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## **Accessibility Advisory Committee**

### **Date**

2017/09/18

### **Time**

2:00 PM

### **Location**

Civic Centre, Committee Room B - Second Floor,  
300 Civic Centre Drive, Mississauga, Ontario, L5B 3C1 Ontario

### **Members**

Councillor Matt Mahoney, Ward 8  
Councillor Pat Saito, Ward 9  
Carol-Ann Chafe, Citizen Member (Chair)  
Melanie Taddeo, Citizen Member (Vice-Chair)  
Nart Stas, Citizen Member  
Naz Husain, Citizen Member  
Rabia Khedr, Citizen Member  
Clement Lowe, Citizen Member  
Mashkoor Sherwani, Citizen Member  
Asim Zaidi, Citizen Member  
Mandi Buckner, Stakeholder Member  
Alfie Smith, Stakeholder Member  
Sally Wall, Stakeholder Member

### **Contact**

Trish Sarnicki, Legislative Coordinator, Legislative Services  
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### **Find it Online**

<http://www.mississauga.ca/portal/cityhall/accessibilityadvisory>

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**Staff Accessibility Resource Team (StART)**

Michael Foley, Manager, Mobile Licensing Enforcement  
Lisa Boyce-Gonsalves, Community Development – Inclusion and Accessibility  
Lawrence Franklin, Urban Designer, Development & Design Division  
Darren Cooper, Accessibility Specialist  
Vedad Hasanovic, Project Manager, Facilities & Property Management  
Mojan Jianfar, Assistant Planner, Culture and Heritage Development  
Virginia Kalapaca, Project Manager, Park Development  
Lydia Kowalyk, Manager, Internal Services, Revenue & Materiel Management  
Diana Krawczyk, Manager, Readers' Den, Library  
Trish Sarnicki, Legislative Coordinator, Office of the City Clerk  
Nigel Roberts, IT Manager, Digital Services & Mobility  
Pamela Shanks, Corporate Policies Analyst  
Diana Simpson, Supervisor, Accessibility Planning  
Lorena Smith, Older Adult Coordinator  
Christine Gabany, Manager, Talent Acquisition, Human Resources  
Stefan Szczepanski, Manager, Park Development  
Cynthia Ulba, Senior Communications Advisor  
Alana Tyers, Team Leader, Transit Planning  
Marie-France Chartrand, Legal Counsel

1. **CALL TO ORDER**

2. **APPROVAL OF AGENDA**

3. **DECLARATION OF CONFLICT OF INTEREST**

4. **MINUTES OF PREVIOUS MEETING**

4.1. Accessibility Advisory Committee Minutes – April 10, 2017

**\*Note: This document was unavailable at the time of print. Minutes will be distributed to Members prior to the meeting.**

5. **DEPUTATIONS**

5.1. Gus Mangos, Elections Coordinator to speak regarding the 2018 Elections Accessibility Plan.

5.2. Renee Bazile-Jones, Senior Director of Learning, Canadian Centre for Diversity and Inclusion to speak regarding the Workforce Diversity and Inclusion Strategy.

Item 7.1.

6. **PUBLIC QUESTION PERIOD**

(Accessibility Advisory Committee may grant permission to a person who is present at Accessibility Advisory Committee and wishes to address a matter on the Agenda. Persons addressing the Committee will ask their questions within a time limit of 5 minutes, as public question period total limit is 15 minutes.)

7. **MATTERS TO BE CONSIDERED**

7.1. Report dated September 8, 2017 from the Commissioner of Corporate Services and Chief Financial Officer: **Workforce Diversity and Inclusion Strategy**

7.2. **ACCESSIBILITY FOR ONTARIANS WITH DISABILITIES ACT, 2005** (AODA)

Diana Simpson, Supervisor, Accessibility Planning will provide a brief verbal update with respect to the *Accessibility For Ontarians With Disabilities Act, 2005* (AODA).

7.3. **Region of Peel Accessibility Advisory Committee Update**

Naz Husain, Citizen Member, Accessibility Advisory Committee and Chair, Region of Peel Accessibility Advisory Committee will provide a brief verbal update.

7.4. Darren Cooper, Accessibility Specialist to provide a brief verbal update with respect to the Facility Audits Project.

- 7.5. Peel Regional Paramedic Services Satellite Stations - Site Plan Review
- 7.6. Review of Accessibility Advisory Committee Membership on Various Committees
- 7.7. Accessibility Advisory Committee November Luncheon
- 7.8. Accessibility Advisory Committee Pending Work Plan Items

8. **SUBCOMMITTEE REPORTS**

- 8.1. Facility Accessibility Design Subcommittee Report - May 29, 2017

**\*Note: This document was unavailable at the time of print. The Report will be distributed to Members prior to the meeting.**

9. **INFORMATION ITEMS**

- 9.1. Email dated August 28, 2017 from Lawrence Franklin, Urban Designer (Retired) with respect to his retirement wishes to the Members of the Accessibility Advisory Committee.

10. **COMMITTEE UPDATE/OTHER BUSINESS**

11. **DATE OF NEXT MEETING**

Monday, November 6, 2017 – 2:00 PM, Civic Centre, Committee Room A, 2<sup>nd</sup> Floor.

12. **ADJOURNMENT**



City of Mississauga  
**Corporate Report**



Date: 2017/09/08

Originator's files:

To: Chair and Members of Accessibility Advisory Committee

From: Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Meeting date:  
2017/09/18

## Subject

**Workforce Diversity and Inclusion Strategy**

## Recommendation

That report entitled "Workforce Diversity and Inclusion Strategy" dated September 8, 2017 from the Commissioner of Corporate Services & Chief Financial Officer be received.

### Report Highlights

- As part of the People Strategy, one of the recommended actions is to increase diversity at all levels of the organization. Action 7 states: Develop a Diversity Strategy based on assessing current initiatives and researching best practices.
- The goal of the Workforce Diversity and Inclusion Strategy (Strategy) is to create a comprehensive and well-coordinated workforce diversity and inclusion strategy that serves as a municipal model of how best to acquire and develop a diverse and inclusive workforce. City wide public services delivery is not considered in scope for this study.
- The Strategy was created in phases beginning in March 2016 that included benchmarking and current state analysis; identifying key stakeholders and seeking their input on both current state and the desired future state of the City of Mississauga's (City) workforce diversity and inclusion initiatives; identifying priority actions and measures for enhancing workforce diversity and inclusion initiatives; developing an implementation plan and ensuring the Human Resources Division is well positioned to deliver the Strategy.
- The Strategy's areas of focus are workforce diversity, workforce inclusion, sustainability and measurement.
- The Strategy includes a Vision Statement, definitions, Goals and 22 recommended actions for implementation from 2017-2021.

- The Accessibility Advisory Committee's request to General Committee (GC-0550-2015) was considered as part of the Strategy and recommendations have been provided in the Strategy to address the intent of the request.

## Background

Research demonstrates that a diverse workforce is a competitive advantage. That's not just because of a diverse talent pool but because of the diversity of thought. Often, diversity is seen as a workforce that reflects the population in terms of ethnicities, races, genders, ages, abilities and disabilities, sexual orientations, religions, etc. Beyond seeing how various groups are represented in the workforce, diversity is also about the attitudes, experiences and perspectives that people bring to the workplace.

An inclusive workplace values what each employee brings, helps employees to achieve their potential, and fosters collaboration. Diversity leads to a more innovative organization that fully leverages people's unique strengths and talents.

In keeping with this research, and as part of the People Strategy, one of the recommended actions is to increase diversity at all levels of the organization. Action 7, states: "Develop a Diversity Strategy based on assessing current initiatives and researching best practices. In addition the People Strategy commits to developing an implementation plan, including a communication plan, for the Diversity Strategy as well as quality metrics and measures."

The goal of developing the Workforce Diversity and Inclusion Strategy (Strategy) was to create a comprehensive and well-coordinated strategy that serves as a municipal model of how best to acquire and develop a diverse and inclusive workforce. City wide public services delivery is not considered in scope for the Strategy.

The Canadian Centre for Diversity and Inclusion (CCDI) was the successful bidder to the medium value acquisition for a consultant to deliver the Strategy. The Strategy was completed in the following phases beginning in March 2016:

1. Benchmarking and current state analysis of the City's existing workforce diversity and inclusion policies and initiatives.
2. Identifying key stakeholders and seeking their input on both current state and the desired future state of the City's workforce diversity and inclusion initiatives. Input was gathered through interviews and focus groups based on the following groups:
  - Employees who identify as lesbian, gay, bisexual, transgender-identified, queer or two-spirit (LGBTQ2S)
  - People with disabilities

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- Racial minorities and indigenous people
- Straight white able-bodied men
- Women

Members of the Accessibility Advisory Committee and Diversity and Inclusion Advisory Committees of Council also participated in focus groups.

3. Identifying priority actions and measures for enhancing workforce diversity and inclusion initiatives.
4. Developing an implementation plan that aligns with, and supports the goals and priorities of the City's Strategic Plan, Business Plan, and People Strategy.
5. Ensuring the Human Resources Division is well positioned (skills, talent, training and development as well as the appropriate resources) to deliver the Strategy.

The current state analysis and stakeholder input provided a great deal of information to develop the Strategy. As a group, employees reported significant improvement in the past several years on diversity and inclusion as well as progress in supporting cultural diversity. Some examples cited by employees included increased attention to holidays and observances from many religions, as well as multicultural celebrations in Celebration Square. The City has a lot of initiatives in place in different Departments to support diversity and inclusion and employees feel confident that even more can be done to ensure cross-Departmental sharing and alignment of those initiatives. The City has the infrastructure and resources available to implement the Strategy and to improve measurement of diversity and inclusion. In addition, CCDI's review of the City's policies found them to be well written especially given the nature and complexity of policy requirements. The City's policies were not found to be contributing to significant issues or barriers.

In terms of challenges for diversity and inclusion, one of the most frequently reported issues in the organization is the lack of consistency in application of policies and procedures across Departments, Divisions, teams, and leaders. This challenge is not unique to the City and is often the case in large organizations. It was also revealed that there is not a clear or shared understanding of what diversity and inclusion is amongst leaders. Employees from different identity groups report different experiences within the organization. Employees from all groups reported concerns about fairness and consistency of hiring and promotional processes as well as fairness with regard to opportunities for training and development.

Employees at all levels were supportive of the Strategy initiative and expressed hopefulness and approval that the process of developing a Strategy is underway. Many employees expressed a desire to be engaged in the process and to receive updates and communication about the results of the assessment and the Strategy. Ongoing communication about this process and its results will be especially important to all employees.

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In response to the benchmarking and current state analysis the Strategy was developed. This report provides the Diversity and Inclusion Advisory Committee with the Strategy's Vision, definitions, Goals and Implementation Plan.

## Comments

The Strategy has four areas of focus:

1. **Workforce Diversity:** Focusing on the attraction and development of a representative talent pool
2. **Workplace Inclusion:** Fostering an inclusive workplace by building awareness and addressing fairness and accessibility issues and barriers within organizational culture that may keep segments of the employee population from feeling included. Encourage diverse thoughts and ideas to engage our workforce
3. **Sustainability:** Developing the structures, resources and policies to meet diverse needs of employees and embedding methods and activities to build and maintain strategic momentum for the long term
4. **Measurement:** Establishing what constitutes success and developing appropriate metrics for all goals and initiatives.

The Workforce Diversity and Inclusion Strategy is attached as Appendix 1. The vision of the Strategy is:

To create a respectful and supportive workplace that fosters a culture of diversity and inclusion, and to attract, retain, and develop a talented diverse workforce which broadly reflects the communities and citizens we serve. Our goal is to create an organization which leverages diverse talents and ways of thinking to create innovative programs and services that meet the diverse needs of our citizens

The Strategy provides for definitions that will be used throughout the organization to build a common understanding of diversity and inclusion. The definitions are:

**Diversity** is about the individual. It is about the variety of unique dimensions, qualities and characteristics we all possess. These dimensions can include but are not limited to ethnicity, nationality, culture, ability, birth sex, gender identity, sexual orientation, religion, age, immigration status, socioeconomic status, geographic region in which you live, and many other qualities. These different qualities and life experiences, among many others, contribute to diversity of thought and approach which can enhance innovation, creative problem solving, and service delivery.

**Inclusion** is about the collective. It is about creating an equitable environment and a culture that embraces, respects, accepts and values difference.

**Diversity and Inclusion** is about capturing the uniqueness of the individual; and creating an environment that values and respects individuals for their talents, skills and abilities to the benefit of the collective.

There are four goals of the Strategy:

**Goal 1:** Be a workplace that fosters a culture of diversity and inclusion.

**Goal 2:** Have a diverse workforce with unique skills and abilities to create a workforce with a competitive advantage.

**Goal 3:** Leaders consistently model and promote the behaviours of a diverse and inclusive workplace.

**Goal 4:** Processes, policies, plans, practices, programs and services align to meet the diverse needs of those we serve

There are 22 recommended actions in the Strategy that make up the Implementation Plan (Appendix 2). The Implementation Plan is a road map from 2017-2021. Good work is already underway across all Departments that provides the foundation for the recommended actions in the Strategy. The Implementation Plan recommends actions that build on that work, align with each of the four Goals and provides associated timelines and accountabilities. The actions are based on CCDI's years of experience in the area of diversity and inclusion, and specifically on their experience in developing diversity strategies for other public- and private-sector organizations. The actions are widely recognized promising practices that have been validated by external benchmarking tools and studies such as the *Global Diversity and Inclusion Benchmarks, and Advancing Equity and Inclusion—A Guide for Municipalities*, as well as the *Municipal Diversity and Inclusion Benchmarking Study* prepared for the City by CCDI. These promising practices have proven successful in helping address similar issues within other work environments, recognizing those elements that differentiate the City.

The actions are intentionally timed so one action builds on another. There is a necessary sequence to build awareness and desire for the changes proposed. These actions are also large initiatives and the timing represents when the initiatives will be in place, not when they will start. The Human Resources team responsible for these actions will also take opportunities as they arise to implement actions as they have already begun to do.

Prior to working with CCDI to develop the Strategy, the Accessibility Advisory Committee ("AAC") received a request dated July 11, 2015 from a member to consider "some mechanism/quota or some way where they (people with global delay, intellectual/developmental disability, hidden (disability) can compete with each other and have a chance to get the job". A discussion about identifying a specific number of jobs for persons with developmental disabilities took place as part of the response to this request. The member's recommendation was received by General Committee and a recommendation was made to have the AAC and Human Resources open a dialogue to identify barriers for persons with disabilities to participate

in the City's hiring practice (GC-0550-2015). This recommendation was taken under advisement in the creation of the Strategy.

CCDI completed benchmarking with other municipalities as well as best practice research to respond to this request and concluded that this request not be included in the Strategy *at this time* for two reasons:

1. According to globally recognized best practices, specific goals for hiring to fill gaps are most appropriate after an organization conducts a thorough census of employees and the results are analyzed against labour force availability to determine any gaps in representation. Since this data collection and analysis has not yet been completed, there is no current rationale for a need to hire a specific cohort of people from any one demographic group. However, when a census is completed this request can be revisited.
2. Research into the hiring practices of four comparable Canadian municipalities (Vancouver, Toronto, Edmonton, and Ottawa) determined that none of them have hiring targets of specific numbers of people from specific groups, but instead have broad goals to "better reflect the population of the cities they serve."

To reduce barriers to hiring the Strategy offers two recommendations; Recommendation 2.1 to review hiring and promotional processes for accessibility, fairness, transparency and consistency then develop and implement a plan for addressing gaps and barriers as well as Recommendation 2.3. to expand alliances with external agencies and service providers to improve talent sourcing and recruitment from diverse groups and people with disabilities.

Through the creation and implementation of the Strategy, the City will:

- Strengthen the core values of Trust, Quality and Excellence
- Achieve higher levels of employee engagement and satisfaction
- Enhance communication in the organization
- Develop a stronger ability to attract and retain talent
- Increase problem-solving and innovation

## Financial Impact

There are no financial impacts as a result of this report.

Recommended actions that require additional funding will come forward as part of the annual Business Planning and Budget process. The first request for additional funds is in 2019 with the creation of a permanent, full time grade F Diversity and Inclusion Coordinator position.

## Conclusion

As an employer, the City recognizes and respects the uniqueness and the diversity of the workforce. As an organization there is a commitment to creating and encouraging an accessible, fair, equitable and respectful work environment recognizing and valuing personal characteristics like race, religion, gender or sexual orientation as well as diversity of thought and experience. The City is aware of and planning ahead for many important strategic trends with regard to the employment landscape, namely the war for talent, internal pressures, and the changing workforce makeup. As part of that planning and to help strengthen and support current practices, policies and programs, the Strategy has been established with the guidance of CCDI. The Strategy is not only an important deliverable in the People Strategy but will serve as a municipal model of how best to acquire and develop a diverse and inclusive workforce.

## Attachments

Appendix 1: Workforce Diversity and Inclusion Strategy

Appendix 2: Workforce Diversity and Inclusion Strategy Implementation Plan



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Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Lori Kelly, Senior Manager, Talent Management



Canadian Centre for Diversity and Inclusion  
Centre canadien pour la diversité et l'inclusion

# Workforce Diversity and Inclusion Strategy

Prepared for: City of Mississauga



September 2017

We respect the privacy of our clients and request they do the same. This document is private and confidential but as a public organization is to be shared at the City of Mississauga's discretion.



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## Why Develop a Workforce Diversity and Inclusion Strategy?

The City of Mississauga (“the City”) has a long history of providing responsive services to its citizens. This is due to the values of Trust, Quality and Excellence which are exemplified by the employees of the City.

The demographics of the City’s citizens and its workforce have changed dramatically in the past 20 years. Thus, like other major municipalities across Canada, the City has identified a need to assess the diversity and inclusion of its workforce and make adjustments to ensure that the workforce is poised to continue to provide excellent quality service and engender trust with the citizens of Mississauga now and into the future.

As a result, the City engaged the Canadian Centre for Diversity and Inclusion (“CCDI”) to conduct a Current State Inclusivity Assessment of the City’s workforce and develop a Workforce Diversity and Inclusion Strategy.

### The Business Impact of Diversity and Inclusion.

Diversity and Inclusion is about capturing the uniqueness of individuals and creating an environment that values and respects these individuals for their talents, skills and abilities. A diverse and inclusive organization not only has heterogeneous employees, but also adapts to each person’s needs, such as disabilities, religious and cultural differences, and varied ways of thinking and working. This means ensuring that employees do not have to engage in “covering” behaviour, downplaying who they really are for fear of being judged, excluded or actively discriminated against.<sup>1</sup>

But why is diversity and inclusion an imperative in workplaces today?

