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## General Committee

### Date

2017/10/18

### Time

9:00 AM

### Location

Civic Centre, Council Chamber,  
300 City Centre Drive,  
Mississauga, Ontario, L5B 3C1

### Members

Mayor Bonnie Crombie	
Councillor Jim Tovey	Ward 1
Councillor Karen Ras	Ward 2
Councillor Chris Fonseca	Ward 3
Councillor John Kovac	Ward 4
Councillor Carolyn Parrish	Ward 5
Councillor Ron Starr	Ward 6
Councillor Nando Iannicca	Ward 7
Councillor Matt Mahoney	Ward 8
Councillor Pat Saito	Ward 9
Councillor Sue McFadden	Ward 10
Councillor George Carlson	Ward 11 (Chair)

### Contact

Sacha Smith, Legislative Coordinator, Legislative Services  
905-615-3200 ext. 4516  
Email [sacha.smith@mississauga.ca](mailto:sacha.smith@mississauga.ca)

### Find it Online

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

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**INDEX – GENERAL COMMITTEE – OCTOBER 18, 2017****1. CALL TO ORDER****2. APPROVAL OF AGENDA****3. DECLARATION OF CONFLICT OF INTEREST****4. PRESENTATIONS**

4.1. Gary Kent, Commissioner, Corporate Services and Chief Financial Officer to present the Government Finance Officers Association's Distinguished Budget Presentation Award to staff for the current budget.

4.2. Gary Kent, Commissioner, Corporate Services and Chief Financial Officer to present the Experiential Learning's 2016 Ontario Employer Designation on behalf of the Ministry of Education to staff.

**5. DEPUTATIONS**

5.1. Hillary Marshall, Vice-President, Stakeholder Relations & Communications, Eileen Waecheter, Director, Corporate Relations & Strategic Partnerships with respect to the fall/winter activities and its upcoming Master Plan for the airport.

5.2. Shawn Slack, Director and Chief Information Officer with respect to the Tech and the City Hackathon taking place on October 21, 2017.

5.3. Item 8.1 Joe Perrotta, Director, Hurontario LRT Project Office with respect to Additional Municipal Infrastructure and Financial Impacts for the Hurontario LRT Project

**6. PUBLIC QUESTION PERIOD - 15 Minute Limit**

(Persons who wish to address the General Committee about a matter on the Agenda. Persons addressing the General Committee with a question should limit preamble to a maximum of two (2) statements sufficient to establish the context for the question. Leave must be granted by the Committee to deal with any matter not on the Agenda.)

**7. CONSENT AGENDA**

**INDEX – GENERAL COMMITTEE – OCTOBER 18, 2017**  
**CONTINUED**

**8. MATTERS TO BE CONSIDERED**

- 8.1. Hurontario Light Rail Transit Project Update: Request for Proposals, Additional Municipal Funding, Operating Costs (Wards 1, 4, 5 & 7)
- 8.2. Special Charges By-law for Local Improvement under the Municipal Act, 2001 - Noise Attenuation Barrier for 1116 Deer Run (Ward 6)
- 8.3. Special Charges By-law for Local Improvement under the Municipal Act, 2001 - Noise Attenuation Barrier for 157 Achill Crescent (Ward 7)
- 8.4. Random Testing of Transit Staff Fitness for Duty
- 8.5. Ontario Municipal Commuter Cycling Grant Program
- 8.6. Workforce Diversity and Inclusion Strategy
- 8.7. Community Partnerships in Support of Work Experience
- 8.8. Authority to enter into negotiations to assess the potential sale of City-owned lands located at 1620 Dundas Street West (Erindale Community Hall), Ward 7

**9. ADVISORY COMMITTEE REPORTS**

- 9.1. Museums of Mississauga Advisory Committee Report 2-2017 September 19, 2017
- 9.2. Environmental Action Committee Report 7-2017 October 3, 2017
- 9.3. Mississauga Cycling Advisory Committee Report 10-2017 October 10, 2017

**10. MATTERS PERTAINING TO REGION OF PEEL COUNCIL**

**11. COUNCILLORS' ENQUIRIES**

**12. OTHER BUSINESS/ANNOUNCEMENTS**

**INDEX – GENERAL COMMITTEE – OCTOBER 18, 2017**  
**CONTINUED**

13. **CLOSED SESSION** - Nil

14. **ADJOURNMENT**

# City of Mississauga

## Corporate Report



Date: 2017/10/04

To: Chair and Members of General Committee

From: Geoff Wright, P. Eng., MBA, Commissioner of  
Transportation and Works

Originator's files:  
MG.23.REP

Meeting date:  
2017/10/18

## Subject

**Hurontario Light Rail Transit Project Update: Request for Proposals, Additional Municipal Funding, and Potential Operating Costs (Wards 1, 4, 5 & 7)**

## Recommendation

1. That the report entitled, "Hurontario Light Rail Transit Project Update: Request for Proposals, Additional Municipal Funding, and Potential Operating Costs", dated October 4, 2017, from the Commissioner of Transportation and Works be received for information.
2. That the Additional Municipal Infrastructure items identified in this report with a total projected value of \$26,307,000 be approved for commitment.
3. That \$18,307,000 in additional funding in 2020 be added to the 2018-2027 Capital Budget and Forecast as an amendment when Council approves the 2018-2021 Business Plan and 2018 Budget.
4. That Council authorizes the Commissioner of Transportation and Works to grant exemptions to the Noise Control By-law 360-79, as amended, for the construction of the Hurontario Light Rail Transit Project, for the construction period from June 1, 2018, until substantial completion of the project, in accordance with the requirements as set out in the report "Hurontario Light Rail Transit Project Update: Request for Proposals, Additional Municipal Funding and Potential Operating Costs", dated October 4, 2017, from the Commissioner of Transportation and Works.
5. That all necessary by-laws be enacted.

## Report Highlights

- The Request for Proposals for the Hurontario Light Rail Transit Project was released by Metrolinx on August 17, 2017 with the procurement process expected to be completed and the successful vendor team being ready to commence implementation by the end of 2018.

- Metrolinx requested the City to provide various exemptions to the Noise Control By-law for the construction of the HuLRT.
- Council has previously endorsed through a General Committee Report of June 19, 2017, a list of project enhancements valued at \$37,207,400 for inclusion to the project procurement. Staff have identified \$26,307,000 in Additional Municipal Infrastructure (AMI) to be included in the procurement for and construction of the HuLRT Project. The AMI includes replacement and upgrades to municipal storm sewers, Uninterrupted Power Supply at all signalized intersections and Variable Message Sign systems within the stop platforms to communicate with MiWay. Funding for the AMI is the City of Mississauga's responsibility and will be integrated with the procurement of the HuLRT Project and completed by the successful contractor.
- There will be other short-term municipal budget impacts with the implementation of the HuLRT Project, which will include: additional costs associated with maintaining operations of MiWay transit service to accommodate existing ridership along the corridor during construction; early works associated with Public Sector Network (PSN) to safe-guard uninterrupted PSN service during HuLRT construction; and potentially additional resources to carry out inspections during the construction time frame. These additional budget requests will be brought forward as they become available.
- The short and long-term operating costs and impacts associated with the reconstruction of the Hurontario Street corridor and the implementation of the HuLRT are still subject to future negotiations and the development of an agreement between the City of Mississauga and Metrolinx.

## Background

On April 21, 2015, Steven Del Duca, Minister of Transportation, announced the Ontario government's funding commitment for the Hurontario-Main Light Rail Transit Project, which has since been renamed as the Hurontario Light Rail Transit (HuLRT) Project.

The previous General Committee update was provided on June 28, 2017, through the report entitled, "Hurontario Light Rail Transit Project Update: Metrolinx Project Procurement", dated June 19, 2017, from the Commissioner of Transportation and Works. The report recommended the endorsement of municipally identified project enhancements to be included as part of the HuLRT Project procurement process and identified that further information on Additional Municipal Infrastructure (AMI) requests would be forthcoming as part of the overall project procurement strategy.

## Comments

This report provides an update on the procurement process with the release of the Request for Proposals; Metrolinx's construction noise exemptions request; summary of previous Project

Enhancements approved by Council, along with recommendations for Additional Municipal Infrastructure (AMI); an overview of additional short-term and long-term municipal budget impacts associated with the implementation and operations of the HuLRT Project.

### **HuLRT Procurement Process**

Metrolinx and Infrastructure Ontario are taking the lead on the procurement and implementation of the HuLRT Project through the Provincial Alternative Finance and Procurement Process. The advisory team retained by Metrolinx for the procurement included program management and technical advisors, which has been expanded to include a fairness monitor, legal, transaction and insurance advisors. The procurement process is looking for proponents to commit bids for the design, build, financing, maintenance and ongoing operation of the HuLRT Project.

Since the previous update, the Request for Proposals to three short-listed consortiums was issued on August 17, 2017 for the procurement of the HuLRT Project. The procurement package includes various elements such as: a Project Agreement; Project Specific Output Specifications; and a Reference Concept Design. Proponent meetings have commenced and a data room has been established to provide supporting documentation for the procurement process. The procurement process is anticipated to take approximately 12 months to complete with the successful proponent team being ready to commence implementation by the end of 2018.

The initial proponent meeting of August 30, 2017, introduced the teams; provided a project overview which included key construction constraints; summarized highlights of the Request for Proposals and the Project Agreement; addressed Conflict of Interests and the Fairness Monitor; and outlined the procurement schedule and process. The procurement process will include a series of Commercially Confidential Meetings addressing various project-related technical issue areas and a series of Design Presentation Meetings to enable the proponent teams to get direct input on their emerging designs.

The Mississauga HuLRT Project Office team, along with supporting technical and strategic advisors, have been working with Metrolinx and participating in various working groups to support the overall procurement process. This includes reviewing the procurement documents throughout the process with regard to municipal interests, especially as related to the municipal boulevard. Issues that are still being resolved include: ensuring the system is designed with primarily embedded track; that all sidewalks are fully replaced; and protecting/maximizing opportunities for the replacement of trees/streetscaping, where appropriate. Mississauga staff is also expected to participate in proponent meetings during the procurement process.

Some preparatory work has been identified by telecommunications providers, and this work commences this fall. Notification will be provided.

## Noise Exemptions and Roadway Closures

As part of the procurement process, it is essential that the bidding teams have the same understanding of the scope of work and the implementation opportunities to structure their bids and proposals. As such, Metrolinx has requested the City of Mississauga to consider granting general exemptions to the Noise Control By-law 360-79, as amended ("Noise By-law"), and selected roadway closures as follows:

Item	Detail	Request
1.	Major construction works throughout the corridor which include: <ul style="list-style-type: none"> <li>Concrete placement (track infill, sidewalks curb and gutter, bridge and wall structures, LRT Stops);</li> <li>Aggregate and asphalt placement;</li> <li>Material movement (aggregates, track material, equipment, etc.)</li> <li>Track installation;</li> <li>Testing of the train and systems.</li> </ul>	To take place from: 7:00 a.m. to 11:00 p.m. Seven days a week.
2.	The following activities that generate minimal noise: <ul style="list-style-type: none"> <li>Micro Tunneling for water, storm, sanitary sewer installation;</li> <li>Install, removal and adjustment of traffic control (construction set up, traffic signal modifications).</li> </ul>	To take place 24 hours a day, seven days a week.
3.	Noise Control By-law - Construction Exemption Period	June 2018 through to the completion of construction, anticipated for December 2022.
4.	A limited number of full weekend road closures for segments of Hurontario Street at the following locations be allowed: <ul style="list-style-type: none"> <li>Cooksville GO – bridge works</li> <li>Port Credit – bridge works/tunnelling</li> <li>QEW – bridge works/tunnelling</li> <li>Highway #403 – elevated LRT span.</li> </ul>	Length of closure based on extent of works.

This request is based upon the Metrolinx project schedule and determination that in order to support a 2022 opening, exemptions to the Noise By-law are required, along with a limited number of full weekend closures.

## **Road Closure**

In terms of road closures, the Commissioner of Transportation and Works currently has the delegated authority under By-law No. 0206-2016 to temporarily close any roadway under the jurisdiction of the City of Mississauga for the construction or improvement of such roadway. Working through the applicable area Councillor, the closures will be planned well in advance of the work/closure taking place and coordinated with Emergency Services, Traffic Management, MiWay and Peel Regional Police with only a single closure being permitted at a time.

## **Noise Exemptions**

Although the Commissioner of Transportation and Works has the discretion to grant noise exemptions under the Noise By-law, such discretion is limited to six (6) months. As such, it is recommended that Council authorizes the Commissioner of Transportation and Works to approve the above Noise By-law exemptions for as long as the construction requires, anticipated to start around June 1, 2018, until substantial completion of the HuLRT (scheduled for late 2022). Such exemption, however, shall still be subject to Metrolinx and its contractors and agents complying with conditions as imposed by the City for carrying out the Works, including any timing restrictions.

Extended construction hours were permitted for the Hanlan Watermain Project and the upcoming Burnhamthorpe Watermain Upgrade in the interests of minimizing the overall period of construction and associated disruption. As a comparison, the City of Toronto has given permission for the construction of Major Transit Projects such as the Eglinton, Finch West and Sheppard East LRT Projects to allow work to occur 24 hours a day, seven days a week.

Area Councillors along the corridor have been consulted and, in general, support the requested noise by-law exemptions.

As part of the requirements for a Noise Control By-law exemption, all affected residents within 500 metres (1,640 feet) from the noise source will be notified of the anticipated construction works in advance of construction.

Communication before and during construction will be an integral part of the project as well as monitoring of construction activities to ensure compliance with the Noise Control By-law exemption and the approved hours and days of construction to minimize disruptions to residents and businesses along the corridor. In addition to ongoing monitoring and adjustment of the communications plan, there will be an in-depth review every six months whereby further adjustments can be made with both communications and where feasible, construction

techniques to minimize the noise and disruption of the works. Metrolinx has confirmed that the successful bidder is required to provide a 24 hours a day, seven days a week contact number for on-site supervision to address construction concerns. While there is significant City support for the HuLRT and an understanding that extended construction hours will be required to meet the 2022 target for opening day, the Commissioner of Transportation and Works retains the right to withdraw the Noise Control By-law exemption should there be an unwillingness on the part of the successful bidder to abide by the agreed upon construction works and their respective timing.

### **Project Enhancements and Additional Municipal Infrastructure**

A range of municipal project enhancements to the Metrolinx procurement package were successfully negotiated. Those enhancements included: implementation of the stop hierarchy; selected wider boulevard design refinements; Duke of York streetscaping upgrades; bus bay treatments/shelter upgrades at Burnhamthorpe Road and The Exchange; relocation of overhead utilities to underground locations on Burnhamthorpe Road; pedestrian scale lights in the downtown sections of the alignment; and selected bike signal upgrades. These project enhancements with a value of \$37,207,400 focussed on upgrading or enhancing the HuLRT Project were endorsed by Council in the previous report of June 19, 2017 and are being added to the HuLRT Project procurement.

