



GENERAL ISSUES COMMITTEE REPORT 21-018

9:30 a.m.

Wednesday, September 22, 2021

Due to COVID-19 and the Closure of City Hall, this meeting was held virtually.

Present: Mayor F. Eisenberger, Deputy Mayor T. Jackson (Chair)
Councillors M. Wilson, J. Farr, N. Nann, S. Merulla, E. Pauls,
J. P. Danko, B. Clark, M. Pearson, B. Johnson, L. Ferguson,
A. VanderBeek, J. Partridge

Absent: Councillor T. Whitehead – Leave of Absence
Councillor C. Collins – Personal

THE GENERAL ISSUES COMMITTEE PRESENTS REPORT 21-018, AND RESPECTFULLY RECOMMENDS:

1. **Equity, Diversity and Inclusion Framework (HUR19019(b)) (City Wide) (Item 8.1)**
 - (a) That the Senior Leadership Team be directed to implement the following:
 - (i) Equity, Diversity, and Inclusion (EDI) Framework, as outlined in Appendix “A” attached to Report HUR19019(b);
 - (ii) EDI Roadmap and Implementation Plan, as outlined in Appendix “A” attached to Report 21-018; and,
 - (iii) Ensure their respective staff are required to attend the mandatory training, outlined in Recommendation (b,) to be delivered to Council members, the Senior Leadership Team, all Supervisor and above employees, and Union Executive Leadership in 2022 and 2023, in accordance with the timelines outlined in Appendix “B” to Report 21-018;

- (b) That Human Resources staff be directed to source suitable training from an external provider(s) on Equity, Diversity, and Inclusion, relating to such elements including, but not limited, to anti-racism, anti-oppression, unconscious bias, and inclusionary best practices as outlined in Appendix "C" attached to Report 21-018
- (c) That an amount not to exceed \$200,000, to be funded from Tax Stabilization Reserve Account #110046, to facilitate the Equity, Diversity and Inclusion 2022 and 2023 training and continued consultant organizational and leadership assessments, be approved; and,
- (d) That the equivalent of three (3) FTEs (a Senior Project Manager, full-time permanent; an EDI Business Partner, full-time permanent; and, a Training Coordinator, temporary full-time for a two-year period), to be added to the Human Resources Division, to provide the necessary resources and structure to support the Equity, Diversity, and Inclusion Roadmap and Implementation Plan, at a an estimated cost of \$396,870.14 annually, be approved and to be funded through the Tax Stabilization Reserve for 2021 and incorporated into the City Manager's 2022 Operating Maintenance budget;
- (e) That Human Resources staff be directed to source options for systems/process enhancements to support Diversity and Inclusion data metric dashboard requirements;
- (f) That staff be directed to revise the Equity, Diversity, and Inclusion (EDI) Toolkit to ensure alignment with the EDI Framework and Implementation Plan and introduce as a staff resource in 2022;
- (g) That staff be directed to report back to the General Issues Committee by December 31, 2022 with a status update respecting the Equity, Diversity and Inclusion Roadmap and Implementation Plan; and,
- (h) That the matter respecting the Equity, Diversity and Inclusion Framework be considered complete and removed from the General Issues Committee's outstanding business list.

2. COVID-19 Recovery Framework (CM21003) (City Wide) (Item 8.3.a.)

That Report CM21003, respecting the COVID-19 Recovery Framework, be received.

3. Hamilton@Work - Future Work Models (HUR21007) (City Wide) (Item 8.3.b.)

That Report HUR21007, respecting the Hamilton@Work - Future Work Models, be received.

4. Return to Workplace Strategy (PED21181) (City Wide) (Item 8.3.c.)

That Report PED21181, respecting the Return to Workplace Strategy, be received.

5. Costs of Accessibility for Ontarians with Disabilities Act (AODA) Exclusions Listed in Report PW18064 (HUR21010) (City Wide) (Item 10.1)

That Report HUR21010, respecting the *Costs of Accessibility for Ontarians with Disabilities Act (AODA) Exclusions Listed in Report PW18064*, be received.

6. Workforce Development - McMaster Humanities Career Apprenticeship Program (PED21174) (City Wide) (Item 10.2)

- (a) That the Humanities Career Apprenticeship Program Collaboration Agreement, attached as Appendix "D" to Report 21-018, be approved with such other terms and conditions deemed appropriate by the General Manager of the Planning and Economic Development Department, and in a form satisfactory to the City Solicitor;
- (b) That the City Solicitor be authorized and directed to complete any related or ancillary steps set out in the Humanities Career Apprenticeship Program Collaboration Agreement, attached as Appendix "D" to Report 21-018, including authorizing an extension of the Term; and,
- (c) That the Mayor and City Clerk be authorized and directed to execute a Humanities Career Apprenticeship Program Collaboration Agreement, attached as Appendix "D" to Report 21-018, together with any ancillary documentation required, in a form satisfactory to the City Solicitor.