### Human rights and justice demand it.

First, it is necessary to actively promote diversity and inclusion in order to meet standards of human rights and justice. While it is easy to believe that every person gains employment because of their skills and talent, structural barriers mean that it can be difficult for some to be hired and to advance in the workplace. For example, it is next to impossible for a person who is physically disabled to work in an environment that is not accessible. Further, unconscious bias and conscious stereotypes, including sexism, ableism, ageism, racism, and homophobia, can impact whether a candidate obtains a job or an employee is promoted. Legal acts like the

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<sup>1</sup> Juliet Bourke, Christie Smith, Heather Stockton and Nicky Wakefield, “From Diversity to inclusion: Move from compliance to diversity as a business strategy”, last modified March 7, 2014, <http://dupress.com/articles/hc-trends-2014-diversity-to-inclusion/>.

*Accessibility for Ontarians with Disabilities Act* and the *Employment Equity Act* are helpful, but these are not enough to enable workplaces to become truly diverse and inclusive.

## Employees are more engaged.

Second, there is a very strong business case for promoting diversity and inclusion. For example, diversity and inclusion policies and strategies are vital for attracting, retaining, and engaging employees. Canada is a highly diverse country, and if diverse candidates perceive a workplace as alienating – whether through company research or interviews – they are less likely to join that work environment.<sup>2</sup> This can prevent organizations from finding great candidates.

Likewise, employees who do not feel comfortable and included in their workplaces are more likely to become disengaged, take unnecessary absent days, or leave their jobs, which can translate to high organizational costs. Lack of inclusion for employees with diverse needs can also lead to “presenteeism”, where employees are physically present but are distracted by unaddressed physical or emotional issues. It is estimated that presenteeism and absenteeism contribute to \$6 billion in annual losses in Canada.<sup>3</sup>

To address this, a 2015 report by Deloitte found that a diverse *and* inclusive work environment can double the level of engagement of employees who feel included, relative to those who do not. This means that a strong focus on *both* diversity and inclusion increases the chances that “an employee is likely to stay with their employer, advocate for their employer and go the extra mile” at work.<sup>4</sup> An organization that does not prioritize diversity and inclusion is missing out on a truly talented and dedicated workforce.

## Higher organizational performance is supported.

Several studies have also discovered that diversity and inclusion lead to higher organizational performance. A diversity and inclusion strategy can allow workplaces to harness the varying talents, skills, and knowledge of their employees to benefit the collective. Deloitte found that when employees perceive that their organization is committed to diversity and inclusion, they are also 80% more likely to state that the organization provides “great customer service, shares diverse ideas to develop innovative solutions, and works collaboratively to achieve their goals”.<sup>5</sup>

Other research has demonstrated that within businesses, gender and racial diversity can help companies to increase sales, attract a greater number of customers, possess a greater market

<sup>2</sup> Ibid.

<sup>3</sup> Kathryn May, “‘Presenteeism’ worse than absenteeism? Thousands of public servants have mental health issues, expert says”, *The National Post*, June 1, 2015, <http://news.nationalpost.com/news/canada/canadian-politics/presenteeism-worse-than-absenteeism-thousands-of-public-servants-have-mental-health-issues-expert-says>.

<sup>4</sup> Deloitte Australia, “Waiter, is that inclusion in my soup? A new recipe to improve business performance”, last modified April 16, 2015, <http://www.globaldiversityexchange.ca/waiter-is-that-inclusion-in-my-soup/>.

<sup>5</sup> Ibid.

share, and earn larger relative profits.<sup>6</sup> Finally, diverse teams understand customers' and clients' needs better than homogeneous organizations, which often fail to consider different perspectives.<sup>7</sup>

### Diversity goes hand in hand with Inclusion.

It is important to note that diversity and inclusion go hand in hand, and an organization that focuses on one without the other cannot reap the full benefits. For instance, a work environment that has a diverse pool of employees but is not inclusive to their needs will not achieve discernible change.<sup>8</sup> In fact, both Deloitte<sup>9</sup> and Kochan *et al*<sup>10</sup> found that diversity is most strongly associated with high organizational performance when there are practices in place that actively aim to integrate employees. This means not only ensuring that every unique individual has a chance to participate, but also that each employee feels that they belong and has the confidence to speak up.<sup>11</sup> Alternatively, as explained above, an inclusive and homogeneous work environment will not perform as well as one that is diverse and inclusive.

Overall, diversity and inclusion initiatives in workplaces are not only imperative for the active promotion of human rights and justice in Canada; they are also vital for organizations that wish to take advantage of the talent and potential of a diverse labour force and improve their overall performance in a global economy.

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<sup>6</sup> Cedric Herring, "Does Diversity Pay? Race, Gender, and the Business Case for diversity", *American Sociological Review* 74 (2009): 208.

<sup>7</sup> Bourke, Smith, Stockton and Wakefield, "From Diversity to inclusion".

<sup>8</sup> Stephen Frost, *The Inclusion Imperative* (London: Kogan Page, 2014), 45.

<sup>9</sup> Deloitte Australia, "Waiter, is that inclusion in my soup?"

<sup>10</sup> Thomas Kochan, Katerina Bezrukova, Robin Ely, Susan Jackson, Aparna Joshi, Karen Jehn, Jonathan Leonard, David Levine, and David Thomas, "The Effects of Diversity on Business Performance: Report of the Diversity Research Network", *Human Resource Management* 42(2003): 9.

<sup>11</sup> Deloitte Australia, "Waiter, is that inclusion in my soup?"

## Why is the City Developing a Workforce Diversity and Inclusion Strategy?

As an employer, the City recognizes and respects the uniqueness and the diversity of the workforce. The City is committed to creating and encouraging an accessible, fair, equitable and respectful work environment recognizing and valuing personal characteristics like race, religion, gender or sexual orientation. The City is aware of and planning ahead for many important strategic trends with regard to the employment landscape, namely the war for talent, internal pressures, and the changing workforce makeup.

The overall purpose in developing a Workforce Diversity and Inclusion Strategy for the City is:

1. To strengthen and enhance the core values of Trust, Quality and Excellence;
2. To increase problem-solving and innovation across the organization;
3. To achieve greater employee engagement and satisfaction;
4. To enhance communication within the organization and with stakeholders; and
5. To develop a greater ability to attract and retain talent.

## Alignment with City Initiatives.

In order for a diversity and inclusion strategy to be successful in any organization, it must align with and support the organization's major operational strategies and goals. Thus, in developing a Workforce Diversity and Inclusion Strategy for the City, the City's major planning and policy documents were consulted to ensure that the Strategy would align with and support the major values, priorities, and goals of the City.

## The City of Mississauga's Strategic Plan.

The City's Strategic Plan is the municipality's highest level policy document, created to shape and direct strategic decision-making for the City. The Vision Statement and the Strategic Pillars for Change provide the structure for and give direction to the Plan.

The Strategic Pillars for Change include:

- Move** - Developing a transit-oriented city
- Belong** – Ensuring youth, older adults and new immigrants thrive
- Connect** – Completing our neighbourhoods
- Prosper** – Cultivating creative and innovative businesses
- Green** – Living green

The Workforce Diversity and Inclusion Strategy aligns with and supports the “Belong” and “Connect” pillars for change. Ensuring that the City’s workforce is representative and inclusive will translate into improved service delivery that will help City staff encourage a sense of belonging and connection among the citizens of Mississauga.

## The People Strategy.

The goal of the People Strategy is to attract, retain, and engage the right people, in a supportive work environment, to achieve the City’s Vision.

The People Strategy has three strategic priorities:

- 1) Talent Management;
- 2) Healthy Workplace; and
- 3) HR Business Partnership.

The People Strategy is happening against a backdrop of change in the labour market, client demands, and workforce demographics.

Consider some trends:

- » **The war for talent:** There are talent shortages, especially for jobs that require particular technical abilities. Other municipalities and the broader public sector are pursuing the same talent pool. As the economy improves and organizations step up their hiring, higher than normal turnover is expected. That puts pressure on the City to compete for the best talent.
- » **Internal pressures:** While trying to be competitive, as a municipality, fiscal responsibility remains a priority. Employee wages and benefits already account for approximately 62% of the operating budget, and there is public pressure to keep expenses in line and tax increases low. At the same time, high percentages of leaders and the workforce as a whole are eligible to retire in the near future, creating urgency for retention and succession plans.
- » **Workforce makeup:** The demographics of the workforce are rapidly changing in terms of ethnic and cultural identities, sexual orientation and gender identity, religions, abilities, and many other factors. In addition, four generations simultaneously exist in the workplace – Veterans, Boomers (declining numbers), Gen X (almost doubling since 2002), and Millennials (significant increase in the last 10 years). It’s vital to understand their distinct needs, wants, characteristics, styles and expectations, and employ strategies that will motivate and satisfy each group. Overall, efforts need to be made to create a more diverse workforce and an inclusive workplace.

To meet these and other human resources challenges – and to ultimately foster a workforce that can meet the City’s Strategic Plan – the City is pursuing a comprehensive set of actions, all organized under the People Strategy’s three strategic priorities.

As part of the People Strategy one of the recommended actions is to increase diversity and inclusion at all levels of the organization.

Research demonstrates that a diverse and inclusive workforce is a competitive advantage. That's not just because of a diverse talent pool but because of the diversity of thought. Often, diversity is seen as a workforce that reflects the population in terms of ethnicities, races, genders, ages, abilities and disabilities, sexual orientations, gender identities, religions, etc. Beyond seeing how various groups are represented in our workforce, diversity is also about the attitudes, experiences, talents, and perspectives that different people bring to the workplace.

An inclusive workplace values what each employee brings, helps them to achieve their potential, and fosters collaboration. That's the power of diversity, and it leads to a more innovative organization that fully leverages our people's unique strengths and talents.

## The City's Core Values.

In addition to the People Strategy, the Workforce Diversity and Inclusion Strategy aligns with the City's core values and other strategic planning and policy documents. The table below describes the alignment of the Workforce Diversity and Inclusion Strategy with the City's core values.

City of Mississauga Values	Alignment with Workforce Diversity and Inclusion Strategy
<b>"Trust</b> - The public trust we uphold. The open and responsive manner in which the City is governed."	The Workforce Diversity and Inclusion Strategy, along with open and transparent communications about the results of the Current State Inclusivity Assessment and strategic initiatives underway will help to restore trust among employees who have experienced issues or barriers to being included.
<b>"Quality</b> - The quality of life we provide Mississauga tax payers. Delivering the right services that add value to our citizens' lives."	The Workforce Diversity and Inclusion Strategy will improve fairness, equity and engagement of employees, thereby improving quality of services provided to Mississauga citizens.
<b>"Excellence</b> - The delivery of excellence. Mississauga will achieve excellence in public administration and deliver services in a superior way, at a reasonable cost."	The Workforce Diversity and Inclusion Strategy will improve employee engagement, thereby improving service excellence, and reducing potential financial and reputational risks to the organization.

## The City's Brand & Employer Story.

An employer brand is an important strategic communication piece that helps prospective applicants, candidates, and employees perceive the organization as an employer. Key elements of the City's employer brand are aligned with the City's core values and overall City brand. Many elements of the City's brand and employer story naturally align with and will be supported by the Workforce Diversity and Inclusion Strategy.

## The City's Employer Story.

"At the City of Mississauga, you are part of an amazing team of talented and motivated people that work together for a single purpose – to make a positive difference in the lives of the people who live and work here. It's work that you'll be proud to be part of.

Here you are part of an enthusiastic and supportive team that is focused on delivering on our commitment to building a stronger and more vibrant future for Mississauga. Working at the City, you'll have the chance to grow personally and professionally and make new connections with interesting people, each with a unique story to share.

We encourage you to be who you are and to follow your own path – to be the spark that leads to change, to be innovative, to find the best way to deliver what our community needs.

Working for the City of Mississauga means you are part of something big, something special!"

## Alignment of the City's Brand, Employer Brand and Workforce Diversity and Inclusion Strategy.

City of Mississauga Brand Ingredients	City of Mississauga Employer Brand	Alignment with Workforce Diversity and Inclusion Strategy
<b>Welcoming World Culture</b>	<ul style="list-style-type: none"> <li>• Welcoming and supportive corporate culture;</li> <li>• Diverse workforce – unique perspectives.</li> </ul>	The Workforce Diversity and Inclusion Strategy will specifically align with the goals to create a welcoming and supportive organizational culture and a diverse workforce through both overall strategic goals of the Strategy and through the actions and initiatives to support those goals.



<b>City of Mississauga Brand Ingredients</b>	<b>City of Mississauga Employer Brand</b>	<b>Alignment with Workforce Diversity and Inclusion Strategy</b>
<b>Naturally Enriching</b>	<ul style="list-style-type: none"> <li>• Work that is meaningful and fulfilling;</li> <li>• Ability to tangibly help the lives of residents.</li> </ul>	The Workforce Diversity and Inclusion Strategy will provide enriching, meaningful and fulfilling opportunities for employees across the organization to get involved in improving the organizational culture and contributing to overall strategic goals. Further, employees who are well versed in cultural and accessibility differences are better able to provide responsive and appropriate services to help the lives of Mississauga's diverse residents.
<b>Inspiring Possibilities</b>	<ul style="list-style-type: none"> <li>• Opportunities for professional growth;</li> <li>• Ability to impact lives of the city's residents.</li> </ul>	The Workforce Diversity and Inclusion Strategy will provide many new opportunities for personal and professional growth for employees as they get involved in new initiatives, as well as improve fairness and transparency in career development, thereby increasing their potential to impact the lives of Mississauga's residents.

## Methodology for Developing the Workforce Diversity and Inclusion Strategy.

The first step in the development of this Strategy was to conduct a Current State Inclusivity Assessment of the organization. CCDI has produced diversity and inclusion strategies for a number of private- and public-sector employers, and following best practices, the process starts with conducting a current state inclusivity assessment to determine the issues to be addressed in the strategy. The methods used for data collection for the current state inclusivity assessment are based on globally recognized best practices and years of experience assessing organizations.

The scope of this assessment was to examine the workforce and workplace experiences. The assessment examined perceptions of diversity and inclusion in the workplace at the City and did not incorporate the perceptions of the citizenry or external stakeholder groups regarding the City's outward facing diversity and inclusion efforts, with the exceptions being the Accessibility Advisory Committee and the Diversity and Inclusion Advisory Committee who were consulted during this process.

To create the City's Workforce Diversity and Inclusion Strategy, the following steps were completed:

### 1. Documentary review.

Reviewed and assessed the formal written strategies and plans as well as corporate policies and procedures as they relate to people and human resources systems at the City, as well as the City's Employee Engagement survey results. This documentary review was designed to ensure that the overall framework or infrastructure of the City does not pose any unintentional formal barriers or discriminatory practices.

### 2. Interviews.

Conducted targeted one-hour confidential interviews with leaders to determine their level of understanding of the concepts of diversity and inclusion, and to validate and gain their perspective on key identified issues and goals at the City.

### 3. Focus groups.

Conducted 90-minute virtual focus groups with employees from different diverse identity groups, representing a range of divisions and hierarchical levels within the organization, to gather their perceptions of the issues faced by their group and potential solutions. These groups included the equity-seeking groups of women, racial minorities and indigenous people, people with disabilities, and employees who identify as lesbian, gay, bisexual, transgender-identified, queer or two-spirit (LGBTQ2S), as well as a focus group with employees who identify as straight white

able-bodied men. Members of the Accessibility Advisory Committee and Diversity and Inclusion Advisory Committees of Council also participated in focus groups.

#### 4. Current State Inclusivity Assessment report.

CCDI produced a report outlining the findings from the Documentary Review, Interviews, and Focus Groups. The current state inclusivity report identifies any accomplishments, issues, and barriers as they relate to workforce diversity and inclusion at the City. Key findings from this work are found in the following section of this document.

#### 5. Presentation to City of Mississauga Leadership Team.

The results of the Current State Assessment Report and high level recommendations for the Strategy were presented to the City's strategy working group and the City's Leadership Team for their feedback. Feedback was then incorporated into the working Strategy document.

#### 6. Development of the Strategy document.

CCDI held two strategy working sessions with the City's strategy working group to add more detail, accountability, and timelines to the goals and actions of the Strategy, and to develop the *Action Plan*.

## Key Findings from Current State Inclusivity Assessment.

Overall, many employees report being happy with their work experience at the City. Many employees also expressed approval and excitement that the City has undertaken the process of developing a Workforce Diversity and Inclusion Strategy. Some key themes emerged in the interviews and focus groups, which are summarized below at a high level. These findings provide meaningful information to the City and highlight key accomplishments, issues, and barriers for the purposes of developing a data-driven Workforce Diversity and Inclusion Strategy and implementation plan as well as to inform future decisions on issues of diversity and inclusion at the City.

### Accomplishments and Successes:

- » Employees report significant improvement in the past several years on diversity and inclusion.
- » Employees report progress in supporting cultural diversity – due largely to the changing citizenry of Mississauga. Some examples cited by employees included increased attention to holidays and observances from many religions, as well as multicultural celebrations in Celebration Square.
- » Overall the City's policies and procedures reviewed in the *Documentary Review* phase of this assessment were not found to be contributing to significant issues or barriers. There are a few minor recommended tweaks and updates to policies. As with most organizations, issues arise mainly in the inconsistency of application of policies.
- » The City has a lot of initiatives in place in different Departments to support diversity and inclusion. More can be done to ensure cross-Departmental sharing and alignment with overall organizational and people strategies.
- » The City has the infrastructure and resources available to implement a Workforce Diversity and Inclusion Strategy and to improve measurement of diversity and inclusion.

### Areas to Address:

- » One of the most frequently reported issues in the organization is the lack of consistency in application of policies and procedures across Departments, Divisions, teams, and leaders.
- » Employees across all demographics and Departments, Divisions report inconsistency across Departments, Divisions, teams, and leaders in the levels of support for diversity and inclusion, as well as issues of bias, fairness and transparency, and tolerance for harassing and discriminatory behaviour.
- » Interviews revealed that there is not a clear or shared understanding of what diversity and inclusion is amongst leaders.

- » Employees from different identity groups report different experiences within the organization. There are notable differences between the experiences and perceptions of straight white able-bodied men as compared to those from equity-seeking groups.
- » Straight white able-bodied men are more likely to rate the organization as committed to diversity and inclusive than members of equity seeking groups.
- » Employees from all groups reported concerns about fairness and consistency of hiring and promotional processes.
- » Employees from all groups reported concerns about fairness with regard to opportunities for training and development.

### Identified risks for the organization:

- » Members of equity-seeking groups reported experiencing and witnessing more exclusionary experiences than their straight, white able-bodied male colleagues.
- » Some concerns were expressed about how complaints of bias, harassment or discrimination have been managed, and reluctance to report these issues so that they can be addressed appropriately.

