Resources professionals became certified to facilitate The Working Mind in a response to increase capacity. As of December 31, 2025, 478 active leaders have completed the required mental health training.
- iii. Session feedback is collected through My Learning Connection for The Working Mind for Managers. Leaders that completed the survey indicate a very positive experience averaging a rating of 4.3 out of 5. Resources from the training are available on the intranet site Howi for leaders to access and incorporate into their leadership practices.

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- iv. In response to emerging organizational needs, suicide support resources and training have been made available. A resource bulletin has been developed to assist employees and people leaders with how to talk about suicide, actions that can be taken at various risk levels, and the available trainings and resources. A dedicated page has also been developed on Howi with additional toolkits and resources for suicide support.
  - v. Applied Suicide Intervention Training (ASIST) and safeTALK were offered corporately in 2025 through a third party provider for leaders and employees. ASIST is a two-day workshop that teaches individuals how to recognize when someone may be thinking about suicide, how to provide a skilled intervention, and how to connect the individual with further support. safeTALK is a half day workshop that provides individuals with the skills and knowledge to connect someone who is thinking about suicide with the appropriate support. Corporately, 53 employees received ASIST and 24 have been trained in safeTALK.
- b) Develop supports for mental health related action plans arising from Our People Survey.
- i. This deliverable will rely on the 2025 Our People Survey results and related action plans being available which is currently in the process of being finalized. With this information, common challenges and opportunities will be identified to help determine the types of tools and resources needed.
  - ii. In the meantime, psychological health and safety resource bulletins are developed monthly for people leaders to increase knowledge of psychological health and safety practices in the workplace and provide practical actions leaders can implement with their teams.

### 3) *Employee Accountability*

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- a) Raise awareness of supports available to employees with caregiver responsibilities.
- i. Caregivers have access to a newly developed dedicated Caregiver page on Howi with associated policies, procedures, and resources. This includes a guide for people leaders when supporting employees with caregiver responsibilities.
  - ii. Our EFAP and LifeSpeak service provide resources related to this topic, such as an elder and childcare locator that helps individuals identify the relevant supports available in their community.
  - iii. Caregiver resources have been highlighted through a variety of campaigns including monthly wellness news, and a dedicated LifeSpeak campaign.
  - iv. Virtual information sessions were provided by Homewood Health to working parents as part of the Healthy Workplace Month campaign in October 2025.
- b) Increase knowledge of de-escalation techniques.
- i. In June 2025, corporate training transitioned from Non-Violent Crisis Intervention to Verbal Intervention Training to better meet the needs of the organization. The updated training focuses on verbal de-escalation, equipping employees with the skills and strategies needed to respond effectively to individuals in distress, using a person-centered and trauma-informed approach. Since the transition, 17 employees have received the Corporate Verbal Intervention training. From 2023 to June of 2025, 199 employees received corporate Non-Violent Crisis Intervention Training. Some departments and divisions host their own training sessions, which are not reflected in the corporate numbers.

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- ii. Situational Awareness e-learning is available to all employees in My Learning Connection. Since the launch of this training in 2024, over 775 employees have been trained. This learning is managed by Corporate Safety and Security and has been communicated across the organization.
  - iii. Resource documents have been developed to support knowledge and access of information including:
    - Tips for de-escalation
    - Resources to support violence prevention
- c) Update the existing Zero Tolerance Program.
- i. The RZone Respectful Environments Policy continues to promote safe, positive, and supportive environments and interactions for all members of the public and City employees across City facilities, parks, spaces, programs, and events.
  - ii. Human Resources, in collaboration with Communications, developed and delivered a City wide campaign to promote the implementation of RZone which was launched in September of 2024. A variety of implementation resources are available on eNet and Howi such as procedures, online reporting form, checklists, and signage.
  - iii. An internal working group was established to support leaders and employees with implementing the RZone Policy across all operations and spaces at the City. For example, identifying specific operational needs and resources such as signs or stickers.
  - iv. Over 8500 employees and leaders have received the required training to enable implementation of the policy. Internal RZone reports are maintained by Corporate Safety and Security. People leaders investigate RZone incidents and take appropriate action. External reports made by the public are managed by the operational area impacted.

**Table 5: Number of RZone Reports in 2024 and 2025**

	September 2024	2025
External (public)	3	24
Internal (supervisor)	32	299

#### 4) Facilitating Access to Key Resources

- a) Centralize on-line resources.
- i. Since the transition of Howi to the SharePoint platform in 2024, an abundance of wellness resources have been added to the dedicated Health, Safety and Wellness page, with direct access to some pages from Howi's homepage. The number of views per page is monitored and provides insight into content and resources employees may be connecting with most.

**Table 6: Wellness Resource Pages on Howi**

Resource Page	Number of Views
Caregiver Resources	100+
Employee and Family Assistance Program	3200+
Ergonomics	335+
LifeSpeak	800+
Perkopolis	265+
Psychological Health and Safety <ul style="list-style-type: none"> <li>Includes sub resources related to grief, change and transition, crisis support, suicide support, personal safety, and community resources.</li> </ul>	415+
RZone	3600+
Workplace Violence	390+

- b) Develop guidance documents for stakeholders involved in current employee mental health disability management.

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- i. The Canadian Standards Association states that the cost of a workplace disability leave for mental illness is two times higher than a physical illness disability leave. To support this initiative, collaboration with the Return-to-Work Services Team regarding current practices in place to support people leaders, employees, and the Specialists is occurring. A guide for people leaders on how to support employees who are on and returning from a medical leave is in development.
- c) Research application of Peer Support resources into operational areas outside of current programs.
- i. Critical Incident Peer Support provides peer-to-peer support following events that are overwhelming and outside the range of everyday experience. Peer support members are City employees trained in Critical Incident Stress Management, with interventions designed to reduce physical and emotional symptoms associated with an event, accelerate the recovery process, and provide individuals with further resources as needed.

***Table 7: Critical Incident Peer Support Engagements from 2023 to 2025***

	<b>2023</b>	<b>2024</b>	<b>2025</b>
Number of engagements	19	23	25

- ii. Hamilton Street Rail (HSR) and Ontario Works (OW) identified a need for their own Peer Support Teams to best support their teams which have unique challenges and stressors. With guidance from the City's Critical Incident Peer Support Coordinator, HSR and OW have developed, trained, and launched their Peer Support Teams.

## *Next Steps*

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With the close of the current strategy on the horizon, Human Resources is now focusing efforts on the development of a new strategy that will guide the organization over the next four years. The new strategy will be informed by key data, outcomes, experiences, and opportunities identified through the implementation of the current strategy, as well as new insights gained through benchmarking, research, environmental scanning, and data analysis.

The strategy development process will engage key stakeholders, particularly the Psychological Health and Safety Action Committee will continue to have an important role ensuring employee perspectives and lived experiences are appropriately represented.

The new strategy is intended to strengthen communication and awareness across the organization, while placing increased focus on preventing psychosocial hazards, mitigating risks, and supporting a psychologically healthy and safe workplace.

Actions within the current Workplace Mental Health and Wellbeing Strategy will continue advancing. The 2027 to 2030 strategy is expected to be presented to Council for approval in early 2027.

## **Alternatives**

Not applicable.

## **Relationship to Council Strategic Priorities**

This information report contributes to Council's Priorities by supporting Responsiveness and Transparency regarding strategic actions involving the health and wellbeing of employees, contributing to building a higher performing public service.

## **Previous Reports Submitted**

- [Workplace Mental Health and Wellbeing Strategy Report \(HUR23007\)](#)

## Consultation

Not applicable.

## Appendices and Schedules Attached

Appendix A: HUR23007 Maintaining Workplaces that Promote Mental Health and Wellbeing

### Prepared by:

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### Submitted and Recommended by:

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# 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
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

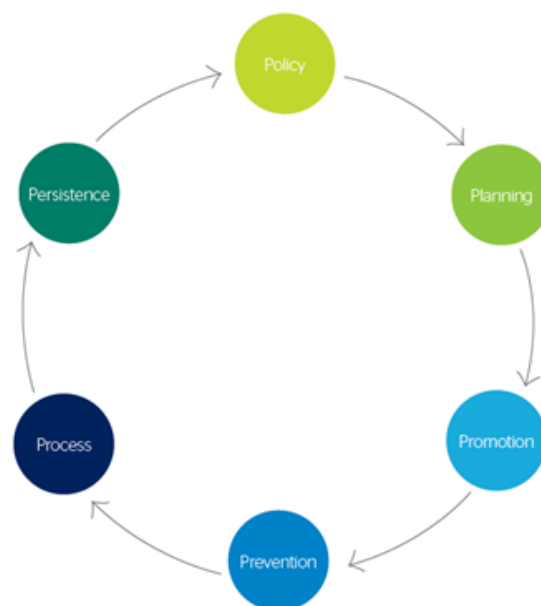
Our strategy is aligned with the elements outlined in the *National Standard of Canada for Psychological Health and Safety in the Workplace*. The standard is a set of guidelines, tools & resources focused on promoting employees' psychological health and preventing psychological harm due to workplace 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><b>Policy</b></p> <p>Commitment by organizational leadership to enhance psychological health and safety through workplace interventions</p> <ul style="list-style-type: none"> <li>• Obtain endorsement from our senior management team</li> <li>• Establish an advisory committee to guide strategy development, implementation and evaluation</li> <li>• Develop and communicate the policy to all employees</li> </ul>	<ul style="list-style-type: none"> <li>• Mental Health and Wellbeing Policy approved by SLT and Council in 2016.</li> <li>• Workplace Mental Health Action Committee established in 2017, composed of stakeholders from across the organization including departmental and union leadership and Human Resources.</li> <li>• Policy posted on eNET, HOWI and communicated via newsletters, Wellness Roadshow talks and training sessions across City.</li> </ul>
<p><b>Planning</b></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"> <li>• Gather the facts by looking at all sources of employee data</li> <li>• Survey our employees to get their feedback and ideas</li> <li>• Measure readiness to change for all workplace parties</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>
<p><b>Promotion</b></p> <p>Actions taken to promote the general psychological health of the workforce.</p>	<ul style="list-style-type: none"> <li>• Provided targeted workshops requested by department leadership, departmental wellness committees, Return to Work Services and others.</li> </ul>

P6 Framework Components	Accomplishments
<ul style="list-style-type: none"> <li>• Build employee resilience through workshops and self-help resources</li> <li>• Create respectful workplaces</li> <li>• Enhance mental health knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• 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).</li> <li>• Resources include: <ul style="list-style-type: none"> <li>▪ LifeSpeak (Provides personal and workplace health and wellness topics via videos, tip sheets, podcasts, web chats, and more.)</li> <li>▪ Homeweb (our EFAP website)</li> <li>▪ 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</li> <li>▪ ResilientME online program from the Public Sector Health &amp; Safety Association</li> <li>▪ Webinars and talks from the Canadian Mental Health Association</li> <li>▪ BounceBack, Wellness Together, MindBeacon: provides free counselling and resources</li> </ul> </li> <li>• 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.</li> <li>• 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.</li> <li>• 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"> <li>▪ <u>Employee</u>-Managing Stress&amp; Anxiety; Resilience; Workplace Balance; Parenting; Working from Home</li> <li>▪ <u>Leader</u>-Transitioning Back to Work; Leading a Remote Workforce; Leading through Crisis and Change, Maximizing Team Performance; Recognizing Employees</li> </ul> </li> </ul>

P6 Framework Components	Accomplishments
<p><b>Prevention</b></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"> <li>• Use a mental health and wellbeing lens for job design and employee selection</li> <li>• Provide stress management training to all employees</li> <li>• Support work-home balance through policies and procedures</li> <li>• Provide manager training on workplace mental health</li> <li>• Provide early intervention through employee and family assistance program</li> <li>• Support staying at work strategies to keep employees with mental health issues actively at work</li> <li>• Ensure access to psychological treatment when appropriate</li> <li>• Provide coordinated disability management to support employees off work and in their return to work</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• For example, employee mental health and wellbeing was a key consideration in the Hamilton@Work COVID-19 RECOVERY: Future Work Models &amp; 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 147 employees were provided access to specialized depression (124) and trauma (23) services over the past 5 years through our EFAP provider.</li> <li>• All members of SLT have completed leadership mental health training. New members of SLT will be registered in a program as required.</li> <li>• 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.</li> <li>• To date approximately 200 leaders and 600 employees have completed The Working Mind (TWM). Sessions are ongoing through 2023</li> <li>• 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</li> </ul>

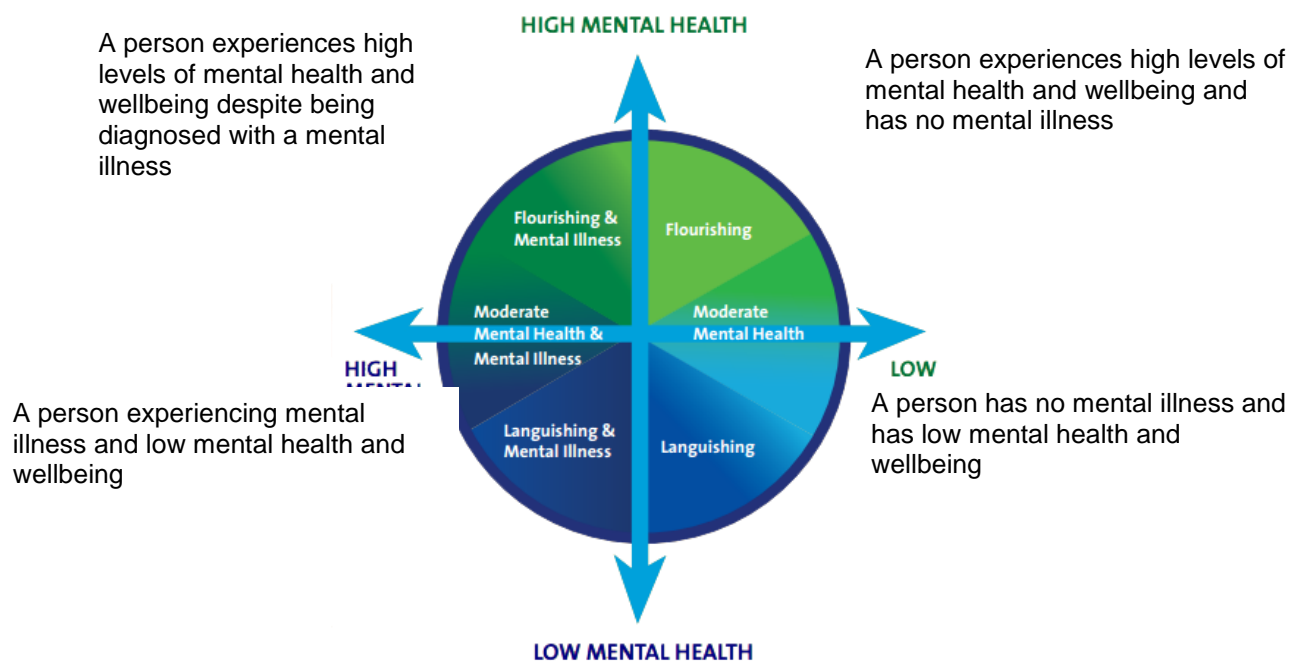
P6 Framework Components	Accomplishments
	<p>with access to psychological supports through enhancements to the EFAP and other services.</p> <ul style="list-style-type: none"> <li>• A working group is developing policies that will cover expectations for the public and staff behaviour in our workplaces 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.</li> <li>• Return to Work Services improved processes for early and safe return to work through coordinated disability management and psychological treatment.</li> </ul>
<p><b>Process</b></p> <p>Evaluation of implementation and results of actions taken to enhance psychological health and safety.</p> <ul style="list-style-type: none"> <li>• Plan an evaluation of the effectiveness of our interventions</li> <li>• Measure the implementation process to ensure programs are reaching employees</li> <li>• Measure short - and longer - term outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> </ul>
<p><b>Persistence</b></p> <p>Sustainment of effective actions in a process of continuous improvement.</p> <ul style="list-style-type: none"> <li>• Support champions and communities of practice</li> <li>• Create a culture of psychological safety</li> <li>• Conduct quality improvement cycles</li> </ul>	<ul style="list-style-type: none"> <li>• Continue review of questions and ensure that key indicators are incorporated into the questions within Our People survey (OPS)</li> <li>• 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.</li> <li>• 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.</li> </ul>

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

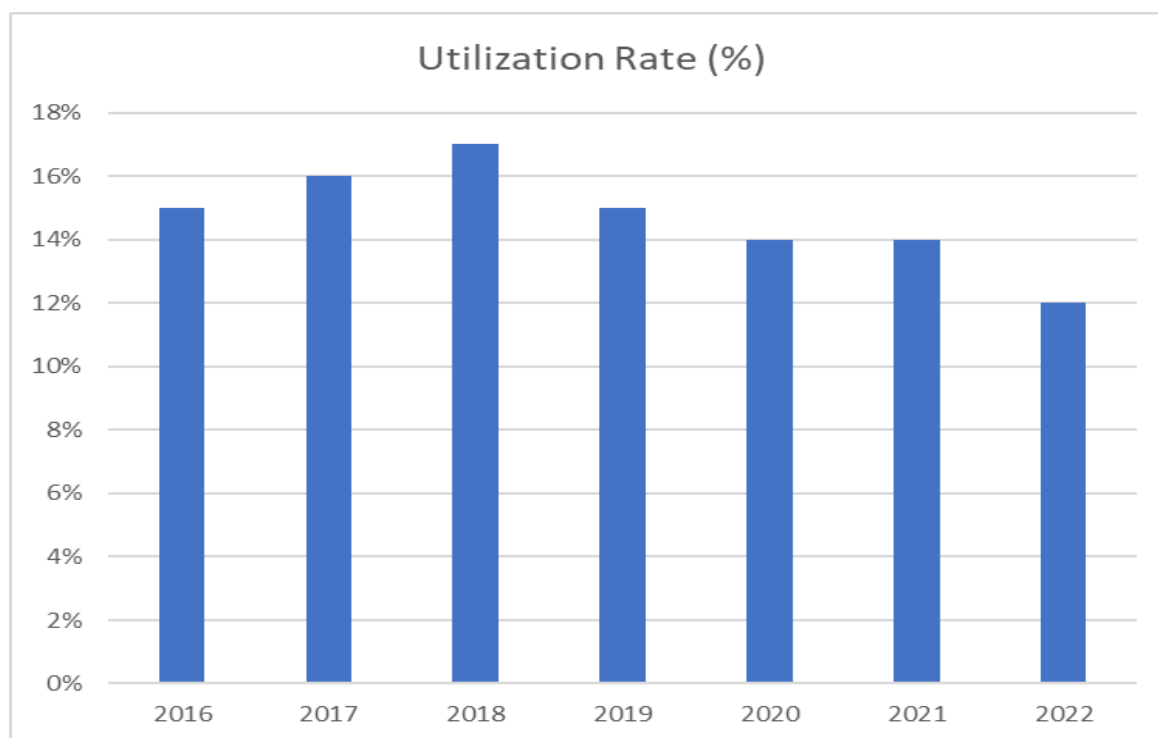
### **Key Mental Health Workplace Supports: Overview**

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

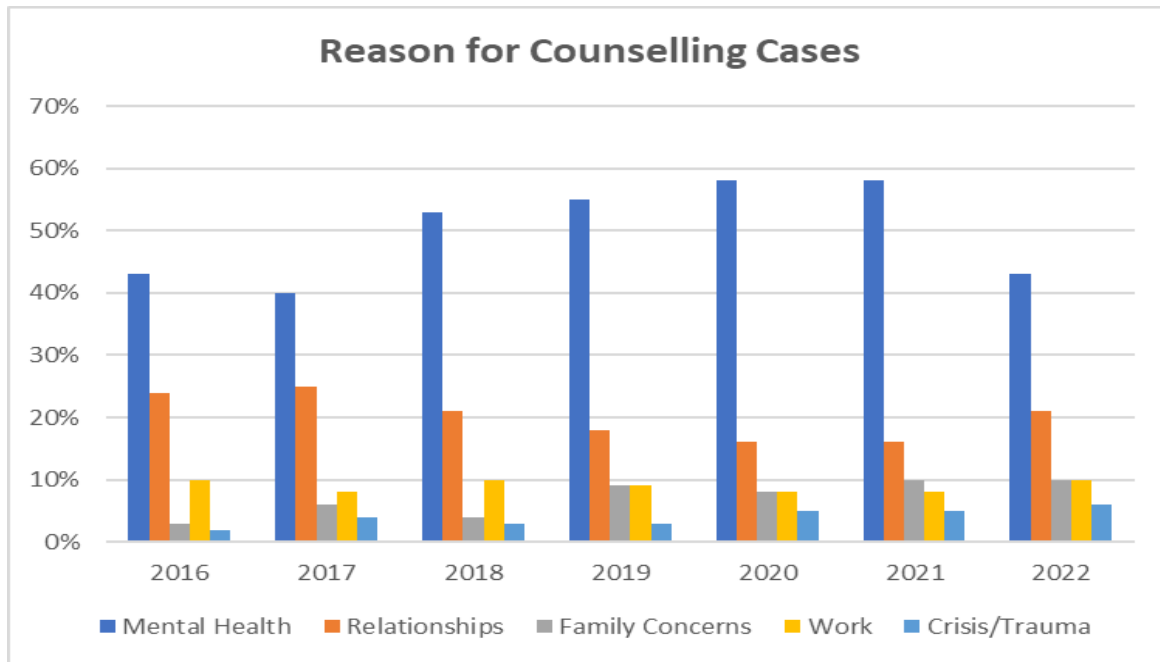
- Employee and Family Assistance Program (EFAP):** Homewood Health offers an integrated service encompassing a variety of programs that offer cognitive behavioural therapy (e.g. marital, relationship, stress, depression, anxiety, addictions, life transitions, grief, etc.), and Life Smart Coaching™ targeting 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%



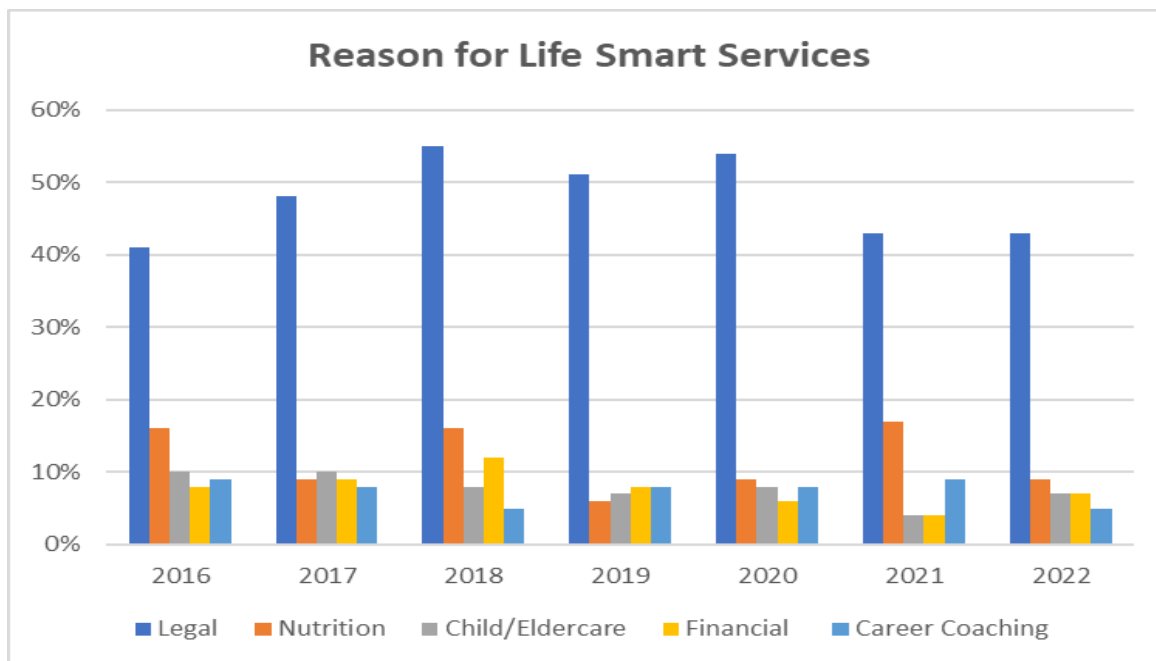
#### Reason for EFAP Counselling Cases 2016-2022

	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
<b>Total</b>	<b>2,774</b>

- 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:

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

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

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

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



## City of Hamilton

# Report for Information

**To:** Chair and Members  
Audit, Finance and Administration Committee

**Date:** April 16, 2026

**Report No:** HUR26005

**Subject/Title:** Annual Employee Absence Report 2025

**Ward(s) Affected:** City Wide

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## Recommendations

- 1) That Report HUR26005 respecting Annual Employee Absences 2025 **BE RECEIVED** for information.