In addition, the previous report to Council identified that there was an opportunity to include Additional Municipal Infrastructure (AMI) items that may have been budgeted separately by different Departments if it could be demonstrated that there would be benefit in undertaking these works at the same time and through the coordinated reconstruction of the HuLRT Corridor as part of the HuLRT Project. The City has completed its review of AMI opportunities and is recommending the advancement of the following:

#### **Storm Sewer Upgrades and Replacements**

The HuLRT Project provides the opportunity to increase the capacity of certain sections of sewer pipe along the corridor, predominantly between Highway 403 and the QEW. In addition, the condition assessment of the storm sewers throughout the corridor has identified that approximately 6% of the sewer pipes would benefit from replacement. These replacements include older concrete pipes, as well as older metal and steel pipes throughout the corridor given the shorter lifespan of that material and age of the existing assets. Finally, the storm sewer along Duke of York will be relocated by Metrolinx but also lowered at the City's expense to allow for proper servicing within the downtown area.

These replacements and increased capacity would be required sometime in the future and the inclusion at this time is taking advantage of the fact that the LRT will be affecting these storm sewers.

### **Uninterrupted Power Supply (UPS)**

UPS units provide battery backup to allow signalized intersections to operate normally for up to four hours in the event of a localized or a wider spread power outage. It has been Mississauga's practice to install UPS units at traffic signal locations that are in close proximity to rail crossings or where sight line obstructions exist at signalized intersections. Hurontario Street is one of Mississauga's busiest arterial roadways connecting four provincial highways, two heavy rail and commuter rail lines and connecting with the City of Brampton. Daily traffic volumes can reach 90,000 at the intersection level. There are over 25,000 daily passenger boardings of MiWay transit services along the corridor and the importance of keeping traffic moving (including the LRT) along this corridor becomes apparent. While the installation of UPS technology is not an established standard or scope requirement for Metrolinx, given the importance of the HuLRT corridor and the complexity of balancing all modes of transportation including pedestrians, bicycles, LRT, and motor vehicles, it is prudent to provide UPS units for traffic signal backup power. Traffic Management staff recommends incorporating UPS units at all signalized intersections along the LRT corridor to safeguard the public, to maintain reliability of traffic signal operations, and to minimize road user confusion in the event of power outages. Since the LRT construction will require a complete re-build of the corridor including all new signal equipment at each intersection, an opportunity exists to design and install the UPS units as part of the LRT project. The City has negotiated a value for the installation of UPS units as part of the overall identified Additional Municipal Infrastructure total.

### **Variable Message Signs (VMS)**

VMS technology is not a standard feature at MiWay stops and terminals but has been introduced at the City Centre Transit Terminal and is being used by other transit agencies as an emerging new technology for improving customer service. To integrate the LRT with local and regional transit at all LRT Stops, variable message signs shall be incorporated to include MiWay service data and messaging such as the scheduled arrival/departure times of local transit routes, service information including alerts and service promotions. While Metrolinx believes this item to be beyond their budget scope, MiWay has requested that Metrolinx protect for the future installation of such signs through the design of all LRT stops. MiWay can then supply the required signage/signs once construction of the LRT has been completed. The City has negotiated a value for the design and protection for future VMS installation as part of the overall identified Additional Municipal Infrastructure total.

The items identified as Additional Municipal Infrastructure have been negotiated with Metrolinx with an agreed value totaling \$26,307,000. Council endorsement of these priorities and funding commitment is required for inclusion of these items in the Metrolinx procurement process. The budget will be added by relevant service areas to the 2018-2027 Capital Budget and Forecast. Council approval of these projects is required for inclusion of these items in the Metrolinx procurement process.

### **Short-Term Operating Costs and Impacts**

There will be additional short-term municipal budget impacts during the construction time frame of the HuLRT Project. Given the uncertainty of the required service levels and pending negotiations with Metrolinx on a number of agreements, it is not possible to provide specific costs at this time. Respective service areas will be responsible for allocating appropriate budget in upcoming budget cycles and these resources will be required for:

- **MiWay** - The construction of the HuLRT will result in significant roadway delays, impacting MiWay services and bus terminal operations. Several major MiWay routes expected to be impacted by the construction are currently operating at or near their capacity. In order to accommodate for the existing ridership demand and avoid incidents of overcrowding, maintaining existing service levels and overall passenger capacity is necessary. The recommended method to mitigate construction impacts and delays is to add additional resources to the affected routes and adjust operating schedules that can enable existing capacity levels to be maintained as best as possible. Without the addition of these extra resources, it is anticipated that existing MiWay services operating on Hurontario Street would be over capacity during the peak periods. At this time in the absence of detailed construction staging plans, only assumptions can be made on the true impact of construction on MiWay services. This approach was implemented to mitigate the impacts during the Region of Peel's Hanlan Watermain Project. Additional resources were added to impacted routes to help alleviate delays and provide sufficient capacity along the effective corridors. There are no resources identified in the 2018 Budget Request as significant impacts are not anticipated prior to 2019. Metrolinx has indicated that this expense falls outside their mandate and it is therefore recommended that the municipality protect for MiWay service construction contingencies through the budget process.
- **Additional Staff Resources** - The current Memorandum of Understanding between the City of Mississauga and Metrolinx covers the procurement process and provides for municipal staff resourcing during this period. An agreement has not yet been developed for the post-procurement period which would include phases such as the final design, construction and long-term operations and maintenance. Municipal staffing resources will be needed during these upcoming phases to address traffic, inspections, permitting, etc. Subject to negotiations with Metrolinx, the municipality may need to incur additional

staff expenses to ensure all municipal objectives including the approved project enhancements and AMI's are achieved.

- Public Service Network – The City, along with other Public Service Network (PSN) partners, will be undertaking early works to safe-guard uninterrupted PSN service during HuLRT construction. This involves creating a parallel PSN network around high-risk areas. The intention is to share the cost of undertaking the work proportionally amongst the PSN partners.

### **Long-Term Operating Costs and Impacts**

The HuLRT procurement process will include the provision of LRT maintenance and service operations for the duration of the contract award through Metrolinx. Metrolinx is developing cost estimates which will include projected recoveries through fare box and other revenues as part of their due diligence for the procurement process but final costs will be subject to the details of the successful project award. Metrolinx has indicated previously their expectation that the municipalities will have some responsibility in covering the anticipated differences. While the most recent service agreement between Metrolinx and the City of Toronto placed the onus fully on the City of Toronto for all additional operating costs, Metrolinx has indicated previously that each municipal agreement is being negotiated separately and there has been no further discussions or estimates provided by Metrolinx. It is important to note that procurement decisions and municipal input are being made in the absence of this information. Despite repeated requests by the City to obtain further information on anticipated operating costs and the need to initiate discussions on associated roles and responsibilities, there has been no further progress on this issue. It remains our understanding that this issue will need to be addressed through an agreement between Metrolinx and the municipalities prior to financial close/award of this procurement scheduled for late 2018.

The HuLRT Project will result in the loss of existing municipal parking spaces along sections of Burnhamthorpe Road, Duke of York Boulevard and Hurontario Street south of Dundas Street. In addition, the municipal parking lot on Dundas Street near Hurontario Street will also be required for the HuLRT Project development. The HuLRT Project is expected to reinstate some on-street parking on Burnhamthorpe Road and provide a short new section on Hurontario Street just north of Burnhamthorpe Road. However, the overall anticipated net loss of parking, which is to be finalized during the procurement process, will result in a net loss of parking revenues.

### **Maintenance of Enhanced Streetscape**

The reconstruction of Hurontario Street and the City Centre Loop segments along Burnhamthorpe Road, Duke of York Boulevard and Rathburn Road required with the implementation of the HuLRT Project, will offset the municipal capital requirements for reconstructing these roads, but there will be additional long-term operations and maintenance costs associated with the enhanced streetscape and "Complete Street" requirements of the

HuLRT Project. Additional operations and maintenance costs will arise from decorative paving treatments, boulevard cycling facilities, enhanced cross walk paving, street furniture including benches, bike racks, waste receptacles, as well as retaining walls and noise walls. Snow removal may also be required within the boulevard areas to address the cycling facilities, wider sidewalks and general lack of snow storage opportunities with the enhanced streetscape elements. There may be further additional long-term operations and maintenance costs associated with new trees and planting beds - required watering, weeding, mulching, as well as the long term maintenance associated with tree grates, guards and concrete planters.

## Financial Impact

The total cost for the identified Additional Municipal Infrastructure is valued at \$26,307,000. The funding would be directed to the Metrolinx procurement process. Establishing a pre-set funding commitment with Metrolinx is required due to the nature of the procurement process and will mean the City will not be held responsible in case of project overruns nor will the City benefit in case of project savings.

Of the \$26,307,000 required for commitment to the Metrolinx procurement process, \$8,000,000 has been included in the 2018-2027 Capital Budget and Forecast. As a result, Council is being asked to approve that \$18,307,000 in additional funding in 2020 be added to the 2018-2027 Capital Budget and Forecast as an amendment when Council approves the 2018-2021 Business Plan and 2018 Budget on December 13, 2017.

## Conclusion

Metrolinx and Infrastructure Ontario are taking the lead on the procurement and implementation of the HuLRT Project through the Provincial Alternative Finance and Procurement Process. The Request for Proposals to three short-listed consortiums was issued on August 17, 2017 for the procurement of the HuLRT Project. An initial proponent meeting was held on August 30, 2017, which will be followed by Commercially Confidential Meetings addressing various project-related technical issue areas and a series of Design Presentation Meetings to enable the bid teams to get direct input on their emerging designs. The procurement process is anticipated to take approximately 12 months to complete with the successful proponent team being ready to commence implementation by the end of 2018.

As part of the procurement process, the City of Mississauga has been requested to amend Noise Control By-law construction exemption process to facilitate the timely and cost-efficient implementation of the HuLRT Project.

Council has previously approved a list of project enhancements and is now being asked to approve a list of Additional Municipal Infrastructure items valued at \$26,307,000 identified and recommended by staff, and required to meet Metrolinx's procurement process.

There will be other short-term municipal budget impacts with the implementation of the HuLRT Project, which will include: additional costs associated with maintaining operations of MiWay transit service to accommodate existing ridership along the corridor during construction; early works associated with Public Sector Network (PSN) to safe-guard uninterrupted PSN service during HuLRT construction; and potentially additional resources to carry out inspections during the construction time frame.

Prior to Metrolinx reaching financial closure with a successful bid team, an Agreement will need to be in place with the City of Mississauga to address the detailed aspects of project delivery and long-term operations. Despite repeated requests to obtain further information on anticipated operating costs and the need to initiate discussions on associated roles and responsibilities, there has been no further progress on this issue.



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Geoff Wright, P. Eng., MBA, Commissioner of Transportation and Works

Prepared by: Matthew Williams, Planning Lead, HuLRT Project

# City of Mississauga

## Corporate Report



Date: 2017/09/26

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:  
2017/10/18

### Subject

**Special Charges By-law for Local Improvement under the *Municipal Act, 2001* - Noise Attenuation Barrier for 1116 Deer Run (Ward 6)**

### Recommendation

That a by-law be enacted providing for the imposition of special charges pursuant to Section 30 of Ontario Regulations 586/06 of the *Municipal Act, 2001*, for the noise attenuation barrier at 1116 Deer Run, as set out in the report dated September 26, 2017 from the Commissioner of Corporate Services and Chief Financial Officer.

### Background

In April, 2015, Council enacted By-law 0094-2015 authorizing the dismantling and removal of the existing fence and the installation of a noise attenuation barrier along Rathburn Road West siding the property at 1116 Deer Run.

This project was brought forward in response to a petition by the homeowners of 1116 Deer Run requesting a noise attenuation barrier through the local improvement provisions of the *Municipal Act, 2001*. Under these provisions, a municipality may then, upon construction of the barrier, impose special charges onto the tax rolls of benefiting property owners for capital works ("local improvements") completed on their behalf by the municipality in order to recover the property owners' share of the costs.

### Comments

Ontario Regulation 586/06 under the *Municipal Act, 2001* requires that prior to the imposition of special charges, affected owners must be given the opportunity to object to the charges. If objections are received, the City is required to hold a hearing of the Committee of Revision to hear the objections. If no objections are received, the Treasurer is required to certify the local improvement roll and no hearing is held. Objections must be received at least seven days prior to the scheduled hearing date for the Committee of Revision.

On May 25, 2017, the Clerk's Office sent notices of the local improvement and Committee of Revision hearing to the affected owners at 1116 Deer Run and no objections were received. In accordance with the requirements of the *Municipal Act*, 2001, the Treasurer has certified the local improvement roll, attached as Appendix 1. The City is now required to enact a Special Charges By-law, specifying the amount to be charged to the homeowners of 1116 Deer Run, the number and amount of annual payments, and providing that the annual payments shall not extend beyond the lifetime of the work.

By-law 0094-2015, authorizing the construction of the noise attenuation barrier for 1116 Deer Run, which outlined that:

**“the total estimated cost of \$16,800.00 of which \$8,400.00 will be levied against the lands benefitted by the Works.”**

## Financial Impact

The supply and installation of the noise attenuation barrier for 1116 Deer Run was completed. The annual repayment amount includes principal and interest. There is no additional financial impact associated with the recovery of the owner's share of this project through the Special Charges By-law.

## Conclusion

The City has satisfied the requirements under Ontario Regulation 586/06 of the *Municipal Act*, 2001 by notifying the affected owners of 1116 Deer Run of the completion of the local improvement and the imposition of special charges. It is now appropriate to complete this process by enacting a Special Charges By-law imposing special charges onto the tax roll of the owners, in accordance with the requirements of the Act. The amounts referred to in Appendix 1 will be entered on the local improvement roll as a separate identified annual charge and applied to the final tax bill for the subject property each year over the term of the local improvement beginning in 2018.