In no way is this information intended to criticize or denigrate the City. In CCDI's experience, similar issues occur within every organization.

In fact, employees at all levels were supportive of this initiative. It is a significant accomplishment that the City has undertaken this process and has committed to sharing results internally with employees.

### Please keep in mind:

- » Employees expressed hopefulness and approval that this process is underway. Many employees expressed a desire to be engaged in the process and to receive updates and communication about the results of the assessment and the Strategy.
- » Concerns were expressed throughout all groups that this initiative will not be owned and driven by the leadership, and therefore will not get the focus and resources it requires to be successful. Thus, leadership support will be crucial to success.
- » Ongoing communication about this process and its results will be especially important to all employees.

Having conducted many inclusivity assessments of different public- and private-sector organizations, the City is not unique in the issues faced. Organizational cultures develop over many decades. In many cases, these issues are only surfaced when the organization undertakes the hard work of assessing their inclusivity issues.

It is significant that the City has undertaken this process, has committed to sharing the results internally with employees, and has leadership support to implement the Strategy.

## The Workforce Diversity and Inclusion Strategy - Vision, Values, Strategic Priorities, and Definitions

The following recommendations are based on CCDI's years of experience in the area of diversity and inclusion, and specifically on our experience in developing diversity strategies for other public- and private-sector organizations.

The initiatives proposed in this strategy are widely recognized promising practices that have been validated by external benchmarking tools and studies such as the *Global Diversity and Inclusion Benchmarks*<sup>12</sup>, and *Advancing Equity and Inclusion—A Guide for Municipalities*<sup>13</sup>, as well as the *Municipal Diversity and Inclusion Benchmarking Study* prepared for the City by CCDI.

These promising practices have proven successful in helping address similar issues within other work environments, recognizing those elements that differentiate the City.

### Vision statement.

The vision of the City's Workforce Diversity and Inclusion Strategy is:

*To create a respectful and supportive workplace that fosters a culture of diversity and inclusion, and to attract, retain, and develop a talented diverse workforce which broadly reflects the communities and citizens we serve. Our goal is to create an organization which leverages diverse talents and ways of thinking to create innovative programs and services that meet the diverse needs of our citizens.*

### Living the values of diversity and inclusion.

We value **Diversity** by:

- » accepting, respecting and valuing individual differences;
- » leveraging the diverse backgrounds, skills, talents, and perspectives of our staff and community members.

We value **Inclusion** by:

- » identifying, addressing and removing barriers to inclusion in all processes, policies, plans, practices, programs and services;
- » creating opportunities that result in effective and meaningful participation by all City staff and leaders;

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<sup>12</sup> Full GDIB document available free here: <http://diversitycollegium.org/downloadgdib.php>

<sup>13</sup> Full document available free here: [http://www.cawi-ivtf.org/sites/default/files/publications/advancing-equity-inclusion-web\\_0.pdf](http://www.cawi-ivtf.org/sites/default/files/publications/advancing-equity-inclusion-web_0.pdf)

- » developing innovative ideas and responsive solutions built upon a range of perspectives.

The articulated vision of Diversity and Inclusion builds and connects to other aspects of the City of Mississauga's cultural elements such as innovation and continuous improvement but speaks specifically to Diversity and Inclusion values.

We value an **Organizational Culture** in which:

- » all people are treated with dignity, respect and fairness;
- » harassment and discrimination are not tolerated;
- » individuals are encouraged to take action and be creative when resolving problems;
- » self-awareness and personal accountability are respected and expected.

## Defining diversity and inclusion.

**Diversity** is about the individual. It is about the variety of unique dimensions, qualities and characteristics we all possess. These dimensions can include but are not limited to ethnicity, nationality, culture, ability, birth sex, gender identity, sexual orientation, religion, age, immigration status, socioeconomic status, geographic region in which you live, and many other qualities.

These different qualities and life experiences, among many others, contribute to diversity of thought and approach which can enhance innovation, creative problem solving, and service delivery.

**Inclusion** is about the collective. It is about creating an equitable environment and a culture that embraces, respects, accepts and values difference.

**Diversity and Inclusion** is about capturing the uniqueness of the individual; and creating an environment that values and respects individuals for their talents, skills and abilities to the benefit of the collective.

## Strategic Goals of the Workforce Diversity and Inclusion Strategy.

**Goal 1:** Be a workplace that fosters a culture of diversity and inclusion.

**Goal 2:** Have a diverse workforce with unique skills and abilities to create a workforce with a competitive advantage.

**Goal 3:** Leaders consistently model and promote the behaviours of a diverse and inclusive workplace.

**Goal 4:** Processes, policies, plans, practices, programs and services align to meet the diverse needs of those we serve.



## Workforce Diversity and Inclusion Strategy Action Plan.

This Action Plan lays out actions that align with each of the four Strategic Goals of the Workforce Diversity and Inclusion Strategy with associated timelines and accountabilities.

This section describes initiatives that are already underway at the City that address the 4 Strategic Goals, as well as future actions that will help achieve the four Strategic Goals of the Strategy.

Future actions are listed under the most applicable Goal in the strategy, but many of the actions address more than one of the four Strategic Goals.

### Goal 1: Be a workplace that fosters a culture of diversity and inclusion.

The recommended future actions related to Goal 1 will include communications, learning and change management initiatives as well as the establishment of dedicated resources to facilitate the implementation of the Strategy.

#### Initiatives already underway that address Goal 1:

- » The City's People Strategy will be refreshed in 2017 which will align with the key strategic priorities of this Workforce Diversity and Inclusion Strategy
- » The City has just rolled out a new Employer Brand with key strategic elements specifically related to diversity and inclusion.
- » The City's AODA Accessibility Plan is updated yearly and communicated to all employees, leaders, and stakeholders on an annual basis
- » The City is in the process of creating a Customer Experience Strategy. Alignment of the principles of the Workforce Diversity and Inclusion Strategy will ensure consistency and improvement across both initiatives.
- » The City is in the process of developing a new Digital Strategy. There is an opportunity to include accessibility, cross-cultural, and inclusive communications approaches into the new Digital Strategy.
- » The City has an internal communication strategy and team dedicated to building and delivering information to employees.
- » Fire and Emergency Services implementation of the National Standards for Workplace Psychological Health and Safety.

## Recommended Actions to address Goal 1:

- 1.1 Develop a Diversity and Inclusion Communications Strategy, and review and revise year over year.

Why it matters: The Communications Strategy will increase awareness and build desire to support and promote diversity and inclusion at the City.

Potential elements of the Communication Strategy may include:

- » Aligning diversity and inclusion messages with corporate brand strategy.
- » Developing messages around what diversity, inclusion, and accessibility means for the City.
- » Embedding diversity, inclusion and accessibility messaging into team meetings, leadership forums, Council documents.
- » Enhancing diversity and accessibility of intranet, public websites, career page.
- » Enhancing and increasing communications about all major cultural celebrations, Mississauga's Indigenous history, and accessibility.
- » Communicating changes to policies and procedures.
- » Creating communications targeted at communities to tell the City's diversity and inclusion story.
- » Encouraging leaders to celebrate diverse life achievements.

- 1.2 Conduct an assessment to understand any barriers to change.

Why it matters: this assessment will build diversity and inclusion awareness and identify issues to be addressed and enhance the ability to further engage employees, address resistors and improve uptake and acceptance of the Strategy.

- 1.3 Conduct a needs assessment of required diversity and inclusion training initiatives then design and seek approval for a comprehensive Diversity and Inclusion Learning Plan. Evaluate effectiveness of Learning Plan year over year.

Why it matters: Identifying the learning objectives and developing methods for evaluating learning outcomes will help to ensure that learning initiatives are successful.

The Learning Plan will have multiple impacts including: increasing awareness of the issues and the imperative to improve diversity, inclusion, and accessibility; increasing awareness of cultural differences and building knowledge and ability to improve intercultural interactions and inclusive leadership; increasing awareness and knowledge of how bias impacts our day-to-day interactions, especially in recruiting and talent management, and developing skills and abilities to mitigate bias; reducing incidents of harassment and discrimination and improving the organization's responses to these incidents when they arise.

Potential Elements of the Diversity and Inclusion Learning Plan will include formal in-person training, e-learning, coaching, and knowledge sharing activities such as:

- » Inclusive Leadership training.
- » Cross-cultural competence assessments and training for leaders and employees.
- » Diversity and inclusion fundamentals training (employees).
- » Training on diversity, inclusion, accessibility, harassment and discrimination (HR employees)
- » Discrimination and Harassment process review (leaders).
- » Bias-free hiring training (HR and leaders).
- » Unconscious bias training (employees).

Annual evaluations of the Learning Plan's effectiveness will provide information to make adjustments/ revisions for the following year's initiatives to ensure that learning is successful.

- 1.4 Establish Division-level objectives by assessing the impacts of the strategy on the structures, functions, and contexts of each department.

Why it matters: The Strategy will have impacts throughout the organization, and different Divisions will be impacted in different ways. In order to ensure effectiveness and relevance, specific objectives will need to be tailored to the structure and needs of the Divisions.

- 1.5 Establish Divisional Change Agents.

Why it matters: Division-level Change Agents will ensure rollout to all Divisions of the Strategy, increase awareness, desire, and improve reinforcement throughout the organization.

- 1.6 Establish Departmental diversity and inclusion committees.

Department diversity and inclusion committees will be developed with an operational framework that provides guidance on the recommended structure, mandate, accountability, goals of the committee. The committees will assist the Divisional Change Agents in ensuring that actions are rolled out to all Divisions and teams, as well as identifying and mitigating any barriers or obstacles in specific Divisions or teams. This helps ensure that the effort is distributed and does not rest on the shoulders of one Change Agent.

It is recommended that Departmental committees have representation from each Division. Departmental committees will ultimately be accountable to, and report back to the Executive-lead Diversity and Inclusion Committee (see action 3.1). Participation in these committees has the added benefit of providing new developmental opportunities and new ways for employees to support the strategic priorities of the City.

Why it matters: Department-level committees will help ensure a more complete rollout to all Departments and Divisions of the specific aspects of the Strategy that affect their Department. This will also serve to increase awareness, desire, and improve reinforcement throughout each Department.

#### 1.7 Hire a dedicated Diversity and Inclusion resource, possibly Chief Diversity Officer

Why it matters: In all the research and literature about diversity and inclusion in organizations, it is clear that having appropriate dedicated resources to drive the rollout of a Workforce Diversity and Inclusion Strategy is essential to ensure sustained attention and success of the Strategy and improve diversity and inclusion throughout the organization.

The *Global Diversity and Inclusion Benchmarks* (GDIB)<sup>14</sup> is one of the world's leading documents which outlines best practices and provides guidance for diversity and inclusion management for organizations around the world. The GDIB provides benchmarks in 14 categories of diversity and inclusion management at 5 levels of achievement:

- "Level 5: Best Practice** - Demonstrating current best practices in D&I; exemplary for other organizations globally.
- Level 4: Progressive** - Implementing D&I systemically; showing improved results and outcomes.
- Level 3: Proactive** - A clear awareness of the value of D&I; starting to implement D&I systemically.
- Level 2: Reactive** - A compliance mindset; actions are only taken in compliance with relevant laws and social pressures.
- Level 1: Inactive** - No D&I work has begun; diversity and a culture of inclusion are not part of organizational goals.

According to the GDIB, having staff dedicated to diversity and inclusion is at Level 3, the Proactive Level, of the benchmarks; meaning that organizations that are proactively dedicated to diversity and inclusion have staff dedicated specifically to diversity and inclusion. The GDIB explicitly states that diversity and inclusion being an additional duty of the human resources department is at the Reactive level.

Furthermore, the level of influence of the diversity and inclusion staff has an impact on the success of diversity and inclusion initiatives. According to the GDIB, at Level 4, the Progressive level: "The organization provides adequate resources, staffing, and support to help ensure implementation of its D&I strategy," and "The D&I function is headed by an influential leader who is knowledgeable about D&I."

At Level 5, the best practice level in the GDIB, "The most senior D&I professional is an equal and influential partner on the senior leadership team."

<sup>14</sup> Full GDIB document available free here: <http://diversitycollegium.org/downloadgdib.php>

Without appropriate-level dedicated staff and resources many, organizational diversity and inclusion strategies quickly fail, stagnate, or plateau. Furthermore, when no dedicated staff or inadequate staff and resources are assigned, employees often perceive that the organization is not truly committed to the endeavour. In some cases, taking the time and resources to complete an organizational assessment and strategy and then *not* dedicating resources can actually exacerbate the feelings of exclusion and disengagement of employees who took the risk to contribute honestly to the process.

Organizations like the City spend a lot of time, money, and resources on completing an inclusivity assessment and developing a diversity and inclusion strategy. In order to make good use of this investment, it is essential to have appropriate dedicated resources that will have the level of influence required to keep the endeavour moving forward.

#### 1.8 Establish Employee Resource Groups (ERGs) with executive sponsors.

A well-recognized best practice in many medium and large sized organizations, Employee Resource Groups. Also known in some organizations as Affinity Groups, Employee Network Groups, or Business Resource Groups, these are groups formed according to identity, cultural, and lifestyle affiliations to provide opportunities for different employees to network and gain developmental opportunities.

Recommended best practices around ERG's include creating a framework and guidelines for the structure, function, budget, and accountabilities of the ERG, and allowing employees to create groups that they see a need for. This is more successful than the organization deciding which groups should exist and forcing those onto the organization. A further best practice is to allow anyone to participate in any employee resource group regardless of whether they personally self-identify as a member of the group. This ensures that the groups contribute to mutual learning and inclusion, rather than being exclusive.

Why it matters: ERGs provide engagement and development for employees from different groups. Aligning ERGs' goals with the Strategy and strategic organizational goals makes them a valuable resource to the organization. Furthermore, these groups provide another avenue to build awareness, desire, knowledge, and ability, providing more employees throughout the organization the opportunity to get directly involved with D&I.

#### 1.9 Conduct a Psychological Health and Safety Management audit according to National Standards for Workplace Psychological Health and Safety.

Why it matters: The Canadian Standards Association developed the National Standards for Workplace Psychological Health and Safety to provide tools and

resources to assist organizations in improving mental health within their workplaces. Conducting an audit is the first step to improve mental health in the organization and improve employee wellness.

#### 1.10 Develop and Implement Psychological Health and Safety Management System (PHSMS) Plan according to National Standards for Workplace Psychological Health and Safety

Why it matters: Once the audit is completed, implementing a PHSMS Plan will improve psychological health and safety, reduce the impacts of mental health issues in the workplace, reduce the stigma associated with mental health in the workplace, and increase awareness, desire, knowledge and ability so that leaders can provide more appropriate accommodations for mental health issues

### Goal 2: Have a diverse workforce with unique skills and abilities to create a workforce with a competitive advantage.

The recommended future actions related to Goal 2 will include conducting a fulsome census and inclusion survey of all City staff and conducting assessments of hiring and promotional processes for accessibility, fairness, transparency and consistency, and then developing a plan to address identified gaps.

#### Initiatives already underway that address Goal 2:

- » The City is currently in the process of refreshing the Employee and Leader Onboarding Process, and there is opportunity to augment information about diversity, inclusion and accessibility in the onboarding process.
- » The City's recruitment review from 2014 implemented a number of actions including improved sourcing initiatives. As a result of these initiatives, the City has already made partnerships with organizations such as Career Edge, Community Living Mississauga, Equitek and Peel Multicultural Council, for talent sourcing.

#### Recommended Actions to address Goal 2:

- #### 2.1 Review hiring and promotional process for accessibility, fairness, transparency and consistency; then develop and implement a plan for addressing gaps and barriers.

Why it matters: Organizations hiring and promotional processes are built over many years and are impacted by legacy processes and the individual biases of each person who touches the process. Conducting a review and assessment specifically related to ensuring fairness and equity of these processes will help to identify barriers for certain

groups and gaps to be addressed. Addressing the gaps identified will reduce barriers and ensure fairness in the City's hiring and promotional processes, ensuring a fair and equitable career progression and developmental opportunities for all employees.

Note: a recommendation from the Accessibility Advisory Committee (GC-0550-2015) requested establishing a specific program for hiring people with developmental and intellectual disabilities. This recommendation was taken under advisement in the creation of this strategy. The project team and the City's leadership team recognize that the request was made with the sincere desire to improve employment for people who face employment difficulties. However, this recommendation was not included in this strategy *at this time* for two reasons: 1) According to globally recognized best practices, specific goals for hiring to fill gaps are most appropriate after an organization conducts a thorough census of employees and the results are analyzed against labour force availability to determine any gaps in representation. Since this data collection and analysis has not yet been completed, there is no rationale for a need to hire a specific cohort of people from any one demographic group. To do so would in fact be discriminator against anyone who does not belong to that demographic group. 2) Research into the hiring practices of 4 comparable Canadian municipalities determined that none of them have hiring targets of specific numbers of people from specific groups, but instead have broad goals to "better reflect the population of the cities they serve."

## 2.2 Conduct a census of all City employees with an inclusion survey.

Why it matters: Having a statistically validated complete picture of the demographics of the organization as well as employees' perceptions of inclusivity provides a level of information and analysis not previously available to the City. The Global Diversity and Inclusion Benchmarks specifically calls for fulsome demographic data collection to understand the full picture of the workforce. This type of information is imperative to having a complete understanding of diversity and inclusion in an organization, in order to review and revise strategic planning for the City.

## 2.3 Expand alliances with external agencies and service providers to improve talent sourcing and recruitment from diverse groups and people with disabilities.

Why it matters: Outreach to different groups in the recruiting process provides a more complete and diverse talent pool from which to choose, ensuring access to the best talent and improving the representation of the City's staff to better reflect the citizenry of Mississauga.

Potential organizations to partner with: organizations that have job boards and candidates from identified cultural and ethnic groups represented amongst the City's citizenry as well as organizations and job boards for people with disabilities such as



INROADS, Lime, Canadian Council on Rehabilitation and Work, Ableworks, and other diversity serving agencies.

#### 2.4 Develop and implement a diversity and inclusion lens on succession planning.

Why it matters: Ensuring bias is taken into account in succession planning improves fairness and opportunities for all employees throughout the organization, and also improves inclusive leadership. Assessing progress after two years of succession planning will determine if the implemented initiatives have been successful in increasing the diversity of the talent succession pool and provide the opportunity to make any revisions to the process as necessary.

Potential Elements of a Diversity Lens on Succession Planning may include:

- » Assessing gaps in leadership succession planning pipeline and creating plans to address gaps;
- » Addressing bias in succession planning processes to improve fairness;
- » Finding ways to recognize different kinds of strength;
- » Creating leadership tracks for knowledge specialists.