## Key Facts

- This Report provides an overview of the City's occupational claims experience, including lost time injury rate, severity, areas experiencing higher numbers of incidents and strategies to reduce workplace incidents.
- The Report also summarizes non-occupational illness and injury trends, including an analysis of Short-Term Disability (STD) absences, Long-Term Disability (LTD) absences, as well as work accommodation activity.
- The reporting period includes January to December 2025, with comparison data from 2021 through to 2025.

## Financial Considerations

Not applicable.

## Background

Human Resources staff report annually on the City's experience with employee absences related to both occupational and non-occupational claims. In response to Council's direction, this report also provides an analysis of divisions that experience a higher proportion of occupational and non-occupational claims. The 2025 results are presented alongside comparative data for the previous four years to highlight trends, areas of improvement, and divisions requiring further attention.

## Analysis

### *1.0 Occupational Injury Measures*

The tables and graphs below provide an overview of the City's occupational claims experience over the past five years. Occupational claims are managed by the Workplace Safety and Insurance Board (WSIB). Lost Time Injury measures include claims approved by the WSIB or where approval is pending, and excludes claims denied by WSIB or abandoned by the employee. In addition, claims from Hamilton Police Services and Hamilton Public Library are outside the scope of this Report.

In this report, the frequency of occupational injuries is expressed through Lost Time Injury Rate. Severity is demonstrated through Lost Time Injury Severity Rate – All Claims and includes days lost that were incurred from new and prior year claims. Refer to Appendix A for definitions.

**Table 1: Lost Time Injuries, Days Lost, Lost Time Injury Rates, Lost Time Injury Severity Rates – All Claims, and Claims Costs from 2021 to 2025**

Year	Average Eligible Employee Headcount	New Lost Time Injuries	Lost Time Injury Rate	Days Lost – New Claims	Days Lost – All Claims	Lost Time Injury Severity Rate – All Claims	Total WSIB Costs
2021	8,380	381	6.12	4,252	14,055	225.58	\$10,409,980
2022	8,433	386	6.00	3,831	13,124	204.12	\$10,022,612
2023	8,774	420	6.40	5,635	15,013	228.92	\$12,504,215
2024	9,034	377	5.59	5,282	16,746	248.35	\$14,672,562
2025	9,485	395	5.61	4,634	16,631	236.22	\$12,807,156

In 2025, the City experienced the following:

- New Lost Time Injuries increased by 4.8%, from 377 to 395.
- Lost Time Injury Rate increased by 0.4% from 5.59 in 2024 to 5.61.
- Days Lost from New Lost Time Claims decreased by 12.3% from 2024
- Days Lost from All Claims, including new claims and prior year claims continuing to accumulate lost time in 2025, decreased by 0.7% when compared to 2024
- The Lost Time Injury Severity Rate for all claims, which include new and prior year claims continuing to accumulate lost time, decreased by 4.9% from 2024
- Total WSIB costs decreased from \$14,672,562 in 2024 to \$12,807,156, representing a 12.7% decrease.

Human Resources continues to collaborate with operating departments to ensure preventative strategies and mitigation measures are implemented that improve the health, safety and wellness of employees. Activities across the organization include policy and procedure development, communication, training, targeted implementation of

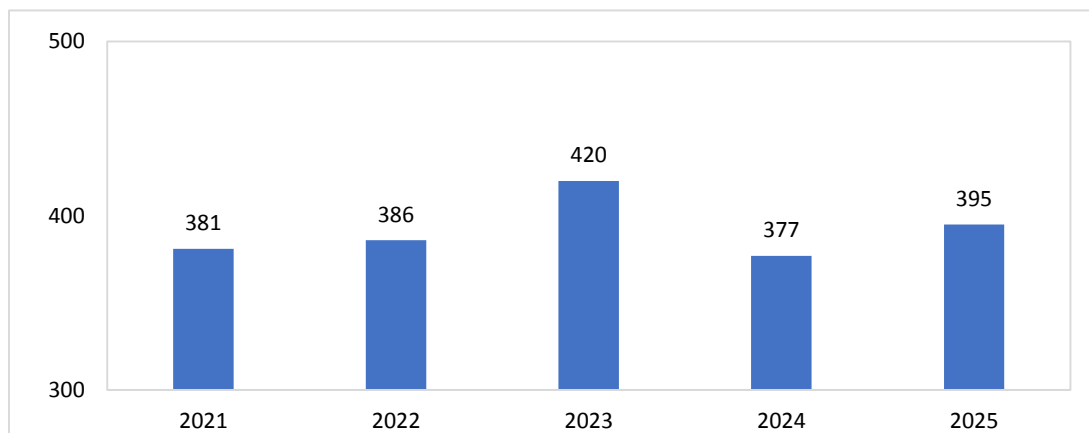
## HUR26005 - Annual Employee Absence Report 2025 (City Wide)

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advanced tools, equipment, education and preventive measures all aimed at reducing the frequency and severity of injuries over time.

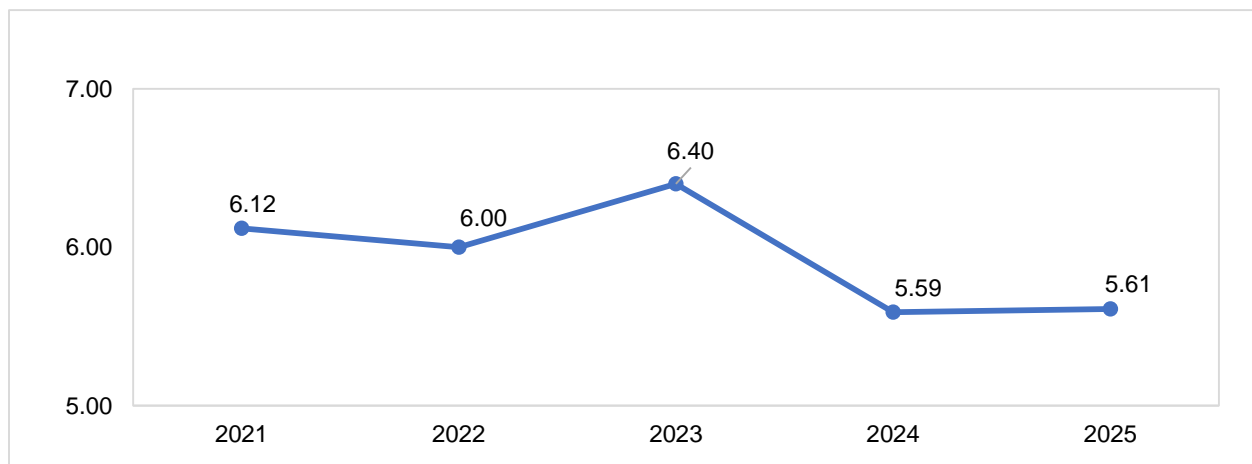
**Graph 1: New Lost Time Injuries from 2021 to 2025**

The number of New Lost Time Injuries increased from 377 in 2024 to 395 in 2025 (+4.8%).



**Graph 2: Lost Time Injury Rate from 2021 to 2025**

The Lost Time Injury Rate increased in 2025 by 0.4%.

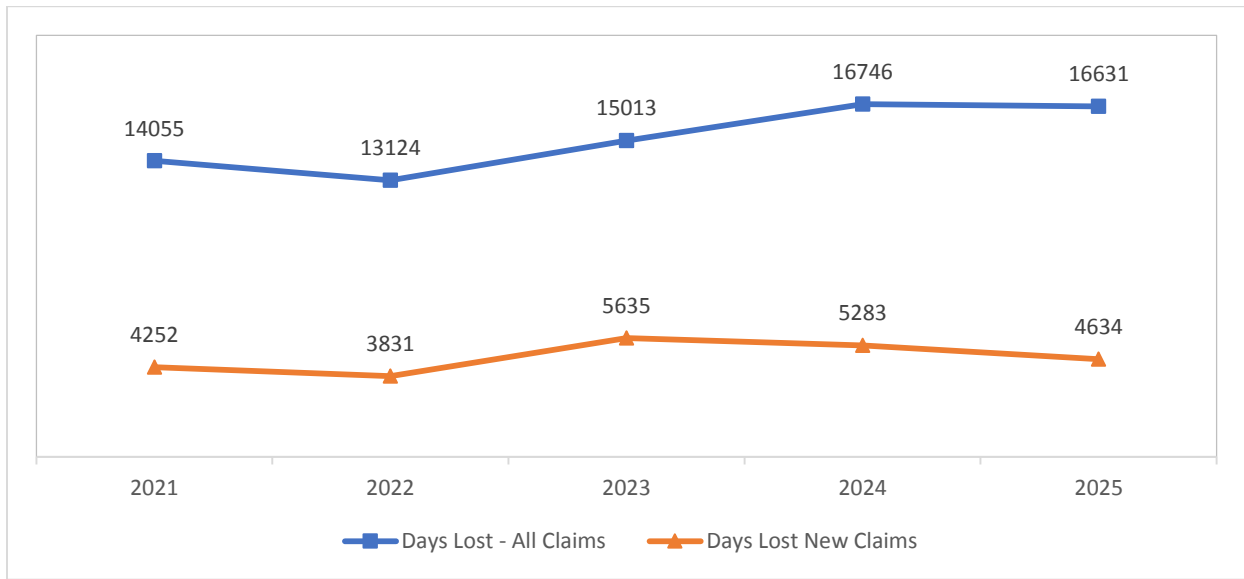


**Graph 3: Number of Days Lost from 2021 to 2025**

When compared to 2024, the number of days lost for new claims decreased by 12.3% and decreased by 0.7% for all claims in 2025. Data for all claims reported below

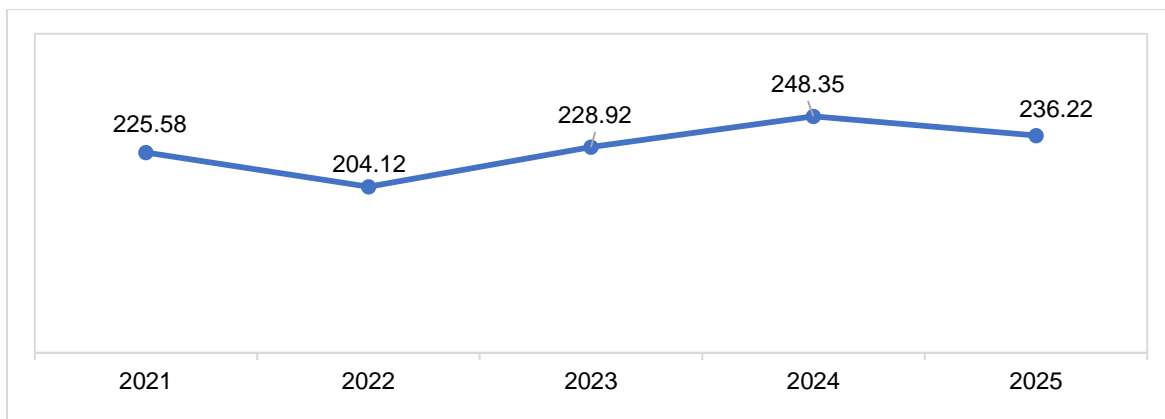
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includes lost time accrued for claims initiated prior to the current reporting year that continue to accrue lost time until the injury has been resolved.



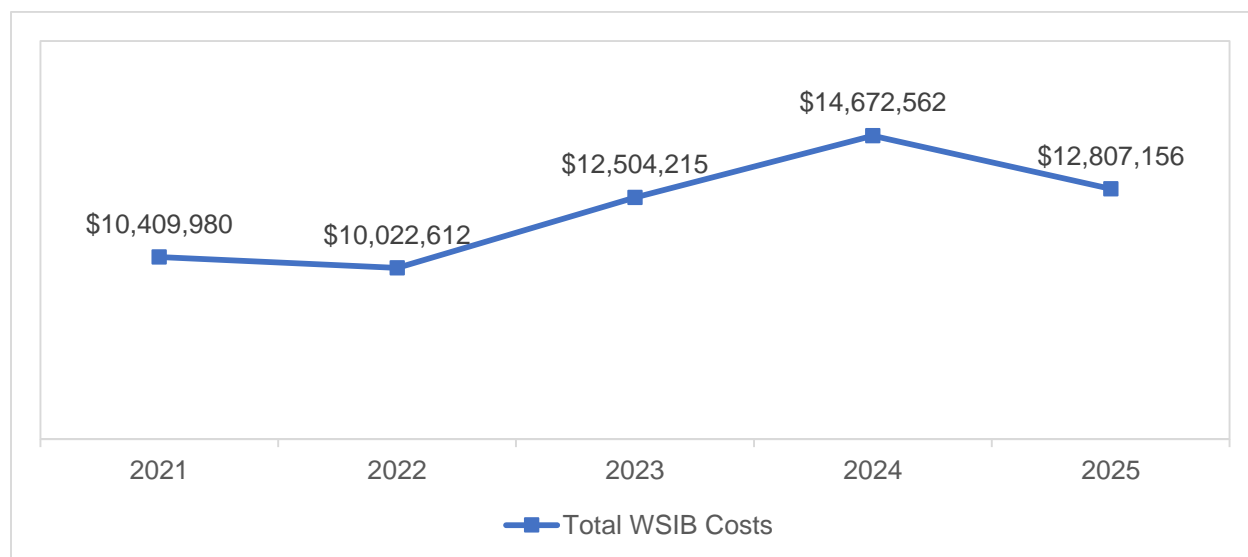
**Graph 4: Lost Time Injury Severity Rate – All Claims from 2021 to 2025**

Although the Lost Time Injury Rate has slightly increased in 2025, the Lost Time Injury Severity Rate for All Claims decreased by 4.9%. Days lost from prior year claims impact the severity rate in the current year. For example, a mental health claim can have lost time incurred over multiple years. Human Resources continues to enhance and facilitate early and safe return to work for employees that has contributed to shorter absences from work and WSIB cost mitigation for the City. Days lost can be impacted by the injury type, the employee's limitations and restrictions and the availability of suitable modified work.



**Graph 5: Total WSIB costs for Occupational Injuries and Illnesses from 2021 to 2025**

Costs related to all WSIB claims decreased 12.7% (\$1,865,406) in 2025 when compared to 2024. WSIB claim costs include health care and employee loss of earnings, which increased with progression through wage grids and cost of living increases. Loss of earnings also includes lost time incurred in the reporting year from claims initiated in prior years. Costs reported exclude physician, administration fees applied by the WSIB, and bridge benefits paid to employees while their claim is pending.

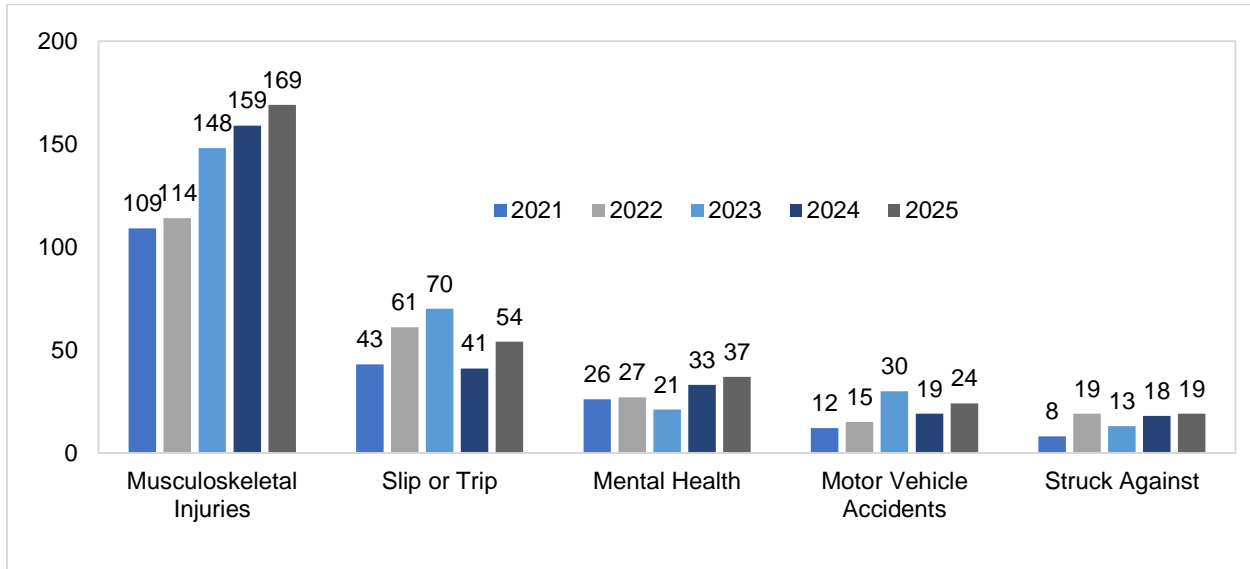


**Graph 6: Top Five Lost Time Injury Types from 2021 to 2025**

The most common types of Lost Time Injuries in 2025 were Musculoskeletal Disorders, injuries from a Slip or Trip, Mental Health, Motor Vehicle Accidents and Struck Against injuries. When comparing Lost Time Injury types in 2025 with previous years, there were increased injuries observed for all of the most common Lost Time Injuries [Slip or Trip Injuries (+31.7%), Motor Vehicle Accidents (+26.3%), Mental Health (+12.1%), Musculoskeletal Disorders (+6.3%) and Struck Against (+5.6%)].

Musculoskeletal Disorders remain the leading Lost Time Injury type in 2025, making up over 45% of all Lost Time Injuries. Much of the City's injury prevention work has focused on reducing the risks associated with ergonomic hazards and poor body mechanics.

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**Overall Lost Time Injuries by Department from 2021 to 2025**

The tables below include departmental statistics related to Lost Time Injury Rate and Lost Time Injury Severity Rate.

**Table 2: Lost Time Injury Rate from 2021 to 2025**

	Lost Time Injury Rate				
	2021	2022	2023	2024	2025
City Housing Hamilton	2.96	4.35	3.62	1.99	2.46
City Manager’s Office	0.89	0	0.81	0	0.75
Healthy and Safe Communities	8.76	8.71	7.74	8.10	7.78
Corporate Services	0.46	0	0.42	0.40	0.37
Planning & Economic Development	1.68	2.29	1.17	1.98	1.42
Public Works	5.57	5.27	7.78	5.18	5.72
<b>Corporation Total</b>	<b>6.12</b>	<b>6.00</b>	<b>6.40</b>	<b>5.59</b>	<b>5.61</b>

**Table 3: Lost Time Injury Severity Rate – All Claims from 2021 to 2025**

**1.1 Operational Areas of Focus**

## HUR26005 - Annual Employee Absence Report 2025 (City Wide)

	<b>Lost Time Injury Severity Rate – All Claims</b>				
	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
City Housing Hamilton	175.62	28.27	351.85	275.71	357.83
City Manager's Office	22.15	0	109.19	219.18	221.66
Healthy and Safe Communities	238.96	222.34	239.73	266.09	242.14
Corporate Services	86.49	88.64	57.14	91.56	49.65
Planning & Economic Development	31.53	34.39	74.68	47.45	21.26
Public Works	283.73	255.45	276.84	297.79	312.80
<b>Corporation Total</b>	<b>225.58</b>	<b>204.12</b>	<b>228.92</b>	<b>248.35</b>	<b>236.22</b>

As per previous Council direction, this report provides updates from specific operational areas that account for a larger proportion of lost time injuries and illnesses. The updates include strategies and initiatives established to address occupational injuries and illnesses.