General Committee

2017/09/26

3

Originators files: File names

**Attachments**

Appendix 1: Special Assessment Roll – 1116 Deer Run, Mississauga, Ontario L5C 3N4



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Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Diana Rusnov, Director, Legislative Services and City Clerk

SPECIAL ASSESSMENT ROLL												CONSTRUCTION BY-LAW NO. <b>094-2015</b>				DEBENTURE BY-LAW NO.		DATE OF ISSUE			PAGE <b>8.2</b> 1 OF 1						
DESCRIPTION OF CONSTRUCTION <b>NOISE ATTENUATION BARRIER</b>														TOTAL ESTIMATED COST <b>\$ 16,800.00</b>				ESTIMATED OWNER'S PORTION OF COST <b>\$ 8,400.00</b>		COURT OF REVISION ADJUSTMENT OR OTHER		ASSESSED COST PER m/ft FRONTAGE					
LOCATED ON  <b>Along Rathburn Road West, from approximately 18 metres (59 Feet) west of Deer Run to a point approximately 20 metres (66 feet) west therof</b>														LESS CASH CONTRIBUTION: <b>\$ -</b>				ACTUAL COST <b>\$ 32,981.69</b>		COMMUTATIONS		SPEC. ANNUAL RATE PER m/ft FRONTAGE					
														TOTAL ASSESSED COST <b>\$ -</b>				CITY PORTION OF ACTUAL <b>\$ 24,581.69</b>		NET TOTAL OWNER'S PORTION OF COST <b>\$ 8,400.00</b>		ANNUAL INTEREST <b>5.00%</b>					
														CITY PORTION OF COST <b>\$ -</b>				OWNER'S PORTION OF ACTUAL <b>\$ 8,400.00</b>		OWNER'S ANNUAL PAYMENTS <b>\$ 674.04</b>		AMORTIZAATION TERM <b>20</b> YRS					
														<input checked="" type="checkbox"/> MUNICIPAL ACT				<input type="checkbox"/> LOCAL IMPROVEMENT ACT		COURT OF REVISION DATE							
														COSTED BY				CHECKED BY									
TOTAL LENGTH <b>20 m</b>		ASSESS FRONTAGE <b>ft</b> <b>m</b>		NON-ASSESS FRONTAGE <b>ft</b> <b>m</b>		ASSESSED BY		CHECKED BY		OWNER'S DETAILS OF COST						REMARKS											
NAME OF OWNER		OWNER'S ADDRESS ROLL NUMBER		UNIT		PEEL CONDO PLAN		FRONTAGE (m)		RETURN WALL (m)		TOTAL LENGTH (m)		AMOUNT CHARGED				ASSESSED CONN. CHARGE		TOTAL CHARGE		ANNUAL PAYMENTS		ANNUAL CONN. CHARGE		TOTAL ANNUAL CHARGE	
TWEEDY NEALE		1116 DEER RUN						50.47				50.47		8,400.00				8,400.00		674.04				674.04			
TWEEDY PAMELA		21-05-040-152-57800-0000						50.47				50.47															
CERTIFIED CORRECT BY _____ DATE _____														AMOUNT CHARGED		ASSESSED CONN. CHARGE		TOTAL CHARGE		ANNUAL PAYMENTS		ANNUAL CONN. CHARGE		TOTAL ANNUAL CHARGE			
														8,400.00				8,400.00		674.04				674.04			

# City of Mississauga

## Corporate Report



Date: 2017/09/26

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:  
2017/10/18

### Subject

**Special Charges By-law for Local Improvement under the *Municipal Act, 2001* - Noise Attenuation Barrier for 157 Achill Crescent (Ward 7)**

### Recommendation

That a by-law be enacted providing for the imposition of special charges pursuant to Section 30 of Ontario Regulations 586/06 of the *Municipal Act, 2001*, for the noise attenuation barrier attenuation barrier along the south side of Central Parkway West from approximately 25 metre (82 feet) east of Achill Crescent for approximately 25 metres (82 feet) eastward, as set out in the report dated September 26, 2017 from the Commissioner of Corporate Services and Chief Financial Officer.

### Background

In December 2013, Council enacted By-law 0290-2013 authorizing the dismantling and removal of the existing fence and the installation of a noise attenuation barrier along the south side of Central Parkway West from approximately 25 metre (82 feet) east of Achill Crescent for approximately 25 metres (82 feet) eastward.

This project was brought forward in response to a petition by the homeowners of 157 Achill Crescent requesting a noise attenuation barrier through the local improvement provisions of the *Municipal Act, 2001*. Under these provisions, a municipality may then, upon construction of the barrier, impose special charges onto the tax rolls of benefiting property owners for capital works ("local improvements") completed on their behalf by the municipality in order to recover the property owners' share of the costs.

### Comments

Ontario Regulation 586/06 under the *Municipal Act, 2001* requires that prior to the imposition of special charges, affected owners must be given the opportunity to object to the charges. If objections are received, the City is required to hold a hearing of the Committee of Revision to hear the objections. If no objections are received, the Treasurer is required to certify the local

General Committee	2017/09/26	2
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Originators files: File names

improvement roll and no hearing is held. Objections must be received at least seven days prior to the scheduled hearing date for the Committee of Revision.

On May 25, 2017, the Clerk's Office sent notices of the local improvement and Committee of Revision hearing to the affected owners at 157 Achill Crescent and no objections were received. In accordance with the requirements of the *Municipal Act*, 2001, the Treasurer has certified the local improvement roll, attached as Appendix 1. The City is now required to enact a Special Charges By-law, specifying the amount to be charged to the homeowners of 157 Achill Crescent, the number and amount of annual payments, and providing that the annual payments shall not extend beyond the lifetime of the work.

By-law 0290-2013, authorizing the construction of the noise attenuation barrier for 157 Achill Crescent, which outlined that:

**“the total estimated cost of \$17,500.00 of which \$8,750.00 will be levied against the lands benefitted by the Works.”**

## Financial Impact

The supply and installation of the noise attenuation barrier for 157 Achill Crescent was completed. The annual repayment amount includes principal and interest. There is no additional financial impact associated with the recovery of the owner's share of this project through the Special Charges By-law.

## Conclusion

The City has satisfied the requirements under Ontario Regulation 586/06 of the *Municipal Act*, 2001 by notifying the affected owners of 157 Achill Crescent of the completion of the local improvement and the imposition of special charges. It is now appropriate to complete this process by enacting a Special Charges By-law imposing special charges onto the tax roll of the owners, in accordance with the requirements of the Act. The amounts referred to in Appendix 1 will be entered on the local improvement roll as a separate identified annual charge and applied to the final tax bill for the subject property each year over the term of the local improvement beginning in 2018.

General Committee

2017/09/26

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Originators files: File names**Attachments**

Appendix 1: Special Assessment Roll – 157 Achill Crescent, Mississauga, Ontario L5B 1Z2

A handwritten signature in black ink that reads "G. Kent." with a period at the end.

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Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Diana Rusnov, Director, Legislative Services and City Clerk

SPECIAL ASSESSMENT ROLL												CONSTRUCTION BY-LAW NO. 290-2013				DEBENTURE BY-LAW NO.		DATE OF ISSUE			PAGE 8.3 1 OF 1								
DESCRIPTION OF CONSTRUCTION NOISE ATTENUATION BARRIER														TOTAL ESTIMATED COST \$ 17,500.00				ESTIMATED OWNER'S PORTION OF COST \$ 8,750.00		COURT OF REVISION ADJUSTMENT OR OTHER		ASSESSED COST PER m/ft FRONTAGE							
LOCATED ON  Along Central Parkway West, from approximately 25 meters (82 feet) east of Achill Crescent to a point approximately 25 metres (82 feet) east thereof														LESS CASH CONTRIBUTION: \$ -				ACTUAL COST \$ 29,323.54		COMMUTATIONS		SPEC. ANNUAL RATE PER m/ft FRONTAGE							
														TOTAL ASSESSED COST \$ -				CITY PORTION OF ACTUAL \$ 20,573.54		NET TOTAL OWNER'S PORTION OF COST \$ 8,750.00		ANNUAL INTEREST 5.00%							
														CITY PORTION OF COST \$ -				OWNER'S PORTION OF ACTUAL \$ 8,750.00		OWNER'S ANNUAL PAYMENTS 702.12		AMORTIZAATION TERM 20 YRS							
														<input checked="" type="checkbox"/>		MUNICIPAL ACT		<input type="checkbox"/>		LOCAL IMPROVEMENT ACT		COURT OF REVISION DATE							
														TOTAL LENGTH 25 m				ASSESS FRONTAGE m		NON-ASSESS FRONTAGE m		ASSESSED BY		CHECKED BY		COSTED BY			
								PEEL CONDO PLAN		FRONTAGE (m)		RETURN WALL (m)		TOTAL LENGTH (m)		OWNER'S DETAILS OF COST						REMARKS							
NAME OF OWNER				OWNER'S ADDRESS ROLL NUMBER		UNIT				45.00				45.00		AMOUNT CHARGED		ASSESSED CONN. CHARGE		TOTAL CHARGE				ANNUAL PAYMENTS		ANNUAL CONN. CHARGE		TOTAL ANNUAL CHARGE	
BHADRESA YOGESHKUMA				157 ACHILL CRES												8,750.00				8,750.00		702.12				702.12			
BHADRESA CHHAYA				21-05-040-143-13200-0000						45.00				45.00															
CERTIFIED CORRECT BY _____ DATE _____														AMOUNT CHARGED		ASSESSED CONN. CHARGE		TOTAL CHARGE		ANNUAL PAYMENTS		ANNUAL CONN. CHARGE		TOTAL ANNUAL CHARGE					
														8,750.00				8,750.00		702.12				702.12					

# City of Mississauga Corporate Report



Date: 2017/09/22

To: Chair and Members of General Committee

From: Geoff Wright, P. Eng, MBA, Commissioner of  
Transportation and Works

Originator's files:

Meeting date:  
2017/10/18

## Subject

**MiWay Fitness for Duty**

## Recommendation

That the report entitled MiWay Fitness for Duty dated September 22, 2017 from the Commissioner of Transportation and Works be received for information.

### Report Highlights

- In response to workplace incidents, the Toronto Transit Commission (TTC) implemented random drug and alcohol testing of employees in safety sensitive positions.
- The City of Mississauga does not have a random drug and alcohol testing program for employees in safety sensitive positions.
- MiWay has established practices and procedures to address Fitness for Duty.
- MiWay will continue to maintain existing processes and protocols as they have achieved a very low rate of violation.

## Background

In October 2011, the Toronto Transit Commission (TTC) added a random alcohol and drug testing program to their Fitness for Duty Policy as a result of incidents in the workplace. Attached as Appendix 1 is a TTC Corporate Report entitled "Fitness for Duty (FFD) Policy Update" available on their website. This report outlines the effectiveness of random drug and alcohol testing in lowering violation rates.

In response to the Fitness for Duty Policy one of the TTC worker's unions, the Amalgamated Transit Union (ATU) Local 113, filed a policy grievance. Specifically, the ATU claimed that the TTC's policy violated the Collective Agreement, the Human Rights Code, and the Canadian

General Committee	2017/09/22	2
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Charter of Rights and Freedoms. Hearing dates commenced in 2011 and will continue into the unforeseen future.

In 2017, the TTC signalled its intent to commence random drug and alcohol testing notwithstanding the unresolved policy grievance. The ATU filed an injunction against this action in superior court. The TTC plan to randomly test all employees in safety sensitive positions was allowed by the court which stated the need to protect public safety outweighed the risk of infringing upon transit employee privacy. The random testing of employees commenced in April 2017 and results have been reported in the local media.

## **Present Status**

The City of Mississauga has a Standard of Behaviour Policy, attached as Appendix 2, applicable to all employees that specifically address the possession of, or working under the influence of, alcohol or illegal drugs.

MiWay ATU 1572 members are also subject to Rules and Regulations, found in Appendix 3, which address use, possession, or reporting for work under the influence of intoxicants, narcotics, or other drugs or substances which may prohibit the safe performance of duties whether medically prescribed or not.

The City does not have a random testing program for drugs or alcohol. Follow-up monitoring for employees with medically supported addictions occurs in conjunction with treatment in accordance with employer obligations to accommodate employees with disabilities.

MiWay has practices and procedures in place to ensure fitness for duty. Operating employees report to a staff person (report staff, allocation staff, or supervisors) at the start of their shift. This ensures that they are fit for duty. In the case of transit operators who work split shifts or spare board, the process is repeated each and every time before they are granted access to a vehicle. Some transit systems allow direct on-street reliefs but MiWay does not due to the Fitness for Duty aspect.

## **Comments**

The TTC approved random drug and alcohol testing in October 2011, after a bus driver was involved in a fatal collision. In this instance, the driver was found to be in possession of cannabis; however the driver was not determined to have been impaired at the time of the collision.

Across Canada, other employers involved in safety sensitive work have sought to introduce random testing and, in a number of cases, these have been challenged in court. In the case of Irving Pulp, scant evidence of a substance abuse problem put forward by the employer was not

sufficient to outweigh the employees' privacy rights. A majority of decisions challenging the implementation of a random testing program have taken this view. Findings of The Supreme Court of Canada confirmed that a dangerous workplace does not automatically justify random testing. A balancing of interests is required. That balancing requires a determination of whether the policy to be implemented by an employer is proportionate to the concern it is seeking to address.

The TTC identified 291 incidents between 2010 and 2016 where the employees' actions raised a safety concern. In half of those cases it was confirmed or suspected that substance abuse was a factor. By comparison, MiWay encountered two instances since 2006 where substance abuse was identified.

In other jurisdictions (USA, UK, and Australia) federal law requires random drug and alcohol testing in the transportation industry. No such requirement exists at either the federal or provincial level within Canada. This means that each employer is required to implement a program based on the risks, hazards, and experience within their workplace. In the case of MiWay, any random testing program is certain to be challenged by the ATU (a lengthy and expensive process) and, given the limited number of incidents (two in ten years) MiWay would be hard pressed to demonstrate a proportionate concern.

## Strategic Plan

The Fitness for Duty practices and procedures at MiWay support the strategic goal of building a reliable and convenient system.

## Financial Impact

There is no financial impact from this report, as presented for information.

## Conclusion

The need to protect public and employee safety outweighs the risk of infringing on an employee's right to privacy. To implement a drug and alcohol testing program, there must be corroborating evidence of a serious workplace issue where existing measures have failed to deter the potential for impairment. MiWay has in place, Fitness for Duty reporting practices and procedures which have been successful in reporting two incidents over ten years. With these statistics, MiWay has no grounds to demonstrate proportionate concern to implement a random drug and alcohol testing program and will therefore continue with the current practices and procedures.

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## Attachments

Appendix: 1 TTC Report – Fitness for Duty Policy Update dated October 19, 2011

Appendix: 2 Standard of Behaviour Policy

Appendix: 3 MiWay Rules & Regs Excerpt



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Geoff Wright, P. Eng, MBA, Commissioner of Transportation and Works

Prepared by: Patrick Phaneuf, Senior Manager Transit Operations

## **TORONTO TRANSIT COMMISSION REPORT NO.**

**MEETING DATE:** OCTOBER 19, 2011

**SUBJECT:** FITNESS FOR DUTY ("FFD") POLICY UPDATE

### **ACTION ITEM**

### **REASON FOR CONFIDENTIAL INFORMATION:**

This report contains recommendations, discussion and information that are subject to solicitor-client privilege, and this report contains information relating to labour relations.

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### **RECOMMENDATION**

It is recommended that the Commission:

1. Approve additions to the FFD Policy currently in place at the TTC, which would include the introduction of random alcohol and drug testing for Safety Sensitive, Specified Management and Designated Executive positions.
2. Receive the information as set out in the Confidential Attachment; and
3. That the confidential information as set out in the Confidential Attachment remain confidential in its entirety as it contains material which is subject to solicitor-client privilege, litigation privilege, and relates to labour relations.

### **FUNDING**

There are no funds included in current budgets related to the implementation of random alcohol and drug testing. The additional costs would include: funding to extend existing contracts with our alcohol and drug policy expert, Ms. Barbara Butler, funding to develop and deliver appropriate communication and training, funding for testing related technology and service delivery, additional testing costs, additional costs related to future litigation and any other applicable and directly related unforeseen costs. These amounts, once determined will be included in future operating budget submissions.

**BACKGROUND**

In 2010 the TTC rolled out its FFD Policy. The purpose of the FFD Policy is to ensure that a framework is in place to assist the TTC in fulfilling its obligation to protect the health and safety of all TTC employees, customers and the general public. The FFD Policy supports this goal by setting out explicit expectations that employees attend work unaffected by fatigue, alcohol and/or drugs.