### Goal 3: Leaders consistently model and promote the behaviours of a diverse and inclusive workplace.

The recommended future actions related to Goal 3 will include the establishment of an executive-lead Diversity and Inclusion Committee to drive the implementation of the Strategy, as well as diversity and inclusion learning and development opportunities specific to leaders, and new behavioural competencies.

#### Initiatives already underway that address Goal 3:

- » The PMP process is currently under review. A new process with associated diversity-related competencies will be rolled out in 2019.
- » The City's ***insight – your learning source*** initiative provides leaders with opportunities to learn and develop skills to improve and enhance performance.

#### Recommended Actions to address Goal 3:

##### 3.1 Establish Executive-led Diversity and Inclusion Committee.

Why it matters: While this action is listed under goal 3 because it directly involves leaders, this action supports all 4 Strategic Goals for this Strategy: Goal 1-Create a workplace that fosters a culture of diversity and inclusion; Goal 2-Attract and retain a diverse workforce with unique skills and abilities to create a workforce with a



competitive advantage; Goal 3-Support leaders in modeling and promoting the behaviours of a diverse and inclusive workplace; Goal 4-Create and align processes, policies, plans, practices, programs and services that meet the diverse needs of those we serve. An Executive Committee will provide dedicated focus by leaders across the organization to build awareness, desire and reinforcement throughout the organization, and to ensure that the Strategy implementation is kept on track.

Membership on the Committee should include the City Manager and senior representatives from all Departments across the organization. A complete framework, including terms of reference, goals, oversight, accountability, and operating structure will be developed and proposed for the Committee to revise and finalize.

At a high level, here is a recommended structure of the Executive Council and Departmental level committees (from Action 1.6).

Type of Council	Executive Committee	Departmental Committee
Lead	Chair: City Manager.  Co-Chair: Dedicated Diversity and Inclusion resource or Director HR.	Chair: Departmental senior leader. Co-Chair: Divisional Change Agent.
Scope / Goals	Strategic direction to Diversity & Inclusion, and oversight of implementation of the Strategy.	Develop, align and implement Strategy at Departmental level. Report back to the Executive Committee on progress, and flag issues and barriers.
Membership Composition	Fixed members: Departmental committee chairs.  Rotating members: appointed based on focus of strategy.	Fixed Members: Leaders of Divisions and teams.  Rotating members: appointed - high potential employees and diversity champions, members from ERGs.
Term	2-3 years	2-3 years
Meeting Frequency	Annually: Two-day strategic planning meeting.  Quarterly: minimum 2 hours.	Annually: One-day planning meeting.  Bi- monthly: minimum 90 minutes.

### 3.2 Conduct cultural competence assessments of leaders and provide inclusive leadership and cultural competence training.

Why it matters: Leaders set the tone for diversity and inclusion in the organization. In order for them to be culturally competent and inclusive leaders who model the values of

diversity and inclusion in their day-to-day behaviours, is imperative that they understand their own level of cultural competence development and have a relevant development plan targeted to their own level of development.

Cultural competence is defined as one's ability to recognize their own cultural worldview and how it may differ from others, to recognize the importance and impact of cultural differences in day to day interactions and organizational leadership behaviours, and to develop adaptations to communications, leadership, and service delivery to be more responsive to a culturally diverse workforce and public. A number of assessment and development tools are available for consideration.

One example of an assessment and development tool that may be considered is the Intercultural Development Inventory (IDI), the most widely used cultural competence assessment in the world. The IDI is a statistically reliable, cross-culturally valid measure of intercultural competence adapted from the Developmental Model of Intercultural Sensitivity. Participants receive feedback and individual coaching on their own personal developmental level as well as a comprehensive developmental plan that is tailored to their developmental level.

### 3.3 Add diversity and inclusion competency performance measures to leaders' PMP.

Why it matters: What gets measured gets done. Accountability is supported, and knowledge, ability and reinforcement within the organization are improved, when leaders are measured and evaluated on their inclusive behaviours. This provides the opportunity for leaders to better understand how they are performing as inclusive leaders and create developmental plans.

### 3.4 Add diversity and inclusion performance measures into all employees' PMP.

Why it matters: What gets measured gets done. Accountability is reinforced, and knowledge, ability and performance within the organization are improved, when individuals are measured and evaluated on their inclusive behaviours. This provides the opportunity for all employees to better understand their own inclusive behaviours and create development plans.

## Goal 4: Processes policies, plans, practices, programs and services align to meet the diverse needs of those we serve.

The future actions related to Goal 4 will include development of a diversity and inclusion scorecard and measurement plan, revising existing policies and procedures identified in the *Current State Inclusivity Assessment*, and developing and rolling out a "Diversity and Inclusion Lens" for the organization, which is a tool that provides questions and considerations to assess

current programs and services, and to ensure the inclusivity of any new municipal policies, plans, practices, programs, or services at the City.

#### Initiatives already underway that address Goal 4:

- » The City's Respectful Workplace Policy is being refreshed with expected rollout in 2017. Promotional activities for the revised Respectful Workplace Policy will be aligned with the development of the communications plan that is proposed as an action in this Strategy (Action 1.1).
- » The City already provides accessibility training for all employees.
- » The City is currently conducting a needs assessment for an accessibility sustainment plan.
- » The City's ***insight – your learning source*** initiative provides employees with opportunities to learn and develop skills to improve and enhance performance.
- » The City's Wellness Strategy has been approved. There are significant synergies between diversity and inclusion and wellness initiatives. This provides the opportunity to include a diversity and inclusion lens on wellness initiatives, and align wellness with diversity and inclusion goals.

#### Recommended Actions to address Goal 4:

- 4.1 Develop a Diversity and Inclusion Scorecard for reporting to the Leadership Team and Executive Diversity Council using currently available metrics; and develop a plan for adding new metrics year over year.

Why it matters: What gets measured gets done. Developing a scorecard is a globally recognize best practice. It provides increased knowledge and ability to track progress against goals, provides a more holistic view of diversity and inclusion at the City, and helps to identify gaps and areas of the Strategy that may need to be reviewed, revised, or receive increased focus.

- 4.2 Implement and communicate revisions to existing policies per *Current State Inclusivity Assessment*, and develop a new holiday policy.

Why it matters: We must ensure that all policies are up to date with current labour and human rights laws and recent Human Rights Tribunal decisions. In addition, regular review of policies is important to ensure that the wording of policies does not create any unintentional barriers for any groups, ensuring fairness of all policies and processes.

Per CCDI's review, Policies to be revised include:

- » Employee Conduct – Clothing Policy
- » Employee Conduct – Code of Conduct and Complaint Procedure for Security Staff
- » Employee Conduct – Respectful Workplace

» Recruitment – Employee Recruitment

Additionally, per employee feedback and according to globally recognized best practices, it is recommended that the City develop a policy for celebrating and providing time for non-Christian Holidays and Holy Days.

- 4.3 Review and revise Workforce Diversity and Inclusion Strategy – with input from the results of the census of City employees (action 2.2 will precede this action).

Why it matters: It is important to review strategies every 2-3 years to assess what goals were met, contingencies that affected achievement of certain goals, and revise goals as necessary. Furthermore, once the City has a more fulsome and holistic understanding of the demographics of the organization and the perceptions of inclusivity of the different employee groups, it will provide a great deal of information that may inform potential revisions to the Strategy.

- 4.4 Develop a “Diversity and Inclusion Lens” for the City and implementation plan for rollout.

Why it matters: A Diversity and Inclusion Lens is a document that provides questions and considerations to ensure the inclusivity of any municipal policy, program, initiative or service. For more information, consider [City of Ottawa's Equity and Inclusion Lens Handbook](#) as a potential model for the City of Mississauga.

### **The Canadian Centre for Diversity and Inclusion**

CCDI has a mission to help the organizations we work with be inclusive, free of prejudice and discrimination – and to generate the awareness, dialogue and action for people to recognize diversity as an asset and not an obstacle. Through the research, reports and toolkits we develop and our workshops, events and workplace consultations, we're helping Canadian employers understand their diversity, plan for it and create inclusion.

CCDI's leadership has a proven model that's cultivated trust as an impartial third party. Our expertise is focused on the topics of inclusion that are relevant in Canada now and the regional differences that shape diversity.

A charitable organization that thinks like a business, we have created a niche with our innovative research technology and data analysis that brings a deeper understanding of Canadian diversity demographics and mindsets at any given moment.

CCDI is grateful for the support of our over 90 Employer Partners across Canada. For enquiries, contact Susan Rogers, Chief Client Officer, [Susan.Rogers@ccdi.ca](mailto:Susan.Rogers@ccdi.ca) or (416) 968-6520.

CCDI is grateful for the ongoing support of our Founding Partners:





# **Workforce Diversity and Inclusion Strategy Implementation Plan September 2017**



As an employer, the City of Mississauga (City) recognizes and respects the uniqueness and the diversity of the workforce. The City is committed to creating and encouraging an accessible, fair, equitable and respectful work environment recognizing and valuing personal characteristics like race, religion, gender or sexual orientation. The City is aware of and planning ahead for many important strategic trends with regard to the employment landscape, namely the war for talent, internal pressures, and the changing workforce makeup.

To help us strengthen and support our current practices, policies and programs, we have established a Workforce Diversity and Inclusion Strategy (Strategy) in partnership with the [Canadian Centre for Diversity and Inclusion \(CCDI\)](#). This is an important deliverable in our [People Strategy](#).

Through the creation and implementation of a Workforce Diversity and Inclusion Strategy, we hope to achieve:

- Higher levels of employee engagement and satisfaction
- Enhanced communication with each other and our customers
- Stronger ability to attract and retain talent
- Increased problem-solving and innovation
- Strengthen our core values of Trust, Quality and Excellence

In order for a diversity and inclusion strategy to be successful in any organization, it must align with and support the organization's major operational strategies and goals. Thus, in developing a Workforce Diversity and Inclusion Strategy, the City's major planning and policy documents including the Strategic Plan, People Strategy, our Core Values and the City's Brand and Employer Story, were consulted to ensure that the Strategy would align with and support the major values, priorities, and goals of the City.

The vision of the City's Workforce Diversity and Inclusion Strategy is:

*To create a respectful and supportive workplace that fosters a culture of diversity and inclusion, and to attract, retain, and develop a talented diverse workforce which broadly reflects the communities and citizens we serve. Our goal is to create an organization which leverages diverse talents and ways of thinking to create innovative programs and services that meet the diverse needs of our citizens*

**Diversity** is about the individual. It is about the variety of unique dimensions, qualities and characteristics we all possess. These dimensions can include but are not limited to ethnicity, nationality, culture, ability, birth sex, gender identity, sexual orientation, religion, age, immigration status, socioeconomic status, geographic region in which you live, and many other qualities.

These different qualities and life experiences, among many others, contribute to diversity of thought and approach which can enhance innovation, creative problem solving, and service delivery.





**Inclusion** is about the collective. It is about creating an equitable environment and a culture that embraces, respects, accepts and values difference.

**Diversity and Inclusion** is about capturing the uniqueness of the individual; and creating an environment that values and respects individuals for their talents, skills and abilities to the benefit of the collective.

The goals of the Strategy are:

**Goal 1:** Be a workplace that fosters a culture of diversity and inclusion.

**Goal 2:** Have a diverse workforce with unique skills and abilities to create a workforce with a competitive advantage.

**Goal 3:** Leaders consistently model and promote the behaviours of a diverse and inclusive workplace.

**Goal 4:** Processes, policies, plans, practices, programs and services align to meet the diverse needs of those we serve.

Good work is already underway across all Departments that provides the foundation for the recommended actions in the Strategy. The Action Plan recommends actions that build on that work, align with each of the four Strategic Goals and provides associated timelines and accountabilities. The actions are based on CCDI's years of experience in the area of diversity and inclusion, and specifically on their experience in developing diversity strategies for other public- and private-sector organizations. The actions are widely recognized promising practices that have been validated by external benchmarking tools and studies such as the *Global Diversity and Inclusion Benchmarks*<sup>1</sup>, and *Advancing Equity and Inclusion—A Guide for Municipalities*<sup>2</sup>, as well as the *Municipal Diversity and Inclusion Benchmarking Study* prepared for the City by CCDI. These promising practices have proven successful in helping address similar issues within other work environments, recognizing those elements that differentiate the City.

The actions are intentionally timed so one action builds on another. There is a necessary sequence to build awareness and desire for the changes we are proposing. These actions are also large initiatives and the timing represents when the initiatives will be in place, not when they will start. The Human

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<sup>1</sup> Full GDIB document available free here: <http://diversitycollegium.org/downloadgdib.php>

<sup>2</sup> Full document available free here: [http://www.cawi-ivtf.org/sites/default/files/publications/advancing-equity-inclusion-web\\_0.pdf](http://www.cawi-ivtf.org/sites/default/files/publications/advancing-equity-inclusion-web_0.pdf)



Resources team responsible for these actions will also take opportunities as they arise to implement actions as they have already begun to do.

### Goal 1: Be a workplace that fosters a culture of diversity and inclusion.

#	Action	2017	2018	2019	2020	2021
1.1	Develop a Diversity and Inclusion Communications Strategy, and review and revise year over year.	X	X	X	X	X
1.2	Conduct a needs assessment to identify barriers to change.			X		
1.3	Conduct a needs assessment of required diversity and inclusion training initiatives then design and seek approval for a comprehensive Diversity and Inclusion Learning Plan. Evaluate effectiveness of Learning Plan year over year.			X		
1.4	Establish Department-level objectives by assessing the impacts of the strategy on the structures, functions, and contexts of each Department.				X	X
1.5	Establish Departmental Change Agents.				X	X
1.6	Establish Departmental diversity and inclusion committees.					X
1.7	Hire a dedicated diversity and inclusion resource (Diversity and Inclusion Coordinator)			X		
1.8	Establish Employee Resource Groups (ERGs) with executive sponsors.				X	
1.9	Conduct a Psychological Health and Safety Management audit according to National Standards for Workplace Psychological Health and Safety.			X		
1.10	Develop and Implement Psychological Health and Safety Management System (PHSMS) Plan according to National Standards for Workplace Psychological Health and Safety				X	

**Goal 2: Attract and retain a diverse workforce with unique skills and abilities to create a workforce with a competitive advantage.**

#	Action	2017	2018	2019	2020	2021
2.1	Review hiring and promotional process for accessibility, fairness, transparency and consistency then develop and implement a plan for addressing gaps and barriers.	X		X		
2.2	Conduct a census of all City employees with an inclusion survey.		X	X	X	X
2.3	Expand alliances with external agencies and service providers to improve talent sourcing and recruitment from diverse groups and people with disabilities.	X	X	X	X	X
2.4	Develop and implement a diversity and inclusion lens on succession planning.				X	

**Goal 3: Support leaders in modeling and promoting the behaviours of a diverse and inclusive workplace.**

#	Action	2017	2018	2019	2020	2021
3.1	Establish Executive-led Diversity and Inclusion Committee.				X	
3.2	Conduct cultural competence assessments of leaders and provide inclusive leadership and cultural competence training.	X		X		
3.3	Add diversity and inclusion competency performance measures to leaders' PMP.			X		
3.4	Add diversity and inclusion performance measures into all employees' PMP.			X		

**Goal 4: Create and align processes policies, plans, practices, programs and services that meet the diverse needs of those we serve.**

Action	Title/Action	2017	2018	2019	2020	2021
4.1	Develop a Diversity and Inclusion Scorecard for reporting to the Leadership Team and Executive Diversity Committee using currently available metrics; and develop a plan for adding new metrics year over year.			X		
4.2	Implement and communicate revisions to existing policies per <i>Current State Inclusivity Assessment</i> , and develop a new holiday policy.	X	X			
4.3	Review and revise Workforce Diversity and Inclusion Strategy – with input from the results of the census of City employees				X	
4.4	Develop a “Diversity and Inclusion Lens” for the City and implementation plan for rollout.					X

Human Resources will report annually on the progress of the Action Plan to employees.

For more information on the Action Plan please go to (link) or contact your departmental Human Resources representative.

**From:** Valleau, Sabrina A [<mailto:sabrinaa.valleau@peelregion.ca>]  
**Sent:** 2017/07/19 3:13 PM  
**To:** Diana Simpson; Ray Poitras  
**Cc:** Bajagic, Biljana; Montesdeoca, Veronica; West, Helena  
**Subject:** Peel Regional Paramedic Services Satellite Stations-Site Plan Review

Your attention is drawn to the following resolution which was adopted by Regional Council on July 6, 2017:

**Peel Regional Paramedic Services Satellite Stations-Site Plan Review**

**RESOLUTION 2017-591:**

That the site plans for the Peel Regional Paramedic Services (PRPS) Satellite Stations identified in this report of the Commissioner of Corporate Services, titled "Peel Regional Paramedic Services Satellite Stations-Site Plan Review", be supported;

And further, that notification of the Region of Peel Accessibility Advisory Committee (AAC) support for the subject site plans be provided to the local municipalities' Planning and Building Departments.

Thank you,

**Sabrina Valleau** | Legislative Assistant  
**Legislative Services, Office of the Regional Clerk**  
10 Peel Centre Drive, Suite A, Brampton ON, L6T 4B9  
(905) 791-7800 Ext. 4854 – [sabrina.valleau@peelregion.ca](mailto:sabrina.valleau@peelregion.ca)  
**Region of Peel - - - Working With You**

DATE: May 18, 2017

REPORT TITLE: **PEEL REGIONAL PARAMEDIC SERVICES SATELLITE STATIONS - SITE PLAN REVIEW**

FROM: Lorraine Graham-Watson, Commissioner of Corporate Services

## RECOMMENDATION

**That the site plans for the Peel Regional Paramedic Services (PRPS) Satellite Stations identified in this report of the Commissioner of Corporate Services, titled “Peel Regional Paramedic Services Satellite Stations-Site Plan Review”, be supported;**

**And further, that notification of the Regional Accessibility Advisory Committee (AAC) support for the subject site plans be provided to the area municipalities’ Planning and Building Departments.**

### REPORT HIGHLIGHTS

- The Region of Peel has completed ten PRPS Satellite Station site plans with similar design, layout and accessibility features.
- The accessibility features of the PRPS Satellite Stations site plan will meet or exceed applicable legislation and municipal requirements.
- All PRPS Satellite Stations are designed in accordance with the “Peel Regional Paramedic Services Satellite Stations Accessibility Features Checklist”.
- The area municipalities’ Official Plans allow for the development of emergency services facilities on these properties.