**Table 4: Lost Time Injury Count by Division from 2021 to 2025**

	<b>Lost Time Injury Count</b>				
	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Hamilton Fire Department	53	31	51	47	55
Hamilton Paramedic Services	85	86	73	98	106
Hamilton Street Railway	78	72	109	82	76
Long-Term Care	90	113	73	64	43

Injury trend analyses from 2021 to 2025 and initiatives to prevent and mitigate injuries for these divisions are available in Appendix B.

## ***2.0 Short-Term Disability (STD) Absence Summary (excluding Fire, Police & Library)***

## HUR26005 - Annual Employee Absence Report 2025 (City Wide)

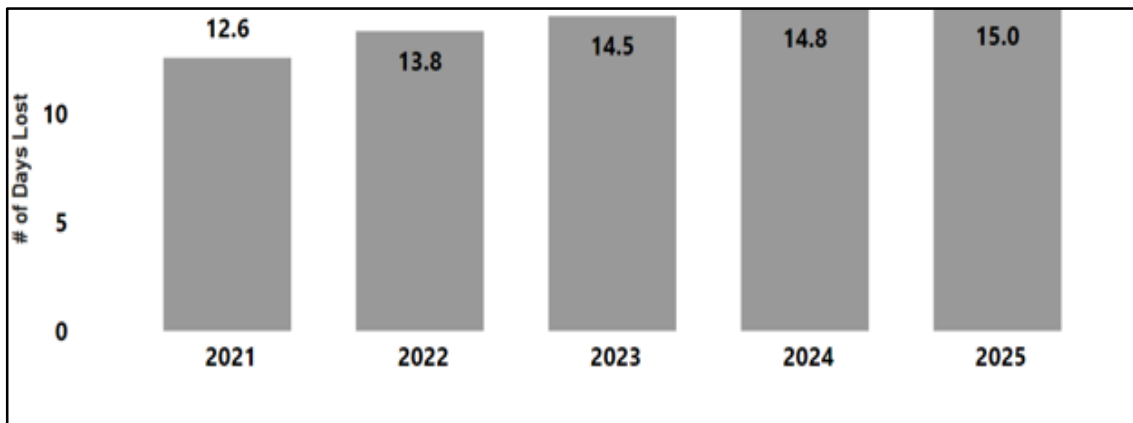
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The tables and graphs below provide an overview of the City's STD absence experience over the past five years, both City-wide and by department. The analysis also includes an overview of absence duration and occurrence rates for 2025. All information excludes absence data from Hamilton Police Services, Hamilton Fire, and the Hamilton Public Library.

Fire sick data has historically been excluded from City-wide reporting as Fire employees' sick bank has different collective agreement provisions regarding entitlement when compared to other union groups. STD absence data by department and top five divisional levels can be found in Appendix D.

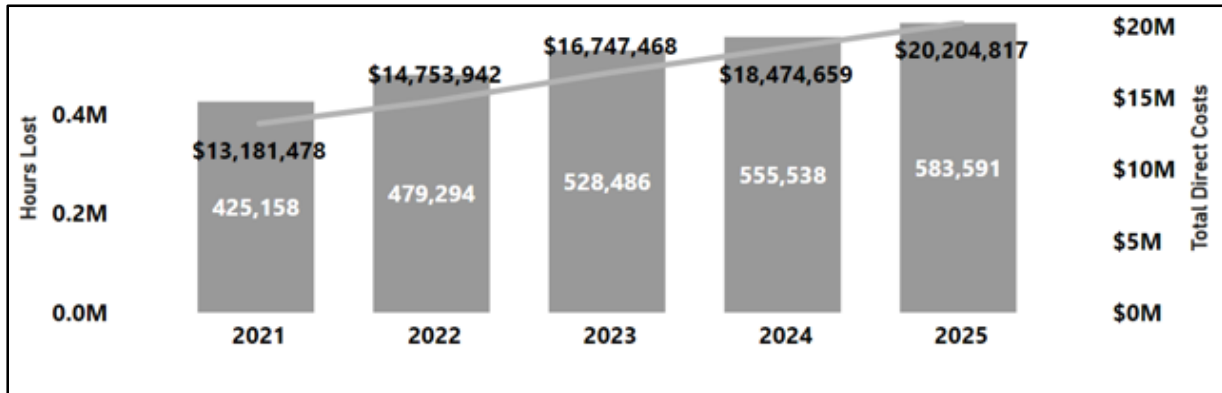
In 2025, the City had 5,556 employees eligible for income protection plan benefits. This is an increase of 188 employees compared to 2024. For consistency across varying work schedules, the average STD days lost per eligible employee is calculated using a standard seven-hour shift.

**Graph 7: Average STD Days Lost per Eligible Employee from 2021 to 2025**



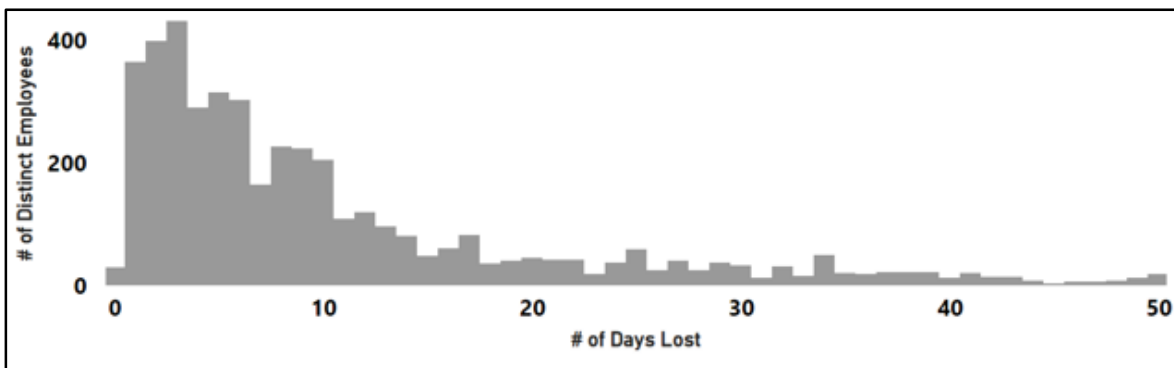
City-wide average number of STD days lost per eligible employee in 2025 was 15.0. This represents a 1.4% increase compared to 2024. Over the last three years, STD days lost has been relatively stable, with only small increases year over year.

**Graph 8: STD Lost Time and Direct Costs from 2021 to 2025**



Compared to 2024, direct STD costs increased by 9.4% in 2025, driven primarily by wage growth (grid progression and cost-of-living adjustments) and a larger number of employees participating in the sick plan; average STD utilization rose only modestly (+1.4%).

**Graph 9: Employee Distribution by Number of STD Days Lost for 2025**



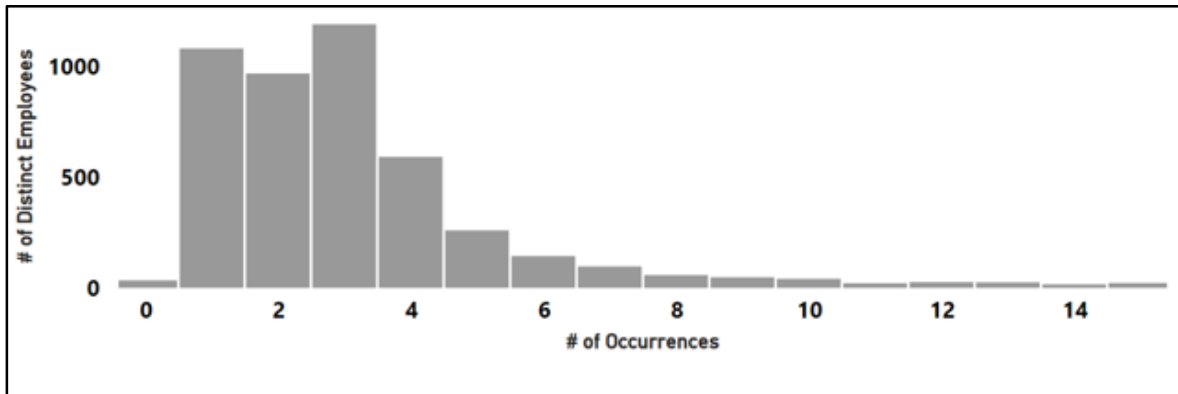
Graph 9 illustrates the distribution of STD days lost for City employees in 2025. Most employees experienced relatively few STD days lost, with absences concentrated between 1 and 10 days in duration. This outcome is expected, in part due to the influence of two factors: the requirement to provide a doctor’s note on the fourth day of absence and the requirement to provide a STD claim form on the sixth or eighth day of absence, as per collective agreement and policy requirements. In many cases,

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employees are able to return to work prior to documentation being required by Human Resources.

**Graph 10: STD Occurrence Distribution for 2025**



Graph 10 illustrates the distribution of STD occurrences among City employees in 2025. Most employees experienced between one and four STD occurrences, with the highest concentration at three occurrences. This is a consistent trend identified each year and is likely explained by collective agreement or policy provisions that incorporate a reduction in compensation on the fourth and subsequent occurrences in a calendar year.

**Table 5: Absence Summary by Department – Average STD Days Lost per Eligible Employee**

	Average STD Days Lost Per Eligible Employee				
	2021	2022	2023	2024	2025
City Wide Data (excluding Fire, Police, Library)	12.5	13.7	14.4	14.8	15.0
City Housing Hamilton	13.6	12.2	15.0	12.6	15.9
City Manager's Office	1.1	5.7	5.5	7.8	7.5
Healthy and Safe Communities	14.3	15.3	16.4	17.5	17.1
Corporate Services	5.4	6.0	7.4	8.0	8.0

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Planning & Economic Development	7.8	8.8	9.4	9.0	8.9
Public Works	14.4	15.9	15.9	16.3	16.7

***Absence Summary by Division (Top 5)***

The following divisions recorded the highest average STD days lost in 2025:

1. Hamilton Paramedic Services: 25.3 days (Decreased from 28.6 in 2024)
2. Transit: 22.6 days (Increased from 22.1 in 2024)
3. Long Term Care: 20.0 days (Stable; was 19.9 in 2024)
4. Transportation: 15.6 days (Decreased from 16.5 in 2024)
5. Environmental Services: 14.7 days (Increased from 14.1 in 2024)

Further data for the top five divisional levels can be found in Appendix D.

***3.0 Long-Term Disability Absences***

LTD absences are non-occupational illnesses or injuries that extend beyond 130 days and are managed by a third party (Manulife).

In 2025, incoming LTD claim volume declined compared to both 2023 and 2024, with a total of 71 claims received. Mental Health conditions continued to represent the largest diagnosis category accounting for 32% of claims received in 2025, remaining below industry comparators (similar employers in the municipal and public sector as determined by Manulife). Although it continues to be the largest diagnostic category, there has been a reduction in the number of mental health related LTD claims in the past 3 years. To support this trend, Human Resources is continuing to advance initiatives outlined in the Workplace Mental Health and Wellbeing Strategy Report. (HUR26007). Musculoskeletal (MSK) conditions remained the second-most common category accounting for 30% of received claims in 2025. The incidence of approved claims also decreased in 2025, reaching 13.82 per 1,000 employees, down from 14.80 in 2024.

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Return to work outcomes remained positive, with 35 members, representing 59.3% of resolved claims, successfully returning to work. Overall, LTD claim durations remained stable at an average of 38.4 months and continued to perform better than industry comparators, which report an average claim duration of 49.8 months.

**Table 6: Long-Term Disability Claims Data from 2021 to 2025**

Data	2021	2022	2023	2024	2025
New LTD Claims	54	70	75	80	71
LTD Active Claims at the end of Q4 by Year	224	211	220	233	246
Incident rate for new claims per 1000 employees	11.47	14.87	14.01	14.80	13.82
LTD Costs (monthly benefit payments, administrative fees, legal fees, vacation payouts and severances)	\$7,944,549	\$8,778,436	\$9,188,641	\$8,905,185	\$9,275,493

**Table 7: Long-Term Disability Claims Received by Diagnosis - 2023 to 2025**

Claim Type	2023			2024			2025		
	MH	MSK	CAN	MH	MSK	CAN	MH	MSK	CAN
City of Hamilton	41%	24%	8%	38%	31%	8%	32%	30%	14%
Industry Comparator	38%	26%	10%	42%	26%	10%	42%	25%	11%
MH = Mental Health                      MSK = Musculoskeletal                      CAN = Cancer									
*Claim type for new claims received in year									

## 4.0 Absence Mitigation Strategies and Measures

Human Resources is dedicated to fostering a safe, supportive, and inclusive work environment for all employees. In addition to strategies and initiatives at the departmental and divisional level, Human Resources undertakes absence prevention and mitigation initiatives across the organization.

### **Workplace Accommodation Activity**

Human Resources continues to manage comprehensive Return to Work programs that ensure employees who have experienced illness or injury can reintegrate into the workplace on a safe and timely basis. The Return to Work Services' team coordinates accommodations and creates structured plans for returning to work. In addition to these efforts, the team ensures that the City's practices meet legal requirements under the Human Rights Code regarding the duty to accommodate. The focus on accommodation efforts reflects the City's dedication to maintaining a resilient and adaptable workforce.

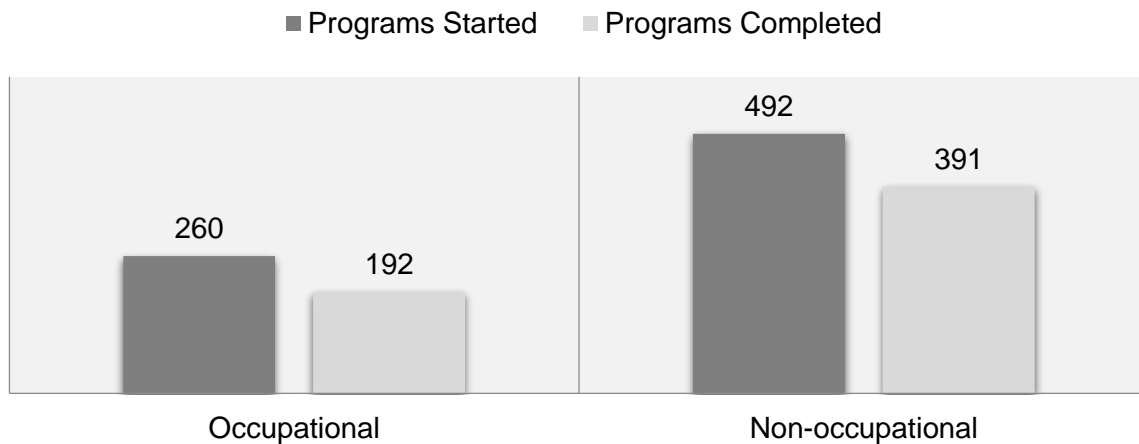
### **Table 8: Overview of Workplace Accommodation Activity from 2021 to 2025**

In 2025, Human Resources closed a total of 657 accommodation cases. These closures are for requests made in 2025 and in prior years. This represents a decrease in closure volume compared to 2024 (758 cases). However, the success rate of closure outcomes remains high, with the majority of employees returning to full duties.

<b>Accommodation Outcomes</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Return to work full duties own position	498	606	587	630	564
Permanent accommodation own position	1	3	3	6	6
Permanent accommodation new position	3	14	10	7	7
Accommodation no longer available or not suitable	6	9	21	23	16
Recurrence or employee is totally disabled	59	63	67	64	38
Other (e.g., retired, maternity leave, resigned)	37	56	29	28	26
<b>Total Accommodation Cases Closed</b>	<b>601</b>	<b>751</b>	<b>717</b>	<b>758</b>	<b>657</b>

**Graph 11: Workplace Accommodation Programs Started and Completed in 2025**

In 2025, Human Resources received 752 requests for accommodation by employees needing assistance in staying at work or returning to work: 260 accommodations arising from occupational claims and 492 accommodations arising from non-occupational (STD) claims.



- Consistent with prior years, the Return to Work Services team within Human Resources continues to engage third-party providers such as occupational physicians, psychologists, occupational therapists, and ergonomists to aid in claims management and to help facilitate early and safe return to work. Partnering with these providers assists in an employee's recovery, reduce the risk of re-injury, and ensure accommodations are in place to support the employee's return to work.
- The Hamilton Fire Department Leadership Team, together with Return to Work Services in Human Resources, continues to proactively identify opportunities to support early and safe return to work outcomes for Fire employees. This work is supported by a dedicated Return to Work Specialist assigned to the Hamilton Fire Department. Fire services employees face unique physical and psychological demands that require specialized understanding of occupational requirements, functional abilities, and accommodation options. The dedicated Return to Work Specialist develops tailored plans that align employee medical

## HUR26005 - Annual Employee Absence Report 2025 (City Wide)

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restrictions and functional capabilities with operational needs, job requirements, and shift schedules.

- With Council approval in 2024, Hamilton Paramedic Services proceeded with the recruitment of a Scheduling and Attendance Program Manager. Throughout 2025, the Program Manager has worked in partnership with the dedicated Return to Work Specialist and the Paramedic Supervisor supporting employee health and wellness to implement attendance management practices, support early and safe return to work planning, and increase the level of individualized support available to employees. In addition, increased coordination between stakeholders has supported earlier intervention and reduced the operational impact of absences on paramedic scheduling. Together, these efforts have resulted in a measurable reduction in STD days lost, from 28.6 in 2024 to 25.3 in 2025.
- In response to the unique and critical staffing needs within the City's long-term care homes, a dedicated Return to Work Specialist has been added to support the Lodges. This Return to Work Specialist provides assistance to staff requiring return to work coordination and accommodation support. As this dedicated resource was introduced in 2025, it is too early to assess any impact on STD days lost. However, early feedback from Lodges' staff has been positive, highlighting the increased availability and enhanced support accessible through this resource.
- As a result of the increasing STD days lost within Transit, the Absence Management Specialist, together with the designated Return to Work Specialist are developing an Attendance Management Pilot Program to commence in 2026. This non-disciplinary, supportive program is designed to help employees access the resources they need to improve their attendance. The program will aim to reduce STD days lost, decrease STD-related costs, and support overall service delivery within the division.

***Absence and Injury Prevention Activities***

Human Resources works closely with departments and divisions to develop, implement, and maintain absence and injury prevention initiatives across the organization.

Highlights of activities accomplished in 2025 include:

- In September 2025, each Division began receiving dynamic quarterly Occupational Health and Safety Key Performance Indicator Reports designed to support data-driven decision making and identify risks, trends and corrective actions.
- On behalf of the organization, manage all interactions with the Ministry of Labour, Immigration, Training and Skills Development Inspectors including:
  - 2 workplace fatalities
  - 23 critical injuries (see Appendix C 2025 Critical Injury Listing)
  - 50 occupational illnesses
  - 1 work refusal
  - 6 complaints
- Manage and oversee the organizational wide review and update of
  - Health, Safety and Wellness Policy
  - Violence in the Workplace Prevention Policy
  - Violence in the Workplace Prevention Procedure
  - Critical Injury Reporting Procedure
  - Exposure to Blood, Body Fluid or Contaminated Sharps Procedure
  - Hybrid Work Policy
- Health, Safety and Wellness webpage on Howi is regularly updated to include the most up to date information on a vast array of health and safety topics. Employees and leaders can find policies, procedures, guidelines, resources and tools to support injury and illness prevention and compliance.
  - 20 new health, safety and wellness resources were developed and published such as Occupational Health and Safety Bulletins about Thermal Comfort, Ergonomics, Asbestos, Personal Safety Alarms,

Guideline for Appropriate and Proper Fitting Personal Protective Equipment, etc.

- 8 existing resources were updated to ensure employees and leaders are provided with valuable current information about injury prevention. For example, Preventing Slips, Trips and Falls, Winter Roads and Driving, Understanding the Role of the JHSC, Monthly Wellness Bulletins for People Leaders and Employees, etc.
- Provided oversight and communication to leaders enabling compliance with changes to the Occupational Health and Safety Act such as the new Working for Workers Five and Six Acts.
- Managed the Corporate Respiratory Fit-testing Program and delivered services to 60 employees.
- Delivered 13 influenza clinics with 317 vaccines administered.
- Developed a Job Hazard Analysis training and tool to assist leaders with identifying and mitigating workplace hazards. 12 people leaders were formally trained on the Job Hazard Analysis Tool.
- Hosted the City's Health, Safety and Wellness Appreciation Day in October for 84 attendees. This highly successful event enables Joint Health and Safety Committee and Critical Incident Peer Support team members to foster connections across divisions while also gaining valuable knowledge and skills to apply in their workplace.
- 165 supervisors completed the leader learning program that enables supervisors to understand their responsibilities under the Occupational Health and Safety Act and how to apply them in the workplace.
- 472 people leaders completed the required online leader health and safety awareness training for supervisors; 2052 front-line staff completed the required online training for workers. The training ensures leaders and employees are aware of their rights and duties under the Occupational Health and Safety Act.
- Emergency response drills were held at City Hall to support employees with applying knowledge gained through formal training.

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- 375 employees were trained in the Workplace Hazardous Materials Information System (WHMIS) training program. The program includes hazard classification system for workplace chemical safety symbols, labelling and information sheets in our workplaces.
- Delivered Work Refusal training for 97 leaders and employees at Hamilton Water.
- Human Resources continues to work on implementing the City's Workplace Mental Health and Wellbeing Strategy approved in 2023. An update on the strategy is available in HUR26007.

## Alternatives

Not applicable.

## Relationship to Council Strategic Priorities

This information report contributes to Council's Priorities by supporting Responsiveness and Transparency enabling strategic decisions involving employee absences contributing to building a high performing public service.