The FFD Policy provides for alcohol and drug testing in certain scenarios for persons occupying/ being hired into positions that: are deemed to be safety sensitive, oversee safety sensitive positions or designated executive management positions. This includes the ability to test as part of an investigation should someone appear to be unfit for work due to alcohol or drug use ("Reasonable Cause Testing"), and/or as part of an investigation into a significant work-related incident ("Post Incident Testing"). Non TTC employees being hired into safety sensitive positions and TTC employees moving from non safety sensitive positions to safety sensitive positions are also subject to testing ("Certification Testing").

Employees are warned that violation of the FFD Policy will result in discipline up to and including dismissal. Employees with proven and medically supported alcohol and/or drug addictions are accommodated to the point of undue hardship provided they comply with the assessment process, recommended treatment, and follow-up monitoring provisions.

This FFD Policy is devised in such a manner so as to promote early intervention and address dysfunctional behaviour that can pose a risk to the workplace and the public. The ability to test employees holding certain positions is a tool to assist the TTC in managing employee behaviour and to assist in ensuring the provision of a safe workplace and transit system.

Safety is one of the cornerstones of TTC corporate culture. Not only are all TTC employees obliged to ensure a safe workplace at the TTC, but they are also tasked with requiring the delivery of a safe transit service to the public. The TTC has an obligation to take all appropriate steps to implement policies and procedures that will promote a safe workplace and service. It is the opinion of staff that the implementation of random alcohol and drug testing for the safety sensitive, specified management and designated executive positions, is required as an appropriate step to improve safety in the workplace and to the public.

Please note that the following documents are included as appendices:

**Appendix #1:** The TTC's FFD Policy

**Appendix #2:** The Commission Report dated September 18, 2008.

## DISCUSSION

In September 2008, TTC staff recommended that the Commission approve in principle a FFD Policy that would include: assistance programs, prevention measures, and investigative tools, including alcohol and drug testing in the following circumstances:

1. Employees in safety sensitive, specified management and designated executive positions would be subject to reasonable cause, post incident, post violation, post treatment, applicant and random testing; and
2. All other employees that do not fit in the proposed categories above would be subject to post violation and post treatment testing in appropriate cases.

The recommendations made to the Commission in 2008 were based on consultation with both Management and Union counsel (Associated confidential attachments to the 2008 Commission Report are included in the Confidential Attachment). The report also included a list of all alcohol and drug related incidents that impacted the TTC between January 2006 and June 2008. The report highlighted incidents where Operators were found to be under the influence of alcohol while in revenue operations, as well as the "Lytton Subway Work Car Fatality" in 2007, where the Coroner's report noted that the operator of the workcar had measurable levels of Tetrahydrocannabinol (THC) in his system, and that the level indicated that the drug was probably used during his shift. This incident resulted in the death of the workcar operator, two crew members being seriously injured, and other crew members having lengthy absences as a result of the trauma. This incident was a key factor in prompting a review of the TTC's existing Drug and Alcohol policy.

On September 18, 2008 the Commission approved the TTC's recommendations, except for the introduction of random testing. As such, the revised FFD Policy took effect in 2010 and allowed for the following:

### Safety Sensitive, Specified Management and Designated Executive Positions ("Designated Positions"):

1. Reasonable Cause Testing → this includes a breathalyser test for alcohol and oral fluid drug test;
2. Post Incident Testing → this includes a breathalyser test for alcohol and oral fluid drug test;
3. Certification / Pre Employment Testing → employees applying for a designated position from a non-designated position (internal) are subject to a drug test in the form of a urine sample collection (urinalysis) and a breath alcohol test. External candidates are tested for drugs only by way of urinalysis.

All oral fluid and urine samples are collected by a third party and are analyzed in a certified laboratory.

#### All Employees

Where an employee either voluntarily comes forward to disclose a substance abuse problem, or where an employee violates the FFD Policy and conditions of ongoing employment are put into place, the employee is required to pass a "Return to Duty" alcohol and drug test by way of breathalyzer and urinalysis, prior to being returned to duty. Subsequently, the employee may also be subject to "Post Treatment Monitoring" which would consist of unannounced alcohol and/or drug testing by way of breathalyzer and urinalysis. In this situation, dates for testing are selected on a random basis through our independent testing service.

TTC staff continue to believe that the introduction of random alcohol and drug testing is imperative to ensuring a safe workplace and a safe service to the general public. In 2008 staff recommended that random alcohol and drug testing be introduced, and this was not approved by the Commission. As will be discussed in greater detail throughout this report, the introduction of the FFD Policy as approved, has not fully addressed the alcohol and drug problem at the TTC. Furthermore, and again to be discussed in greater detail, in the United States, where random alcohol and drug is mandatory in certain industries, data shows that random testing acts as a deterrent to alcohol and drug use in the workplace. While privacy concerns may exist with respect to random testing, it is the position of TTC staff that the obligation to provide a safe workplace to employees and a safe service to the public outweighs such concerns. Therefore, a policy which requires alcohol and drug testing, including random testing for designated positions, should be in place.

Each of the TTC's three unions was offered an opportunity to provide feedback on the FFD policy and to meet with Human Resources representatives to discuss their concerns, prior to the policy coming into effect.

In response to the roll out of the FFD Policy, the Amalgamated Transit Union ("ATU"), Local 113 launched a policy grievance. Specifically, the ATU is claiming that the TTC's FFD policy violates the collective agreement, the Ontario *Human Rights Code* and the *Canadian Charter of Rights and Freedoms* ("Charter"). Hearing dates began in early 2011 and are scheduled throughout 2011 into 2012.

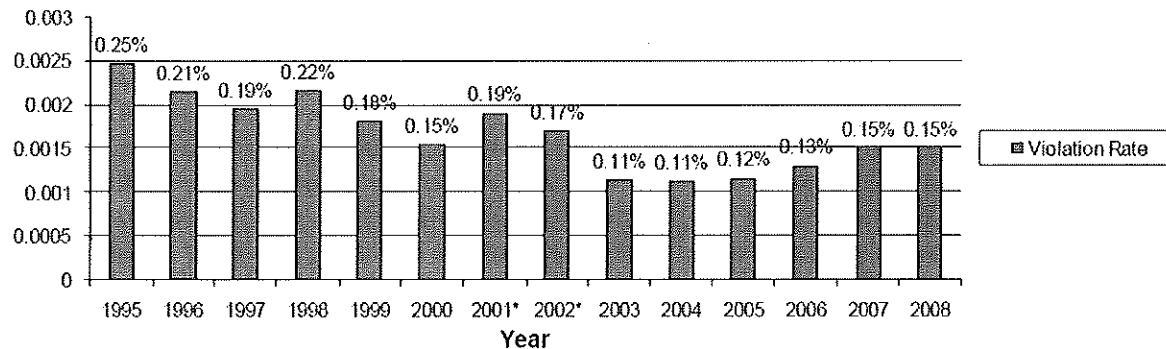
#### ***Detering Impact of Random Testing***

The Federal Transit Administration ("FTA") in the United States requires employees working in safety sensitive positions across six employment categories to undergo alcohol

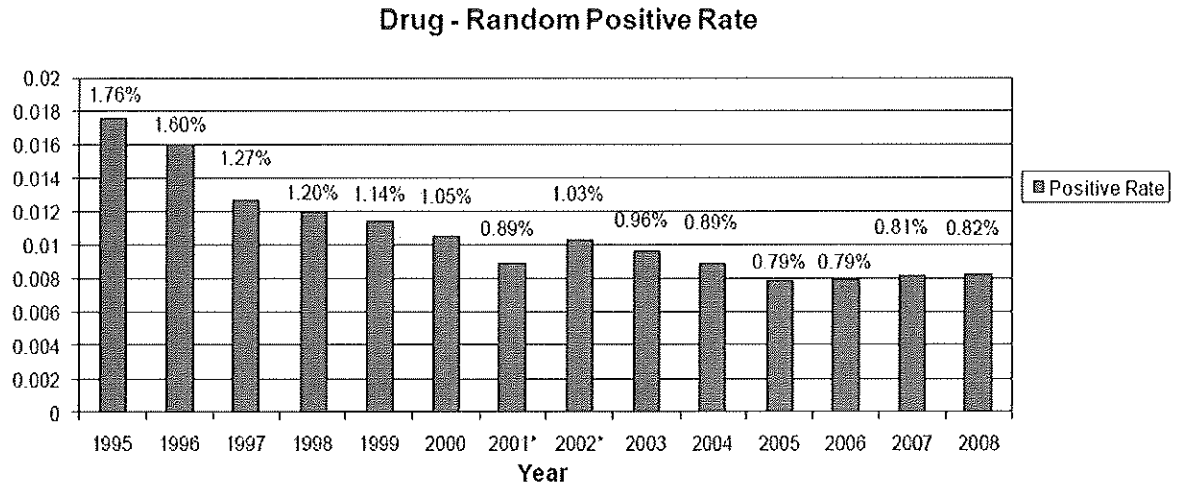
and drug testing in a variety of circumstances analogous to those where the TTC also requires it. The FTA also requires random alcohol and drug testing for these employees. The results of these random tests provide a good opportunity for us to review the correlation between random testing and deterrence.

The following tables are taken from the FTA's most recent alcohol and drug testing statistical report. These show the decrease in positive tests for employees subjected to random testing for both drugs and alcohol, from 1995 (when it first became federally mandated for transportation workers) onwards.

**Alcohol - Random Violation Rate**



\*denotes a stratified sample year



\*denotes a stratified sample year

As is clear from both tables, there has been a definite decrease in positive results for both random alcohol and drug results since introduced. While there has been a slight upward trend in recent years in the rate of positive results for alcohol, the positive results are nevertheless significantly down from 1995 and show a decline in positive results in the magnitude of almost 50%.

A study exploring the relationship between random alcohol testing and fatal crashes of drivers of large trucks in the U.S. was conducted in 2007. Overall, this study found a 24% correlation directly attributable to the introduction of obligatory random alcohol testing and a reduction in alcohol related fatal crashes, where large trucks were involved. Again, while this data is correlative, there is a clear relationship between the introduction of random testing and altered behaviour.

In Canada, companies with drivers who cross into the U.S. must also comply with U.S. testing requirements including random testing. Based on data provided by our third party provider "Driver Check" related to random drug tests of Canadian employees, the number of positive results decreased from 1.01% in 1999 to 0.42% in 2010. This again shows a correlative drop associated with random testing of more than 50%.

TTC staff strongly believe that the introduction of random alcohol and drug testing is an effective and necessary deterrent to protect employees, our customers and the public at large.

JUSTIFICATION

The Commission's approval to proceed with the implementation of random alcohol and drug testing for designated positions is being sought. TTC staff will work with experts and legal counsel to devise a process that aligns itself as closely as possible with existing case law as well as explore updated procedures. Once the research is conducted and a clear, efficient, and cost effective process is designed, and once an effective communication and training strategy has been devised, the TTC will implement changes accordingly.

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October 19, 2011

40.32

Attachments



**Policy Title: Standard of Behaviour****Policy Number: 01-03-07**

Section:	<b>Human Resources</b>	Subsection:	<b>Employee Conduct</b>
Effective Date:	<b>March 31, 1999</b>	Last Review Date:	<b>April 2007</b>
Approved by: <b>Council</b>	Owner Division/Contact: <b>Human Resources</b>		

**Policy Statement**

City of Mississauga employees are expected to conduct themselves and perform their duties in a responsible and professional manner.

**Purpose**

Various City of Mississauga by-laws, agreements, policies and procedures outline specific actions to be taken by employees and may, directly or indirectly, establish expectations for employee conduct under specific circumstances (i.e. declaration of conflicts of interest; investigation of fraud and theft; attendance management; personal harassment; fair and impartial purchasing; etc.). The purpose of this policy is to clarify for employees the City's expectations regarding the general behaviour of employees, which may not be specifically addressed in other policies.

**Scope**

This policy applies to all City of Mississauga employees. While volunteers are not employees of the Corporation, they are also expected to conduct themselves in accordance with the employee standards established by this policy.

**Standard of Behaviour**

Employees are expected to behave in a professional and responsible manner, both to members of the general public and to each other. This standard of behaviour may apply while the employee is off duty, as well as on duty, if the employee's off-duty behaviour is prejudicial to the City's interest and/or if the behaviour impairs the employee's work performance, or impairs the trust and confidence that an employer is entitled to expect in an employee and/or if the behaviour has negative consequences for the Corporation.

Appropriate action, which may include disciplinary action and/or the imposition of an assessment period, will be taken to address unacceptable behaviour.

Policy Number: 01-03-07

Effective Date: March 31, 1999

Policy Title: Standard of Behaviour

Last Review Date: April 2007

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### Unacceptable Behaviour

Supervisory and management staff are expected to use discretion in determining whether an employee's behaviour is unacceptable.

If an employee has been guilty of serious misconduct; habitual neglect of duty; incompetence; conduct incompatible with his or her duties or prejudicial to the City's interest; or if he or she has been guilty of wilful disobedience of the City's orders in a matter of substance, the City is entitled to take remedial action. Such action against an employee may include discipline, which may, in turn, include dismissal.

Without limiting the generality of the foregoing, examples of unacceptable behaviour include, but are not limited to:

- Failure to disclose a conflict of interest (refer to corporate policy and procedure - conflict of interest)
- Commission of fraud or theft in relation to city property (refer to corporate policy and procedure - fraud and theft)
- Discrimination, harassment or bullying in the workplace (refer to corporate policy and procedure – respectful workplace)
- Violence in the workplace (refer to corporate policy and procedure – workplace violence);
- Excessive absenteeism or lateness (refer to corporate policy and procedure - attendance);
- Possession of, or working under the influence of, alcohol or illegal drugs
- Misrepresentation or falsification of employee records (i.e. Timekeeping records, credentials, etc.)
- Release of information confidential to the city
- Incompetent, negligent or improper conduct prejudicial to the interest of the city
- Insolence and/or insubordination
- Breach of the rules of the city (i.e. By-laws, policies, procedures, rules or regulations of a department or division)
- Abuse of authority, and
- Inappropriate and unwanted physical contact

Individual departments or divisions may develop additional or more specific guidelines, based on the nature of the work performed.

### Disciplinary Action

Supervisory/management staff will consider the circumstances under which the behaviour occurred, the level of responsibility of the employee and whether the employee should have known that the behaviour was not acceptable when determining appropriate disciplinary action.

The departmental Human Resources representative must be consulted to determine appropriate disciplinary action and to ensure that necessary documentation is kept.

Policy Number: 01-03-07

Effective Date: March 31, 1999

Policy Title: Standard of Behaviour

Last Review Date: April 2007

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The immediate supervisor should bring unacceptable behaviour to the attention of the employee responsible. Management staff and the departmental Human Resources representative may be included in the discussion with the employee. The employee should be made aware of what was done wrong, what is expected in the future and what the consequences will be.

Disciplinary action may be progressive (i.e. verbal warning, followed by written warning, followed by suspension, followed by dismissal) or, where the conduct is more serious, may take the form of immediate suspension from or termination of employment. Union employees will be disciplined subject to any applicable provisions of their particular collective agreement.

### **Assessment Period**

An employee may be placed on an assessment period as a method of managing employee performance or behaviour. The length of the assessment period is determined according to the employee's specific situation - there is no standard assessment period for either union or non-union employees in these circumstances.

Supervisors must consult with the departmental Human Resources representative prior to imposing assessment periods and prior to extending such periods.