## DISCUSSION

### 1. Background

Staff is requesting the AAC to review and support the site plans for three PRPS Satellite Stations and Legislative Services provide notification of the support for the subject site plans to the area municipalities Planning and Building Departments.

The Region of Peel has adopted a Divisional Model and corresponding 10 Year Capital Facility Plan for the development of Paramedic facilities consistent with the recommendations contained

**PRPS AAC REPORT FOR S1, S3 AND S4 SITE PLAN REVIEW**

in the Health Analytics consultants (Council Resolution 2007-833). Satellite stations are approximately 2,600 – 2,800 square feet and are strategically located within the community. These stations are used by paramedics during shifts to work on reports and take breaks in between calls and are visited by members of the public while paramedics are at the station.

The Region of Peel has completed ten PRPS Satellite Station site plans with similar design, layout, and accessibility features (as outlined in Table 1) as per Resolution 2015-759 adopted by the Regional Council on October 8, 2015. To assist with the AAC's review of these site plans, Real Property Asset Management is seeking AAC's joint support for the following satellite station site plans (see Appendix I to III for individual site plans):

- S1 – 938 East Avenue, Ward 1, Mississauga
- S3 – 1188 Lakeshore Road West, Ward 2, Mississauga
- S4 – 2200 Sheridan Park Drive, Ward 2, Mississauga

Future satellite station site plans will be presented to the AAC at a later date.

## 2. Accessibility Features

The Region of Peel has incorporated legislative and municipal requirements and best practices for accessibility features into the PRPS Satellite Stations' site plans (as outlined in Table 1). This includes features identified on the "Peel Regional Paramedic Services Satellite Stations Accessibility Features Checklist" that were also presented to the AAC on October 8, 2015 (See Appendix IV).

**Table 1 – Accessible Features**

Accessible Features Provided in the Proposed Design	OBC	ODA / AODA	MADH	CBATS	PRPS Signage	FADS
<b>Exterior</b>						
Total of three (3) Parking Spaces, including one Barrier Free Parking Space with clear signage and pavement markings	NR	•	NR	•		•
Hatched/painted aisle next to barrier free parking space	NR	•	•	•	NR	•
A barrier-free path of travel between accessible parking and main building entrances, complete with <ul style="list-style-type: none"> <li>• Pedestrian walkways and sidewalks (hatched/painted)</li> <li>• Depressed curbs/ramp to access main entry from parking</li> <li>• Main entry door (min. 950mm wide) with push button - auto operator</li> </ul>	860	• No door req'd	•	860	•	•

## PRPS AAC REPORT FOR S1, S3 AND S4 SITE PLAN REVIEW

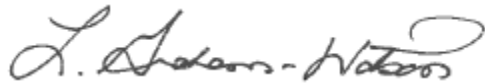
Accessible Features Provided in the Proposed Design	OBC	ODA / AODA	MADH	CBATS	PRPS Signage	FADS
Site lighting all around building		•	•	•	NR	•
<b>Interior</b>						
Extra wide hallways and closely spaced areas allowing for maximum turning radius (min. 1400mm)	1100	NR	1200	1100	NR	1100
Open concept layout and design of the building	NR	NR	NR	NR	NR	NR
No steps or ramps between crew quarters and vehicle bay	NR	NR	NR	NR	NR	NR
Accessible security access card readers	•	NR	•	•	NR	•
<b>Barrier Free Washroom Facilities</b>						
Grab bar L shaped	•	NR	•	•	NR	•
Automatic paper towel dispenser	NR	NR	NR	NR	NR	NR
Accessible vanity dimensions for knee space and counter height	•	NR	•	•	NR	•
Hands free sensor faucet	NR	NR	optional	optional	NR	optional
Barrier free door (min. 950mm wide) with auto operator	860	NR	•	860	NR	•
Automatic soap dispenser	NR	NR	NR	NR	NR	NR
Large Wheelchair turning diameters - 2440mm	1700	NR	1830	2440	NR	2440
Tilted mirror (with steel shelf below) or wall mounted mirror installed with the bottom edge at no higher than 1000 mm above the finished floor level (City of Mississauga)	NR	NR	NR	• No shelf	NR	• No shelf

<b>OBC</b>	2012 Ontario Building Code Compendium, incl. Amendments to barrier-free provisions effective January 1, 2017.
<b>ODA</b>	Ontarians with Disabilities Act (2001)
<b>AODA</b>	Accessibility for Ontarians with Disabilities Act (2005) and Part IV.1 – Design of Public Spaces Standards (Accessibility Standards for the Building Environment) effective January 1, 2016
<b>MADH</b>	City of Mississauga Accessibility Design Handbook (2007)
<b>PRPS Signage</b>	Peel Regional Paramedic Services Signage and Wayfinding Guidelines
<b>LFADS</b>	City of London Facility Accessibility Design Standards (2007) – Applicable to Town of Caledon
<b>NR</b>	Not Required



**PRPS AAC REPORT FOR S1, S3 AND S4 SITE PLAN REVIEW****3. CONCLUSION**

The Peel Regional Paramedic Services Satellite Stations site plans meet or exceed applicable legislative and municipal accessibility requirements. Peel Regional Paramedic Services Satellite Stations are designed in accordance with the "Peel Regional Paramedic Services Satellite Stations Accessibility Features Checklist".



Lorraine Graham-Watson, Commissioner of Corporate Services

**Approved for Submission:**

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D. Szwarc, Chief Administrative Officer

*For further information regarding this report, please contact M. Schiller, Director of Real Property Asset Management at ext. 7558 or [mark.schiller@peelregion.ca](mailto:mark.schiller@peelregion.ca)*

*Authored By: Margarita Perez*

**APPENDICES**

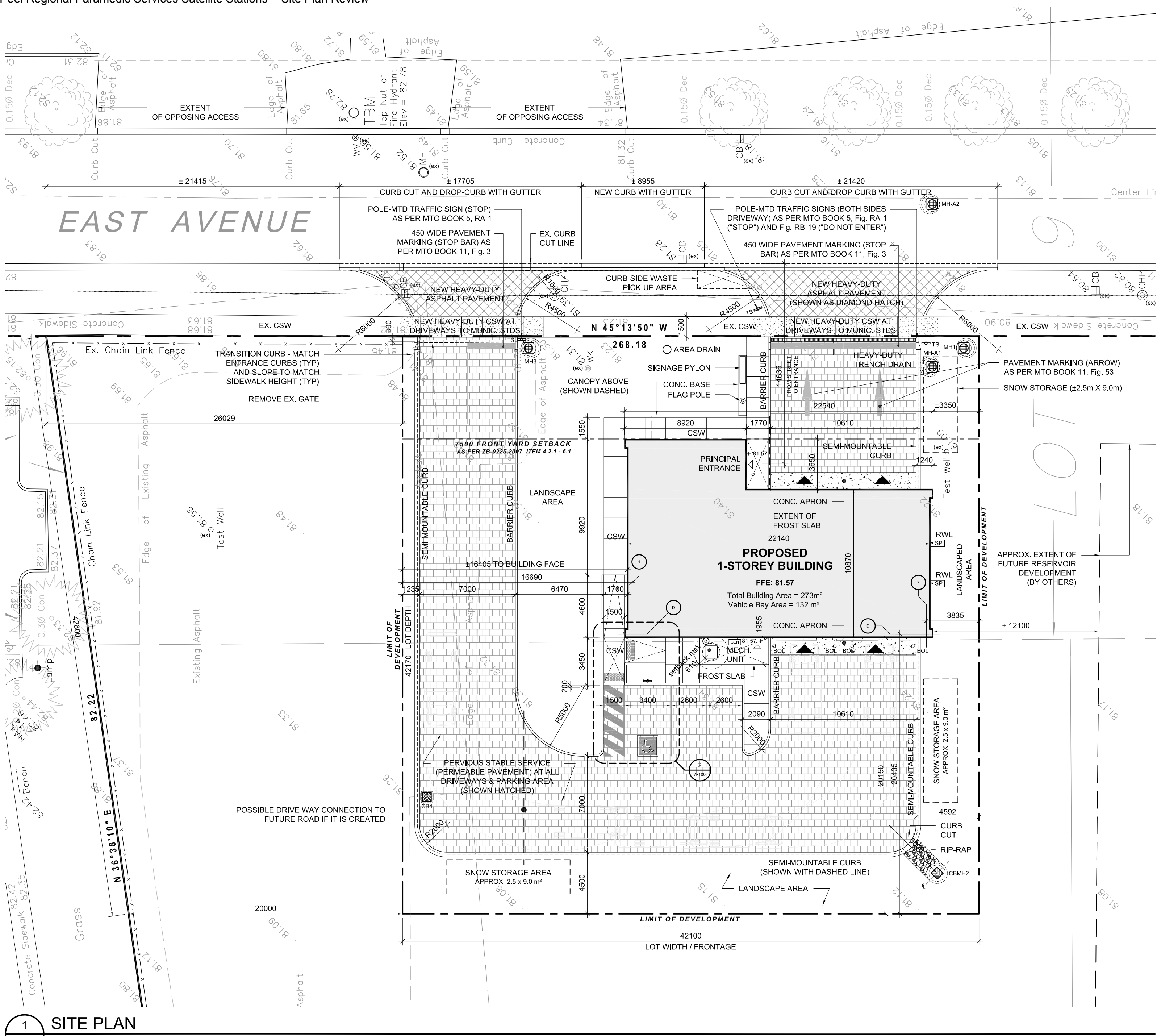
Appendix I – Site plan for S1 – 938 East Avenue

Appendix II – Site plan for S3 – 1188 Lakeshore Road

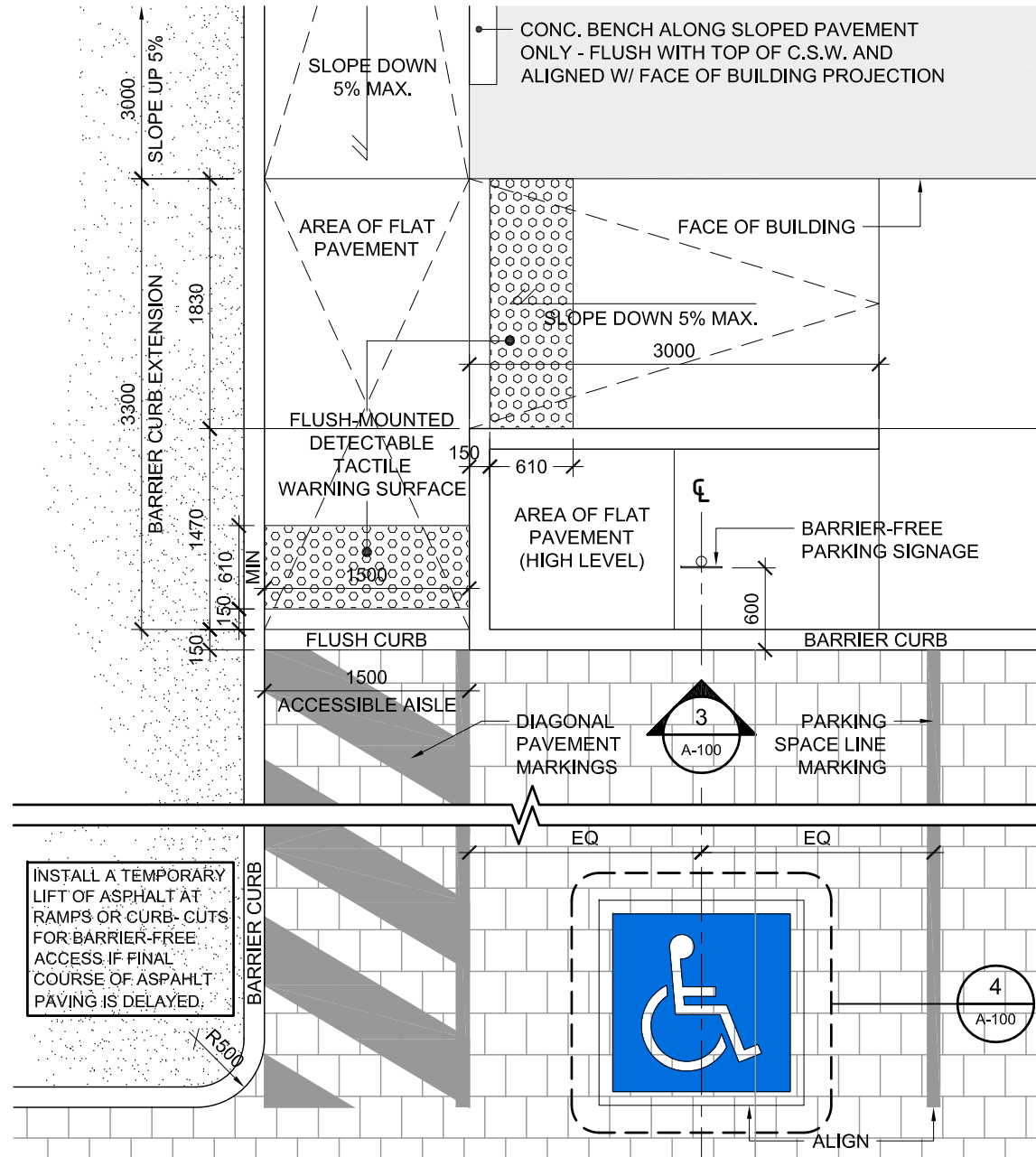
Appendix III - Site plan for S4 – 2200 Sheridan Park Drive

Appendix IV – Peel Regional Paramedic Services Satellite Station Accessibility Features Checklist