## Previous Reports Submitted

- Annual Employee Absence Report 2024 HUR24005 City Wide

## Consultation

Leaders from the operational areas of focus identified in this report were consulted and include:

- Dave Cunliffe, Fire Chief, Hamilton Fire Department, Healthy and Safe Communities

- Russell Crocker, Director/Chief of Hamilton Paramedic Service, Healthy and Safe Communities
- Nancy Purser, Director, Transit, Public Works
- Holly Odoardi, Senior Administrator, Long Term Care Division, Healthy and Safe Communities

## **Appendices and Schedules Attached**

Appendix A: Definitions

Appendix B: Incident trend analysis for operational areas of focus

Appendix C: Critical Injury Listing 2025

Appendix D: STD Absences by Department and Top 5 Divisions

### **Prepared by:**

Yakov Sluchenkov, Director, Employee Health & Labour Relations  
City Manager's Office, Human Resources

Iva Peressini, Manager, Health, Safety and Wellness Services  
City Manager's Office, Human Resources

Heather McNicol, Manager, Return to Work Services  
City Manager's Office, Human Resources

### **Submitted and Recommended by:**

Lora Fontana, Executive Director of Human Resources  
City Manager's Office, Human Resources

## Definitions

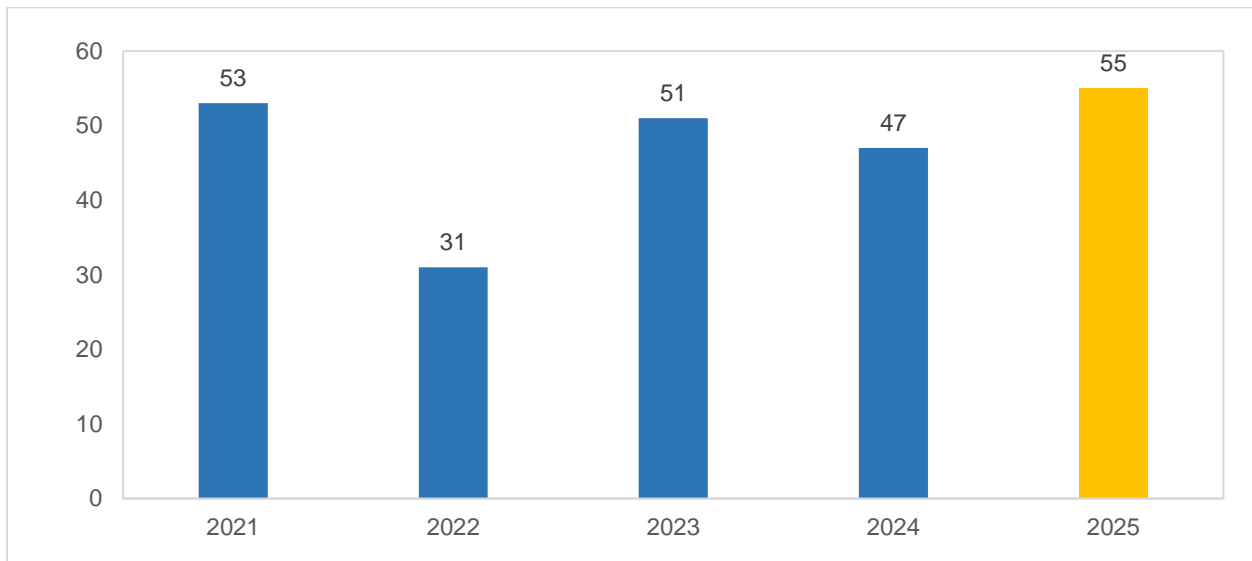
Average eligible employee headcount	Is calculated by the sum of monthly headcount divided by twelve. It is a snapshot as of the last day of the month.
Critical injury as per Occupational Health and Safety Act	<p>For the purposes of the Act and the Regulations, “critically injured” means an injury of a serious nature that,</p> <ol style="list-style-type: none"> <li>a. places life in jeopardy</li> <li>b. produces unconsciousness</li> <li>c. results in substantial loss of blood</li> <li>d. involves the fracture of a leg or arm but not a finger or toe</li> <li>e. involves the amputation of a leg, arm, hand or foot but not a finger or toe</li> <li>f. consists of burns to a major portion of the body</li> <li>g. causes the loss of sight in an eye</li> </ol> <p>In addition, the Ministry of Labour, Immigration, Training and Skills Development considers the following situations critical injuries:</p> <ul style="list-style-type: none"> <li>• Fracture or amputation of more than one finger or more than one toe</li> <li>• Fracture of a wrist, hand, ankle, or foot.</li> </ul>
Eligible employee headcount	The total number of individuals employed by the City of Hamilton eligible for Workplace Safety and Insurance Board benefits, including and not limited to permanent, temporary and contract employees, volunteers, students, and excludes elected officials and third-party contractors.
Eligible employee	A full-time employee who meets the conditions of their collective agreement or employment contract eligibility for payment through the Income Protection Plan as a result of non-occupational illness injury.
Income Protection Plan (IPP)	Provides eligible employees with an income if they cannot perform their normal duties due to illness or non-occupational injury during both the STD and LTD period.
Long Term Disability (LTD) absences	Non-occupational Illnesses or injuries that extend beyond a 6-month qualifying period (i.e. 130 days), when an employee continues to be totally disabled beyond their STD absence. LTD absences are currently managed by Manulife Financial.

Lost Time Injury Rate	Number of allowed lost-time injuries/illnesses per 100 derived full-time equivalent (FTE) workers for the injury year specified. It is calculated by the Number of Lost Time Injuries x 200,000 Hours / Total Hours Worked. This calculation accounts for differences in hours worked amongst employees (including part-time and full-time) to get a more accurate indicator of hours worked and exposure to risk.
Lost Time Injury Severity Rate	The number of days lost due to lost time injuries per year for every 100 employees. It is calculated by the Number of Days Lost x 200,000 Hours / Total Hours Worked.
Service Utilization Rate	Total new cases divided by members covered (weighted) times 100.
Short Term Disability (STD) absences	Absences arising from non-occupational illnesses or injuries of less than 1 day up to 130 days and do not include COVID-19-related absences
STD days lost – Short Term Disability (STD) absences	Standardized as a 7-hour shift

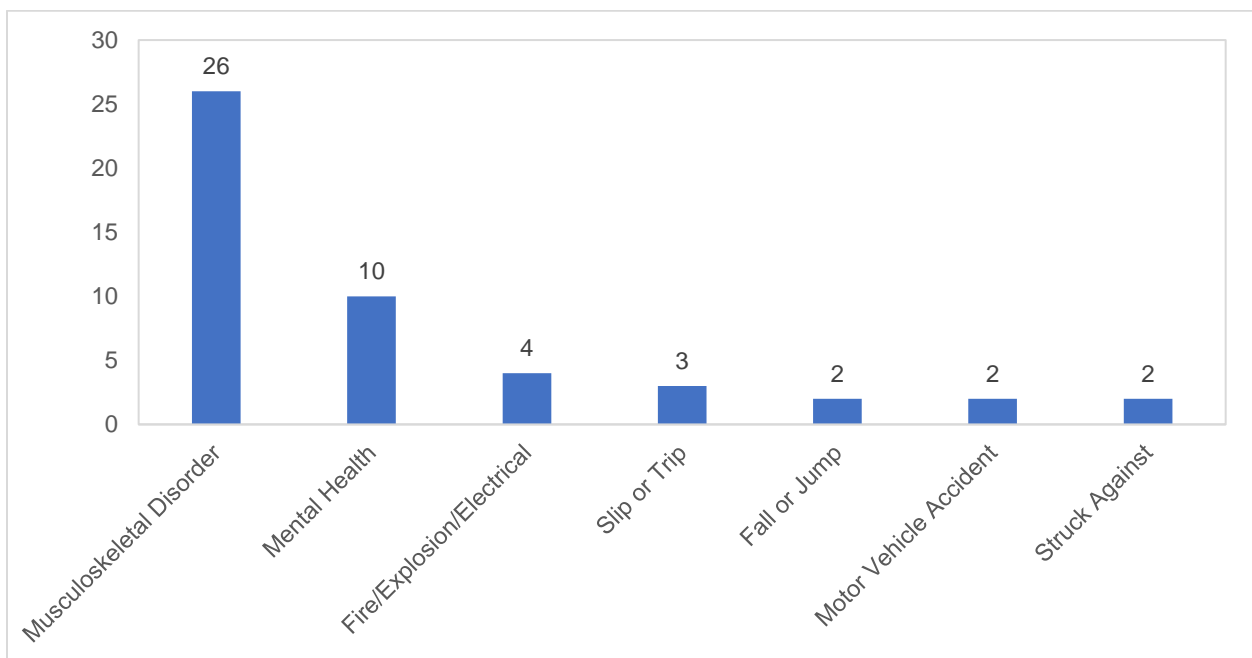
### Injury trend analysis from 2021 to 2025 for operational areas of focus

#### Hamilton Fire Department

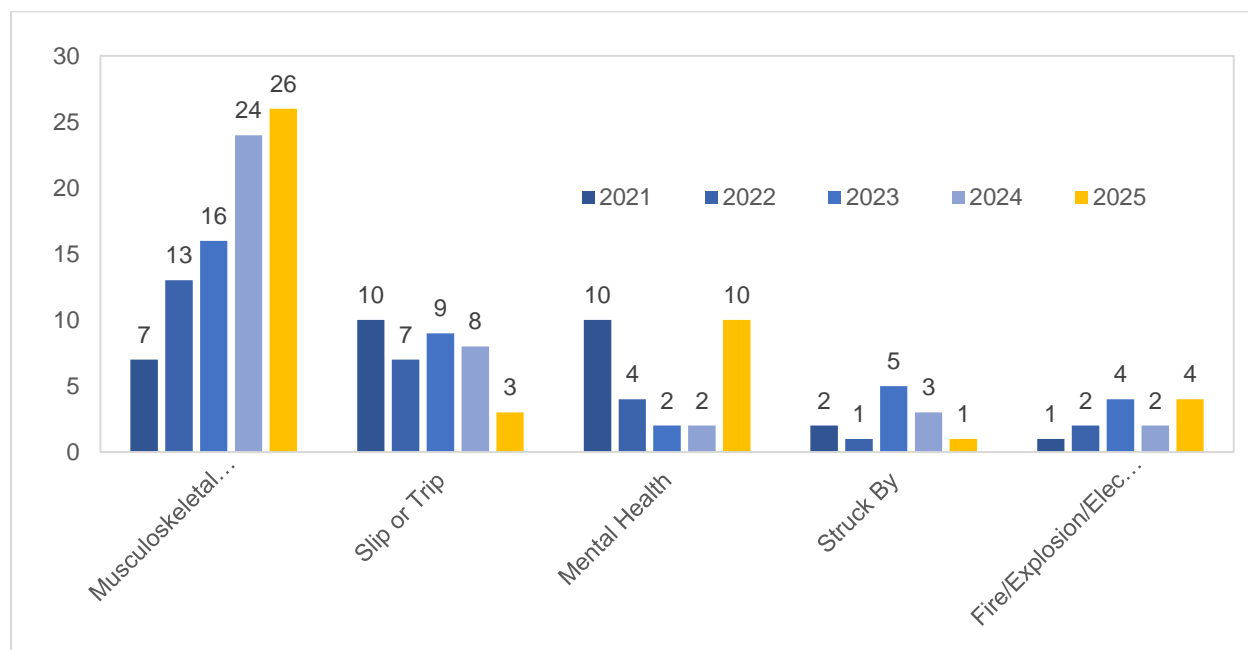
Graph 1: Hamilton Fire Department Lost Time Injuries from 2021 to 2025



Graph 2: Hamilton Fire Department Lost Time Injury Types in 2025



Graph 3: Hamilton Fire Department Top Five Injury Types



In 2025, Hamilton Fire Department saw a 17% increase in the number of Lost Time Injuries, from 47 in 2024 to 55 in 2025. There was a significant increase in Mental Health injuries, 10 in 2025 when compared to two in 2024. Slight increases were noted in Musculoskeletal injuries and injuries from Fire/Explosion/Electrical hazards. There was a decrease in Slip or Trip and Struck By injuries.

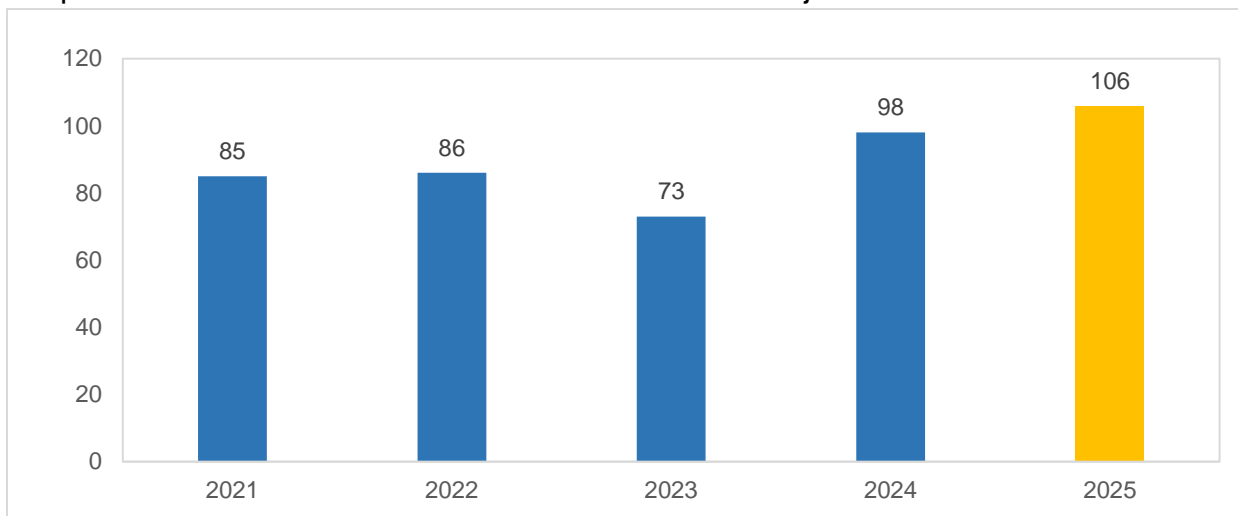
The sustained trend of increased emergency incident responses year over year saw the Hamilton Fire Department respond to 43,973 incidents in 2025, compared to 40,529 in 2024 – an increase of 8.5%. In addition, firefighters continue to deal with the ongoing increase in structure fires, increased involvement and exposures to traumatic incidents and increased levels of skills and competency training. All these factors have led to the overall increase in LTIs, specifically Mental Health exposures and Musculoskeletal injuries. Hamilton Fire Department's Leadership Team, in collaboration with Health, Safety and Wellness Services in Human Resources, continues to focus on providing injury prevention training and prevention reviews to staff.

Additionally, employees have been receiving mental health awareness training through the deployment of the Road to Mental Readiness Program (R2MR) and mental health supports from the Department's Peer Support Team when employees are involved or

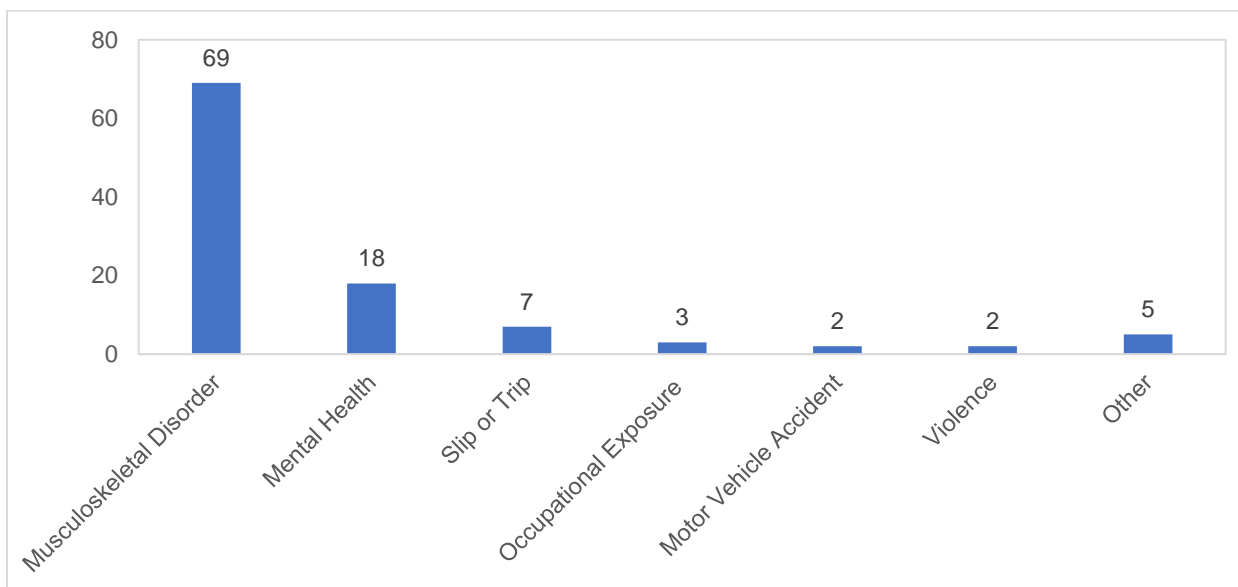
exposed to critical incidents. Employees also have access to support programs from both Homewood Health and Wounded Warriors Canada.

**Hamilton Paramedic Services (HPS)**

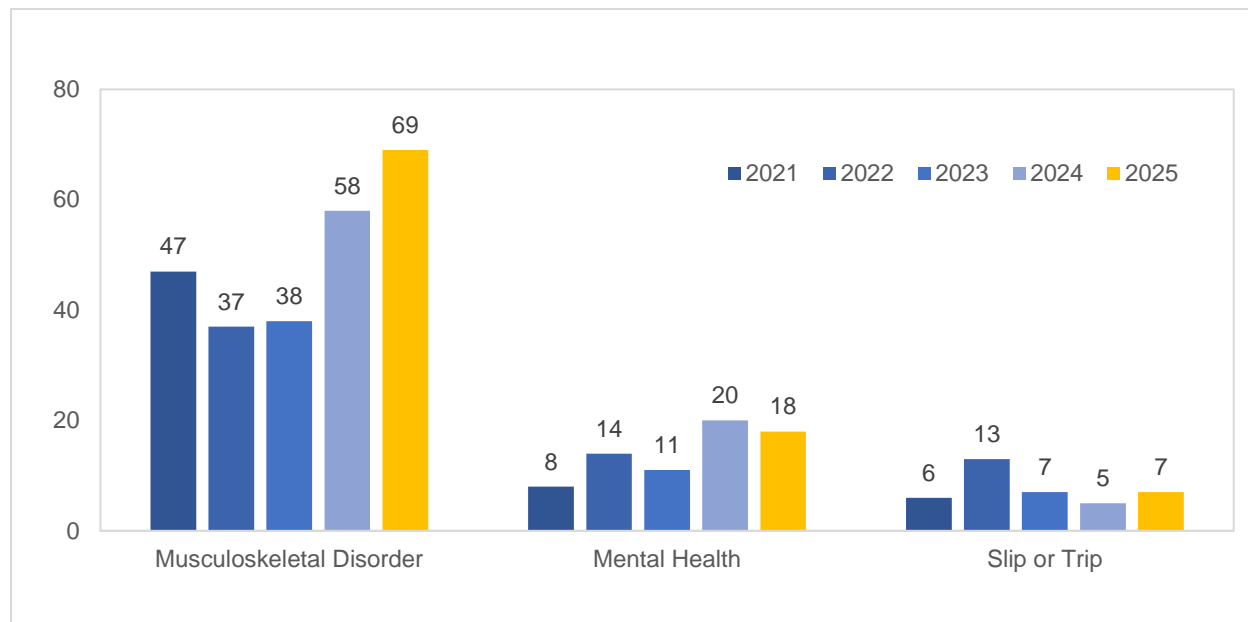
Graph 4: Hamilton Paramedic Services Lost Time Injuries from 2021 to 2025



Graph 5: Hamilton Paramedic Service Lost Time Injury Types in 2025



Graph 6: Hamilton Paramedic Service Top Three Injury Types



In 2025, Hamilton Paramedic Service saw an 8.2% increase in the overall number of Lost Time Injuries, from 58 in 2024 to 69 in 2025. Of the Lost Time Injuries, 65% were attributed to Musculoskeletal injuries and represented an 19% increase in 2025. There were slight decreases noted in Mental Health injuries and slight increases noted in Slip or Trip injuries.

Hamilton Paramedic Service continues to prioritize employee wellness through initiatives such as Mental Health Week activities, the Rusty Jade Ranch Recharge program, yoga, BBQ Night, Sound Therapy, and therapy dog visits. Wellness education also remains central to student and observer orientation, emphasizing resilience and connections to Peer Support.

Pre-orientation Family Nights help new staff and their families understand available wellness supports, including the Employee and Family Assistance Program, which has improved access and supported retention.

The External Incident Report system completed its first full year of data collection, providing insight into violence against paramedics. Although underreporting persists, reported incidents—including some resulting in assault charges—receive wellness follow-up. The External Violence Against Paramedics (EVAP) program will continue to strengthen training in situational awareness and de-escalation.

Hamilton Paramedic Service also enhanced support for staff recovering from mental health–related injuries through improved return-to-work and reintegration processes, offering a voluntary, clinically guided pathway for a safe and gradual return to duty.

### Equipment Enhancements

ACETech vehicle monitoring improves paramedic safety by providing real-time data on driving behaviour and vehicle status. Tracking speed, G-force, and sudden maneuvers helps identify unsafe patterns, while fuel and readiness monitoring ensures ambulances remain operational. Driver identification supports targeted coaching and accountability. These features collectively reduce preventable incidents and enhance overall emergency vehicle safety.

### Collaborative High Reliability

In 2025, Hamilton Paramedic Service advanced its Collaborative High Reliability (CHR) work by delivering organization-wide training on driving safety and intersection risk, with supervisors receiving additional instruction on applying the Risk Reduction Guide and managing “Green” events. Hamilton Paramedic Service also became the first healthcare and paramedic service in Canada to earn Collaborative Just Culture certification. The Service continues to pursue full CHR accreditation, reinforcing its leadership in safety and high-reliability practice.

### Paramedic Driver Enhancement Program

The Hamilton Paramedic Driver Enhancement Program improves safety and compliance through in-house training tailored to emergency vehicle operation. It addresses local needs, performance gaps, and Hamilton-specific challenges while setting clear expectations for safe driving and consistent responses to collisions or vehicle damage. The Paramedic Driving Enhancement Program (PDEP) combines classroom learning with hands-on training customized to the city’s environment, creating a scalable curriculum—developed with instructor trainers and neighbouring services—that strengthens driver performance and overall readiness.

