

August 25, 2025

Mr. Philip Eley
Director Business Services Systems & Insight, People and Equity
Metro Hall – 55 John Street, 4th Floor
Toronto, Ontario M5V 3C6

Sent via E-Mail: philip.eley@toronto.ca

Dear Mr. Eley:

In light of recent provincial announcements about Provincial employees and potentially municipal employees returning to the office 5 days per week, we are enquiring whether the City has any plans to reconsider its current hybrid work policy.

COTAPSA remains supportive of the current hybrid work policy as experience has shown that the policy has proven to offer several benefits to both employees and the employer, including:

- **Improved Work-Life Balance, Reduced Stress, and Enhanced Wellbeing:**
Hybrid work allows employees to better manage their personal and professional lives by offering flexibility in when and where they work. Employees report feeling happier, healthier, and more motivated in hybrid work arrangements. By eliminating or reducing commute times, hybrid work can lead to less stress and improved overall well-being.
- **Increased Productivity:**
Studies suggest that hybrid work can boost productivity due to reduced commute times, fewer distractions, and a happier, healthier and motivated work force.
- **Reduced Costs to Employer:**
ModernTO was created in response to the realities of a hybrid work environment. Through ModernTO, the City has a goal to reduce its overhead costs by reducing its office footprint from 55 locations to approximately 15 by ending leases and creating office hubs within key civic buildings. It has also allowed the City to generate funding for important city-building priorities by selling surplus space. We can only imagine the financial implications to the City if the mandate of ModernTO were to change its focus to accommodating a return to office for all employees.

- **Improved Employee Retention and Recruitment:**

Hybrid work models are attractive to employees, helping employers attract and retain top talent. We would anticipate the City could experience a loss of talented employees to employers who continue to offer hybrid work arrangements. Hybrid work allows the City to hire top talent from a wider geographical area, increasing the diversity of their workforce.

- **Business Continuity:**

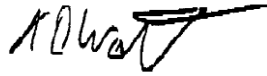
Hybrid work can improve business continuity by enabling employees to work from different locations and ensuring operations can continue even during unexpected events like the COVID pandemic.

Our members are obviously concerned about any reconsideration of the current policy and are seeking clarity on the City's plans. We would be happy to discuss at our next COTAPSA/People and Equity meeting.

Sincerely,



Mike Major
Executive Director



Andrew Waters
President

CC:

Mary Madigan-Lee, Chief People Officer, People & Equity (mary.madigan-lee@toronto.ca)

Paul Johnson, City Manager (paul.r.johnson@toronto.ca)