The departmental Human Resources representative will confirm that an assessment period is necessary; ensure that the period is appropriate; and ensure that the details of the assessment period are documented appropriately.

### **Monitoring Assessment Period**

It is the responsibility of the supervisor to monitor the employee's performance during the assessment period. Monitoring and documentation during the assessment period will ensure that decisions made at the end of the period can be justified. The supervisor must ensure that:

- His or her expectations are made clear to the employee, prior to commencing the assessment period
- Regular check-point meetings and coaching sessions as necessary, are held with the employee during the assessment period
- Any concerns are documented and shared with the employee, and
- Appropriate actions are taken to assist the employee to address concerns

If the employee is unsuccessful in completing the assessment period, the supervisor may consider either termination of employment or extension of the assessment period. Such decisions must be made in consultation with the departmental Human Resources representative. The decision must be documented, with appropriate justification.

Extension of an assessment period can be considered only if it can be demonstrated that there were unusual circumstances that would justify a longer period. Assessment periods may be

Policy Number: 01-03-07

Effective Date: March 31, 1999

Policy Title: Standard of Behaviour

Last Review Date: April 2007

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extended only once and for a period of no more than six months. The employee must agree to the terms of the extended assessment period. Where an employee refuses to agree to an extension of the assessment period arising from his or her conduct or incompetent performance, termination should occur.

## Revision History

Reference	Description
GC-175-99 - 1999 03 31	
May 23, 2007	Amended to reference Respectful Workplace policy
June 09, 2010	Housekeeping amendment to reference Workplace Violence policy

## Rules &amp; Regulations for Members of ATU, Local 1572, Mississauga Transit

-5-

- 5.6.2. Employees reporting later than one (1) hour for their assigned duties may not be permitted to start work at the discretion of a Supervisor or Manager. Anyone not permitted to start work will be recorded as a no show for that shift.
- 5.7. Once an employee has reported for their assigned shift, they shall not leave work before the completion of assigned duties or prior to a scheduled punch-out time without proper authorization from the appropriate Supervisor or Manager.
- 5.8. Failure to comply with the above requirements may result in disciplinary action up to and including dismissal.

**6.0 Conduct**

- 6.1. The public's image of Mississauga Transit (MiWay) depends largely on the conduct of all employees of Mississauga Transit (MiWay). Employees are engaged in a public service in which they will be called upon to exercise considerable patience, tolerance and self-control. Employees shall be expected to extend every consideration towards passengers, the public, fellow employees and management. Every employee is expected to treat everyone with respect, tact, and good public relations, to enhance the service at every opportunity.
- 6.2. An employee will adhere to the City's workplace behavior policies including but not limited to Fraud & Theft, Conflicts of Interest, Internet Access & Acceptable Use, Electronic Mail, Standard of Behavior and Respectful Workplace.

Disciplinary Action – Up to and including dismissal

- 6.3. An employee will not consume, use, or have in their possession any intoxicants, narcotics, or other drugs or substances while on duty or on company property.

Disciplinary Action - Immediate Dismissal

- 6.4. An employee will not report for work under the influence of any intoxicants, narcotics, or other drugs or substances, which may prohibit the safe performance of their duties whether medically prescribed or not.

Disciplinary Action - Up to and including dismissal

- 6.5. An employee will not consume, use, or be under the influence of intoxicants, narcotics, or other drugs or substances while wearing the company uniform in full or part or while displaying the company insignia in public.

Disciplinary Action - Up to and including dismissal

- 6.6. An employee shall immediately advise the Company of a medically prescribed treatment, drug or substance that may affect or impair the employee in the safe performance of their duties.

Disciplinary Action - Up to and including dismissal

- 6.7. Theft of transit fares or other revenues, City owned equipment or property, or the property of others will result in disciplinary action up to and including dismissal.
- 6.8. Willful, deliberate damage, tampering, or destruction of City owned equipment or property, or the property of others by any employee will result in disciplinary action up to and including dismissal.
- 6.9. Any employee, who deliberately falsifies any reports, documentation, or time keeping records submitted to the Company and any other agencies or offices, will be subject to disciplinary action up to and including dismissal.
- 6.10. All operators are to take reasonable steps towards the customers paying the proper fare, have presented valid tickets, transfers, passes, or any other valid fare media (e.g. PRESTO), Operators are expected to follow all instructions with regard to the proper collection of fares and transfers, and accurately record the information in the farebox (GFI). It is understood that, after a reasonable effort towards a proper collection of the fare, an operator is to record the fare as a courtesy ride in the farebox and allow the passenger to ride. Operators are also required to report any ongoing issues or incidents.

Any incidents of neglect of duty in this area will be addressed and disciplinary action may be taken according to the individual circumstances.

- 6.11. All operators are required to follow all instructions with regard to the proper operation of fare collection equipment and the recording of ridership information.

Disciplinary Action - Up to and including dismissal

- 6.12. While on duty, all employees will not use, visibly display or wear, ear phones, scanners, other radio systems, audio or visual equipment or other devices, including the use of e-cigarettes.

Disciplinary Action - Up to and including dismissal

- 6.13. The use of a cell phone device or accessory while operating a company vehicle is strictly forbidden.

Disciplinary Action - Up to and including dismissal

- 6.14. Every employee is expected to appropriately use company communication equipment effectively. All radio transmissions will only pertain to relevant system business. All other frivolous conversation and remarks, derogatory or otherwise, are contrary to operational policy and not permitted. Any misuse of company communication equipment may be cause for disciplinary action up to and including dismissal.
- 6.15. Employees are expected to deal with customers and the public in a professional and courteous manner. All incidents of inappropriate behavior in this area will be addressed and disciplinary action may be taken according to the individual circumstances, up to and including dismissal.
- 6.16. Every employee will follow all reasonable verbal and written instructions issued by Report & Allocation staff, Supervisors or Managers. All incidents of insubordination, by word, act or demeanor will be subject to disciplinary action up to and including dismissal.

- 6.17. Any employee engaging in any act of assault or altercation, and/or any verbal or implied threat, will be subject to disciplinary action up to and including dismissal.
- 6.18. An employee shall not obstruct emergency service personnel (e.g. Police, Fire, and EMS) in the carrying out of duties. All incidents of inappropriate behavior in this area will be subject to disciplinary action up to and including dismissal.
- 6.19. Any employee who violates the Ontario Human Rights code, the Employment Standards Act, or the Canadian Charter of Rights and Freedoms or any other pertinent Legislation will be subject to disciplinary action up to and including dismissal.

## **7.0 Dress Code (Operators and Cashiers)**

- 7.1. The uniform and uniform insignia identify the wearer as a Mississauga Transit (MiWay) employee. All employees required to wear a uniform will only wear the authorized, issued uniform which will be neat and clean in appearance. It is important to understand that the public may not know if an employee is on duty, finished their shift, or are on the way to or from home. By following the dress code, employees portray to the public a pride in their image and project a professional appearance.

It is a requirement of the Company that:

- 7.2. Only Company issued items of uniform clothing may be worn while on duty. No personal substitutions of any item may be worn unless authorized by a Supervisor or Manager.
- 7.3. All operators and cashiers must report to work in a clean, well maintained and neat uniform.
- 7.4. Operator neck ties are optional; however, when not wearing a neck tie only the top button of the shirt may be left undone.
- 7.5. Summer dress regulations will become effective the second Monday in May up to the first Sunday in October. During this period, operators may wear company- issued shorts and golf shirts.
- 7.6. Shoes must be clean and meet safe driving standards. Open toes and heels or running shoes are not acceptable. All shoes should be black, navy, or charcoal grey in colour- and the shoe must be one colour. All personal accessories (including but not limited to: belts, suspenders, gloves, socks, turbans, etc.) must be black, navy, or charcoal grey solid in colour and management reserves the right to approve the wearing of such items.
- 7.7. All head wear must be Company issued or approved and worn appropriately. A peaked cap or hat must be worn with the peak facing forward.
- 7.8. Winter footwear may consist of any winter style boot, and must be kept clean and in good repair. Winter footwear must be black, navy, or charcoal grey in colour. Toe rubbers or other overshoe rubbers are acceptable in cold or wet weather, and must be black, navy, or charcoal grey in colour.
- 7.9. All operators and cashiers must report for work-neat in appearance.
- 7.10. All employees must not wear accessories that are non business related.

# City of Mississauga

## Corporate Report



Date: 2017/10/02

To: Chair and Members of General Committee

From: Geoff Wright, P. Eng, MBA, Commissioner of  
Transportation and Works

Originator's files:

Meeting date:  
2017/10/18

## Subject

**Ontario Municipal Commuter Cycling Grant Program**

## Recommendation

That the report dated October 2, 2017 from the Commissioner of Transportation and Works, titled "Ontario Municipal Commuter Cycling Grant Program", be received for information.

## Background

The Ontario Municipal Commuter Cycling ("OMCC") Grant Program is a four-year program being administered by the Ministry of Transportation ("Ministry") to invest in municipal infrastructure for commuter cycling and is part of a suite of provincial initiatives to address climate change. The program has allocated \$42 million in funding for 2018, supported by proceeds from the Province of Ontario's Cap and Trade program. There are two primary objectives of the program: (i) to construct better cycling networks along routes that have high commuting volumes; and (ii) to support safe cycling.

### Program Details:

Municipalities must submit a list of commuter cycling capital projects, including anticipated eligible project costs, that they could implement using OMCC funds. Municipalities may submit one or many projects for funding consideration at their discretion. Municipalities may also nominate more projects for funding than their funding allocation, which the Ministry would look to, should there be underspending of funds in other areas. The Ministry will not approve funding for individual projects but will approve a list of eligible projects for each participating municipality. Municipalities can submit a request to update the approved project list semi-annually in the second, third and fourth funding years. For the first funding year, participating municipalities may request an update to the approved project list in January, 2018. Approved projects must be completed by December 30, 2020.

### Eligible Projects:

OMCC funding can be applied to a wide variety of commuter cycling infrastructure types. Further, municipalities can apply OMCC funding to multiple eligible projects. Projects must be consistent with the requirements in the Ontario Traffic Manual – Book 18 – Cycling Facilities.

Projects may be a component of a larger infrastructure project or stand-alone. Municipalities may use OMCC funding for municipal commuter cycling projects that cross provincial transportation infrastructure (i.e., provincial right-of-way such as a highway or bridge). Such projects require additional provincial approvals prior to the use of OMCC funds.

#### Funding Formula:

The OMCC is a four-year program with annual intakes. The City may apply to participate in the program annually for each year (2017-2020) and will receive an annual allocation based on the funding formula.

The annual funding allocation for each participating municipality will be based upon the number of participating municipalities and the available funds in each funding year, and then upon the funding formula shown below:

<u>Base Funding:</u> \$25,000 for each participating municipality	+	<u>Population-based Funding:</u> 70% of the remaining allocation based on municipal population*	+	<u>Cyclist-based Funding:</u> 30% of the remaining allocation based on the number of municipal commuting cyclists*
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\*Source: 2011 Census (Statistics Canada)

Upper-tier and lower-tier municipalities are both eligible for OMCC funding. However, funding will be divided 50/50 between the two tiers if both tiers declare interest in participating in any given year. Upper and lower-tier municipalities can pool their respective OMCC funds on eligible projects.

## **Present Status**

The 2017 deadline for applications was September 8, 2017. Staff from Transportation and Works and Community Services collaborated to submit an application. The Ministry intends to reply to all applications by the end of 2017.

## **Comments**

Appendix 1 lists the projects that have been submitted by Transportation and Works and Community Services for consideration. Projects submitted for consideration will be prioritized based on the Cycling Master Plan.

Note that:

- On-road projects that appear on this list that involve lane conversions or road widenings require full study to confirm final design solutions;
- “Separated” bicycle lanes can include lanes with a painted buffer or lanes with a physical buffer (e.g. curbs, knockdown sticks / bollards, planter boxes);

- All projects that are deemed eligible by the Ministry can be completed using OMCC funds. However funding is not allocated to projects specifically. A project can appear on the list that ultimately does not go ahead or does not require OMCC funding upon implementation.

This report was prepared in co-operation with the Community Services Department.

## Financial Impact

Funding will be awarded to a list of eligible projects, as opposed to specific individual projects. Municipalities will only be able to use OMCC funding on approved eligible projects. The City is required to provide a minimum of 20% of funding for approved eligible projects. If the application is successful, an enabling by-law is required to authorize the execution of the agreement and commitment of 20% of funding.

Appendix 1 outlines the City's minimum contribution for each project, including the minimum 20% City contribution plus funding for non-eligible costs.

If all projects listed are approved as eligible for OMCC funding and are subsequently implemented, the City's total funding requirement would be \$4.7 million. The total value of projects submitted for consideration is \$14.3 million.

## Conclusion

The Province of Ontario is providing ongoing funding support for the development of municipal cycling infrastructure focused on commuter cycling. Transportation and Works and Community Services have identified several projects in support of this goal for consideration. Future intakes for the grant program will provide opportunities to revisit and revise the list of eligible projects.