### Medical Priority Dispatch System (MPDS) Launch – November 2025

The MPDS enhances paramedic safety by providing consistent, clinically informed information about hazards, patient condition, and potential risks before crews arrive on scene. Its structured protocols also reduce unnecessary lights-and-sirens responses, lowering collision risk. By improving triage and situational awareness, MPDS helps paramedics approach calls more safely and reduces preventable injuries.

### McGrath Video Laryngoscope

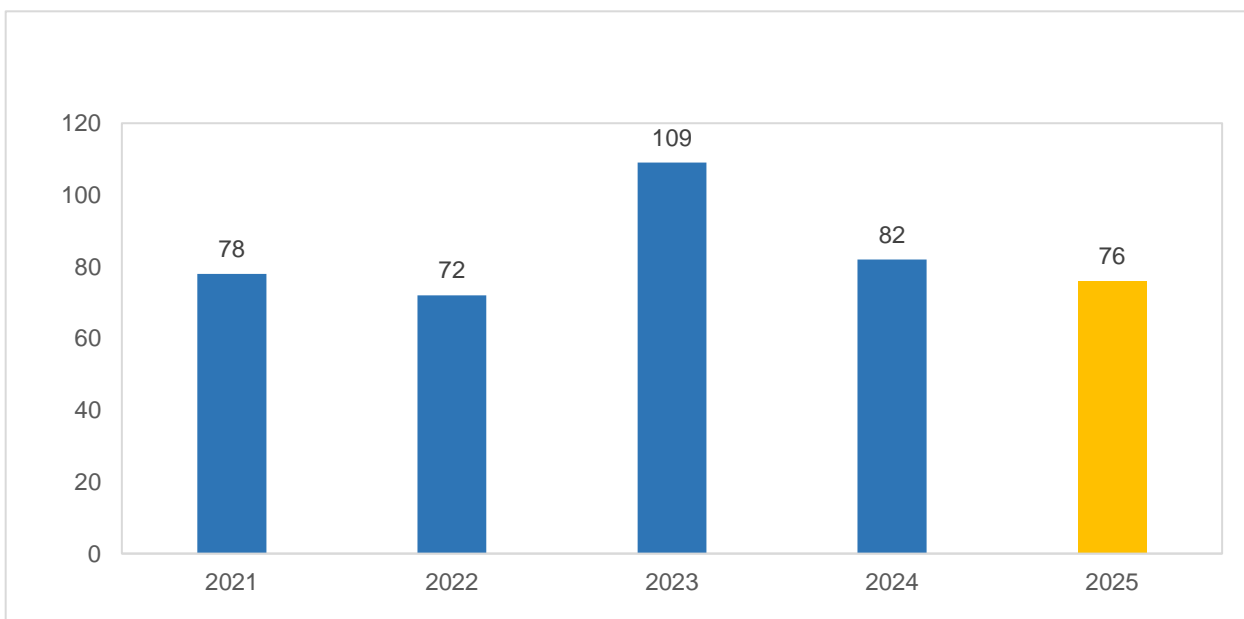
The McGrath video laryngoscope enhances paramedic safety by improving first-attempt success and providing clearer airway visualization, reducing the need for awkward or risky positioning. Its video display allows a safer working distance, lowering exposure to respiratory droplets and other biohazards. By minimizing repeated attempts and streamlining the procedure, it makes airway management more controlled, efficient, and safe.

### Ongoing Work

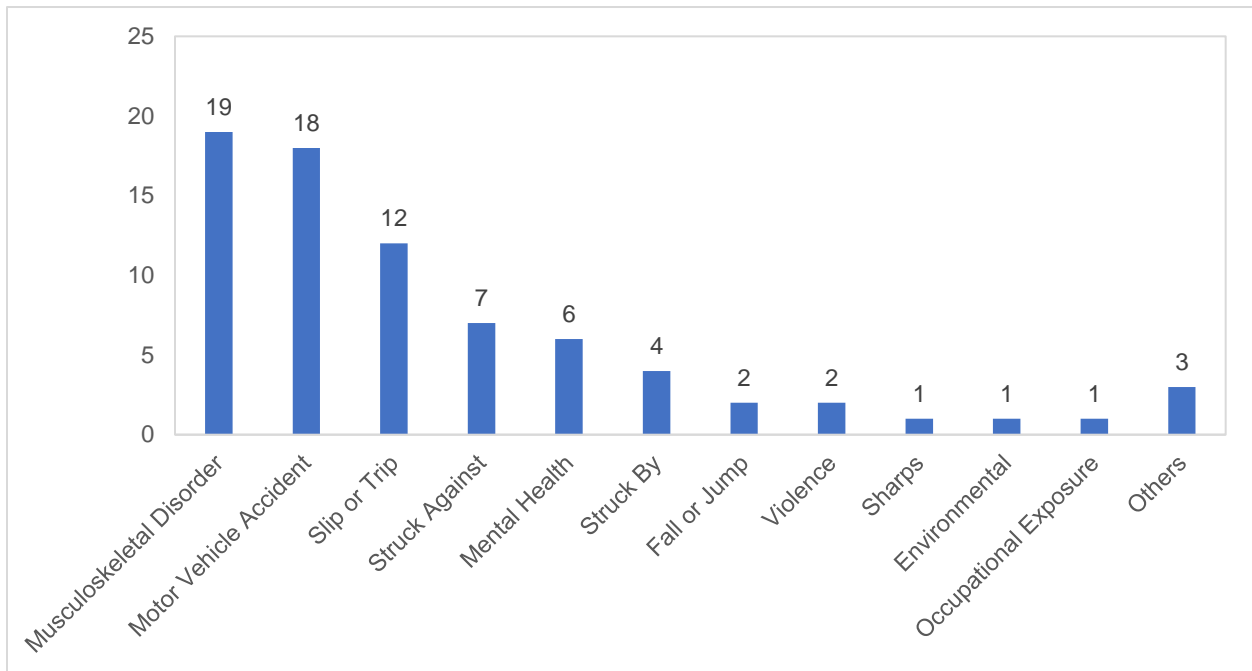
The Joint Occupational Health and Safety Committee continues to work with the Ministry of Labour, Immigration and Skills Development and the Ministry of Long Term Care to maintain proper processes for residents with a “no-lift policy,” contributing to fewer lift-assist calls from long-term care homes and reducing paramedic musculoskeletal injury risk. The Professional Development team also conducts annual quantitative mask fit testing to limit infectious disease exposure. Additionally, Personal Air Purifying Respirators (PAPRs) are provided for staff with medical or religious exemptions, with strengthened oversight this year through supervisor spot checks to ensure proper Personal Protective Equipment use and beard management, along with enhanced training during fit testing to support correct PAPR donning, doffing, and operation.

### Hamilton Street Railway (HSR)

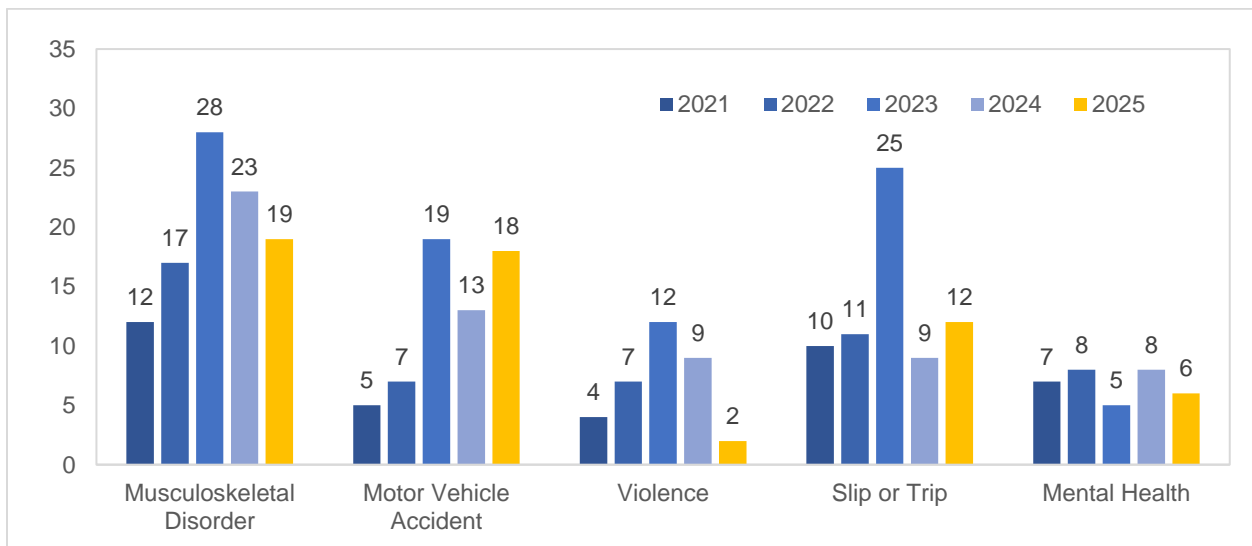
Graph 7: Hamilton Street Railway Lost Time Injuries from 2021 to 2025



Graph 8: Hamilton Street Railway Lost Time Injury Types 2025



Graph 9: Hamilton Street Railway Top Five Injury Types



HSR saw a 7.3% decrease in the overall number of Lost Time Injuries, from 82 in 2024 to 76 in 2025. Of the Lost Time Injuries, 25% were attributed to Musculoskeletal injuries, which remained the top cause for injury despite a slight decline in 2024 and 2025. Motor Vehicle Accident injuries increased 38.5%, from 13 in 2024 to 18 in 2025.

HSR continued to emphasize ergonomics during new operator training, Driving Safety Evaluations, and Return-to-Work training, including reminders on stretching, rest breaks, seating posture, and proper seat adjustment.

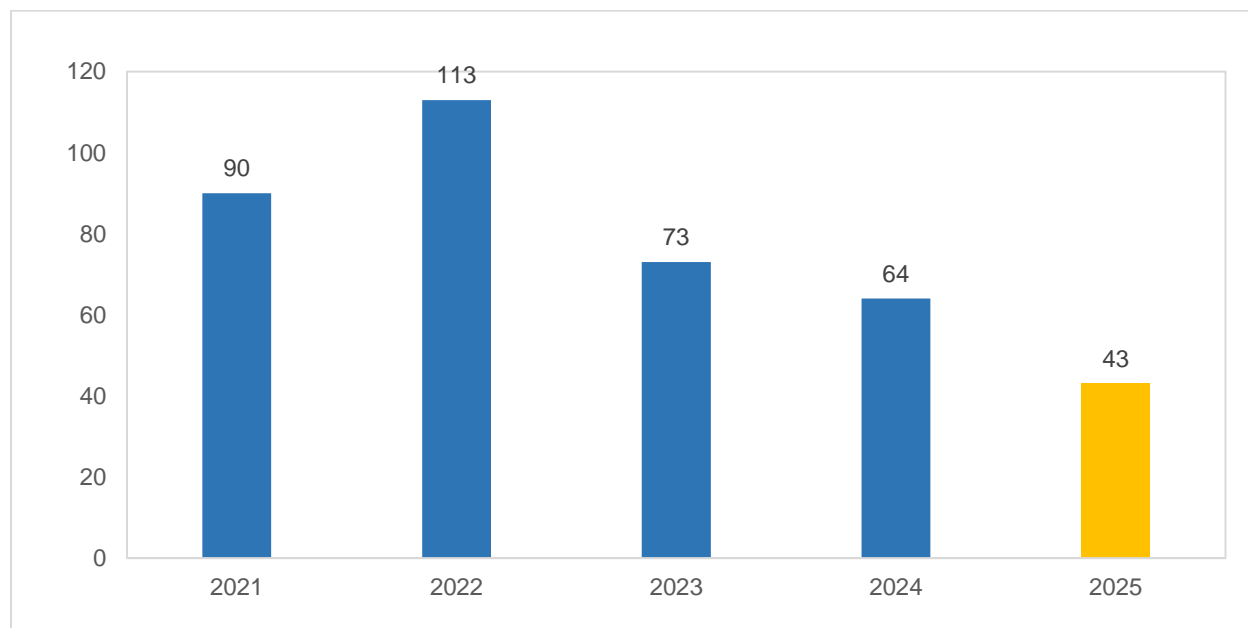
Noise assessments on selected Mountain Transit Centre routes found all operator exposures remained below the 85 decibels occupational limit. Operator refresher training, reinforcing operator skills and knowledge in safe vehicle operation and defensive driving techniques – paused in 2024 due to the cybersecurity incident – resumed in 2025, with a target of 250 operators trained by year-end.

Mental Health and employee wellbeing remains a key priority. Through the HSR Way Program, employees shared strategies for building resilience in public-facing roles. Training instructors certified in Non-violent Crisis Intervention delivered training to new operators, during refresher training and for post-incident training.

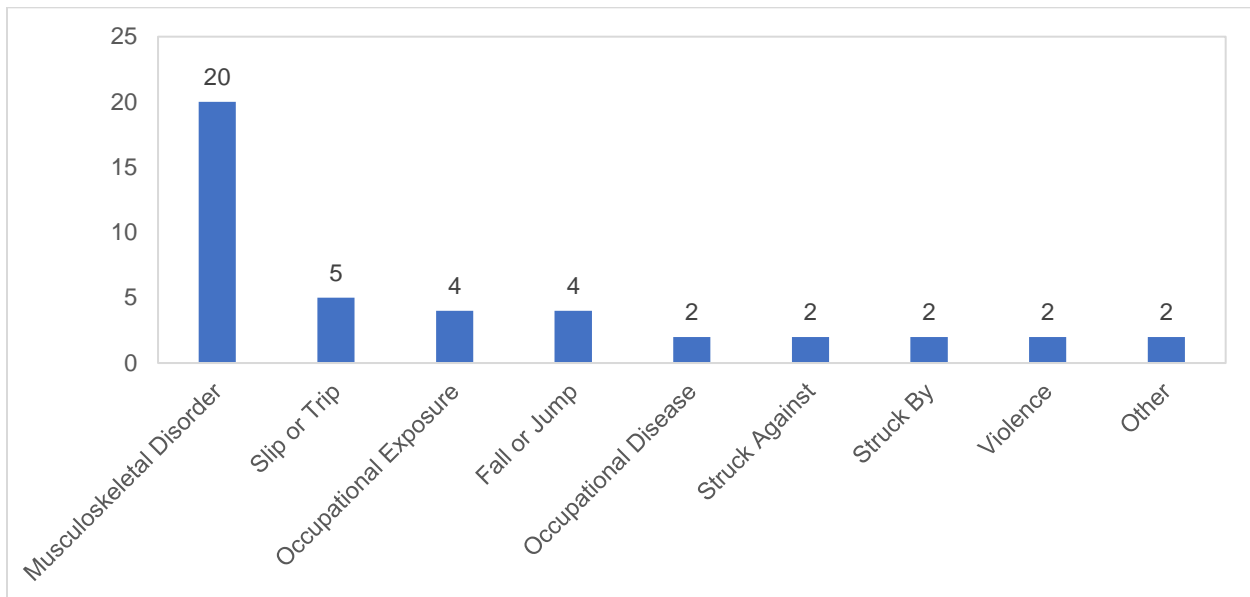
HSR also launched, in collaboration with Health, Safety and Wellness Services in Human Resources, a Critical Incident Peer Support Team consisting of 16 trained volunteers who provide support after traumatic events. Finally, the 2025 Wellness Fair at the Mountain Transit Centre brought together multiple wellness partners, reinforcing HSR's commitment to a healthy and supportive workplace.

### Long-Term Care (LTC)

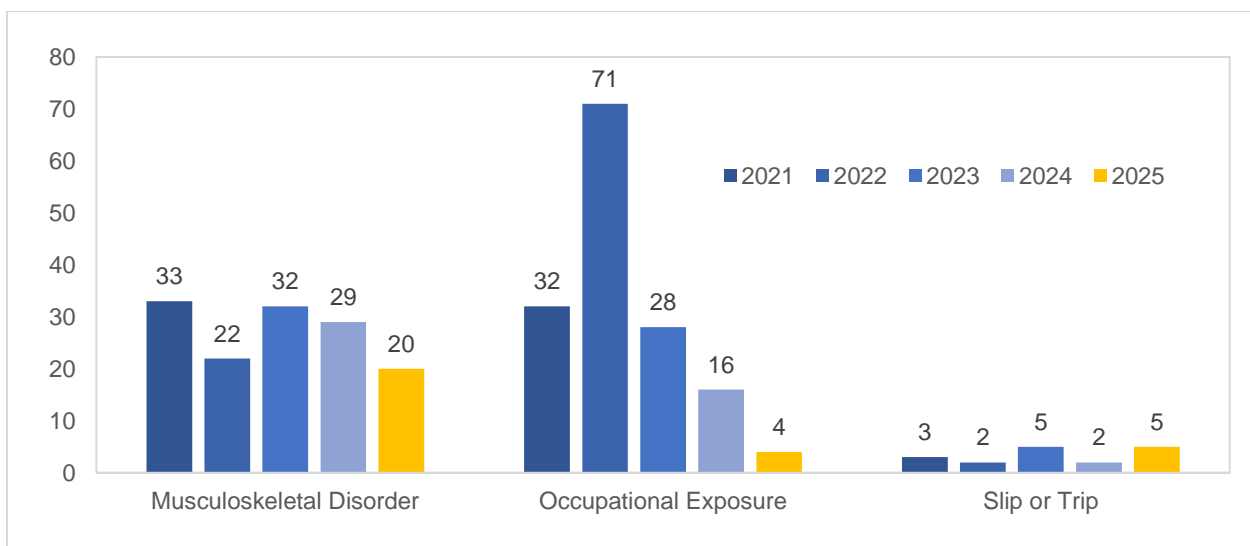
Graph 10: Long-Term Care Lost Time Injuries from 2021 to 2025



Graph 11: Long-Term Care Lost Time Injury Types in 2025



Graph 12: Long-Term Care Top 3 Injury Types



Long Term Care experienced a significant decrease (-89.3%) in Lost Time Injuries, from 64 in 2024 to 43 in 2025. Significant decreases were noted in Occupational Exposure Injuries (-75%) and Musculoskeletal Injuries (-26.5%) in 2025, when compared to 2024, and continues a trend in reduction of these injuries over the last several years.

As part of Long-Term Care's ongoing commitment to enhance workplace safety and reduce workplace injuries and illnesses, numerous measures and initiatives were implemented throughout 2025 contributing to an overall decrease in lost time injuries in 2025 in comparison to 2024.

LTC has focused on proactive strategies to reduce Musculoskeletal injuries, supported by enhanced education, review of incidents and near misses, employee feedback, and targeted equipment upgrades. Analysis of trends and employee input identified repetitive strain, awkward postures, forceful exertion, and equipment maneuverability as key contributors. In response, leaders prioritized immediate reporting of discomfort and near misses, ergonomic education, and equipment improvements aligned with employee needs—resulting in a measurable reduction in Musculoskeletal injuries.

Equipment upgrades were made as follows:

- Food Hot Carts
  - Replaced older carts that were difficult to open, close and maneuver.
  - Improved mobility and reduced forceful exertions.
- Ergonomic Dustpans
  - Designed to minimize crouching, bending and extended reaching.
  - Reduced lower back strains and awkward positions.
- Upright Floor Scrubbers
  - Scrub and dry floors simultaneously.
  - Reduce slip and fall hazards.
  - Decreased repetitive strain from mopping.
- Lightweight Vacuums
  - Reduce push/pull force and lifting strain
  - Improved maneuverability in areas across the Home
- Lightweight Bun Racks
  - Require less force to push and transfer across the kitchen
  - Improved safety during transport tasks
- Electric Beds
  - Replaced a number of beds with updated electric beds with controls that are more accessible for staff and are more lightweight and easier to maneuver for all staff, while cleaning and preparing rooms or moving beds within the room.

Since implementation, LTC has realized a decrease in injuries, increased staff engagement in workplace safety and improved overall health and safety culture.

LTC occupational exposure illnesses have continued to decline despite the outbreak-prone nature of healthcare settings. Regular infection prevention and control audits help reinforce good practices, identify gaps, and address issues through education, updated procedures, and equipment improvements. LTC teams work closely with Hamilton Public Health, the IPAC Hub, and other partners to incorporate current best practices and reduce infection risk for residents and staff. Annual on-site flu vaccination clinics are also provided for staff in collaboration with Health, Safety and Wellness Services.

Supporting residents with responsive or violent behaviours remains a key safety priority in LTC. To reduce risks to both staff and residents, leaders strengthened oversight, training, and external partnerships. The nursing team also updated the Responsive Behaviour Program with a Workplace Violence Risk Assessment, improving consistency, accountability, and proactive risk mitigation.

The team carefully reviews all high-risk resident applications to ensure the Homes have the clinical expertise and resources to manage complex mental health or behavioural needs. Medical Directors, Administrators, and Directors of Nursing collaborate on these decisions and on changes in existing residents' behaviours. In 2025, all staff received Gentle Persuasive Approach (GPA) training, and all new hires now receive it at orientation. Employees also complete annual mandatory training on dementia and responsive behaviours. LTC continues to work with Behavioural Support Ontario and geriatric psychiatry teams at St. Joseph's and St. Peter's hospitals to assess residents, identify triggers, update care plans, and guide individualized interventions.

LTC works closely with the Return-to-Work Specialist to reduce lost time and support employees in returning to work quickly, often through modified duties that prevent or minimize lost time from the workplace.

The Wellness Committees continue to support our Homes with monthly updates to the Wellness Board, as well as other activities to engage employees and support their mental health and well-being with the Cancer-Screening Bus being a big success.

Overall, the 2025 initiatives have had a positive impact on the health, safety and wellbeing of staff. Our Homes continue to invest in education, ergonomic solutions, and ongoing training, while continuing to work with key stakeholders to reduce occupational injuries and illnesses and focusing on a culture of safety.