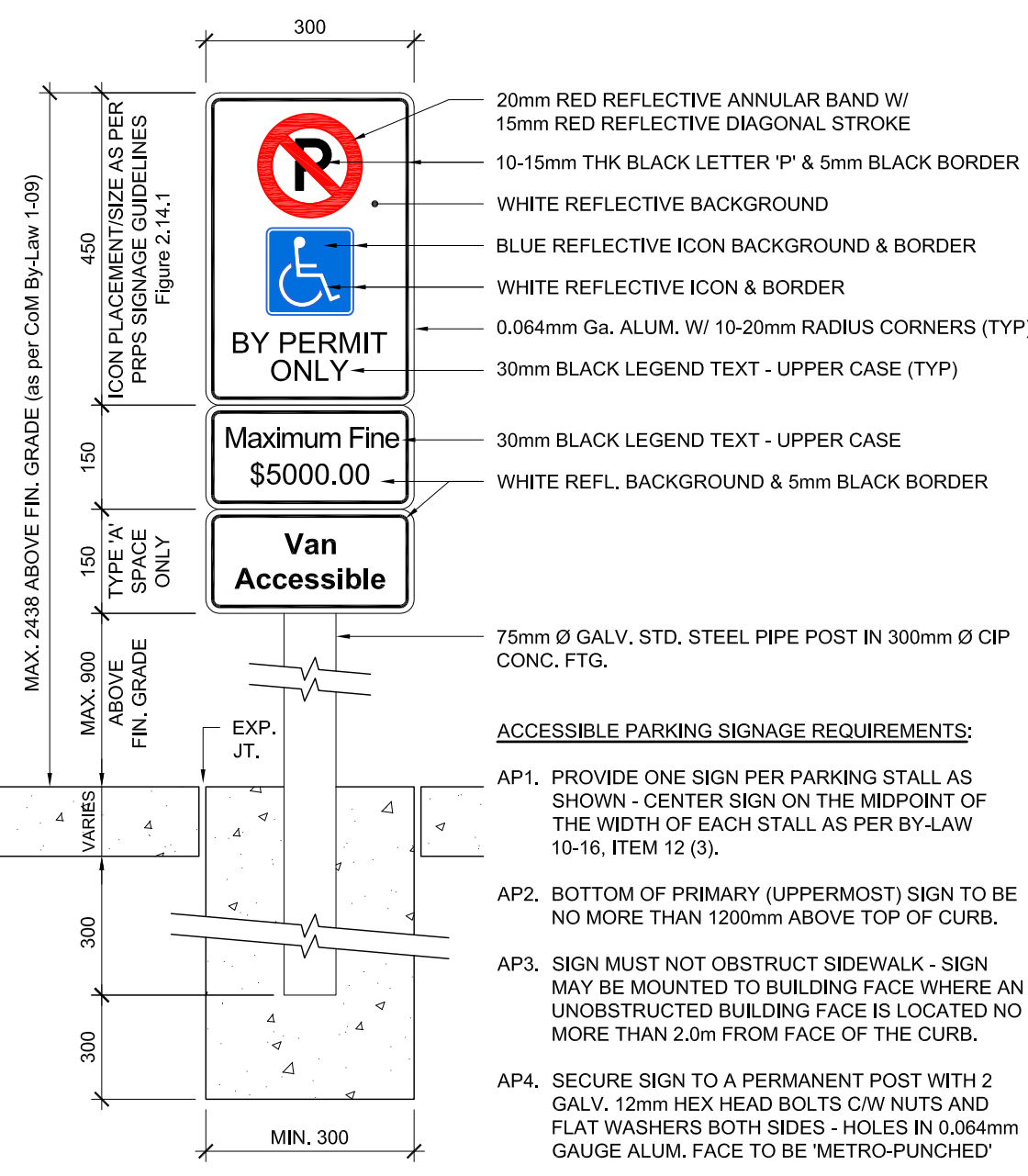




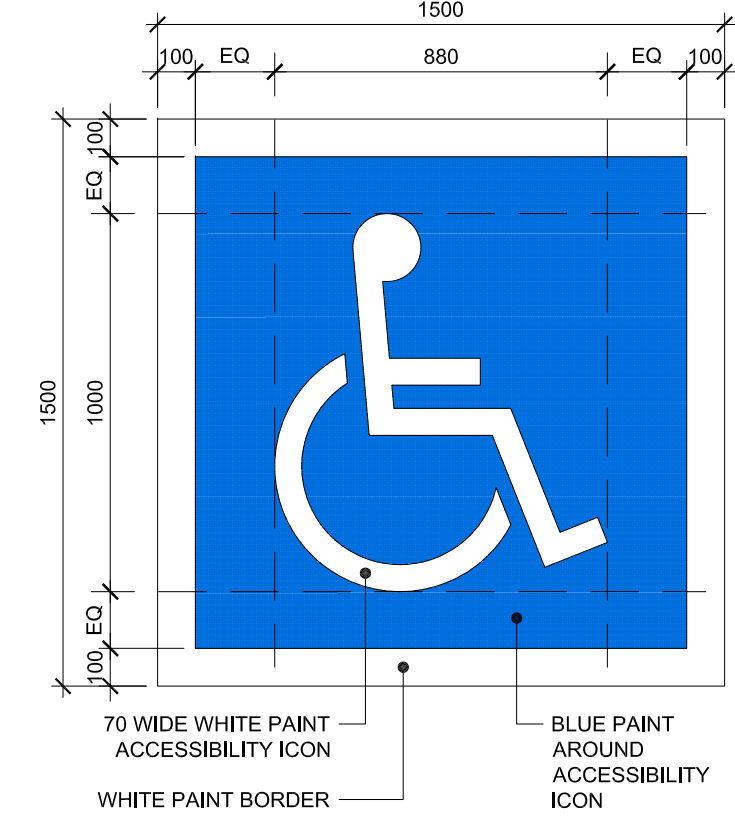
1 SITE PLAN  
A-100 1:200



2 PLAN - ACCESSIBLE PARKING SPACE LAYOUT  
A-100 1:50



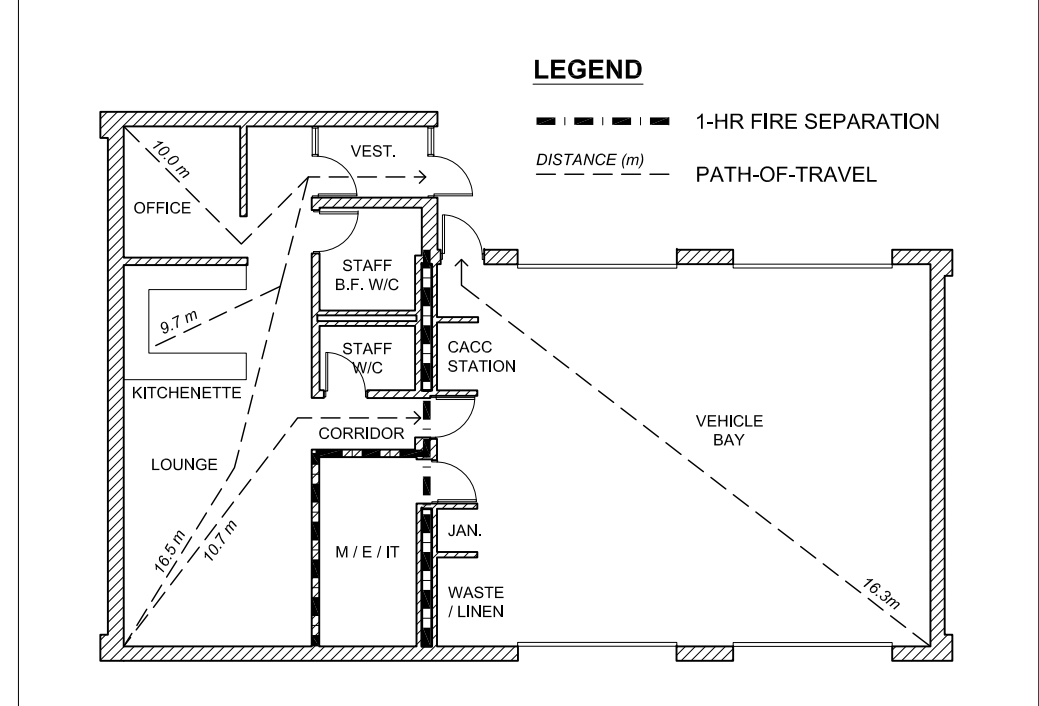
3 ELEVATION - ACCESSIBLE PARKING SIGNAGE  
A-100 1:10



4 PLAN - PARKING PAVEMENT MARKING  
A-100 1:20

SYMBOL LEGEND	
	LIMITS OF DEVELOPMENT
	LINE OF BUILDING SETBACK
	UNDERGROUND SERVICE LOCATION / DUCTBANK
	TREE-PROTECTION FENCE
	MONUMENT FOUND / MONUMENT SET
	GRID LINE INTERSECTION or BOREHOLE LOCATION
	FIRE ROUTE ACCESS
	BUILDING ENTRANCE - PEDESTRIAN
	BUILDING ENTRANCE/EXIT - VEHICULAR
	FIRE HYDRANT
	BARRIER-FREE ACCESSIBILITY ICON / PARKING SPACE
	EXTERIOR WALL MTD. LIGHT
	MAINTENANCE HOLE AND STRUCTURE
	CATCH BASIN or CATCH BASIN w/ MAINTENANCE STRUCTURE
	AREA DRAIN
	CAST-IN-PLACE DETECTABLE TACTILE WARNING SURFACE
	GAS METER
	TRAFFIC SIGN
	RAIN WATER LEADER / SPLASH PAD
	AMBULANCE TURNING RADIUS / CLEARANCE
	SHORT STANDARD IRON BAR
	IRON BAR
	CONCRETE PAD
	CONCRETE SIDEWALK
	CHAIN LINK FENCE
	ROAD CENTRE LINE
	ROAD PAINTED LINE
	BOLLARD
	EXISTING

AVERAGE GRADE CALCULATION				
point	1 (road centreline)	2 (lot line)	3 (setback)	4 (15m from setback)
A (lot line west)	81.56	81.63	81.39	81.37
B (lot line east)	81.28	81.32	81.30	81.27
			total	81.12
			total/8	81.39



5 LIFE-SAFETY DIAGRAM  
A-100 1:200

SURVEY INFORMATION IS TAKEN FROM PLAN OF SURVEY OF TOPOGRAPHIC PLAN ON

## PART OF LOT 9 AND 10, CONCESSION 3 SOUTH OF DUNDAS STREET

CITY OF MISSISSAUGA, REGIONAL MUNICIPALITY OF PEEL (FORMERLY TOWNSHIP OF TORONTO, COUNTY OF PEEL)

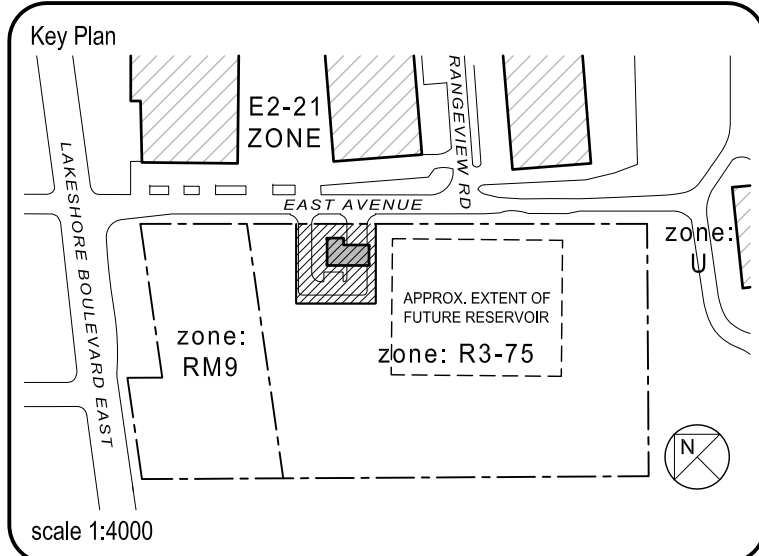
PREPARED BY: YOUNG & YOUNG SURVEYING INC., ONTARIO LAND SURVEYORS  
2 HOLLAND DRIVE, UNIT 5 - BOLTON, ONTARIO L7E 1E1  
(p) 905.951.6000

**CAUTION**  
LOCATION OF ALL UTILITIES IS APPROXIMATE AND ALL UTILITIES SHOULD BE CONTACTED PRIOR TO ANY DIGGING OR CONSTRUCTION

**NOTES**  
BEARINGS ARE UTM GRID, DERIVED FROM SPEED CONTROL POINTS 075023038, 075900136 & 075900138, UTM ZONE 17, NAD83 (ORIGINAL). DISTANCES ARE GROUND AND CAN BE CONVERTED TO GRID BY MULTIPLYING BY THE COMBINED SCALE FACTOR OF 0.999736

**PROJECT INFORMATION:**  
**ZONING:** R3 (DETACHED DWELLINGS) - TYPICAL LOTS  
**STREET ADDRESS:** 938 EAST AVENUE, MISSISSAUGA, ONTARIO  
**LEGAL DESCRIPTION:** PART OF LOT 9 AND 10, CONCESSION 3, SOUTH OF DUNDAS STREET - CITY OF MISSISSAUGA  
**BUILDING STATISTICS:**  
STOREYS ..... 1  
HEIGHT (MAX. PERMITTED / PROPOSED) ..... 7.5 / 6.0 m  
BUILDING CODE ..... see O.B.C. mcm  
FRONTAGE (MINIMUM / PROPOSED) ..... 15.0 / 42.1 m  
DEPTH ..... 42.17 m  
AREA  
LOT (MINIMUM / PROPOSED) ..... 550 / 1775.4 m<sup>2</sup>  
FRONT YARD ..... 315.8 m<sup>2</sup>  
BUILDING ..... 273.0 m<sup>2</sup>  
SOFT LANDSCAPE ..... 654.2 m<sup>2</sup>  
SOFT LANDSCAPE WITHIN FRONT YARD ..... 176.2 m<sup>2</sup>  
PAVED SURFACES ..... 848.1 m<sup>2</sup>  
COVERAGE  
BUILDING (MAX. PERMITTED / PROPOSED) ..... 35.0 / 15.4 %  
FRONT YARD LANDSCAPE (REQ'D / PROPOSED) ..... 40.0 / 55.8 %  
**PARKING**  
STANDARD (REQUIRED / PROPOSED) ..... 2 / 2  
ACCESSIBLE (REQUIRED / PROPOSED) ..... 1 / 1  
LOADING (REQUIRED / PROPOSED) ..... 0 / 0  
STAFF-ON-DUTY ..... 6 max  
OCCUPANCY ..... 6 max  
\* see Zoning ByLaw 0225-2007, Table 4.2, Line 12.4

**GENERAL NOTES:**  
1. THE SITE GRADING PLAN AND THE SITE SERVICING PLAN ARE TO BE ASSOCIATED WITH THE SITE PLAN.  
2. WORK OUTSIDE OF PROPERTY LINE AND CLARIFIED IN SITE PLAN DRAWING NOTES IS INCLUDED IN THE BASE CONTRACT. COORDINATE CLOSELY WITH THE CITY AND REGION STAFF TO MEET THEIR STANDARDS.  
3. THE GEOTECHNICAL AND ENVIRONMENTAL SUITABILITY OF THE FILL WILL BE ASSESSED BY THE GEOTECHNICAL ENGINEER.  
4. THE CITY OF MISSISSAUGA REQUIRES THAT ALL WORKING DRAWINGS SUBMITTED TO THE BUILDING DIVISION AS PART OF AN APPLICATION FOR THE ISSUANCE OF A BUILDING PERMIT SHALL BE CERTIFIED BY THE ARCHITECT OR ENGINEER AS BEING IN CONFORMITY WITH THE SITE DEVELOPMENT PLAN AS APPROVED BY THE CITY OF MISSISSAUGA.  
5. ALL EXCESS EXCAVATED MATERIAL WILL BE REMOVED FROM THE SITE.  
6. ANY TOPSOIL AND / OR ORGANIC MATERIAL CAPABLE OF PRODUCING METHANE WILL BE REMOVED FROM THE SITE OR STOCKPILED FOR LANDSCAPING PURPOSES ONLY.  
7. THE EXISTING DRAINAGE PATTERN WILL BE MAINTAINED EXCEPT WHERE NOTED.  
8. ALL SURFACE DRAINAGE WILL BE SELF-CONTAINED, COLLECTED AND DISCHARGED AT A LOCATION TO BE APPROVED PRIOR TO THE ISSUANCE OF A BUILDING PERMIT.  
9. GRADES WILL BE MET WITHIN A 33% MAXIMUM SLOPE AT THE PROPERTY LINES AND WITHIN THE SITE.  
10. EXISTING BUS STOPS - SHOULD THEY EXIST NEAR THIS SITE - ARE TO REMAIN IN THEIR CURRENT LOCATIONS.  
**SERVICES**  
11. THE APPLICANT WILL BE RESPONSIBLE FOR THE COST OF ANY UTILITY RELOCATIONS NECESSITATED BY THE SITE PLAN.  
12. IF A WELL IS DISCOVERED, IT WILL BE DECOMMISSIONED BY A LICENSED WELL CONTRACTOR OR TECHNICIAN IN ACCORDANCE WITH THE ONTARIO WATER RESOURCES ACT REGULATION 903 (FORMERLY 61284) AND ANY OTHER APPLICABLE REGULATIONS AND GUIDELINES.  
13. ALL PROPOSED DRAINAGE PIPING (SANITARY AND / OR STORM) WILL BE INSTALLED TO A MIN. DEPTH OF 1.2m AND ANY WATERSERVICE PIPING (WATER & FIRE) TO A MIN. 1.7m. OR PROVIDE A FROST PROTECTION DETAIL FOR ANY LESSER DEPTHS.  
**LIGHTING**  
14. ALL EXTERIOR LIGHTING WILL BE DIRECT ONTO THE SITE AND WILL NOT INFRINGE UPON THE ADJACENT PROPERTIES.  
15. ONLY "SHIELDED" LIGHTING FIXTURES ARE PERMITTED FOR ALL DEVELOPMENT, EXCEPT FOR DETACHED AND SEMI-DETACHED DWELLINGS WITHIN 60m (196.8ft) OF A RESIDENTIALLY ZONED PROPERTY AND MUST CONFORM TO THE ENGINEER CERTIFIED LIGHTING PLAN.  
16. THE ENGINEER CERTIFIED LIGHTING PLAN MUST BE SIGNED BY THE CONSULTING ENGINEER.  
17. THE OWNER COVENANTS AND AGREES TO CONSTRUCT AND INSTALL "SHIELDED" LIGHTING FIXTURES ON THE SUBJECT LANDS, IN CONFORMITY WITH THE SITE PLAN AND ENGINEER CERTIFIED LIGHTING PLAN TO THE SATISFACTION OF THE CITY OF MISSISSAUGA.  
**PAVING AND CURBS**  
18. ALL PROPOSED CURBING WITHIN THE MUNICIPAL BOULEVARD AREA FOR THE SITE IS TO SUIT AS FOLLOWS:  
18.1. FOR ALL SINGLE FAMILY RESIDENTIAL PROPERTIES INCLUDING ON STREET TOWN HOUSES, ALL CURBING IS TO STOP AT THE PROPERTY LINE LIMIT OR THE BACK OF THE MUNICIPAL SIDEWALK, WHICHEVER IS APPLICABLE.  
18.2. FOR ALL OTHER PROPOSALS INCLUDING INDUSTRIAL, COMMERCIAL AND CONDOMINIUM DEVELOPMENTS, ALL ENTRANCES TO THE SITE ARE TO BE IN ACCORDANCE WITH O.P.S.D.350.010.  
19. ALTERATIONS TO CITY CURB INCLUDING CURB CUT TO BE PROVIDED BY CITY'S FORCES AND PAID FOR FROM CASH ALLOWANCES. REFER TO SPECIFICATIONS (ALLOWANCES).  
20. CONTINUOUS 15CM HIGH BARRIER TYPE POURED CONCRETE CURBING WILL BE PROVIDED BETWEEN ALL ASPHALT AND LANDSCAPED AREAS THROUGHOUT THE SITE EXCEPT WHERE NOTED.  
21. THE PORTIONS OF THE DRIVEWAY WITHIN THE MUNICIPAL BOULEVARD WILL BE PAVED BY THE APPLICANT.  
22. AT THE ENTRANCES TO THE SITE, THE MUNICIPAL CURB & SIDEWALK WILL BE CONTINUOUS THROUGH THE DRIVEWAY AND A CURB DEPRESSION WILL BE PROVIDED FOR EACH ENTRANCE.  
23. THE TOPS OF ANY CURBS BORDERING THE DRIVEWAYS WITHIN THE MUNICIPAL BOULEVARD WILL BE FLUSH WITH THE ROAD CURB AND SIDEWALK.  
**PARKING AND TRAFFIC**  
24. THE APPLICANT WILL BE RESPONSIBLE FOR ENSURING THAT ALL PLANS CONFORM TO TRANSPORT CANADA'S RESTRICTIONS.  
25. ALL LANDSCAPING AND GRADING WITHIN CLOSE PROXIMITY TO THE PROPOSED ACCESS POINTS IS TO BE DESIGNED TO INSURE THAT ADEQUATE SIGHT DISTANCES ARE AVAILABLE FOR ALL APPROACHING AND EXITING MOTORISTS AND PEDESTRIANS.  
26. A FIRE ROUTE WILL BE DESIGNED AS PER BYLAW 1036-81 AS AMENDED.  
27. THE FIRE DEPARTMENT ACCESS ROUTE SHALL BE DESIGNED TO SUPPORT A LOAD OF NOT LESS THAN 11,363 KG/AXLE AND HAVE A CHANGE IN GRADIENT OF NOT MORE THAN 1 IN 12.5 OVER A MINIMUM DISTANCE OF 15M.  
28. BARRIER-FREE PARKING SPACES:  
28.1. PARKING SPACES RESERVED FOR PEOPLE WITH DISABILITIES MUST BE IDENTIFIED BY A SIGN, INSTALLED AT THE APPLICANT'S EXPENSE, IN ACCORDANCE WITH THE DESIGN SPECIFICATIONS OF SCHEDULES 2 & 3 OF BY-LAW 001-2008.  
28.2. THE DESIGN AND NUMBER OF BARRIER-FREE PARKING SPACES ARE TO CONFORM TO THE REQUIREMENTS OF BY-LAW No. 0190-2014 TO ZONING BY-LAW 0225-2007, AS AMENDED, AND TO THE REVISED ACCESSIBLE PARKING BY-LAW No. 0010-2016. PARKING SPACES RESERVED FOR PEOPLE WITH DISABILITIES MUST BE IDENTIFIED BY A SIGN, INSTALLED AT THE APPLICANT'S EXPENSE. ONE BARRIER-FREE PARKING SIGN MUST BE PROVIDED FOR EACH ACCESSIBLE SPACE. SIGNS FOR TYPE 'A' SPACES MUST INCLUDE A "VAN ACCESSIBLE" DESIGNATION. EACH SPACE MUST BE IDENTIFIED BY PAVEMENT MARKINGS CONSISTING OF:  
- OF A 1525 x 1525 mm WHITE BORDER CONTAINING THE INTERNATIONAL SYMBOL OF ACCESS ON A BLUE BACKGROUND FIELD.  
29. IF THE FINAL COURSE OF ASPHALT PAVING IS DELAYED, INSTALL A TEMPORARY LIFT OF ASPHALT AT RAMPS OR CURB CUTS TO PROVIDE BARRIER-FREE ACCESS.  
**PROTECTION AND REINSTATEMENT**  
30. THE HOARDING IS TO BE SUPPLIED, INSTALLED AND MAINTAINED IN GOOD CONDITION BY THE DEVELOPER AT HIS OWN COST PRIOR TO ANY DEMOLITION, TOPSOIL STRIPPING, PRESERVING, OR ANY CONSTRUCTION ACTIVITIES ON SITE. THE HOARDING IS TO BE MAINTAINED IN GOOD REPAIR THROUGHOUT ALL PHASES OF SERVICING AND CONSTRUCTION ON THE SITE.  
31. THE HOARDING WILL BE INSTALLED TO THE SATISFACTION OF THE COMMUNITY SERVICES DEPARTMENT - PLANNING AND HERITAGE.  
32. PRIOR TO ANY CONSTRUCTION TAKING PLACE, HOARDING ADJACENT TO EXISTING PROPERTIES TO PROTECT FROM CONSTRUCTION ACTIVITY AND ALL REQUIRED HOARDING IN ACCORDANCE WITH THE ONTARIO OCCUPATIONAL HEALTH AND SAFETY ACT AND REGULATIONS FOR CONSTRUCTION PROJECTS MUST BE ERECTED AND THEN MAINTAINED THROUGHOUT ALL PHASES OF CONSTRUCTION.  
33. SHOULD THE INSTALLATION OF BELOW GROUND SERVICES REQUIRE HOARDING TO BE REMOVED, PLANNING AND BUILDING STAFF ARE TO BE CONTACTED PRIOR TO THE COMMENCEMENT OF SUCH WORK. SHOULD AN ALTERNATIVE SERVICE ROUTE NOT BE POSSIBLE, STAFF WILL INSPECT AND DOCUMENT THE CONDITION OF THE VEGETATION AND SERVICING INSTALLATION IN ORDER TO MINIMIZE DAMAGE TO THE VEGETATION.  
34. ALL DAMAGED AREAS ARE TO BE REINSTITUTED WITH TOPSOIL AND SOD PRIOR TO THE RELEASE OF SECURITIES.  
35. **TREE PROTECTION NOTE:** THE APPLICANT IS RESPONSIBLE FOR ENSURING THAT TREE PROTECTION HOARDING IS MAINTAINED THROUGHOUT ALL PHASES OF DEMOLITION AND CONSTRUCTION IN THE LOCATION AND CONDITION AS APPROVED BY THE PLANNING AND BUILDING DEPARTMENT. NO MATERIALS (BUILDING MATERIALS, SOIL, ETC.) MAY BE STOCKPILED WITHIN THE AREA OF HOARDING. FAILURE TO MAINTAIN THE HOARDING AS ORIGINALLY APPROVED OR THE STORAGE OF MATERIALS WITHIN THE HOARDING WILL BE CAUSE FOR THE LETTER OF ORDER TO BE HELD FOR TWO (2) YEARS FOLLOWING COMPLETION OF ALL SITE WORKS. HOARDINGS MUST BE INSPECTED PRIOR TO THE REMOVAL OF ANY TREE HOARDING FROM THE SITE.  
**MECHANICAL**  
36. ALL ROOF-TOP MECHANICAL UNITS WILL BE SCREENED FROM VIEW IF UTILIZED.  
**SIGNAGE**  
37. SIGNAGE SHOWN ON THE SITE DEVELOPMENT PLANS IS FOR INFORMATION PURPOSES ONLY. ALL SIGNS WILL BE SUBJECT TO THE PROVISIONS OF SIGN BY-LAW 0054-2002, AS AMENDED, AND A SEPARATE SIGN APPLICATION WILL BE REQUIRED THROUGH THE BUILDING DIVISION.  
**PARKLAND PROVISIONS (IF APPLICABLE)**  
38. NO GRADING, STRUCTURES, RETAINING WALLS, CONSTRUCTION OR SITE/CONSTRUCTION ACCESS ARE PERMITTED ON OR FROM THE MUNICIPAL PARKLAND.  
39. THE PLACEMENT OF UNAPPROVED MATERIALS OR STRUCTURES WITHIN MUNICIPAL PARKLAND BLOCK IS NOT PERMITTED BY COMMUNITY SERVICES AT ANY STAGE OF DEVELOPMENT. THIS INCLUDES, BUT IS NOT LIMITED TO, TOPSOIL, STOCKPILING, CONSTRUCTION TRAILS AND VEHICLES, CONSTRUCTION MATERIALS AND DEBRIS, AND SIGNAGE.  
40. THE CONTRACTOR IS RESPONSIBLE FOR MAINTAINING PARK AND TREE PRESERVATION HOARDING IN AN APPROVED AND FUNCTIONING CONDITION AS REQUIRED BY THE COMMUNITY SERVICES DEPARTMENT THROUGH ALL PHASES OF CONSTRUCTION.  
**ACKNOWLEDGMENT**  
41. I HEREBY CERTIFY THAT THIS DRAWING CONFORMS IN ALL RESPECTS TO THE SITE DEVELOPMENT PLANS AS APPROVED BY THE CITY OF MISSISSAUGA UNDER FILE NUMBER SP XXXXXXXX