## Attachments

Appendix 1: Submitted Project List, Ontario Municipal Commuter Cycling Grant Program




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Geoff Wright, P. Eng, MBA, Commissioner of Transportation and Works

Prepared by: Matthew Sweet, Active Transportation Coordinator

Appendix 1

Ontario Municipal Commuter Cycling (OMCC) Program

2017 Application

Potential Eligible Project List

Project Name	Project Description	Project Location	Total Project Costs	Total Eligible Costs	OMCC Funding Request	Municipal Funding	Other Funding	OMCC Benefit
Burnhamthorpe Rd E Multi-use Trail	Multi-use Trail coordinated through road reconstruction project completing east/west cross-city facility and connecting with north/south cross-city facility	Burnhamthorpe Rd E between Ponytrail Dr and East Border, North Side	\$308,000	\$280,000	\$224,000	\$84,000		Better network connecting residential areas to downtown employment hub; Safe cycling through multi-use trail fully separated from roadway and including crossrides and bicycle signals; commuter cycling option to and from downtown with north/south connection opportunities
Collegeway Protected Bicycle Lanes	Protected bicycle lanes through road diet and road widening coordinated with road resurfacing	The Collegeway between Winston Churchill Boulevard and Mississauga Road	\$385,000	\$350,000	\$280,000	\$105,000		Better network connecting employment hub (UTM) and transit hubs; Safe cycling through protected on-road facilities; More commuter cycling options to and from employment and transit hubs
Glen Erin Drive Protected Bicycle Lanes	Protected bicycle lanes through road diet coordinated with road resurfacing	Glen Erin Drive between Burnhamthorpe Rd W and Credit Valley Rd	\$99,000	\$90,000	\$72,000	\$27,000		Better network connecting existing facilities along with destinations; Safe cycling through protected on-road facilities; More commuter cycling options to and from employment and transit hubs
Bloor Street Protected Bicycle Lanes	Protected bicycle lanes through road diet coordinated with road resurfacing	Bloor St between Central Parkway East and Dixie Road	\$181,500	\$165,000	\$132,000	\$49,500		Better network connecting residential areas to downtown employment hub and high order transit; Safe cycling through protected on-road facilities; More commuter cycling options to and from employment and transit hubs
Courtneypark Multi-use Trail	Multi-use Trail recommended in the Cycling Master Plan	Courtneypark Dr between Mavis Rd and Hurontario St, South Side	\$1,408,000	\$1,280,000	\$1,024,000	\$384,000		Better network connecting residential areas to the west with future facilities along Hurontario corridor; Safe cycling through multi-use trail fully separated from roadway; More commuter cycling options to and from employment, education, and transit
Mavis Road Multi-use Trail	Multi-use Trail recommended through EA process and implemented through Major Roads project	Mavis Road between Courtneypark Dr and Derry Rd, West Side	\$440,000	\$400,000	\$320,000	\$120,000		Better network connecting residential areas and existing facilities with destinations; Safe cycling through protected on-road facilities. Provides connection to the future Second Line West Active Transportation bridge over Hignway 401. In addition, provides connection to the City of Brampton via the future wideing of the Mavis Road/Highway 407 structure, which will be widened to accomodate a multi-use trail
Burnhamthorpe Rd W Multi-use Trail	Multi-use Trail recommended through EA process and implemented through Major Roads project	Burnhamthorpe Rd W between Loyalist Dr and West Border, North Side	\$965,250	\$877,500	\$702,000	\$263,250		Better network connecting residential areas and existing facilities with destinations including schools; Safe cycling through protected on-road facilities; More commuter cycling options to and from employment areas including the downtown empoyment hub and schools. In addition, connection to Halton Region's planned multi-use trail along the future William Halton Parkway, which will extend from the west City limit to Bronte Road in Oakville (Halton Region).
Creditview Road Multi-use Trail	Multi-use Trail recommended through EA process and implemented through Major Roads project	Creditview Road between Bancroft Rd and Old Creditview Rd	\$660,000	\$600,000	\$480,000	\$180,000		Better network connecting residential areas and existing facilities with destinations including the Meadowvale Business Park. Safe cycling through protected on-road facilities. In addition, includes accomodation of a multi-use trail along the Creditview Road bridge over Highway 401.
Lakeshore Corridor Trail ORT 2A & B	Development of a new east-west multi-use trail in the Southern Portion of Mississauga. Trail connection from Oakville border to Westfield Drive. Project is recommended in the Cycling Master Plan and will be constructed in conjunction with the Region of Peel Active Transportation Plan.	Winston Churchill to Westfield Dr	\$4,985,616	\$4,659,454	\$1,164,864	\$1,491,025	\$2,329,727	Better network connecting residential areas to central Mississauga. Safe cycling through protected off-road facilities. More commuter cycling options to and from employment and transit hubs
BRT Trail - Cawthra - ORT 7A,B	Completing the BRT Trail System. Trail connection from Cawthra Rd to Fieldgate Dr	Cawthra Rd to Fieldgate Dr	\$1,222,146	\$1,142,193	\$285,548	\$365,502	\$571,096	Better network connecting residential areas to higher order transit and employment. Provides connections across Mississauga and promotes safe cycling through protected off- road facilities. More commuter cycling options to and from employment and transit hubs.
BRT Trail - Winston Churchill - ORT 7C West	Completing the BRT Trail System. Trail connection from Ridgeway Drive to the Winston Churchill BRT Station.	Ridgeway Dr to Winston Churchill BRT	\$500,000	\$448,430	\$112,108	\$163,677	\$224,215	Better network connecting residential areas to higher order transit and employment. Provides connections across Mississauga and promotes safe cycling through protected off- road facilities. More commuter cycling options to and from employment and transit hubs.

BRT Trail - Erin Mills - ORT 7C East (2 of 2)	Completing the BRT Trail System. Trail connection from Crawford Walk Park (Near Glen Erin Drive) to the Erin Mills BRT Station	Crawford Walk Park to Erin Mills BRT	\$125,000	\$106,383	\$26,596	\$45,213	\$53,191	Better network connecting residential areas to higher order transit and employment. Provides connections across Mississauga and promotes safe cycling through protected off- road facilities. More commuter cycling options to and from employment and transit hubs.
BRT Trail - Erin Mills - ORT 7C East (1 of 2)	Completing the BRT Trail System. Trail connection from Winston Churchill BRT Station East to Glen Erin Drive	Winston Churchill BRT to Glen Erin Dr	\$450,000	\$403,587	\$100,897	\$147,309	\$201,794	Better network connecting residential areas to higher order transit and employment. Provides connections across Mississauga and promotes safe cycling through protected off- road facilities. More commuter cycling options to and from employment and transit hubs.
BRT Trail - Winston Churchill - ORT 7C	Completing the BRT Trail System. Trail connection from the Winston Churchill Station north to Erin Centre Blvd.	Erin Centre Blvd. to Winston Churchill BRT	\$582,500	\$522,422	\$130,605	\$190,684	\$261,211	Better network connecting residential areas to higher order transit and employment. Provides connections across Mississauga and promotes safe cycling through protected off- road facilities. More commuter cycling options to and from employment and transit hubs.
Pipeline Corridor Trail - ORT 18 A,B	Development of a new east-west multi-use trail in the Northern Portion of Mississauga. Provides key trail connection from 9th line to 10th Line. Project is recommended in the Cycling Master Plan.	9th Line to 10th Line	\$500,000	\$448,430	\$224,215	\$275,785	\$ -	Better network connecting residential areas to transit and employment. Provides connections in North West Mississauga and promotes safe cycling through protected off- road facilities. More commuter cycling options to and from employment and transit hubs.
Hydro Corridor East Trail - ORT 11	Development of a new North-South multi-use trail in the Eastern portion of Mississauga. Trail connection to Tahoe Blvd Station	Etobicoke Creek to Tahoe Blvd BRT	\$750,000	\$700,935	\$350,467	\$399,533	\$ -	Better network connecting residential areas to higher order transit and employment. Provides connections across Mississauga and promotes safe cycling through protected off- road facilities. More commuter cycling options to and from employment and transit hubs.
Sun-Canadian Pipeline Trail - ORT 21A	Development of a new east-west multi-use trail in Central Mississauga. Trail connection from 9th Line to 10th Line	Ninth Line to Tenth Line	\$725,000	\$677,570	\$338,785	\$386,215	\$ -	Better network connecting residential areas to transit and employment. Provides connections in West Mississauga and promotes safe cycling through protected off-road facilities. More commuter cycling options to and from employment and transit hubs.
			\$14,287,012	\$13,151,904	\$5,968,085	\$4,677,693	\$3,641,235	

Total Trips under 5km  
(Origin and Destination trips; cycling and non-cycling/walking)  
Trips are stats within 5km radius of the project, and Trips under 5km is all trips regardless of mode under 5km in length.

# City of Mississauga

## Corporate Report



Date: 2017/09/21

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:  
2017/10/18

## Subject

**Workforce Diversity and Inclusion Strategy**

## Recommendation

That the report entitled "Workforce Diversity and Inclusion Strategy" dated September 21, 2017 from the Commissioner of Corporate Services and Chief Financial Officer be received for information.

## 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 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 that 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.

## 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
  - 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.

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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.

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.

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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.

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

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 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: Diversity and Inclusion Strategy

Appendix 2: City DI 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.

City of Mississauga Brand Ingredients	City of Mississauga Employer Brand	Alignment with Workforce Diversity and Inclusion Strategy
<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>	<p>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.</p>
<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>	<p>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.</p>

## 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 an 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.

City of Mississauga  
**Corporate Report**



Date: 2017/09/21

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:  
 2017/10/18

## Subject

**Community Partnerships in Support of Work Experience**

## Recommendation

That the report entitled "Community Partnerships in Support of Work Experience" dated September 21, 2017 from the Commissioner of Corporate Services and Chief Financial Officer be received for information.

## Report Highlights

- Research indicates that the talent pool is getting smaller and organizations' needs for specific skills are growing. The need for different sourcing methods along with a variety of sources of talent is essential to filling talent needs.
- Interns represent one stream of talent that is positive for both the individual and the employer.
- The City of Mississauga's (City's) definition for interns is an individual fulfilling a formal vocational, professional or educational experience through an established program; paid or unpaid; for example, co-op programs, field placements, agency placements.
- The City has a long history of supporting interns and regularly promotes and supports internship programs from a variety of institutions, agencies and community organizations as well as developed "internal" intern (Engineer in Training) and job shadowing programs. Programs include offering work experience for new immigrants, high school and university/college students, persons with disabilities and veterans.
- There are currently over 60 ongoing partnerships with institutions and organizations where the City is supporting interns. Of those partnerships, approximately 75% are paid

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internships and 25% are unpaid internships.

- The City has won various awards for its support of interns including Mediacorp Canada Inc.'s 'Canada's Top 100 Employers', Canadian Forces Liaison Council's Most Supportive Employer in Ontario and Best Practices Award, the Council for Experiential Learning's Ontario Employer Designation and the University of Guelph's National Co-op Employer of the Year Award.
- Internships and work related volunteer experiences are currently managed by Human Resources staff. Internships are coordinated centrally in Talent Management while departmental Human Resources teams carry out recruitment and manage ad hoc requests for work experience.

## Background

Research indicates that the talent pool is getting smaller and organizations' needs for specific skills are growing. The need for different sourcing methods along with a variety of sources of talent is essential to fill talent needs. Development of talent acquisition programs such as internships, expanding partnerships with current and new organizations to connect with internationally trained immigrants, youth, persons with disabilities and veterans as a source of talent for the City is a priority in the Talent Management Strategy.

The City defines an intern as an individual fulfilling a formal vocational, professional or educational experience through an established program; paid or unpaid; for example, co-op programs, field placements, agency placements. Internships provide positive benefits for both the intern and the organization. For the intern the positive benefits include:

- Obtaining hands-on experience in the field and gaining exposure to real-world issues that may not be found in textbooks
- Increasing marketability to employers. Studies show that the majority of post-secondary graduates do not have job offers before graduation; however, after completing an internship, the likelihood of having a job offer before graduation rises by almost 60%.
- Evaluating specific companies or specific careers prior to committing to full-time employment
- Easing transition from being a student to entering the workforce
- Increasing opportunities within a company for faster advancement and growth
- Having personal growth experiences and exposure to different job opportunities
- Having hands-on opportunities to work with equipment and technology that may not be available on campus

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For an organization that supports internships the benefits include:

- Creating the opportunity to recruit future employees
- Giving the opportunity to evaluate prospective employees with reduced risk
- Providing a talented, flexible, cost-effective work force
- Gathers quality candidates for temporary or short-term projects
- Brings new and innovative ideas to an employer
- Presents an excellent way to find new, energetic, and skilled employees who bring latest industry knowledge fresh from their recent education
- Seamlessly converts interns to full-time employees who can be immediately productive
- Broader community benefits from high rates of youth employment and skill development

There are currently over 60 ongoing partnerships with institutions and organizations where the City is supporting interns. Of those partnerships, approximately 75% are paid internships e.g. Career Edge, University of Toronto Masters Public Policy, Sheridan College internships, Service Canada, and 25% are unpaid internships e.g. High school cooperative education placements, Community Living Student Work Experience Program, Peel Multicultural Council, Newcomer Centre of Peel, and Brian J Fleming Adult Learning Centre.

The City has a long history of supporting interns and regularly promotes and supports internship programs from a variety of institutions, agencies and community organizations as well as developed an “internal” intern (Engineer in Training) and job shadowing programs. Programs include offering work experience for new immigrants, high school students, youth at risk and university/college students, persons with disabilities and veterans.

## Comments

The following highlights some specific programs that the City participates in:

### **Career Edge**

Career Edge's is a non-profit, innovative program servicing recent graduates, graduates with disabilities, Canadian Armed Forces Reservists and internationally qualified professionals. Career Edge's mission is to eliminate barriers to employment by connecting Canadian employers to job seekers through a paid internship model that effectively lays the foundation for the future workforce. Through four month internships Career Edge endeavors to “break the ‘no experience, no job’ cycle”.

The City has hosted Career Edge interns since 2006. Currently the City funds 12 placements each year at a cost of \$156,000. Since the City first began participating in Career Edge's program, 61 internships have been completed with the majority of them being for internationally

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qualified professionals. Of the 61 participants, 27 became employees of the City, and an additional 6 found employment outside the City immediately following their internship.

Participation in the Career Edge program is one of the contributing factors to the City winning Mediacorp Canada Inc.'s 'Canada's Top 100 Employers' nation-wide competition recognizing the best employers for new Canadians in 2011 and 2102 and Canadian Forces Liaison Council's 2015 Best Practices Award and 2017 Most Supportive Employer in Ontario for support of members of the Canadian Armed Forces Reserves.

Other multi-audience internship programs the City participates in include the Brian J Fleming Adult Learning Centre. Interns can be either new comers or individuals who are re-entering the workforce after an extended absence.

### **Youth Focussed Programs**

The City participates in a wide variety of internship programs focused on youth. These programs support high school students, college and university students as well as youth at risk.

The City has a history of supporting cooperative education programs with both the Peel District School Board and the Dufferin-Peel Catholic District School Boards. As an example, over the last two years 17 high-school students have participated in cooperative education experiences in the areas of Information Technology, Parks Operations, Fitness and Wellness and Facility Operations. The City's support for high school students earned the 2015 and 2016 Council for Experiential Learning's Ontario Employer Designation on behalf of the Ministry of Education to recognize extraordinary employers that are supporting the futures of significant numbers of high school students across Ontario. Over the past five years, only 25 organizations across the Province have earned the Ontario Employer designation for providing significant number of Ontario high school students with meaningful work-related experiences and learning opportunities.

The City also supports internships for college and university students. This is the most robust of the City's internship programs with over 260 interns in the last three years. Students from universities and colleges as close as University of Toronto Mississauga and Sheridan College to students from the University of Waterloo and the University of Guelph to as far away as Georgian College and Fanshawe College can regularly be found completing internships at the City. The work the interns do covers a wide range of subjects as well as all five City departments including architectural technology, computer science, engineering, environmental sciences, health and fitness, law, public policy and urban planning to name a few.

The City's participation in college and university internship programs has been recognized and awarded. In 2015, as an example, the University of Guelph awarded the Environmental Services section of the Transportation and Infrastructure Planning Division the National Co-op Employer of the Year Award. Guelph students, along with faculty and staff, selected the City for

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this award for creating a successful experiential learning opportunity for University of Guelph cooperative education students.

The Region of Peel's Summer Jobs Challenge targets 150 youth ages 16-24 years old in Peel who would not otherwise have opportunities for employment and who are at high risk including receiving social assistance; living in a high risk neighbourhood; involved with child welfare and Juvenile Justice system; a non-student in transition and/or in school and has never been employed. Since 2015 the City has been committed to filling a minimum of ten positions each summer. Divisions from across the organization have participated in the program including the Corporate Services Commissioner's Office, Communications, Enforcement, Facilities and Property Management, Human Resources, Revenue and Materiel Management, Parks and Forestry, Recreation and Works and Operations and Maintenance. The program is fully funded by the Region of Peel and places youth in three main areas:

- Labour: e.g. painting, cleaning, planting, outdoor activities
- Administrative e.g. data entry, clerical, technical support
- Service e.g. direct delivery to the community including children, youth, older adults and families

The youth receive an orientation by the Region of Peel that includes briefings on health and safety, customer service and employer expectations. They will also meet regularly with their job coach during the summer to help them succeed in the workplace.