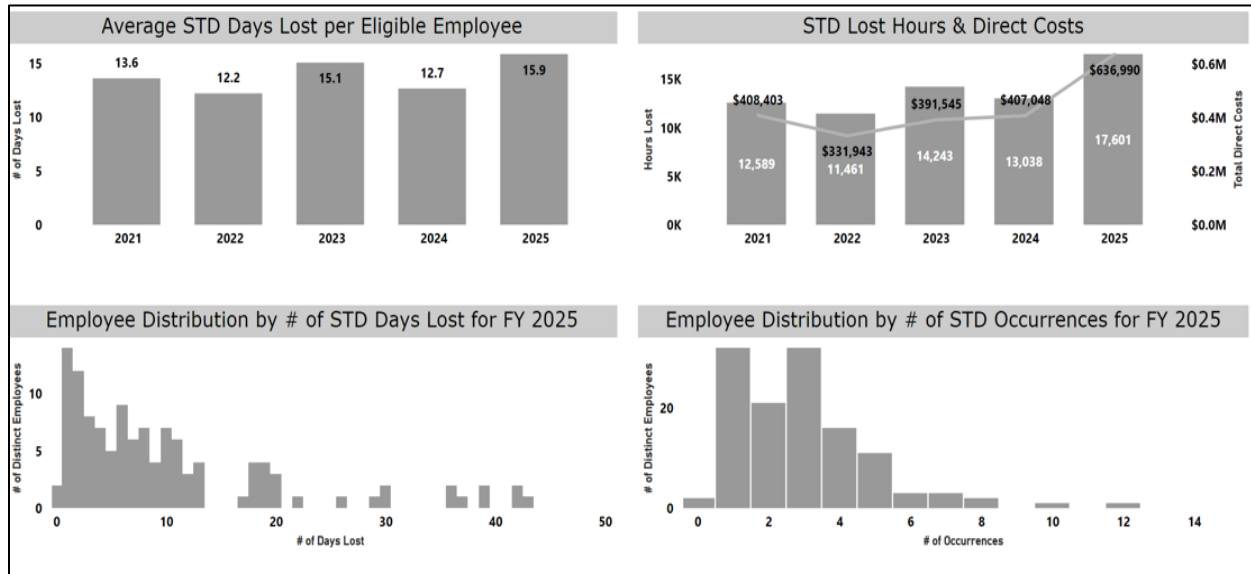
**2025 Critical Injuries Reported to the Ministry of Labour, Immigration, Training  
and Skills Development by City Division**

Division	Critical Injury Reported	Number
<b>Environmental Services (PW)</b>	<b>Fracture</b> – A worker sustained a fractured wrist after they slipped on snow and ice on stairs.	1
<b>Transportation (PW)</b>	<b>Loss of consciousness</b> – In relation to a slip and fall, a worker lost consciousness.	1
<b>Transit (PW)</b>	<p><b>Fracture</b> – A worker slipped and fell on snow and ice fracturing their ankle.</p> <p><b>Fracture</b> – A worker slipped and fell on ice resulting in a foot fracture.</p> <p><b>Loss of Consciousness</b> - A worker lost consciousness due to medical condition – not work related.</p> <p><b>Fracture</b> – A worker slipped and fell causing an arm fracture.</p> <p><b>Fracture</b> – A worker slipped and fell causing an ankle fracture.</p>	5
<b>Waste Management (PW)</b>	<p><b>Fracture</b> – A worker fell from vehicle causing an ankle fracture.</p> <p><b>Fracture</b> – A worker was walking on uneven ground and fractured their ankle.</p> <p><b>Loss of Consciousness</b> – A worker lost consciousness due to unknown causes.</p> <p><b>Fracture</b> – A contracted worker was walking on uneven ground and fractured their ankle.</p> <p><b>Fracture</b> – A contracted worker fractured their wrist due to a slip and fall.</p>	5
<b>Hamilton Fire (HSC)</b>	<b>Loss of Sight</b> - A worker was playing a basketball game at work and lost sight in one eye.	1
<b>Hamilton Paramedic Service (HSC)</b>	<p><b>Fracture</b> – A worker tripped over a drain hose and fractured their wrist.</p> <p><b>Fracture</b> – A worker stepped in a pothole causing a fractured leg.</p> <p><b>Fracture</b> – A worker sustained slipped and fell causing an ankle fracture.</p>	3

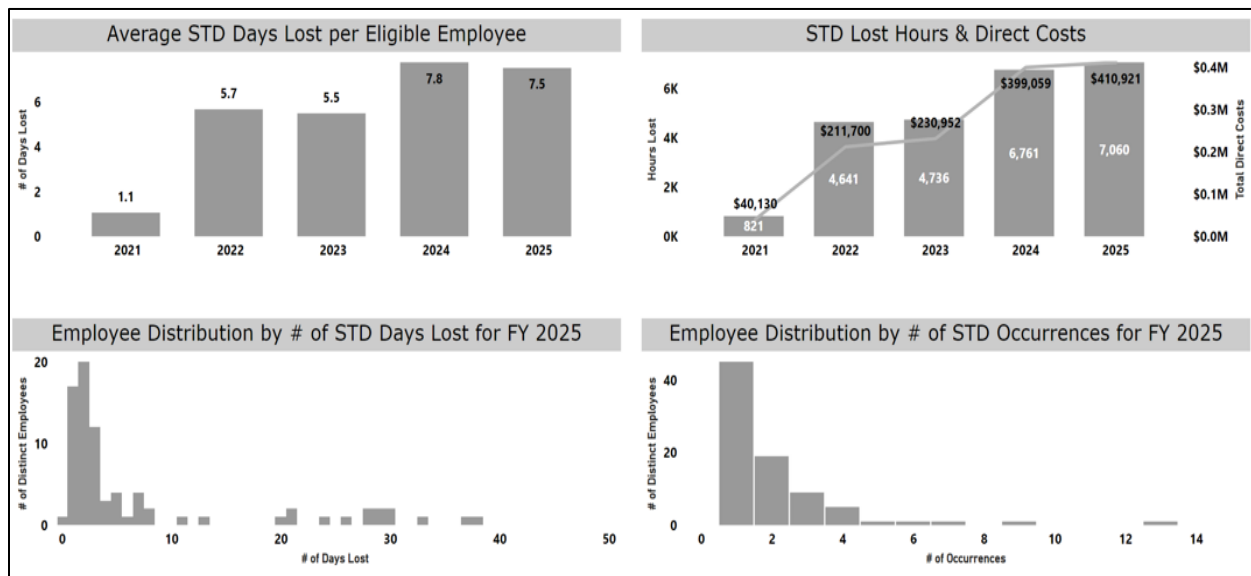
<b>Housing Services (HSC)</b>	<b>Fracture</b> – A worker tripped and fell on stairs causing a fractured elbow.	1
<b>Long Term Care (HSC)</b>	<b>Fracture</b> – A worker slipped and fell, causing a fractured knee.	1
<b>Recreation (HSC)</b>	<p><b>Loss of Consciousness</b> – A volunteer lost consciousness due to medical condition – not work related.</p> <p><b>Fracture</b> – A member of the public slipped and fell on a wet floor causing a hip fracture.</p> <p><b>Fracture</b> – A worker slipped and fell on a wet floor causing a fractured knee.</p> <p><b>Loss of Consciousness</b> – A worker lost consciousness due to unknown causes.</p>	4
<b>Mayor's Office (CMO)</b>	<b>Fracture</b> – An elected official tripped and fell on stairs and fractured their arm.	1
<b>TOTAL</b>		<b>23</b>

### Short-Term Disability (STD) Absence Data by Department

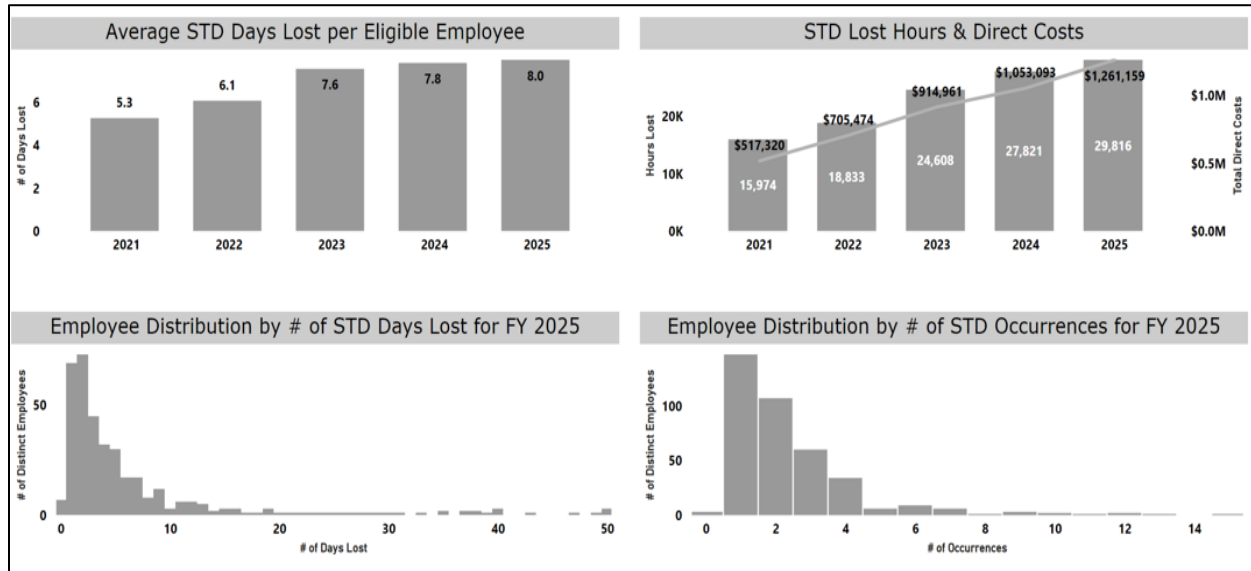
#### Graph 1 – City Housing STD Absence Data



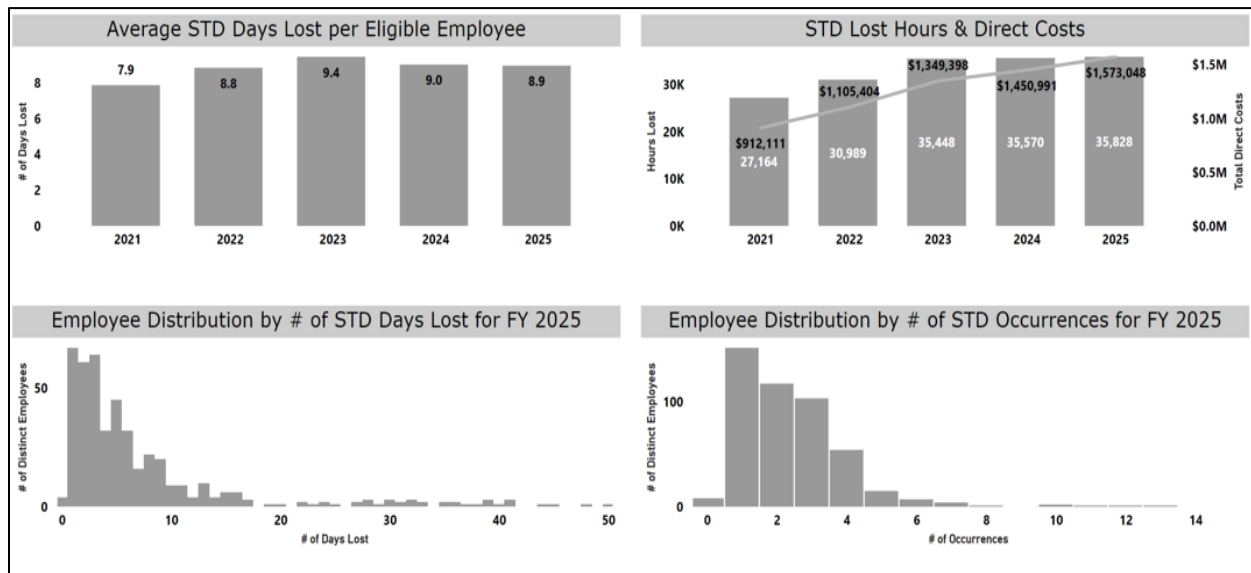
#### Graph 2 – City Manager’s Office STD Absence Data



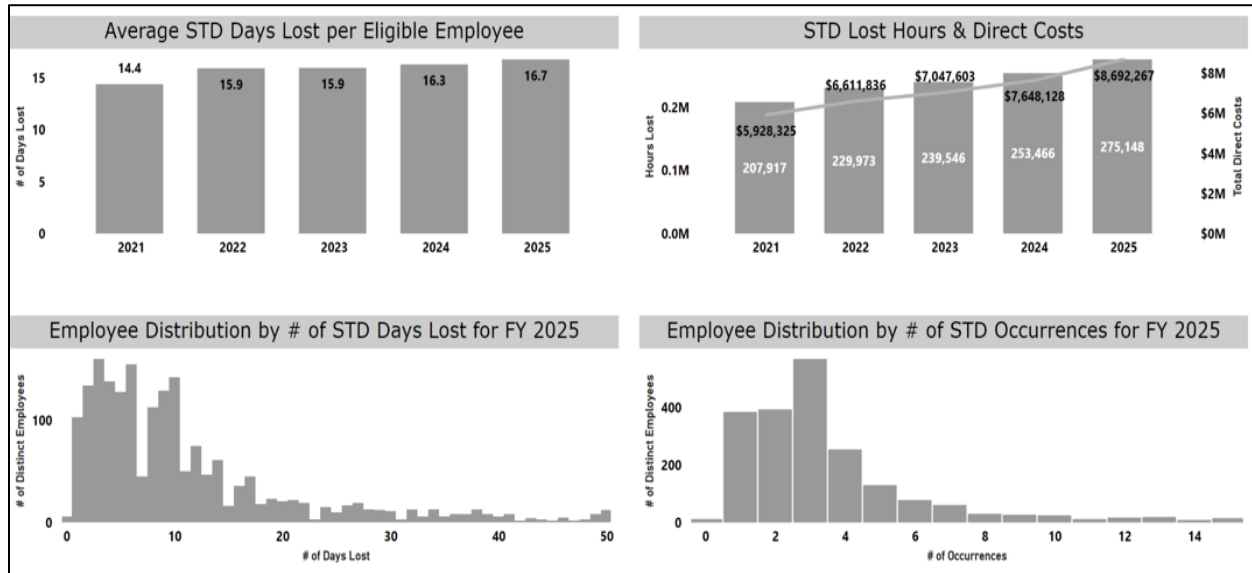
**Graph 3 – Corporate Services STD Absence Data**



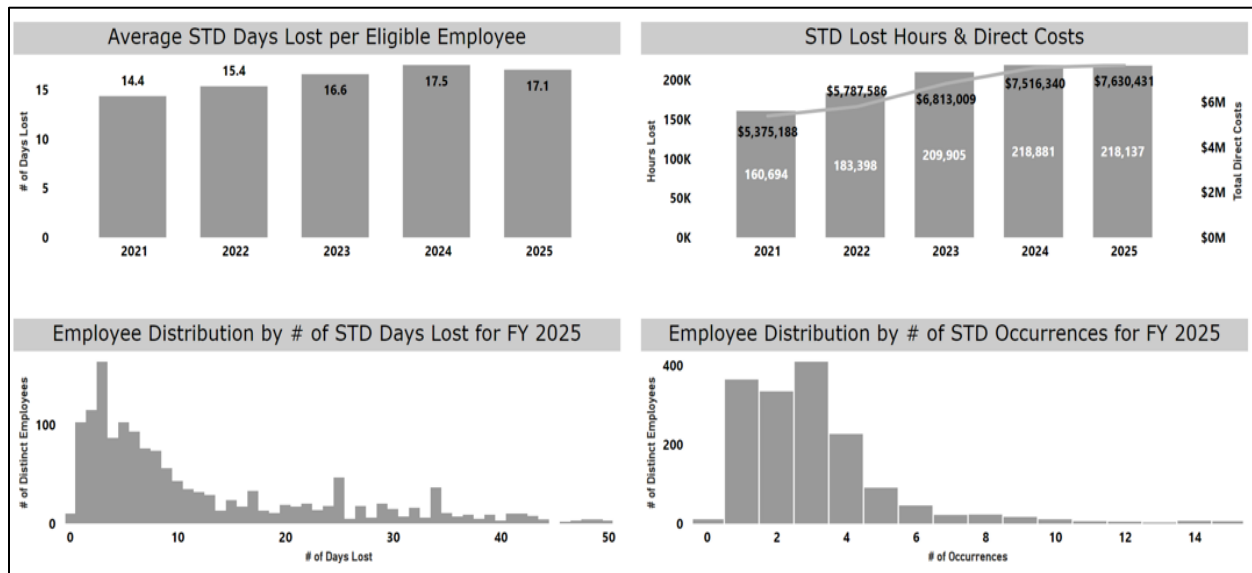
**Graph 4 – Planning and Economic Development STD Absence Data**



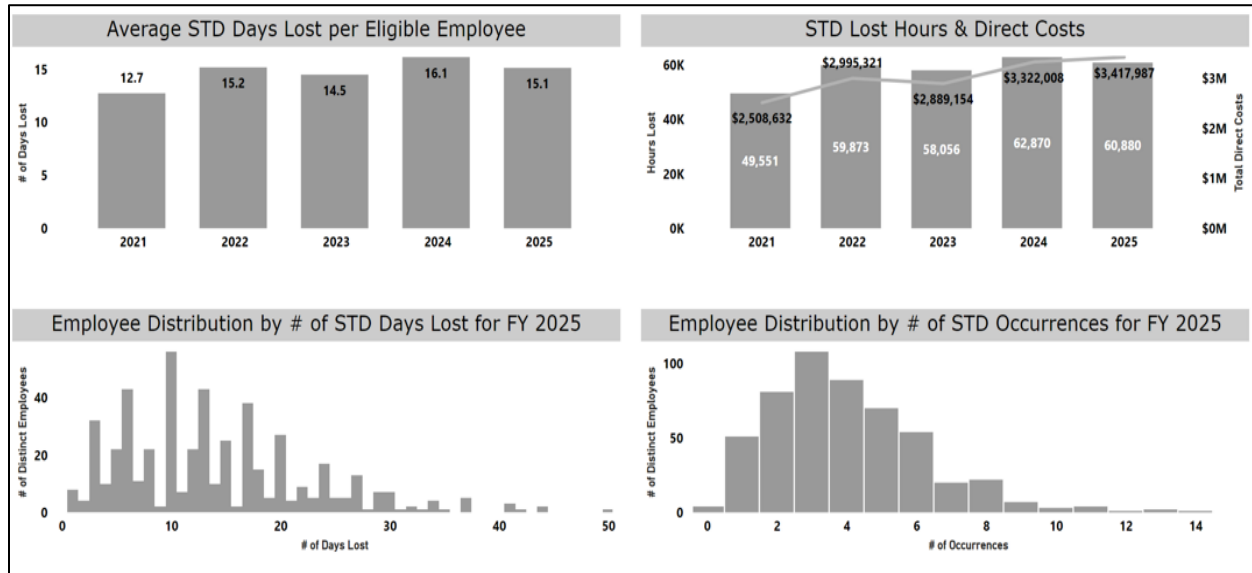
**Graph 5 – Public Works STD Absence Data**



**Graph 6 – Healthy and Safe Communities STD Absence Data**

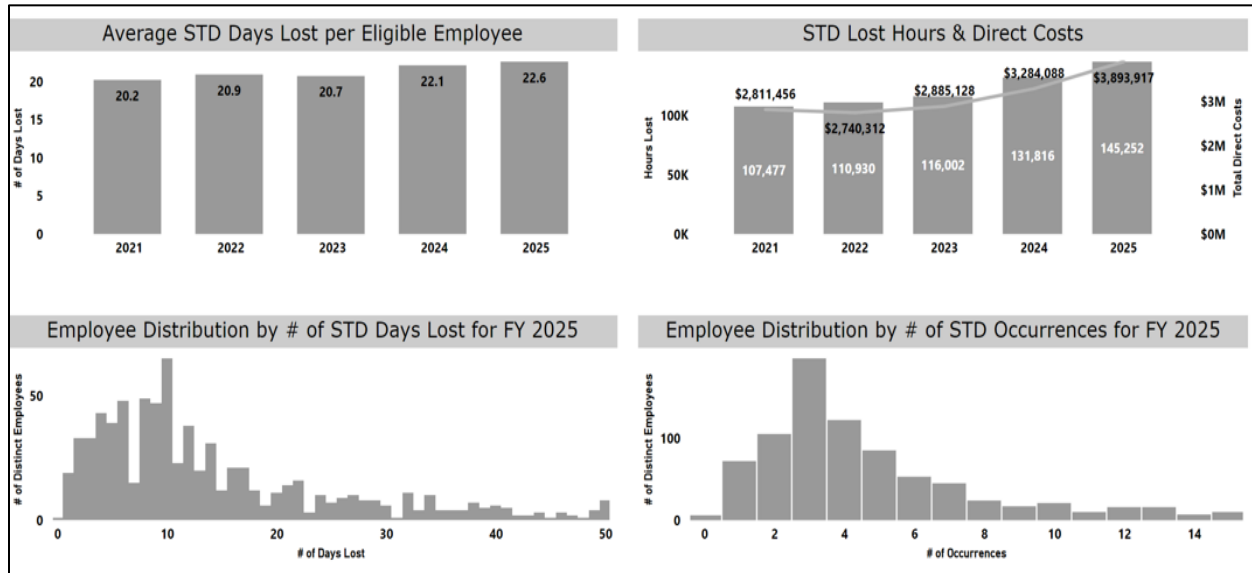


**Graph 7 – Hamilton Fire STD Absence Data**



**Short-Term Disability Absence Data - Top 5 City Divisions**  
(Note – Top 5 is based on total number of lost days per division)