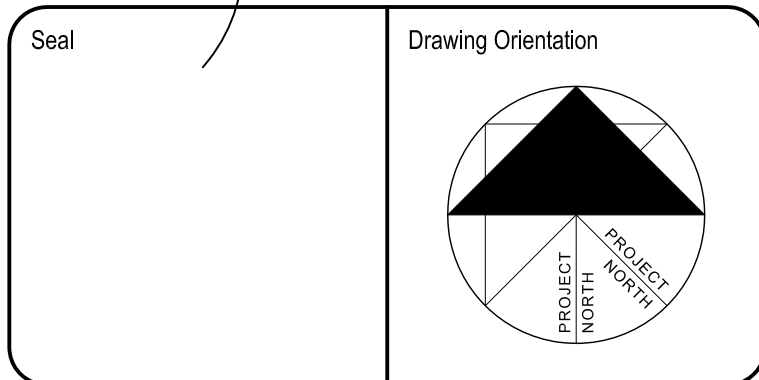
No.	Issued for	Rev.	Date
04	SPA SUBMISSION No. 1		2016-12-05
03	CLIENT REVIEW OF SPA SUBMISSION No. 1		2016-09-12
02	CLIENT REVIEW OF 50% SUBMISSION		2016-09-02
01	CLIENT REVIEW OF 33% SUBMISSION		2016-07-29

The Contractor shall check and verify all dimensions and report all errors and omission to the Owner's Designee (as applicable) for his/her written direction before proceeding with the Work.

**A**  
B-XXX  
Detail / Drawing No.  
Sheet No. where detail appears

Architect  
**KMA**  
KLEINFELDT MYCHAILOWYCZ ARCHITECTS INC.  
147 Portland Street, Toronto Ontario M5V 2N4  
T 416 927 1992 F 416 960 3940 www.kma.io

Client  
**Region of Peel**  
Working for you  
I HEREBY CERTIFY THAT THIS DRAWING CONFORMS IN ALL RESPECTS TO THE SITE DEV. PLANS AS APPROVED BY THE CITY OF MISSISSAUGA UNDER FILE NUMBER SP 16-155 W1



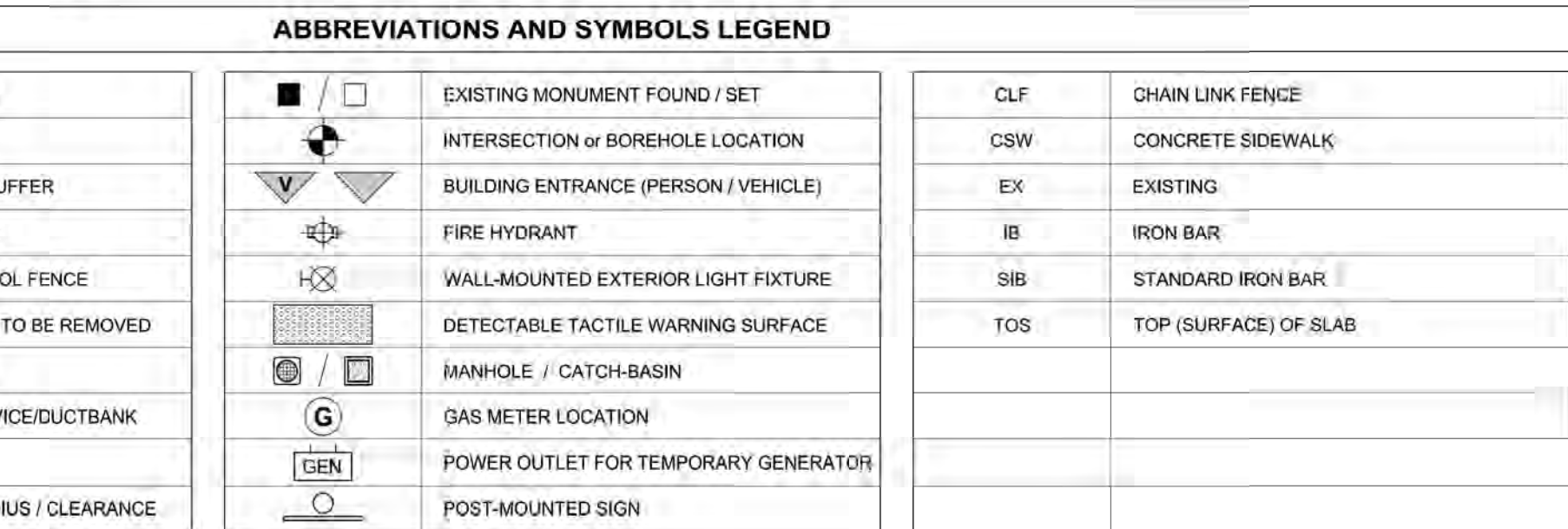
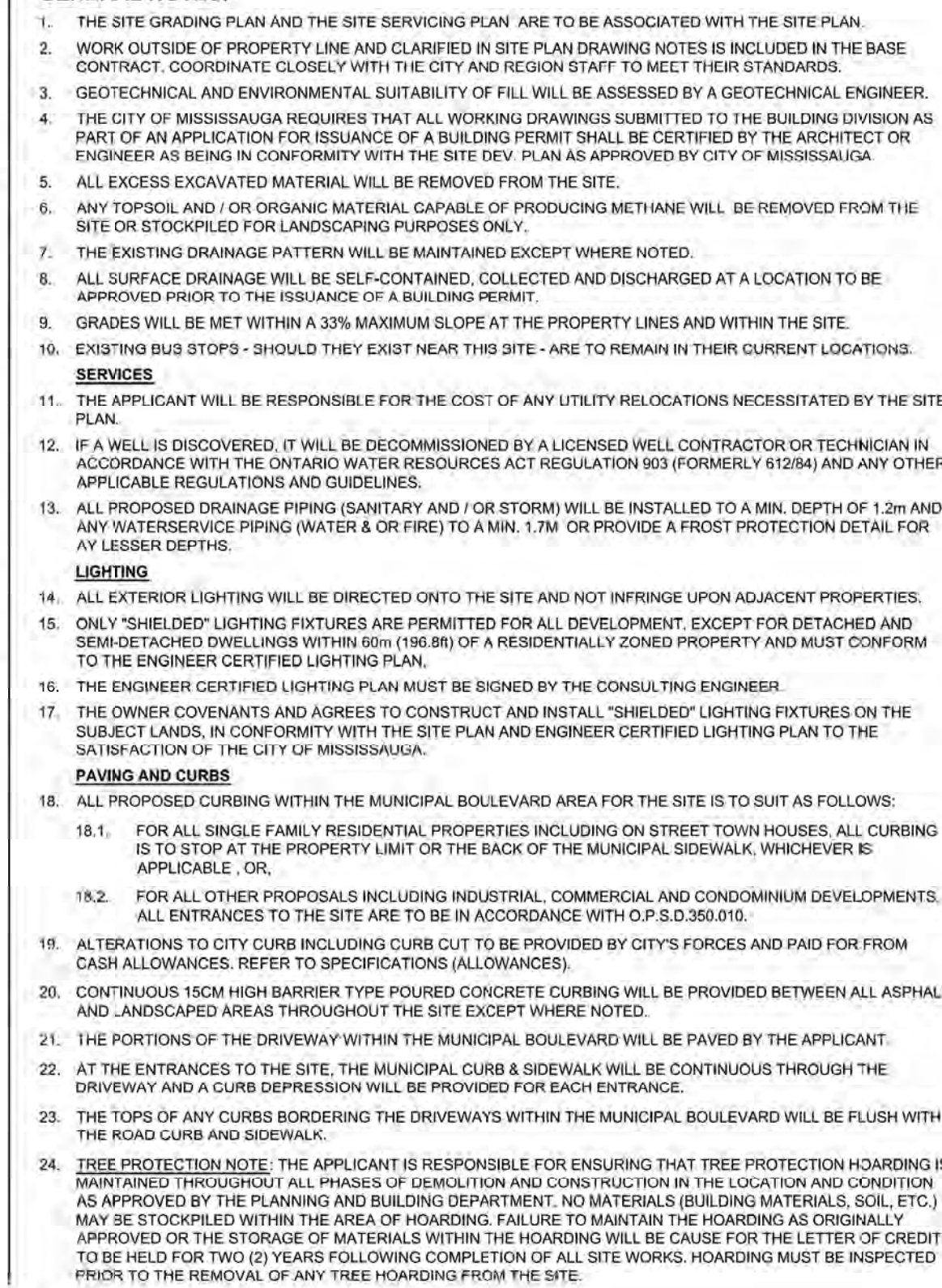
Project Title  
**PEEL REGIONAL PARAMEDIC SERVICES (PRPS) BRYNMAUNT STATION**  
(SATELLITE STATION #51)

Project Address  
**938 EAST AVENUE, MISSISSAUGA, ONTARIO**

Drawing Title  
**SITE PLAN GENERAL NOTES LIFE-SAFETY DIAGRAMS ACCESSIBILITY DETAILS**

Drawn/Checked by: <b>JW / CT / AK</b>	Munic. SPA File No: <b>SP 16-155 W1</b>	Sheet No: <b>A-100</b>
Project No: <b>KMA-14121</b>	Contract No: ---	
Project Date: <b>MAR. 31, 2016</b>	Drawing Scale: <b>AS NOTED</b>	





1. THE APPLICANT WILL ENSURE ALL PLANS CONFORM TO TRANSPORT CANADA RESTRICTIONS.

2. ALL LANDSCAPING AND GRADING WITHIN CLOSE PROXIMITY TO THE PROPOSED ACCESS POINTS IS TO BE DESIGNED TO INSURE THAT ADEQUATE SIGHT DISTANCES ARE AVAILABLE FOR ALL APPROACHING AND EXITING MOTORISTS AND PEDESTRIANS.

27. A FIRE ROUTE WILL BE DESIGNED AS PER BYLAW 1038-81 AS AMENDED.

28. THE FIRE DEPARTMENT ACCESS ROUTE SHALL BE DESIGNED TO SUPPORT A LOAD OF NOT LESS THAN 11.363 T KXIGALE AND HAVE A CHANGE IN GRADE OF NOT MORE THAN 1 IN 12.5 OVER A MINIMUM DISTANCE OF 15M.

29. BARRIER-FREE PARKING SPACES:

29.1. PARKING SPACES RESERVED FOR PEOPLE WITH DISABILITIES MUST BE IDENTIFIED BY A SIGN, INSTALLED AT THE APPLICANT'S EXPENSE, IN ACCORDANCE WITH THE DESIGN SPECIFICATIONS OF SCHEDULES 2.8, 2.8.1 OF BY-LAW 01-001-2001.

29.2. DESIGN AND NUMBER OF BARRIER-FREE PARKING SPACES ARE TO CONFORM TO THE REQUIREMENTS OF LAW NO. 019/04-2014 TONING BY-LAW 0225-07, AS AMENDED, AND TO THE REVISED ACCESSIBLE PARKING BY-LAW NO. 0010-2016. PARKING SPACES RESERVED FOR PEOPLE WITH DISABILITIES MUST BE IDENTIFIED BY A SIGN, INSTALLED AT THE APPLICANT'S EXPENSE. ONE BARRIER-FREE PARKING SIGN WILL BE PROVIDED FOR EACH ACCESSIBLE PARKING SPACE. SIGNS FOR TYPE 'A' SPACES MUST INCLUDE A 'VAN ACCESSIBLE' DESIGNATION. EACH SPACE MUST BE IDENTIFIED BY PAVEMENT MARKINGS CONSISTING OF A 1020 x 1020 mm WHITE BORDER CONTAINING THE INTERNATIONAL SYMBOL OF ACCESS ON A BLUE WHEELCHAIR FIELD.

30. IF THE FINAL COURSE OF ASPHALT PAVING IS DELAYED, INSTALL A TEMPORARY LIFT OF ASPHALT AT RAMPS OR CURB CUTS TO PROVIDE BARRIER-FREE ACCESS.

**PROTECTION AND REINSTATEMENT**

31. THE HOARDING IS TO BE SUPPLIED, INSTALLED AND MAINTAINED IN GOOD CONDITION BY THE DEVELOPER AT HIS OWN COST PRIOR TO ANY CONSTRUCTION TAKING PLACE, INCLUDING PREPAREDNESS, OR ANY CONSTRUCTION ACTIVITIES ON SITE. THE HOARDING IS TO BE MAINTAINED IN GOOD REPAIR THROUGHOUT ALL PHASES OF SERVING AND CONSTRUCTION ON THE SITE.

32. THE HOARDING WILL BE INSTALLED TO THE SATISFACTION OF THE COMMUNITY SERVICES DEPARTMENT.

33. THE HOARDING IS TO BE MAINTAINED AND REINSTATE.

34. PRIOR TO ANY CONSTRUCTION TAKING PLACE, HOARDING ADJACENT TO EXISTING PROPERTIES TO PROTECT FROM CONSTRUCTION ACTIVITY AND ALL REQUIRED HOARDING IN ACCORDANCE WITH THE ONTARIO OCCUPATIONAL HEALTH AND SAFETY ACT AND REGULATIONS FOR CONSTRUCTION PROJECTS MUST BE ERECTED AND MAINTAINED THROUGHOUT THE CONSTRUCTION PERIOD.

35. SHOULD THE INSTALLATION OF BELOW GROUND SERVICES REQUIRE HOARDING TO BE REMOVED, PLANNING AND BUILDING STAFF ARE TO BE CONTACTED PRIOR TO THE COMMENCEMENT OF SUCH WORK. SHOULD AN ALTERNATIVE SERVICE ROUTE NOT BE POSSIBLE, STAFF WILL INSPECT AND DOCUMENT THE CONDITION OF THE ADJACENT PROPERTY AND SERVICES TO BE REMOVED IN ORDER TO MINIMIZE DAMAGE TO THE ADJACENT PROPERTY.