Other youth internship programs the City participates in include partnerships with the YMCA and the Peel Children's Aid Society.

### **Persons with Disabilities**

The City has had an ongoing partnership with Community Living Mississauga (CLM) for many years related to both program participation and internships. CLM's Student Work Experience Program (SWEP) will locate supported work for participants 16 years of age and older, on a paid or unpaid basis, in a setting consistent with their career choices. The focus of the program is on work experience, opportunities for inclusion, and tasks that develop work-related skills and increase independence. Over the five years the City has partnered with CLM in the SWEP program 27 individuals have participated in placements. This is a program the City hopes to continue to expand and will be considering how to secure additional funding in order to pay the participants in the program.

Other internship programs for persons with disabilities the City participates in include partnerships with Gordon Graydon High School specifically for students with Autism.

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## **Provincial Apprenticeship Programs**

The City also participates in formal apprenticeship programs (Certificate of Qualifications) recognized by the Province of Ontario through the Ministry of Advanced Education and Skills Development. Historically, an Electrical apprenticeship program was offered and currently apprenticeships for Truck and Coach Technician, Automotive Service Technician and the new Parts Technician Program are in place or being considered in Works Operations and Maintenance. The newest apprenticeship program being supported is the Arborist apprenticeship program.

The Arborist Apprenticeship Program in Parks and Forestry has been created to meet the current and future demand for trained and skilled Arborists. There is a growing need for Arborists given the increasing number of invasive pests, extreme weather and the increasing recognition of the value of trees. This program provides existing temporary City staff with the opportunity to learn about and work in the field of arboriculture. Based on the requirements of the apprenticeship program, it takes approximately 6000 hours to become competent in the trade of Arborist, or approximately three years. That consists of 5,340 hours of on-the-job work experience and 660 hours of in-school training. As a sponsor of the apprentice the City provides the work experience and the apprentice becomes a contract employee of the City for three years. While working at the City the employee's wages are paid based on a predetermined schedule. The first two Arborist apprenticeships will begin in January 2018.

## **City Developed Internship Programs (Engineer in Training)**

Recently, the Transportation and Works Department developed an Engineer in Training program in order to meet current and future needs for skilled engineers. The primary driver for this program is to address the large number of employees eligible to retire. The goal of the program is to provide recent engineering graduates with a broad range of experience in the municipal engineering field so that at the end of their four year rotation, through three of the Transportation and Works Divisions, candidates will have the knowledge and expertise to take on roles within the organization. This in turn will ensure that the Department has the capacity, flexibility and expertise to continue to provide high quality service. There are currently four employees in the program.

In 2015 and 2016, interns were asked to provide feedback to the City about their work experience through an optional survey. All of the respondents rated their internship as either an excellent or very good learning experience. Some of the comments that were received included:

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- “I learned quite a bit on how the City runs its Traffic Signals. This is something no course in school would be able to provide. The information and practices I learned in my position were very informative and I believe have helped me grow as a Civil Engineering candidate.”
- “I had a great time here at the City of Mississauga. I did the work I came here to do and I enjoyed it. The work was meaningful, I learned a lot about myself as a person and I couldn't have hoped for a better experience on my first co-op term. But the most satisfying part was the staff here. Everyone is so friendly and very welcoming. Everyone in my department was there for me when I needed clarification or help of any kind. They would ask how I am doing and if I needed more jobs to do. They made me feel so welcome and I will be sad to go.”
- “I have never worked in a formal office setting before. I worked with a great group of people who made this experience enjoyable every day. I was assigned tasks that once completed, gave me a sense of accomplishment and my co-workers never failed to let me know how great of a job I did. Overall, it was a very rewarding experience.”
- “The most satisfying part of my co-op experience was the exposure I got to the different departments and the work they conduct. It helped me develop a better understanding of potential future career options and learn more about the planning field.”
- “Having multiple opportunities to provide my input and being a contributor to projects. Not having my opinion disregarded because I'm a student. Being given many opportunities to experience other jobs and being allowed to explore across the department to see other duties.”

There is also support for informal work experiences at the City. The City's Job Shadowing program welcomes members of the public as well as current employees who are interested in learning about a job and/or the organization to “shadow” or observe a City employee during their work day. Participants do not have any assigned functions during their observation and can participate in a total of seven hours of job shadowing. Where possible, employees can conduct job shadowing on work time with approval of their supervisor. If that is not possible, job shadowing time is unpaid and still requires approval of the participant's supervisor.

Internships and job shadowing experiences are currently managed by Human Resources staff. Internships are coordinated centrally in Talent Management while Management while departmental Human Resources teams carry out recruitment and manage ad hoc requests for work experience. In some cases, Managers are successfully coordinating internship experiences on their own; for example, when they have long term relationships with internship programs in colleges or universities or there is a niche internship; for example, in support of persons with disabilities.

## Financial Impact

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

## Conclusion

The talent pool is getting smaller and organizations' needs for specific skills are growing. The need for different sourcing methods along with a variety of sources of talent is essential to filling talent needs. Interns represent one stream of talent that is positive for both the individual and the employers. There are currently over 60 ongoing partnerships with institutions and organizations where the City is supporting interns with several of them receiving provincial and national awards. Opportunities for new internships will continue to come up and be explored. As the City moves ahead with its Talent Management Strategy, including the Diversity and Inclusion Strategy, internships and partnerships to enhance work experiences for a wide variety of job seekers will continue to be a priority.



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Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Lori Kelly, Senior Manager, Talent Management

# City of Mississauga

## Corporate Report



Date: 2015/09/25

To: Chair and Members of General Committee

From: Paul Mitcham, P. Eng, MBA, Commissioner of  
Community Services

Originator's files:  
PO.11.DUN

Meeting date:  
2017/10/18

### Subject

**Authority to enter into negotiations to assess the potential sale of City-owned lands located at 1620 Dundas Street West (Erindale Community Hall), Ward 7**

### Recommendation

1. That the Commissioner of Community Services be authorized to enter into discussions with Erindale Village Inc., to consider the potential adaptive reuse of the Erindale Community Hall and to present a proposal to the Heritage Advisory Committee that demonstrates how the Heritage Designated Structure can be appropriately integrated without compromising the character of building.
2. That Realty Services be authorized to enter into negotiations with Erindale Village Inc., including securing all required due diligence reports and to assess the prospective sale of Erindale Community Hall located at 1620 Dundas Street West to the abutting property owner as outlined in the Corporate Report dated September 25, 2017, from the Commissioner of Community Services.

### Report Highlights

- Erindale Community Hall is protected as a designated property under Part IV of the Ontario Heritage Act and any alternations to the building would be subject to the review and approval of the Heritage Advisory Committee and Council.
- Erindale Village Living Inc., owner of 1646 Dundas Street West has indicated an interest in acquiring the neighbouring City-owned Erindale Community Hall (Appendix 1).
- Erindale Village Living Inc. has made an application to amend the City's Official Plan and Zoning By-law through application OZ 16/009 to permit a 7-storey apartment building with 131 residential units.

- Erindale Village Living Inc. has indicated that should they be permitted to purchase City-owned lands, they propose an adaptive reuse of Erindale Community Hall in a manner that will be acceptable to the Heritage Advisory Committee.
- Erindale Village Living Inc. would provide a privately owned outdoor public space that would be available for the public to use as parkland, by way of the provision of an easement in favour of the City.
- In a letter dated September 10, 2017, the Erindale Village Association Land Use Advisory Group requested that Erindale Community Hall be transferred back to the Erindale Village Association. (Appendix 2). The Hall was transferred from the Association to the City in 2012 at a cost of approximately \$45,000 to cover their accumulated debt and to date the City has invested approximately \$225,000 in capital repair and maintenance. The building is in good general condition.
- In order to determine the viability of retention or sale of the property at 1620 Dundas Street West, a comprehensive review of heritage implications and property value, to be undertaken by the City, must be initiated and assessed.
- Should it be appropriate to declare the property surplus to municipal needs, staff would seek authority for disposition through a subsequent report to Committee.

## Background

Having an approximate area of 0.259 hectares (0.64 acres), Erindale Community Hall is a heritage designated property known municipally as 1620 Dundas Street West and is located on the southwest corner of Dundas Street West at the intersection of Mindemoya Road (see Appendix 2).

### Heritage Designated Hall

The original Community Hall was destroyed by fire in 1919 and the existing building constructed in 1928 as a replacement. Washrooms and an entry foyer were added in the 1950's resulting in the present 2-level building having a gross floor area of approximately 460 square metres (4,951 square feet). Recognizing the cultural value of the building, it was designated under Part IV of the Ontario Heritage Act on March 28, 2012 through By-law 048-2012 (see Appendix 3 for elevations). Through the Heritage Designation, the property is protected from alteration and any requested alterations to the building would be subject to the review and approval of the Heritage Advisory Committee and Council.

### **City Acquisition of Erindale Community Hall Property**

In late 2012, the property was purchased by the City at the request of the Erindale Community Hall Association for a sum of approximately \$45,000, plus HST and applicable taxes, to address outstanding loans and expenses.

The building is subject to a licence agreement between the City of Mississauga and the non-profit, Old Erindale Homeowners Association until November 19, 2017. The associated licence of two-dollars (\$2.00) obliges the community association to maintain financial responsibility for any damages resulting from their use and telephone charges (among other matters). In addition to the responsibility of long-term maintenance as the owner of the property, the City has a responsibility to maintain a comfortable temperature during business hours, access to washrooms, and the payment of gas, hydro, water and sewer utilities.

### **Capital Costs and Maintenance**

In 2013, the City spent \$225,000 to upgrade the building for fire safety, to repair the heating ventilation and air conditioning system (HVAC), to complete roof and building envelope repairs and interior painting. Subsequent to initial repairs undertaken between 2013 and 2016 the City has spent approximately \$15,000 on demand building maintenance. Required future capital maintenance costs are known to be significant and include parking resurfacing (\$100,000); repair/waterproofing of walls (\$40,000); window replacement (\$21,000); and as of yet unknown expenses associated with barrier free accessibility and replacement of the water/sewer services.

### **Use and Operating Costs**

Based upon rental information maintained by the City, the facility was used for an average of 105 paid events a year from 2014 to 2016. The events were relatively small having an average of 17 attendees for a period of 4 hours per event. After expenses, the provision of the facility for these events results in an operating loss to the City of \$4,175 per year.

### **Development Proposal for 1646 Dundas Street West**

The lands to the immediate west of the Hall, municipally identified as 1646 Dundas Street West, are subject to an application (OZ 16/009) to amend the City's Official Plan and Zoning By-law to permit a 7-storey residential apartment building.

Erindale Village Living Inc., as owner of the lands, contacted the Commissioner of Community Services on July 14, 2017 indicating their interest in purchasing Erindale Community Hall and incorporating the property into their development application, proposing restoration of the building for commercial purposes and further, provision of a publically accessible privately owned open space that would be available for the public to use as parkland, by way of the provision of an easement in favour of the City at the south end of the property (see Appendix 1).

This letter was referred to staff for review by Council at the September 13, 2017 Council meeting through Resolution 0141-2017. Although not stated in the letter, it is presumed that the extension of the proposed development into City owned lands offers the developer additional flexibility related to their development proposal.

Should the City entertain the sale of the property to Erindale Village Living Inc. and the acquisition were to proceed, the developer would subsequently be required to revise their development application to include the Erindale Community Hall property. The development application would then proceed through the development approvals process, whereby the application would be formally presented to the public at Planning and Development Committee (PDC). The current application has not yet been presented at PDC. The Director of Design and Development was consulted in the drafting of this report.

### **Erindale Village Association Land Use Advisory Group**

In a letter dated September 10, 2017, the Erindale Village Association Land Use Advisory Group requested that Erindale Community Hall be transferred back to the Erindale Village Association. The Group has publicly stated their opposition to the development proposal at 1646 Dundas Street West. In their letter to Council, the Erindale Village Association Land Use Advisory Group suggests that in transferring the building and property to the group it will allow for the protection of the Hall from any alterations and will preserve the building per policies in the Mississauga Official Plan. This letter was also referred to staff for review by Council at the September 13, 2017 Council meeting.

Detail on the proposal was not provided with respect to how the Erindale Village Association would cover the costs to maintain and operate Erindale Community Hall going forward, or how they would compensate the municipality for the investments made into the property to date since the acquisition in 2012.

## **Comments**

The City of Mississauga's acquisition of Erindale Community Hall in 2012 was completed at the request of the Erindale Community Hall Association. The Association had outstanding debts of approximately \$45,000 including property taxes that it requested relief from. The City agreed to cover the outstanding debts and provide the Old Erindale Homeowners Association with a five year license agreement at a nominal rate through November 2017, which would allow the group to continue to meet to conduct their business.

While it is not typically the City's practice to dispose of City Assets, the proposal put forward by Erindale Village Inc. has merit, given the timing of their development proposal, the impending expiration of the license agreement, minimal use by the community and substantial ongoing

costs to maintain and operate the hall. Further, the proposal for incorporation of the Community Hall lands into the development, will take a sensitive look at how the Erindale Community Hall property can be appropriately incorporated into a development plan. This review will look at the viability of what is being proposed as part of the development application, the need to protect the heritage designated structure and the community benefits that would be received from the sale of the property.

With respect to the heritage implications of the proposal by Erindale Village Inc., a preliminary analysis by the City's Culture and Heritage Planning Staff suggests that the proposal is reasonable in that the building would only be slightly moved on site and the relocation and raising of the building to the present day height of Dundas Street West would have the benefit of improving the vistas to the building.

There are concerns with respect to the feasibility of moving the building within the site, but the developer has identified a reputable building mover with significant experience in moving heritage buildings in the Greater Toronto Area. Additional benefits of the transfer would include the potential that the building uses being considered could open it to a greater number of visitors that could experience the building than currently being served.

In addition to the financial and heritage benefits that would be realized from the disposal of the property, the development proposal will endeavour to remove an existing asphalt parking lot and in its place, provides a landscaped publicly accessible, privately owned green space on the current site that will include benches, trees, walkways and a play structure to serve the residents of Erindale Village that currently travel across Dundas Street West to Erindale Park to access a play structure.

### **Next Steps**

Additional due diligence is required prior to finalizing a recommendation to committee and council. This includes consideration for the Erindale Village Inc. proposal, as well as the proposal put forward by the Erindale Village Association Land Use Advisory Group.

The Community Services Department will work with Erindale Village Living Inc. to consider the adaptive reuse of the Community Hall. A report identifying the proposal will be presented at the Heritage Advisory Committee (HAC). Direction provided by the HAC will be considered when determining the future use of the Erindale Community Hall and property.

Further, pursuant to Corporate Policy 05-04-01 being the Acquisition and Disposal of Interests in Real Property policy, Realty Services staff will commission an appraisal report to be prepared by an independent accredited appraiser to prepare an estimate of the fair market value of the City-owned lands at 1620 Dundas Street West in contribution to the lands at 1646 Dundas Street West and as a standalone property. It is proposed that the cost of this appraisal report will be shared equally with Erindale Village Living Inc. The City has the authority to deal

specifically with Erindale Village Inc. on the basis of that the highest and best use (and therefore the highest market value) of the Erindale Community Hall property, is considered to be in contribution to the adjoining property at 1646 Dundas Street West. To confirm the highest and best use of the property, the appraiser will be instructed to complete an in depth investigation.