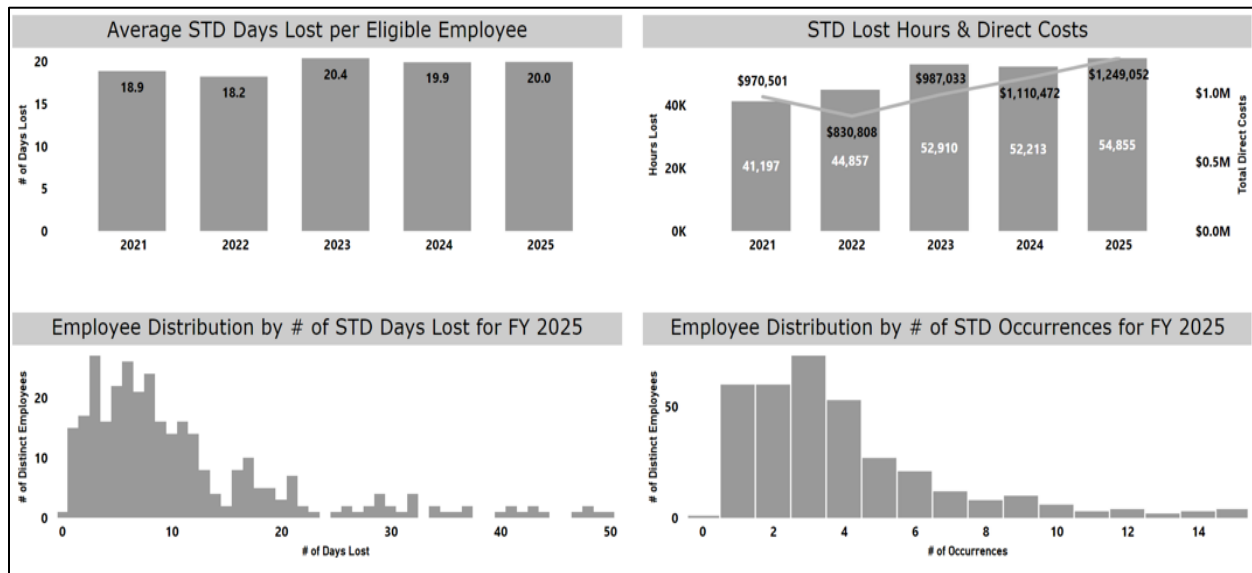
**Graph 8 – Transit Division STD Absence Data**



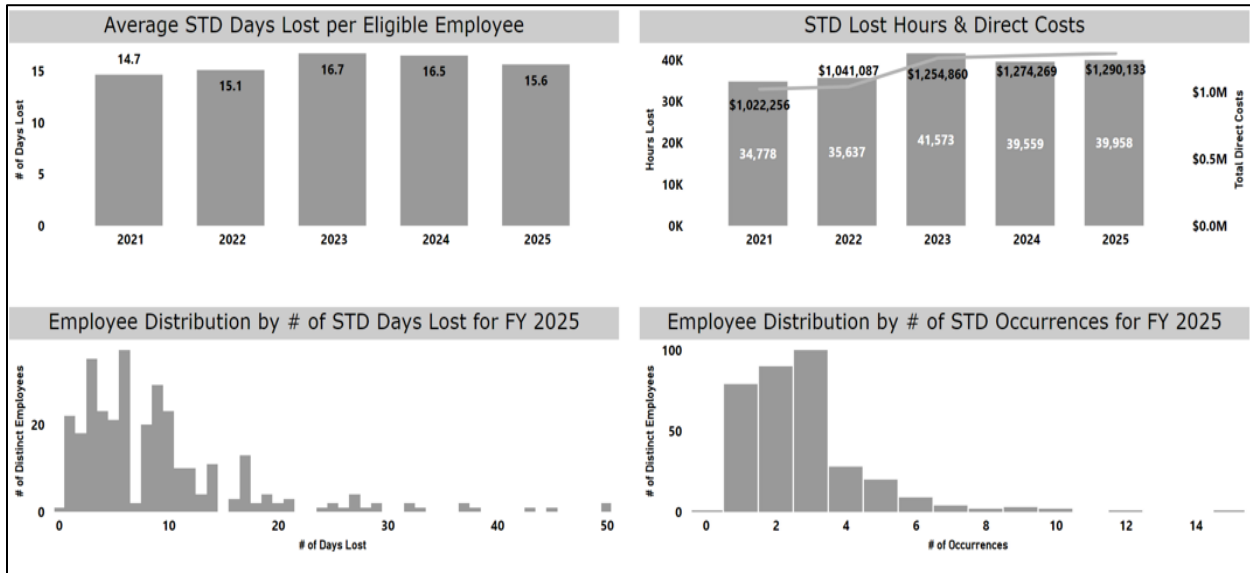
### Graph 9 – Hamilton Paramedic Services Division STD Absence Data



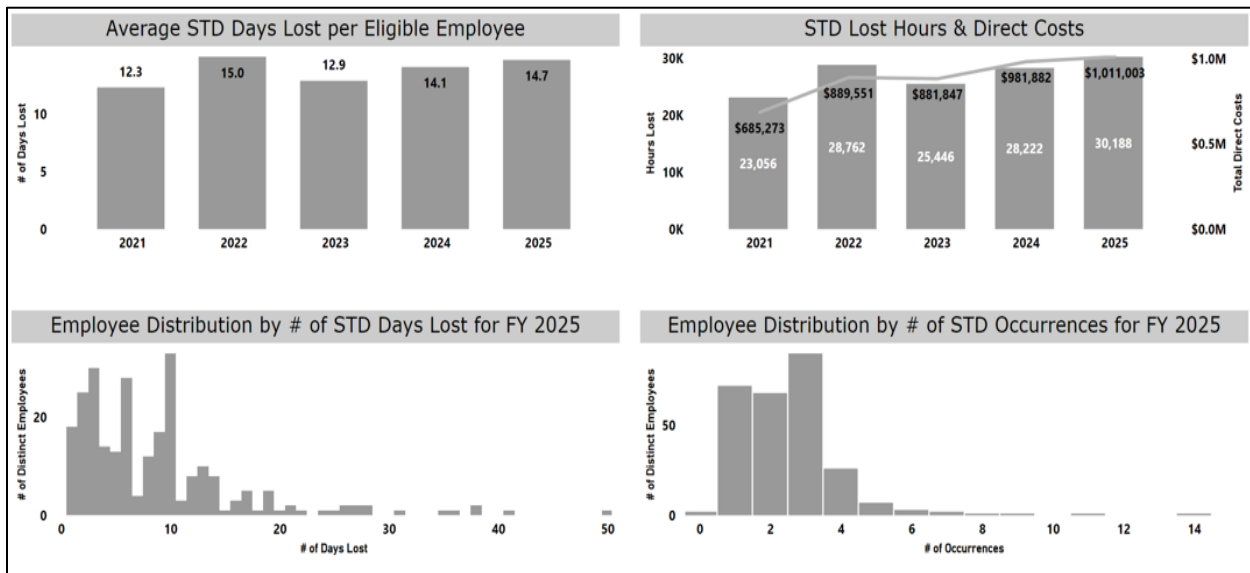
### Graph 10 – Lodges Division STD Absence Data



**Graph 11 – Transportation Division STD Absence Data**



**Graph 12 – Waste Division STD Absence Data**





## City of Hamilton

### Report for Consideration

**To:** Chair and Members  
Audit, Finance and Administration Committee

**Date:** April 16, 2026

**Report No:** AUD21004(d)

**Subject/Title:** Cyber Security Follow Up Audit, Phase 2: Incident Response and Insurance Review

**Ward(s) Affected:** (City Wide)

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### Recommendations

- a) That the Confidential Audit Report, attached as Appendix “A” to Report AUD21004(d), **BE RECEIVED** for information and **REMAIN CONFIDENTIAL**.
- b) That the Confidential Audit Report, attached as Appendix “B” to Report AUD21004(d), **BE RECEIVED** for information and **REMAIN CONFIDENTIAL**.
- c) That the management responses in Appendix “C” to Report AUD21004(d) **BE APPROVED** and **REMAIN CONFIDENTIAL**; and
- d) That the Chief Information Officer (Acting) and the General Manager of Finance and Corporate Services **BE DIRECTED** to implement the management responses contained in Appendix “C” to Report AUD21004(d) and report back to the Audit,

Finance and Administration Committee by August 2026, on the nature and status of actions taken in response to the Audit Report.

## Key Facts

- The Office of the Auditor General (OAG) is conducting a Cyber Security Follow Up Audit. This is the second in a series of four reports to be issued.
- The OAG's Cyber Security Audit was issued in April 2021.
- The topics of this report are Incident Response (an evaluation of City's incident response to the February 2024 breach) and Insurance Review (an assessment of the City's cyber insurance coverage at the time of the February 2024 breach).
- For both the incident response and insurance review, analysis OAG conducted found that there was significant room for improvement.
- The OAG has made 19 new recommendations to improve cyber and insurance practices.

## Financial Considerations

Not applicable.

## Background

On January 22, 2025, the OAG provided information in-camera about the planning phase of the Cyber Security Follow Up Audit to the Audit, Finance and Administration Committee (Report AUD21004(a)). On April 10, 2025, additional public reporting and disclosure was provided to the Audit, Finance and Administration Committee.

AUD21004(d) Cyber Security Follow Up Audit, Phase 2: Incident Response and  
Insurance Review (City Wide)

The original Cyber Security Audit was issued in April 2021 by the OAG. OAG was planning a follow-up audit in 2024 when the cybersecurity incident occurred, which caused delay and modification to the original scope of the review.

The Cyber Security Follow Up Audit consists of four parts, delivered in a series of reports. This is the second of four reports to be issued. Phase 1 (Report AUD21004(c)) was presented at the October 2, 2025 Audit, Finance and Administration Committee meeting. The OAG received requests from Council to review the insurance coverage, so the OAG included this analysis as part of Phase 2 of the Follow Up Audit.

## Cyber Security Follow Up Audit

### Phase 1 – Pre-Breach Analysis Report

Assessment of the City's cyber posture prior to the incident in February 2024, and progress made since the 2021 Audit, identifying root causes and systemic weaknesses for any gaps that remained at the time of the breach.

### Phase 2 – Incident Handling Review and Insurance Review

- A. Evaluation of the incident response based on NIST SP 800-61, focusing on how effectively the incident was managed, including containment and immediate remediation measures.
- B. Assessment of insurance coverage at the time of the incident.

### Phase 3 – Roadmap Assessment

Review of the City of Hamilton's proposed cyber security roadmap to assess how well it addresses the gaps and issues identified in Phase 1 and OAG's 2021 Cyber Security Audit.

### Phase 4 – Roadmap Financing Assessment

Review to assess reasonability and overall soundness of the financing plan to fund the execution of the cyber security roadmap.



TODAY

## Analysis

This report contains findings from Phase 2 of our Cyber Security Follow Up Audit. The focus of this review consists of A) an evaluation of the City's incident response and B) a

review of the City's insurance coverage at the time of the February 2024 ransomware attack.

The objectives Phase 2 were:

- A. To assess the City of Hamilton's incident response to and management of the February 2024 ransomware attack against industry best practices, and to improve understanding of how the City's incident response can be improved in the future to assist the City's efforts in responding to any future cyber incidents.
- B. To look at key events associated with the ransomware incident and the subsequent claim denial, and to examine whether City Council and staff members reasonably understood coverage limitations prior to the incident.

The key findings were:

#### **Phase 2A**

- Challenges were found across all stages of the City's incident response.
- At the time of the response, the City's practices, capabilities, and resources did not support an effective response.
- Gaps were found that hampered the City's ability to detect, respond to, and recover from the incident.

#### **Phase 2B**

- The ransomware incident and subsequent claim denial exposed gaps between cyber risk management, insurance procurement, and governance oversight.
- There was insufficient assurance prior to the incident that the cyber insurance policy would be applied as anticipated by the City.

- 
- Governance processes did not adequately identify, escalate, or address the consequences of unmet underwriting conditions.
  - This resulted in the existence of a significant uninsured financial impact.

## Alternatives

Not applicable.

## Relationship to Council Strategic Priorities

See [2022-2026 Council Priorities, Outcomes & Measures of Success | City of Hamilton](#) for more information on Council's Priorities.

3. Responsiveness & Transparency
  - 3.3 Build a high performing public service
  - 3.4 Modernize City systems

## Previous Reports Submitted

- [Report AUD21004 Cyber Security Audit](#), April 22, 2021, Audit, Finance and Administration Committee meeting.
- [Report AUD21004\(a\) Cyber Security Follow Up Audit – Planning Summary](#), January 16, 2025, Audit, Finance and Administration Committee meeting.
- [Report AUD21004\(b\) Cyber Security Follow Up Audit – Additional Public Disclosure](#), April 10, 2025, Audit, Finance and Administration Committee meeting.
- [Report AUD21004\(c\) Cyber Security Follow Up Audit, Phase 1: Pre-Breach Analysis Report](#), October 2, 2025, Audit Finance and Administration Committee meeting.

## **Consultation**

Many interviews were conducted with City staff and management for this Follow Up Audit. These included the Interim Chief Information Officer, the Chief Information Security Officer, various staff and management in the Information Technology Division, the City Solicitor, Manager Risk Management Services, and several other relevant staff and management at the City of Hamilton.

The management response for Phase 2A Incident Response was provided by the Chief Information Officer (Acting) and the Chief Information Security Officer.

The management response for Phase 2B Insurance Review was provided by the City Solicitor and the Manager Risk Management Services.

## **Appendices and Schedules Attached**

### **CONFIDENTIAL Appendix A: Cybersecurity Incident Response Assessment Report**

Confidential Appendix A “Cybersecurity Incident Response Assessment Report” is private & confidential in accordance with Section 239(2)(a) of the Municipal Act 2001 as the subject matter pertains to the security of the property of the municipality or local board.

### **CONFIDENTIAL Appendix B: Cybersecurity Insurance Review Report**

Confidential Appendix B “Cybersecurity Insurance Review Report” is private & confidential in accordance with Section 239(2)(e) of the Municipal Act 2001 as the subject matter pertains to litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board.

### **CONFIDENTIAL Appendix C: Recommendations and Management Responses**

AUD21004(d) Cyber Security Follow Up Audit, Phase 2: Incident Response and  
Insurance Review (City Wide)Page 8 of 8

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Confidential Appendix C “Recommendations and Management Responses” is private & confidential in accordance with Section 239(2)(a) of the Municipal Act 2001 as the subject matter pertains to the security of the property of the municipality or local board.

**Prepared by:**

Brigitte Minard, Deputy Auditor General, Office of the Auditor General

Charles Brown, Auditor General, Office of the Auditor General

Valencia Risk, on behalf of the Office of the Auditor General

**Submitted and Recommended by:**

Charles Brown, Auditor General, Office of the Auditor General



## City of Hamilton

# Report for Consideration

**To:** Chair and Members  
Audit, Finance and Administration Committee

**Date:** April 16, 2026

**Report No:** FCS26037

**Subject/Title:** Request to Extend Contract for Secure Transportation of Funds Services

**Ward(s) Affected:** (City Wide)

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## Recommendations

- (a) Pursuant to Procurement Policy #11 – Non-competitive Procurements, that the extension to Contract A-01-19 for the provision of secure transportation of funds services until April 30, 2027 **BE APPROVED** and that the General Manager, Corporate Services Department **BE AUTHORIZED AND DIRECTED** to negotiate, enter into and execute the extension and any ancillary documents required to give effect thereto with Brink's Canada Limited, in a form satisfactory to the City Solicitor.
- (b) That staff **BE DIRECTED** to release publicly the negotiated awarded cost of the contract extension in the applicable quarterly status report for Emergency and Non-competitive Procurements.

## FCS26037 Request to Extend Contract for Secure Transportation of Funds Services

(City Wide)

Page 2 of 6

- (c) That the contents of Appendix “A” to Report FCS26037 **REMAIN CONFIDENTIAL.**

## Key Facts

- The purpose of this report is to seek approval to extend the City’s contract for secure transportation of funds services (armoured car services) with Brinks Canada Limited (Brinks).
- The current contract, including all extension options, is set to expire on April 30, 2026.
- The City cannot internally maintain these services or issue a competitive procurement process in time without risking service interruptions.

## Financial Considerations

The cost for secure transportation of funds services with Brinks for 2023, 2024 and 2025 was approximately \$195,437, \$205,725, and \$203,227 respectively.

Annual operating budgets, as applicable, will incur additional expenses as a direct result of any negotiated price increase resulting from the contract extension with Brinks Canada Limited. Please refer to Confidential Memo FCS26037 and Confidential Appendix A of the report. While the extent of any potential price increase is not known at this time, the proposed negotiations will focus on mitigating the scale of any increases associated with recent inflationary pressures.

Brinks is the current provider of secure transportation of funds for the City of Hamilton (City). The services provided under contract include pick-up of deposits from City locations, security car transportation, coin counting and coin wrapping and boxing and delivery of deposits to the City’s bank.

## FCS26037 Request to Extend Contract for Secure Transportation of Funds Services

(City Wide)

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The City has maintained a long-standing contractual relationship with Brinks since 2008, with five-year agreements subsequently negotiated in 2013 and 2018. The current agreement is scheduled to expire on April 30, 2026.

Previously, in 2008, 2013 and 2018, Council authorized the negotiation and execution of contracts with Brinks. Prior to the 2008 agreement, the City experienced significant issues, including instances of fraud, with the previous provider of secure transportation of funds services. In response to these issues, Council directed staff to strengthen the City's procurement practices for contracts of a sensitive nature. These changes are currently in By-law No. 20-205, as amended, Procurement Policy, Policy #5 - Determining the Procurement Process, Section 4.5(5);

"Where there is an incumbent vendor on a corporate City Contract which is of a highly sensitive nature due to the risk associated with financial loss, confidentiality or the handling of sensitive information, a report shall be forwarded to the applicable standing committee of Council and Council to seek direction on the type of procurement process to be followed for the acquisition of the Good and/or Service."

## Analysis

Since late 2024, the Procurement and the Financial Services Divisions have been working on developing the scope of services for secure transportation of funds services with the intent of issuing a competitive Request for Proposals and awarding a new contract. Competing priorities to address the United States' government tariffs and the Buy Local, Buy Canadian initiative as well as the implementation of the City's interim financial system have required both Procurement and Financial Services staff to pivot away from completing the Request for Proposals.

Given the specialized nature of these services and the City's operational requirements for secure cash handling and transportation, staff recommend negotiating a one-year contract extension with Brinks to ensure continuity of service beyond the current contract term.

## FCS26037 Request to Extend Contract for Secure Transportation of Funds Services

(City Wide)

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Brinks has established operational protocols, security clearances, and service schedules that are integrated with the City's cash handling processes across multiple facilities. Negotiating a contract extension with Brinks will allow the City to maintain secure and reliable service delivery and to allow staff additional time to finalize and issue the Request for Proposals and award a new contract.

Prior to considering a contract extension, Procurement Division staff consulted with City client departments currently receiving Brink's services. Staff received positive feedback on Brink's vendor performance, noting only minimum recommendations for improvement which will be discussed during proposed negotiations.

Procurement staff also performed due diligence with its respective colleagues through the Ontario Public Buyers Association (OPBA) as well as directly with colleagues at other Greater Toronto Hamilton Area (GTHA) municipalities. Feedback was requested regarding their method of securing a provider and it was determined that the market for secure transportation of funds services remains very limited with only a small number of vendors who typically perform this work. Some municipalities have indicated that they continue to single source these services while others have issued a competitive process in the past.

## **Alternatives**

Alternatively, the secure transportation of funds services could be released to the competitive market through a formal bid process. This approach could result in transitioning to a new service provider which would require extensive planning, including implementation of new service protocols, staff training, and change management.

Procurement staff would need to manage the competitive process, and additional operational staff would be required to oversee the transition, ensure continuity of service, and address any unforeseen issues. This option would likely increase administrative tasks, costs, and operational risk compared to extending the contract with Brinks.

## FCS26037 Request to Extend Contract for Secure Transportation of Funds Services

(City Wide)

Page 5 of 6

This alternative is not being recommended given current operational demands within both the Procurement Division and the Financial Services Division. Both divisions do not have the resources nor the capacity to complete a competitive procurement and award a new contract prior to April 30, 2026.

## Relationship to Council Strategic Priorities

### 3. Responsiveness & Transparency

#### 3.3 Build a high performing public service

## Previous Reports Submitted

- [FCS18069 Armoured Car Services - Authorization to Negotiate \(City Wide\) Audit, Finance, and Administration Committee July 13, 2018](#)

## Consultation

Legal and Risk Management Services Division

Financial Services Division

## Appendices and Schedules Attached

Confidential Appendix "A" to Report FCS26037

Confidential Appendix A is private and confidential in accordance with Section 239(2)(k) of the Municipal Act 2001 as the subject matter pertains to a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

FCS26037 Request to Extend Contract for Secure Transportation of Funds Services

(City Wide)

Page 6 of 6

**Prepared by:**

Ashley Evans, Senior Project Manager - Special Projects, Corporate Services,  
Procurement

**Submitted and Recommended by:**

Tina Iacoe, Director of Procurement, Corporate Services, Procurement

# CITY OF HAMILTON M O T I O N

**Audit, Finance and Administration Committee: April 16, 2026**

**MOVED BY COUNCILLOR C. KROETSCH .....**

**SECONDED BY COUNCILLOR T. HWANG .....**

**Financial Accountability in the Administration of Grant Funding - REVISED**

WHEREAS, City Council approved recommendations in Procedures for Ward-Specific Funding Initiatives (FCS18014(a)) on December 17, 2018;

WHEREAS, Report FCS18014(a) outlined “Scenario 2: Social Infrastructure Funding”, which permits Area Rating Special Capital Re-Investment Reserves to be used for grants to an outside agency to improve social infrastructure assets;

WHEREAS, Report FCS18014(a) outlined “Scenario 3: Grants”, which permit Area Rating Special Capital Re-Investment Discretionary Fund to be used for grants to support community initiatives;

WHEREAS, Report FCS18014(a) does not contain any restrictions regarding the ability to fund grants from the Cellular Tower and Ward-Specific Non-Property Tax Revenues beyond the general procedures found in Appendix “D” to that Report;

WHEREAS, these funds are allocated at the discretion of the Ward Councillor in a manner that conforms to the criteria outlined in Appendix “A” and Appendix “B” to Report FCS18014(a), respecting Procedures for Ward-Specific Funding Initiatives;

WHEREAS, with the exception of grants under \$350 that are funded through the Area Rating Special Capital Re-Investment Discretionary Fund under “Scenario 3: Grants”, all grants require Council approval;

WHEREAS, the Ward Councillor Offices are responsible for administering the payment of grants funded through Ward-Specific Funding Initiatives; and

WHEREAS, no policy currently exists that outlines the procedures for the Ward Councillors Offices are to follow when administering the payment of grants.