36. ALL DAMAGED AREAS ARE TO BE REINSTATE WITH TOPSOIL AND SOO PRIOR TO THE RELEASE OF SECURITIES.

**MECHANICAL**

37. ALL ROOF-TOP MECHANICAL UNITS WILL BE SCREENED FROM VIEW IF UTILIZED.

**SIGNAGE**

38. SIGNAGE SHOWN ON THE SITE DEVELOPMENT PLANS IS FOR INFORMATION PURPOSES ONLY. ALL SIGNS WILL BE SUBJECT TO THE PROVISIONS OF SIGN BY-LAW 0054-2002, AS AMENDED, AND A SEPARATE SIGN APPLICATION WILL BE REQUIRED THROUGH THE BUILDING DIVISION.

**PARKLAND PROVISIONS (IF APPLICABLE)**

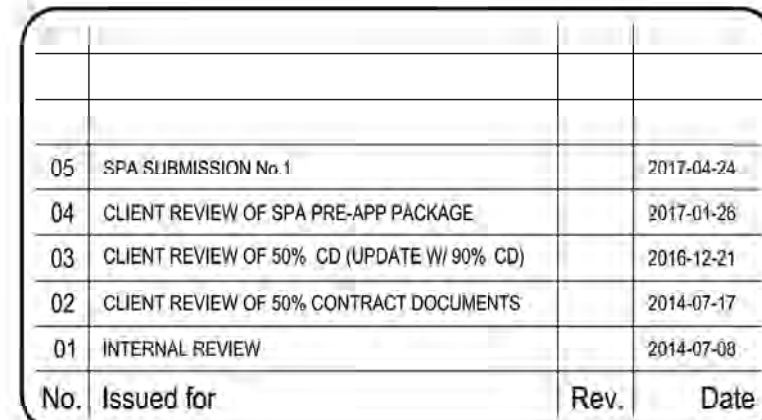
39. NO GRADING, STRUTTINGS, RETAINING WALLS, CONSTRUCTION OR SITE/CONSTRUCTION ACCESS ARE PERMITTED ON OR WITHIN ANY MUNICIPAL PARLARD.


40. NO KIDNEY OF UNIMPROVED OR UNPAVED STRUCTURES WITHIN MUNIC. PARKLANDS BLOCKS NOT PERMIT LIT BY COMMUNITY SERVICES AT ANY STAGE OF DEVELOPMENT, THIS INCLUDES, BUT IS NOT LIMITED TO, TOLL STALL, STOCKPILING, CONSTRUCTION TRAILERS AND VEHICLES, CONSTRUCTION MATERIALS & DERRIS, AND SIGNAGE.

41. THE CONTRACTOR IS RESPONSIBLE FOR MAINTAINING PARK AND TREE PRESERVATION HOARDING IN AN APPROVED AND FUNCTIONAL CONDITION AS REQUIRED BY THE COMMUNITY SERVICES DEPARTMENT THROUGH ALL PHASES OF CONSTRUCTION.

**ACKNOWLEDGEMENT**

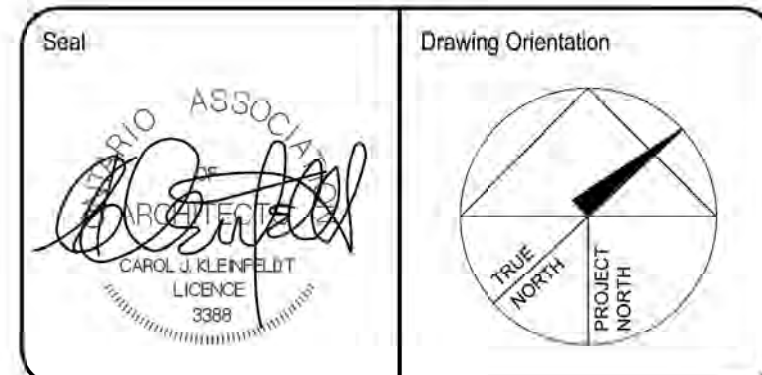
42. I HEREBY CERTIFY THAT THIS DRAWING CONFORMS IN ALL RESPECTS TO THE SITE DEVELOPMENT PLANS AS APPROVED BY THE CITY OF MISSISSAUGA UNDER FILE NUMBER SRP XXXXXXXXX.




 Detail / Drawing No.  
 Sheet No. where detail appears

**P** Region of Peel

**KMA**  
KLEINFELDT MYCHAJLOWYCZ ARCHITECTS INC.,  
147 Portland Street Toronto Ontario M5V 2N4  
t 416 927 1992 f 416 960 3940 www.kma.to



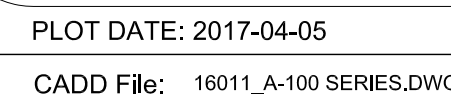
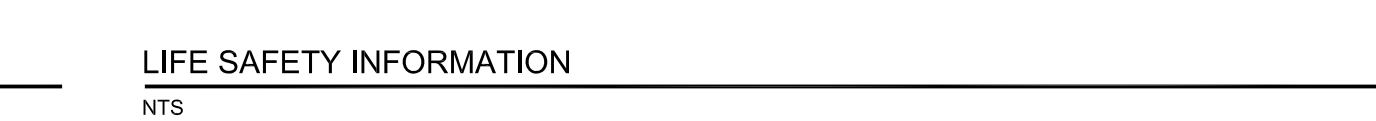
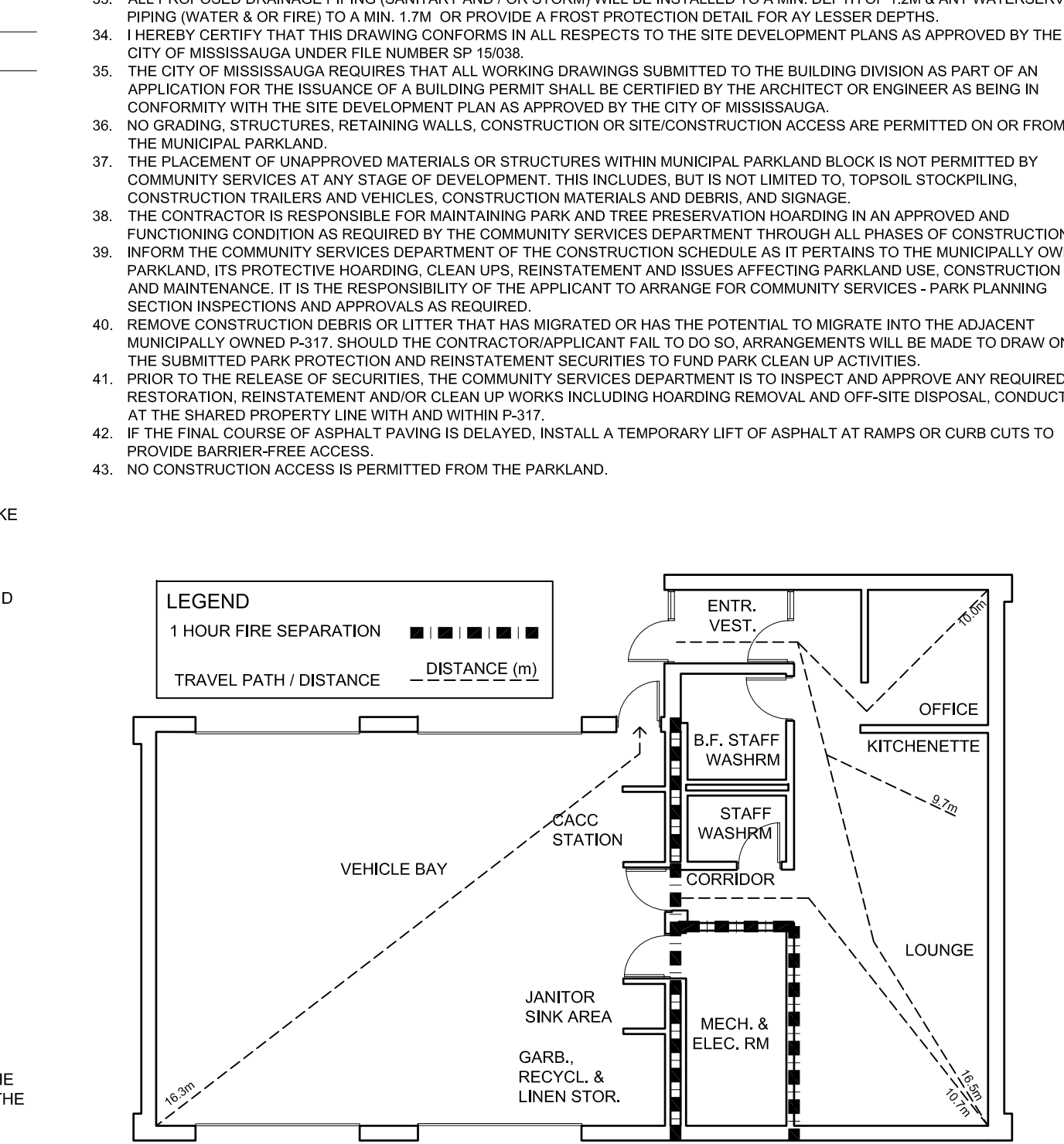
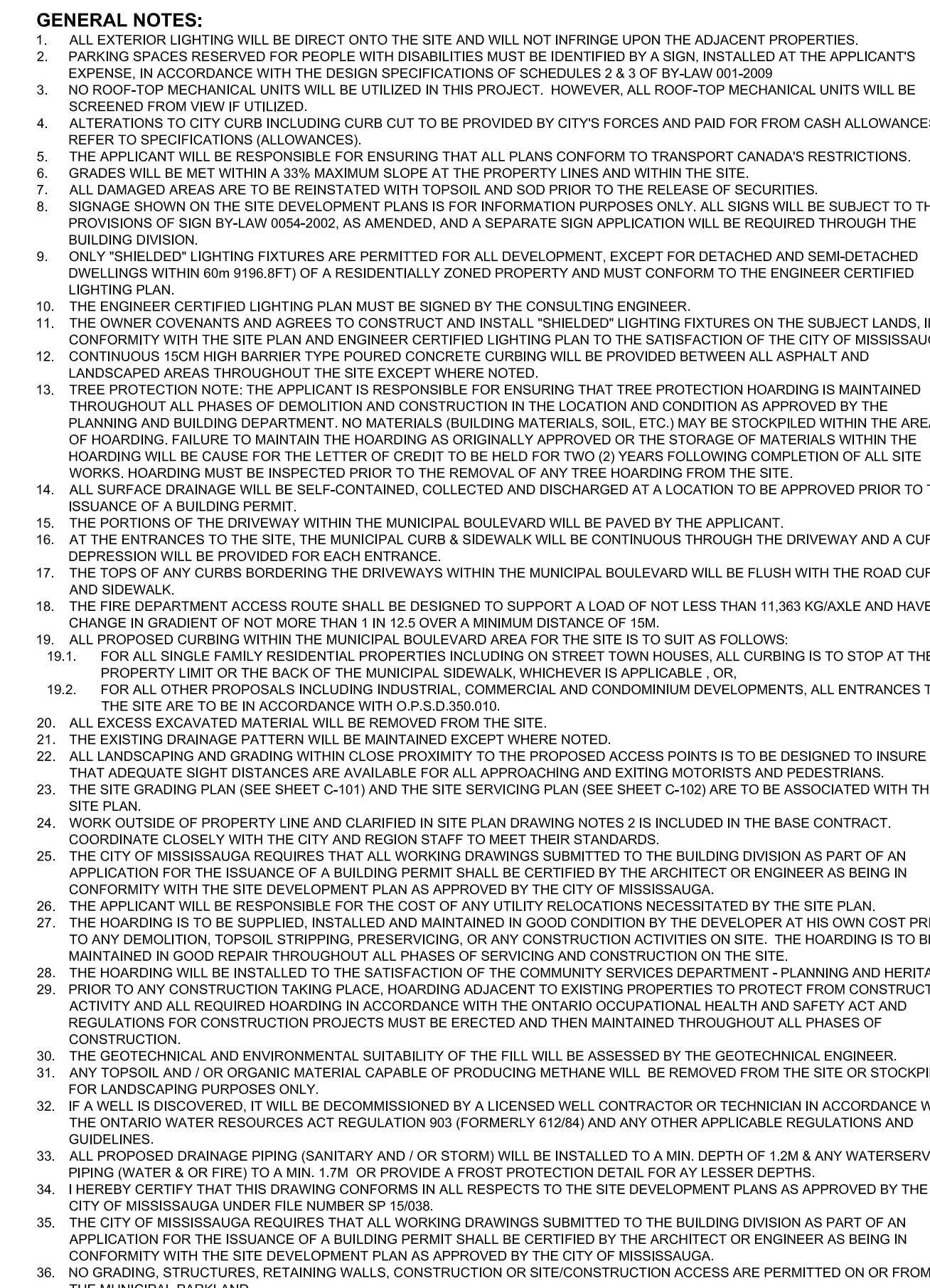
Project Address  
1188 LAKESHORE ROAD WEST, MISSISSAUGA, ON

Drawing Title  
**SITE PLAN,  
GENERAL NOTES,  
SITE ACCESSIBILITY DETAILS**

Drawn/Checked by: <b>JW / JS / JW</b>	Munic. SPA File No: --	Sheet No:  <div style="font-size: 2em; font-weight: bold;">A-101</div> of ___ sheets
Project No: <b>KMA-14021</b>	Contract No: --	
Project Date: <b>JUNE 2014</b>	Drawing Scale: <b>AS NOTED</b>	

CADD File: S3 A-100 SERIES.DWG







## PARAMEDIC SERVICES AMBULANCE SATELLITE STATIONS

### Accessibility Features Checklist

Project Name: Peel Regional Paramedic  
Service Satellite Stations -  
Typical

Date: May 12, 2017

☒ Stand-alone

☐ Co-locate

---

#### Exterior

- ✓ Three (3) Parking Spaces including 1 Barrier Free Parking Space with clear signage and pavement markings
- ✓ Main entry door with push button (auto operator)
- ✓ Depressed curbs
- ✓ Access aisle/ramp
- ✓ Pedestrian walkways and sidewalks (hatched/painted)
- ✓ Accessible security access card readers
- ✓ Site lighting

#### Interior

- ✓ Extra wide hallways for maximum turning radius
- ✓ Open concept layout and design of the building
- ✓ No steps or ramps between crew quarters and vehicle bay

#### Barrier Free Washroom Facilities

- ✓ Grab bar straight and angled
- ✓ Automatic paper towel dispenser
- ✓ Accessible vanity
- ✓ Hands free sensor faucet
- ✓ Barrier free door (auto operator)
- ✓ Automatic soap dispenser
- ✓ Adequate wheelchair turning radius
- ✓ Tilted mirror (with steel shelf below)

# Pending Work Plan Items – Mississauga Accessibility Advisory Committee

Updated for the September 18, 2017 Accessibility Advisory Committee meeting.

AAC Recommendation	Work Plan Item	Status
AAC-0009-2014	Accessible Cycling	<p><b>Updated September 12, 2016:</b> AAC-0030-2016</p> <ol style="list-style-type: none"> <li>1. That the Pending Work Plan Items Summary Chart updated for the September 12, 2016 meeting of the Accessibility Advisory Committee be approved, as amended;</li> <li>2. That the Chair of the Accessibility Advisory Committee write a letter to the Active Transportation Office, copied to the Mississauga Cycling Advisory Committee and the Commissioner of Community Services, expressing support investigating accessible recreational cycling options for persons with disabilities.</li> </ol> <p><b>Updated February 6, 2017:</b> AAC-0005-2017 That the Accessibility Advisory Committee Pending Work Plan Items be received, as amended.</p> <p><b><u>Complete</u></b></p>
AAC-0027-2015 / GC-0550-2015	Employment/Hiring Practices	<p><b>In progress</b></p> <p>GC-0550-2015</p> <ol style="list-style-type: none"> <li>1. That the email dated July 11, 2015 from Mashkoor Sherwani, Citizen Member with respect to hiring practices for persons with developmental and intellectual disabilities, be received; <b>(Completed)</b></li> <li>2. That the Accessibility Advisory Committee (AAC) and appropriate Subcommittees of the AAC engage staff from Human Resources and Community Stakeholder groups to open a dialogue in identifying barriers and opportunities for persons with disabilities to participate in the City's hiring process; <b>(In progress)</b></li> <li>3. That in 2016 Human Resources staff consult with the Accessibility Advisory Committee in the development of the planned Workplace Diversity Strategy, which is to include discussing the feasibility of employment related programs for persons with disabilities. <b>(Completed)</b></li> </ol>

**From:** [Lawrence Franklin](#)  
**To:** [NAZ HUSAIN](#); [Rabia Khedr](#); [Diana Simpson](#); [Carol-Ann Chafe](#); [Clement Lowe](#); [Darren Cooper](#); [Karen Morden](#)  
**Cc:** [Alfie Smith](#); [Asim Zaidi](#); [Mandi Buckner](#); [Mashkoor Sherwani](#); [Matt Mahoney](#); [Melanie Taddeo](#); [Nart Stas](#); [Pat Saito](#); [Sally Wall](#); [Trish Sarnicki](#); [Anna Cascioli](#); [Sharon Mittmann](#)  
**Subject:** Retirement Wishes  
**Date:** 2017/08/17 3:57:15 PM  
**Attachments:** [image001.png](#)

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Dear Colleagues on the Accessibility Advisory Committee,

Thank you so much for your kind wishes. What can I say about our Committee? It is without a doubt the best in The City. Through our hard work, dedication, and collegial support look at all that we have accomplished to improve access in Mississauga and inclusion in our community. And look at all of the fun that we have had along the way! On what other Committee could we possibly achieve so much and have had such a good time doing it. My own work for the Committee was the most rewarding of all that I have undertaken in my twenty-seven plus years with The City. The leadership of all of our citizen, stakeholder, and Councillor members was truly inspiring. Diana and Darren's strong and confident guidance towards the achievement our goals were invaluable. You have given me so more than I could ever offer the AAC and I have immensely enjoyed our time together.

What does the future offer? I will be beginning, with enormous trepidation, a post graduate certificate programme in radio broadcasting at Humber College in September. Should I be lucky enough to find a second career in this field I shall likely be bothering each of you as my key 'go to' sources on all matters related to Access in Ontario. So let's not say good bye just yet!

Thank you again,



**Lawrence Franklin**

Urban Designer, Development and Design Division  
 T 905-615-3200 ext.5759  
[lawrence.franklin@mississauga.ca](mailto:lawrence.franklin@mississauga.ca)

[City of Mississauga](#) | Planning and Building Department,  
 Development and Design Division  
 Urban Design Section

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