The Assessment will consider the impact of the proposed public park easement contemplated over the south half of the 1620 Dundas West parcel, the value that the parcel offers as an addition to the development and the value as an existing standalone building.

In the event that agreement is reached with Erindale Village Living Inc. or a decision is made to transfer the building back to the Erindale Village Association, we will report to Council with details of the proposed transaction and will request authorization to enter into an Agreement of Purchase and Sale.

With respect to the proposal by the Erindale Village Association Land Use Advisory Group, given the limited information provided in the Group's letter to the City, it will be important to understand if the Erindale Village Association would be interested in the property and what their capacity would be to take on its operation and further, how the City would be reimbursed for costs expended to date. Staff will undertake engagement with the Association in concert with the Local Ward Councillor to better understand if this is an option.

Should a decision be made to proceed to dispose of the Erindale Community Hall property for incorporation into the Erindale Village Inc. development proposal, Erindale Village Inc. would amend their planning application with the City.

## Financial Impact

The report seeks authority to negotiate for the potential sale of the subject property. As part of the negotiation, the financial impact will be assessed through an independent fair market value appraisal coordinated by Realty Services. Should the City sell the property future capital and operating costs would be avoided.

## Conclusion

Erindale Village Living Inc. and the Erindale Village Association Land Use Advisory Group have both approached the City about the potential sale or transfer of Erindale Community Hall. There is merit in considering the applications given the financial implications of operating and monitoring the building. Staff will endeavour to review the proposals as presented by each group, consider community benefit, review the heritage implications of the proposed sale and adaptive reuse of the building as part of a larger development proposal, and undertake a value appraisal of the property and building.

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Originators files: PO.11.DUN

Should it be appropriate to declare the subject property as surplus, staff will provide the details of disposition through a subsequent report to General Committee.

## Attachments

Appendix 1: Letter as received from Erindale Village Living Inc. dated July 14, 2017

Appendix 2: Letter as received from Erindale Village Association Land Advisory Group dated September 10, 2017.

Appendix 3: Location Map

Appendix 4: 1620 Dundas Street West - Elevations



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Paul Mitcham, P. Eng, MBA, Commissioner of Community Services

Prepared by: Eric Lucic, Manager, Park Planning

## Appendix 1

**ERINDALE VILLAGE LIVING INC.**

8888 Keele St., Unit #1  
Vaughan, Ontario  
L4K 2N2

July 14, 17

Paul Mitcham  
Commissioner, Community Services  
City of Mississauga

**Re: Erindale Village Community Hall**

Dear Mr. Mitcham,

We are the owners of the lands located at 1646 Dundas Street W., Mississauga (the "Project Lands").

As you are aware, we submitted an application for an amendment to the Official Plan and Zoning Bylaw for the Project Lands during the fall 2016.

We are now interested in acquiring the property located at 1642 Dundas Street W. (the "Heritage Property"). We understand that the City of Mississauga is the legal owner of the Heritage Property. This is the site where the Erindale Village Community Hall is located (the "Heritage Building").

Please note that it is our intention to acquire the Heritage Lands for the following reasons:

- a) we will re-position the Heritage Building so that it will be raised upwards to match the grade of Dundas Street and Mindemoya Street. We will also shift the building closer to Dundas Street so that it will be more visible as a heritage feature in the community. Currently, the Heritage Building sits in a recessed section of land which does not generate sufficient prominence of the building for public view;
- b) we will renovate, improve and restore the Heritage Building so that it will be revitalized in the community. Currently the building does not garner regular utilization by the public. Upon the completion of the restoration program, the building will be available for sale or lease to a business operator (which could include the Piatto Restaurant for example). This will give the building a practical function and will enable the heritage aspects of the building to be better appreciated by the community in the long term as a sustainable public use;
- c) we will create a beautifully landscaped public space and courtyard behind the Heritage Building which can be used and enjoyed by the local residents and other members of the public in posterity; and
- d) we seek to amend our application for the Project Lands so that the proposed condominium building can be extended onto the Heritage Property.

We are not familiar with the procedure to be followed when seeking to acquire public lands. We therefore request your guidance as to the necessary steps. However, please note that we are very anxious to move this process forward since our overall development program and strategy will be in limbo until we find out whether the proposed transaction herein will materialize.

We will look forward to hearing from you as to the form and method of agreement of purchase and sale.

Yours Truly,

**ERINDALE VILLAGE LIVING INC.**

A handwritten signature in blue ink, appearing to read 'Sharief Zaman', with a stylized flourish extending to the right.

Per: Sharief Zaman A.S.O.

cc. Ed Sajecki

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City of Mississauga  
**Additional Agenda**



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## **Council**

### **Date**

September 13, 2017

### **Time**

9:00 a.m.

### **Location**

Council Chamber, 2<sup>nd</sup> Floor Civic Centre  
300 City Centre Drive, Mississauga, ON L5B 3C1

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#### **14. CORRESPONDENCE**

- 14.1.13 Letter dated September 10, 2017 from the Erindale Village Association Land Use Advisory Group with respect to a request to transfer the Erindale Community Hall property back to the Erindale Village Association.

Recommend Receipt

#### **21. CLOSED SESSION**

- 21.3. Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board: **Litigation – Verbal Update.**

September 10, 2017

**Councillor Nando Iannicca, Ward 7**

City of Mississauga

300 City Centre Drive

Mississauga, Ontario L5B 3C1

Dear Councillor:

**RE ERINDALE COMMUNITY HALL / CULTURAL HERITAGE BUILDING**

During the last couple of meetings with you and our Erindale Village Association Land Use Advisory Group, you stated that you would be willing to transfer back to the Erindale Village Association, the ownership of the Erindale Community Hall property. Please be advised that we are asking you to proceed with this transfer as soon as possible.

Can you please confirm that this will be done immediately and that you will expedite the transaction? By having the property owned by Erindale Village Association, it will protect our Village Cultural Heritage Property from any alterations and will preserve it as indicated in policy 7.4.1.1 of the Mississauga Official Plan (MOP). It will also allow our Village to maintain MOP policy 7.4.1.2 that states that "Mississauga will discourage the demolition, destruction or inappropriate alteration or reuse of cultural heritage resources."

Thank you for your conformation of the transfer of the Erindale Community Hall and allowing the Erindale Village Association to protect our Cultural Heritage Property, which is so widely used by our Village residents.

Yours truly,

**Erindale Village Association Land Use Advisory Group**

Brad Schneller, 2542 Jarvis Street, Mississauga, 56 year Village Resident

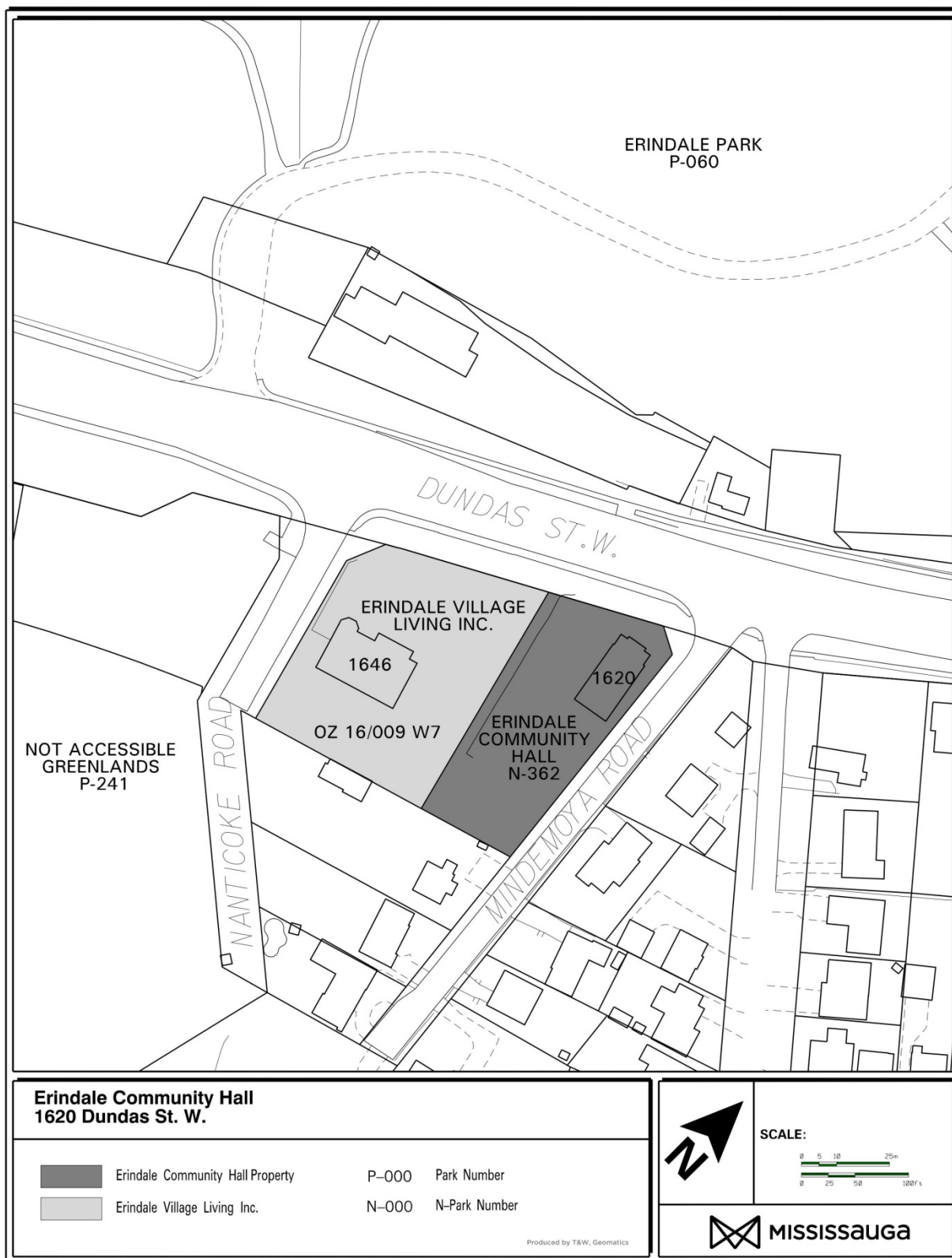
David MacRae, 2551 Jarvis Street, Mississauga, 30 year Village Resident

Terry Murphy, 1502 Adamson Street, Mississauga, 35 year Village Resident

Paul Barrett, 2552 Mindemoya Road, Mississauga, 32 year Village Resident

Peter Langdon, 2560 Robinson Street, Mississauga, 3 year Village Resident

# Appendix 3



I:\cadd\Projects\ReportMaps\175693 Erindale Community Hall Location Map\_RPT\_Vector

## Appendix 4

**Eastern Elevation****Western Elevation****Southern Elevation****Northern Elevation****1620 Dundas St. W. Existing Elevation**

**REPORT 2-2017**

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Museums of Mississauga Advisory Committee presents its second report for 2017 and recommends:

MOMAC-0005-2017

That the update on the Museums of Mississauga as outlined in the Memorandum dated September 1, 2017 from Stuart Keeler, Manager and Chief Curator, be received for information. (MOMAC-0005-2017)

**REPORT 7 - 2017**

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Environmental Action Committee presents its seventh report for 2017 and recommends:

EAC-0039-2017

That the deputation and associated presentation by Jill Goldie, Project Manager, Park Development, Ian Dance and Mark Hillmer, Dillon Consulting Limited with respect to Port Credit Harbour West Parks be received.

(EAC-0039-2017)

EAC-0040-2017

That the deputation and associated correspondence by Kathryn Ogiltree with respect to illegal plastic signage be received.

(EAC-0040-2017)

EAC-0041-2017

That the deputation and associated presentation by Joe Perrotta, Director, LRT Project Office, and Tim Lai, Manager, LRT Stakeholder Communications with respect to Hurontario Light Rail Transit (LRT) be received.

(EAC-0041-2017)

EAC-0042-2017

That the deputation and associated presentation by Julius Lindsay, Climate Change Specialist with respect to Climate Change be received.

(EAC-0042-2017)

EAC-0043-2017

That the Environmental Action Committee Work Plan be approved, as amended, as discussed at the October 3, 2017 meeting of the Environmental Action Committee.

(EAC-0043-2017)

EAC-0044-2017

That Council is requested to approve up to \$300 for the costs associated with the Environmental Action Committee November 7, 2017 Appreciation Breakfast.

(EAC-0044-2017)

EAC-0045-2017

1. That the EAC Environmental Actions Summary be received for information.
2. That a review of the EAC Environmental Actions Summary take place at all future meetings of the Environmental Action Committee.

(EAC-0045-2017)

**REPORT 10 - 2017**

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Mississauga Cycling Advisory Committee presents its tenth report for 2017 and recommends:

MCAC-0040-2017

That the Mississauga Cycling Advisory Committee expresses their very best wishes to Irwin Nayer, Vice-Chair, Citizen Member, who was hit by a vehicle while cycling and sustained very serious injuries.

(MCAC-0040-2017)

MCAC-0041-2017

That the memorandum dated September 26, 2017 from Jelmer Stegink, Active Transportation Consultant, Marketing and Education, entitled Tour de Mississauga 2017 Debrief, be received.

(MCAC-0041-2017)

MCAC-0042-2017

That the memorandum dated September 26, 2017 from Jelmer Stegink, Active Transportation Consultant, Marketing and Education, entitled 2017 Mississauga Bike Challenge Debrief, be received.

(MCAC-0042-2017)

MCAC-0043-2017

That the memorandum dated September 20, 2017 from Matthew Sweet, Active Transportation Coordinator, entitled Quarterly Capital Program Update, be received.

(MCAC-0043-2017)

MCAC-0044-2017

That the memorandum dated September 5, 2017 from Jelmer Stegink, Active Transportation Consultant, Marketing and Education, entitled Cycling Safety & Sidewalk Cycling and the attached Halton Regional Police Services Share the Road Presentation, be received.

(MCAC-0044-2017)

MCAC-0045-2017

That the verbal update from Matthew Sweet, Active Transportation Coordinator, with respect to the Burnhamthorpe Road East Study Area, be received.

(MCAC-0045-2017)

MCAC-0046-2017

That the verbal update from Matthew Sweet, Active Transportation Coordinator, with respect to the Cycling Master Plan Update, be received.

(MCAC-0046-2017)

MCAC-0047-2017

1. That the email dated September 25, 2017 from Anne Milochik, entitled Cycling in Mississauga, be received for information.
2. That staff from Active Transportation be requested to respond to Anne Milochik with respect to comments outlined in the email dated September 25, 2017 from Anne Milochik.
3. That the Cycling Master Plan Working Group be requested to consider comments as outlined in the email dated September 25, 2017 from Anne Milochik.

(MCAC-0047-2017)

MCAC-0048-2017

That the verbal update from Matthew Sweet, Active Transportation Coordinator, with respect to Mississauga Moves, be received.

(MCAC-0048-2017)

MCAC-0049-2017

1. That the Business Insider article, entitled Opening your car door using the Dutch Reach, dated September 12, 2017, be received.
2. That staff from Active Transportation be requested to consider this matter for inclusion in the Cycling Safety Strategy.

(MCAC-0049-2017)