THEREFORE, BE IT RESOLVED:

- (a) That staff be directed to develop a grant payment policy designed to improve transparency and financial accountability for all grants funded through the Area Rating Special Capital Re-Investment Reserves, Area Rating Special Capital Re-Investment Discretionary Fund, and Cellular Tower and Ward-Specific Non-Property Tax Revenues; and
- (b) That staff be directed to report back to the Audit, Finance and Administration Committee with a draft grant payment policy in Q3 2026.

# CITY OF HAMILTON MOTION

**Audit, Finance and Administration Committee: April 16, 2026**

**MOVED BY COUNCILLOR T. HWANG .....**

**SECONDED BY COUNCILLOR .....**

## **Golden Horseshoe Live Steamers Educational Pavilion**

WHEREAS, the Golden Horseshoe Live Steamers is a non-profit volunteer operated organization that provides educational railway experiences through miniature ride-on and ride-behind locomotives out of the Hamilton Museum of Steam and Technology grounds;

WHEREAS, their facility includes 366 metres of elevated dual gauge (89 and 121 millimetre) track with a transfer table and steaming bays, 914 metres of ground mounted 184 millimetre gauge track with a turntable, a loading hoist and steaming bays, as well as club riding cars for all gauges, a railway station house, car barns, storage sheds, and a pedestrian bridge crossing both tracks;

WHEREAS, in 2025, the Golden Horseshoe Live Steamers celebrated their 50<sup>th</sup> anniversary and welcomed a record of 10,000 riders (double their 2024 ridership);

WHEREAS, to accommodate the storage of locomotives and riding stock, the Golden Horseshoe Live Steamers purchased and installed on the site two shipping containers. These were painted to match the esthetic of the 1859 Hamilton Waterworks National Historic Site;

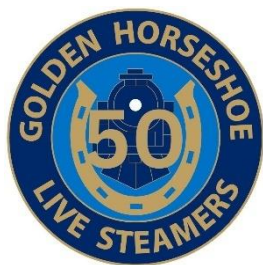
WHEREAS, the Golden Horseshoe Live Steamers will install a roof spanning over the two shipping containers, creating an area between them that is protected from the

elements, which will be used as an educational pavilion with hands-on interactive exhibits. The cost to enclose, equip, and finish the space is estimated at \$35,000;

WHEREAS, the Golden Horseshoe Live Steamers train days have a mutually beneficial impact on attendance at the Hamilton Museum of Steam and Technology, and attract tourists of all ages from Hamilton and beyond;

THEREFORE, BE IT RESOLVED:

- (a) That a grant to the Golden Horseshoe Live Steamers for the roof of their education pavilion be funded from the Ward 4 Capital Discretionary Account #3302309400 at an upset limit, including contingency, not to exceed \$15,000;
- (b) That any funds allocated and distributed be exempt on a one-time basis and not be counted toward any formula that restricts regular funding from the City including the City Enrichment Fund for 2026; and
- (c) That the Mayor and City Clerk be authorized to execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.



## Golden Horseshoe Live Steamers

c/o Hamilton Museum of Steam and Technology  
900 Woodward Avenue \* Hamilton, ON L8H 7N2

March 20, 2026

Ms. Tamara Bates  
Legislative Coordinator  
City of Hamilton  
71 Main Street West, 1<sup>st</sup> Floor  
Hamilton, Ontario L8P 4Y5

**RE: Upcoming motion at the Audit, Finance, and Administration Standing Committee, supporting a proposed grant for the Golden Horseshoe Live Steamer Educational Pavilion**

The Golden Horseshoe Live Steamers (GHLS) is a not-for-profit organization, now in our 51st year of continuous operation.

GHLS builds and operates miniature ride-on trains for the public's education and enjoyment.

We're located on the grounds of, and work in close collaboration with, the Hamilton Museum of Steam and Technology in Ward 4.

Across the Summer season, we provide free miniature train rides for Hamiltonians -- our "clients," the visiting public, families including small children, grandparents, retirees, and railroad enthusiasts.

To broaden our appeal to our audience, we are currently developing an Education Centre. It will enable a year-round space with hands-on interactive exhibits for families, especially kids.

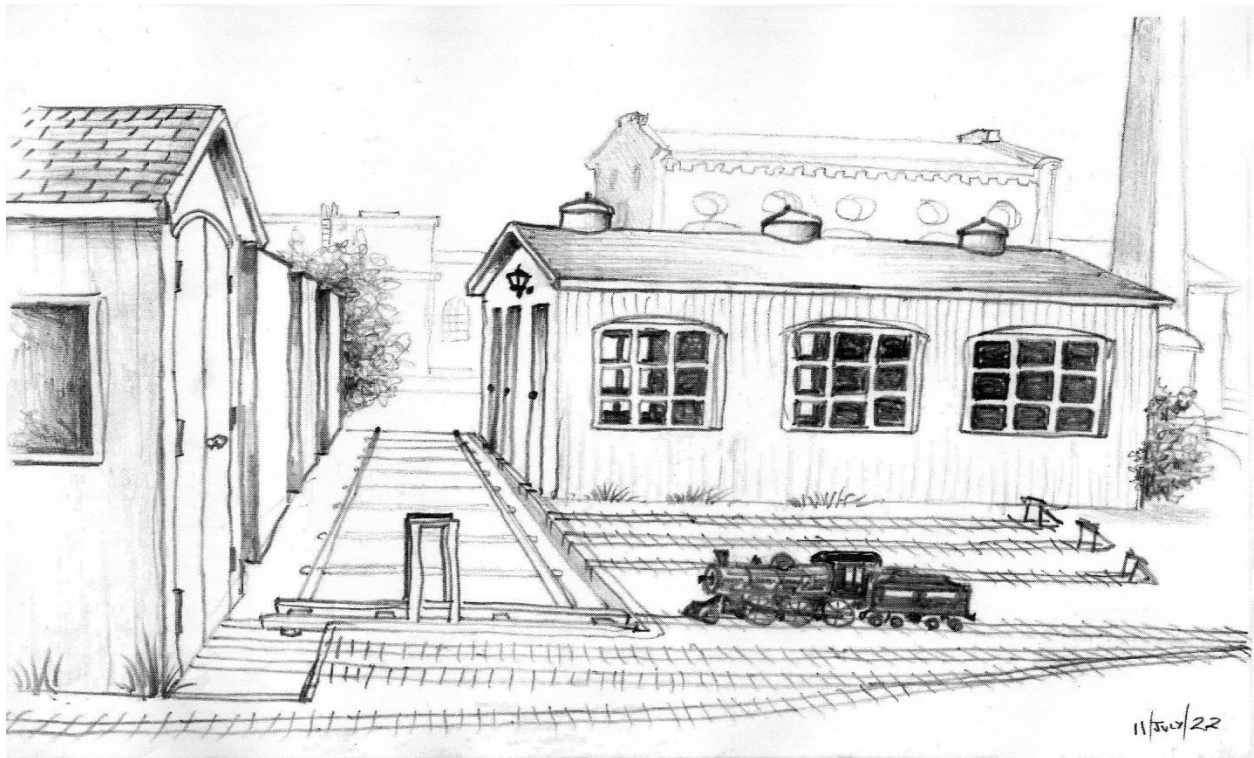
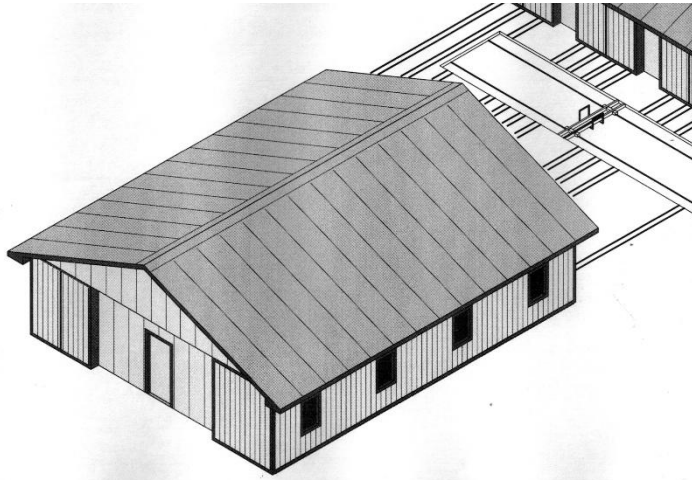
Using two existing shipping containers to form the outline of the Centre, our project plan calls for roofing over the containers and the space between them. This 14'X40' space between the containers will become our Education Centre and will be finished as described and depicted on the next page.

We estimate a total cost of \$ 35,000 to enclose, equip, and finish the space as a classroom and exhibit centre. We have funds to cover approximately half of this project, and Councillor Hwang's motion to provide a grant in the amount of \$ 15,000 would enable us to complete the project this year

Yours sincerely,

Denny Williams, GHLS Secretary

Cc: Joel Waterman, GHLS President



# CITY OF HAMILTON MOTION

**Audit, Finance and Administration Committee: April 16, 2026**

**MOVED BY COUNCILLOR C. KROETSCH .....**

**SECONDED BY COUNCILLOR M. WILSON .....**

## **Play Structure Replacement at Inasmuch House (Ward 2)**

WHEREAS, Inasmuch House is a shelter located in Ward 2, which serves women and children who have experienced abuse, offering comprehensive crisis support;

WHEREAS, access to community playgrounds is often not safe for Inasmuch House residents due to ongoing risks related to intimate partner violence, and public spaces increase the likelihood of being located, harassed, or harmed by an abusive partner;

WHEREAS, an on-site playground is the safest and most accessible outdoor play space available to children while they're staying at Inasmuch House;

WHEREAS, the playground at Inasmuch House is severely outdated and fails to meet the needs of children who rely on it for recreation, emotional relief, and socialization;  
and

WHEREAS, replacing the current playground with a structure that meets the needs of the residents has been costed, with contingency, at \$152,000.

THEREFORE, BE IT RESOLVED:

- (a) That costs associated with replacing the play structure at Inasmuch House to Mission Services of Hamilton be funded from the Ward 2 Capital Reinvestment Reserve #108052 at an upset limit, including contingency, not to exceed \$152,000; and

- (b) That the Mayor and City Clerk be authorized to execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

# CITY OF HAMILTON M O T I O N

**Audit, Finance and Administration: April 16, 2026**

**MOVED BY COUNCILLOR C. KROETSCH .....**

**SECONDED BY COUNCILLOR M. TADESON .....**

**Ward 2 Community Grants – 2026 (Ward 2)**

WHEREAS, the Ward 2 Community Grants program closed for 2026 on March 6, 2026 with a total of 70 applications;

WHEREAS, the 2026 Ward 2 Community Grants program will be open for one application acceptance period, rather than running quarterly application periods;

WHEREAS, City staff in Financial Planning, Administration and Policy and Communication and Engagement - Grants reviewed the recommendations from the Ward 2 Community Grants program and found that the following were eligible; and

WHEREAS, the following \$101,400 in 53 individual grants represents the fulfillment of the 2026 Ward 2 Community Grants program.

THEREFORE, BE IT RESOLVED:

- (a) That costs associated with contracting consultants to assist with Human Resources policy and material development to 15789800 CANADA FOUNDATION (ABRAR Trauma and Mental Health Services) be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$3,500;
- (b) That interior ads about the Tenant Support Program placed on HSR buses with Ward 2 based routes to ACORN Canada (Association of Community

- Organizations for Reform Now) be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$2,500;
- (c) That costs associated with The Choreographic Incubator, a four-week professional development program in Ward 2, to Aeris Körper Contemporary Dance be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$1,200;
  - (d) That costs associated with MusicSparks, a program providing free open air music sessions for kids in Ward 2 parks, to Arts For All be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$1,500;
  - (e) That costs associated with spring cleanups, neighbourhood events, and monthly meetings to Beasley Neighbourhood Association be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$1,800;
  - (f) That the expansion of Adventure Canada Club and Exploring Our Roots programming into Ward 2 schools to Big Brothers Big Sisters of Halton and Hamilton (serving Grand Erie) be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$2,000;
  - (g) That costs associated with CAP's Drive programs, transporting Ward 2 residents to cancer-related appointments and delivering essential supports, to Cancer Assistance Program be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$1,200;
  - (h) That costs associated with the Central Park Fall Fair to Central Neighbourhood Association be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$1,500;
  - (i) That website domain and maintenance, online advertising, and promotional materials for Music@Central to Central Presbyterian Church be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$1,500;

- (j) That lighting installations at the 2026 Hess Winter Village to Charity of Hope be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$1,600;
- (k) That food items for Golden Hearts Food Pantry to CityHousing Hamilton be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$2,225;
- (l) That weekly arts-based programming and music lessons at Residential Care Facilities in Ward 2 to Community Connection & Recreation Network of Hamilton be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$2,500;
- (m) That neighbourhood outreach, communications, and 2026 event planning to Corktown Neighbourhood Association be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$1,750;
- (n) That cycling and bicycle safety lessons for Dr. Davey students to Dr. J.E. Davey Elementary School be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$2,000;
- (o) That costs associated with a community-based Financial Literacy and Economic Empowerment Workshop Series at the Downtown Mosque to Eternal Sparks Foundation be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$2,500;
- (p) That costs associated with providing free Rainbow Baby Prenatal Classes for families in Ward 2 who are expecting after pregnancy or infant loss to Family Rootz Alliance be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$2,000;
- (q) That online advertising to increase participation and support for the FAB 5k Challenge and its program sites in Ward 2 to Fit Active Beautiful Foundation be

- funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$1,200;
- (r) That stage production, sound, and lighting at their Hamilton Italian Heritage event to Fratellanza Racalmutese Italian Club be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$1,500;
  - (s) That promotion and artists' compensation for A Night of Community at the Art Gallery of Hamilton to Freedom of Speech Entertainment be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$1,500;
  - (t) That accessibility devices for virtual gatherings and hybrid meetings to Hamilton Arts Council be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$1,100;
  - (u) That promotional materials for the Queer Justice Project to Hamilton Community Legal Clinic be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$2,100;
  - (v) That artist compensation for Indigenous dancers participating in Made in Hamilton to Hamilton Conservatory for the Arts Society be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$1,600;
  - (w) That costs associated with the Monthly Budget Friendly Cooking Program to Hamilton Family Health Team be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$2,500;
  - (x) That artist fees for a concert series at the Farmers Market and Hamilton Public Library to Hamilton Farmers Market be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$2,000;

- (y) That costs associated with the launch of Indigenous Programming Day on Fringe Boulevard to Hamilton Festival Theatre Company be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$1,500;
- (z) That costs associated with road closures for the Boxing Day Road Race to Hamilton Harriers be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$2,200;
- (aa) That transportation and snacks for youth involved in the Winter & Spring 2026 semesters of the Shai Gligeous-Alexander/HMC Musical Futures Production Program to Hamilton Music Collective be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$2,000;
- (ab) That artist fees for Tiny Tots, a free drop-in music series for children aged 0-4, to Hamilton Philharmonic Orchestra be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$2,000;
- (ac) That bed frames for the Mark Preece House to Hospital Family Houses of Ontario be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$1,500;
- (ad) That descriptive audio equipment and subscription to software that improves accessibility for visually impaired community members to James North Baptist Church be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$1,500;
- (ae) That artist honorariums and sound and staging equipment for Cuts & Chords, an event that combines live local music with free haircut services for youth and vulnerable residents, to Living Rock Ministries be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$2,000;
- (af) That costs associated with activating King William Street as an accessible, community-driven arts marketplace to event organizer Margaret Qin be funded

- from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$3,000;
- (ag) That costs associated with conducting research into heat impacts on Residential Care Facilities in Ward 2 to McMaster University's School of Earth, Environment & Society be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$1,575;
  - (ah) That costs associated with PATCH: Hamilton Quilt Show at Corktown Park to project lead Michael Gracie be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$1,400;
  - (ai) That costs associated with a six-week Ward 2 based creative arts workshop series for immigrants, children of immigrants, newcomers, and refugees to Open Heart Arts Theatre be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$3,500;
  - (aj) That proteins like tuna and beans for weekly meal provision at Gore Park Outreach to Port Nelson United Church be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$1,200;
  - (ak) That the cost of program space in downtown Hamilton to Practical Philosophy be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$2,500;
  - (al) That costs associated with launching "Sowing Roots," a program to address food security among African newcomers, to Rafiki Hamilton Centre be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$3,000;
  - (am) That reproduction fees to acquire archival footage and materials related to sex work history in Canada to Sex Workers' Action Program (SWAP) Hamilton be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$1,600;

- (an) That consulting fees for developing an updated organizational strategic plan to Sexual Assault Centre (Hamilton and Area) be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$1,850;
- (ao) That event costs associated with Strangewaves: Strange Day at the Bay to Shush Inc. be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$2,000;
- (ap) That rental fees for Hamilton Elite Soccer and STAC Basketball programming in Ward 2 to STAC Hamilton be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$1,200;
- (aq) That Volunteer Recognition Program supplies to support volunteer coaches and scorekeepers during the 2026 softball season at Eastwood Park to Steel City Inclusive Softball Association (SCISA) be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$1,200;
- (ar) That permits, insurance, sound amplification, food, and artist fees for the fourth annual Catharine Street North Block Party to event organizer Stevan Garic be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$1,900;
- (as) That costs associated with their Collective Healing project to Substance Overdose Prevention and Education Network (SOPEN) be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$1,300;
- (at) That costs associated with activating City parking lots during Supercrawl to Supercrawl Productions be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$1,500;

- (au) That costs associated with a Pride family picnic in Eastwood Park to The All Out Collective be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$2,500;
- (av) That insurance, City park permit, and a sound system rental at the 33<sup>rd</sup> Annual Beasley Sk8 Jam to The Hamilton Skateboard Assembly be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$1,200;
- (aw) That costs associated with People's Café, a free and accessible weekly gathering for community members, to Trinity Lutheran Church be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$2,000;
- (ax) That race subsidies, equipment, snacks and refreshments, and outreach materials for Hamilton Bayfront Ultra Black Run Club to Ultra Black Wellness Society be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$2,000;
- (ay) That costs associated with volunteer management software and improvements to Welcome Inn Community Centre of Hamilton be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$3,500;
- (az) That stroller wagons to safely transport children in Wesley's childcare program at Dr. Davey School to Wesley Urban Ministries be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$2,000;
- (ba) That costs associated with Celebrating Pride, spectrum's Rainbow Reading Party & Rainbow Picnic to YWCA Hamilton be funded from the Ward 2 Capital Discretionary Account #3302309200 at an upset limit, not to exceed \$2,000;
- (bb) That any funds allocated and distributed through the Ward 2 Community Grants Program be exempt on a one-time basis and not be counted toward any formula

that restricts regular funding from the City including the City Enrichment Fund (e.g. the City's 30% formula); and

- (bc) That the Mayor and City Clerk be authorized to execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

# CITY OF HAMILTON M O T I O N

**Audit, Finance and Administration: April 16, 2026**

**MOVED BY COUNCILLOR C. KROETSCH .....**

**SECONDED BY COUNCILLOR A. WILSON .....**

**Ward 2 Capital Expenses – Area Rating Reserve 2026 (Ward 2)**

WHEREAS, the Ward 2 Community Grants and Capital Expenses programs closed for 2026 on March 6, 2026;

WHEREAS, any Community Grants applications that request assistance with capital infrastructure needs are better suited to the Ward 2 Capital Expenses program; and

WHEREAS, investment in accessibility, arts, affordable housing, and gathering spaces is necessary for a thriving community.

THEREFORE, BE IT RESOLVED:

- (a) That costs associated with constructing an *Accessibility for Ontarians with Disabilities Act* compliant ramp at the building entrance to 272 Caroline St S Housing Co-operative Inc. be funded from the Ward 2 Capital Re-investment Reserve Account #108052 at an upset limit, including contingency, not to exceed \$30,000;
- (b) That accessible door hardware and installation and accessible audience seating areas to Hamilton Theatre Inc. be funded from the Ward 2 Capital Re-investment Reserve Account #108052 at an upset limit, including contingency, not to exceed \$5,000;

- (c) That replacement windows to improve energy efficiency to Hess Street Co-operative Inc. be funded from the Ward 2 Capital Re-investment Reserve Account #108052 at an upset limit, including contingency, not to exceed \$31,000;
- (d) That a building feasibility study to improve accessibility in the community hall to St. Lawrence Parish be funded from the Ward 2 Capital Re-investment Reserve Account #108052 at an upset limit, including contingency, not to exceed \$5,000;
- (e) That construction of a garden shed for the St. Luke's Mission community garden space to The Anglican Diocese of Niagara be funded from the Ward 2 Capital Re-investment Reserve Account #108052 at an upset limit, including contingency, not to exceed \$4,800; and
- (f) That the Mayor and City Clerk be authorized to execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.

# CITY OF HAMILTON

## NOTICE OF MOTION

**Audit, Finance and Administration Committee: April 16, 2026**

**MOVED BY COUNCILLOR T. HWANG .....**

### **Empowering Tutoring Program for Sudanese Newcomer Youth**

WHEREAS, the Sudanese Canadian League of Hamilton (SCLOH), which is based in Ward 4, has served the Hamilton community since 1994 and has supported over 500 families in their integration and settlement journeys;

WHEREAS, SCLOH identified the need for additional educational supports for school-aged Sudanese newcomers, in that they face unique challenges, including not only language barriers and financial constraints, but also academic gaps and trauma from the effects of the war in Sudan;

WHEREAS, tutoring and academic support is invaluable to support integration and the Empowering Tutoring Program will provide essential culturally responsive and trauma-informed academic support in literacy and numeracy for 20 to 30 students in Grades 1 to 12 during a 12-month pilot; and

WHEREAS, the program will also include workshops for parents to increase their capacity to navigate the Ontario education system and support their children's success.

**THEREFORE, BE IT RESOLVED:**

- (a) That a grant to the Sudanese Canadian League of Hamilton for the Empowering Tutoring Program pilot be funded from the Ward 4 Capital Discretionary Account #3302309400 at an upset limit, including contingency, not to exceed \$15,000;

- (b) That any funds allocated and distributed be exempt on a one-time basis and not be counted toward any formula that restricts regular funding from the City including the City Enrichment Fund for 2026; and
- (c) That the Mayor and City Clerk be authorized to execute any required agreement(s) and ancillary documents, with such terms and conditions in a form satisfactory to the City Solicitor.