7. Business Improvement Advisory Committee Report 21-008, September 14, 202 (Item 10.3)

(a) Waterdown Business Improvement Area Expenditure Request (Item 11.1)

That the expenditure request from the Waterdown Business Improvement Area, in the amount of \$5,581.91 for the purchase and maintenance of 49 hanging baskets, to be funded from the Community Improvement Plan (CIP) Contribution Program (BIA Payments Account 815010-56905), be approved.

8. Review of Area Rating Methodologies (FCS21078) (City Wide) (Item 10.4)

That Report FCS21078, respecting the Review of Area Rating Methodologies, be received.

9. Advisory Committee for Persons with Disabilities Report 21-009, September 14, 2021 (Item 10.5)

(a) Correspondence from Andrea McDowell, City of Hamilton, respecting Invitation to Climate Change Impact Adaptation Plan - Vision, Goals and Objectives Workshop (Added Item 4.1)

(i) That the correspondence from Andrea McDowell, City of Hamilton, respecting an Invitation to the Climate Change Impact Adaptation Plan - Vision, Goals and Objectives Workshop, be received; and,

(ii) That Mark McNeil, or another designated Committee member, be approved to represent the Advisory Committee for Persons with Disabilities at the Climate Change Impact Adaptation Plan - Vision, Goals and Objectives Workshop.

(b) Authorization for Advisory Committee for Persons with Disabilities Member to Submit a Delegation Request to the Hamilton Municipal Heritage Committee (Item 6.1(c))

That Paula Kilburn and Tom Manzuk (alternate) be authorized to submit a delegation request to the Hamilton Municipal Heritage Committee, on behalf of the Advisory Committee for Persons with Disabilities, respecting the integration of accessibility in heritage properties.

(c) Printing and Distribution of Advisory Committee for Persons with Disabilities' 2022 Disability Awareness Calendar (Added Item 6.3(b))

WHEREAS, the Advisory Committee for Persons with Disabilities' 2022 Disability Awareness Calendar was approved by the General Issues Committee on September 8, 2021 (see Item 3 of General Issues Committee Report 21-017 for reference), and will be before Council for ratification on September 15, 2021;

WHEREAS, the Disability Awareness Calendar generates awareness to a wide variety of annual health, disability awareness and inclusion campaigns and includes various disability awareness dates and commemorative observance days, weeks and months;

WHEREAS, International Day of Persons with Disabilities is being observed on December 3, 2021; and,

WHEREAS, in lieu of a public event due to the ongoing COVID-19 pandemic, the Advisory Committee for Persons with Disabilities would like to celebrate International Day of Persons with Disabilities by distributing hard copies of the 2022 Disability Awareness Calendar to various stakeholders for the purposes of highlighting the diversity of all disabilities and the special events designated to inform the public about them;

THEREFORE, BE IT RESOLVED:

That the costs, to an upset limit of \$300, for printing and distributing 100 copies of the Advisory Committee for Persons with Disabilities' 2022 Disability Awareness Calendar, to be funded from the Advisory Committee for Persons with Disabilities 2021 Budget, be approved.

(d) Funding for American Sign Language (ASL) Interpreting Services for Transportation Virtual Collaborative Roundtable (Added Item 6.4(b))

WHEREAS, Council approved the Transportation Working Group of the Advisory Committee for Persons with Disabilities to organize and host a virtual collaborative roundtable meeting in 2021, with key stakeholders and staff experts, to discuss changes and challenges to public transportation in Hamilton during the pandemic and beyond (see Item 6(a) of General Issues Committee Report 21-010 for reference);

WHEREAS, the City of Hamilton's virtual meeting software was approved for an upgrade to implement closed captioning and live streaming through

the City's website for all Advisory Committee meetings through the acquisition of an additional encoder from eSCRIBE Software Ltd. (see Item 4 of Audit, Finance and Administration Committee Report 21-008 for reference); and,

WHEREAS, if the virtual meeting software upgrade isn't completed in time to allow for closed captioning of the virtual collaborative roundtable meeting, then American Sign Language (ASL) interpreting services will help to ensure that the meeting is accessible to deaf and hard of hearing audience members;

THEREFORE, BE IT RESOLVED:

That the Advisory Committee for Persons with Disabilities allocate funding to an upset limit of \$1,000 from their 2021 budget to support the cost of two American Sign Language (ASL) Interpreters for the Transportation Virtual Collaborative Roundtable scheduled for Thursday, October 14, 2021.

(e) Presenters List for the Advisory Committee for Persons with Disabilities (Item 12.3)

(a) Invitation to David Lepofsky to Present to the Advisory Committee for Persons with Disabilities

WHEREAS, David Lepofsky is a life-long disability rights advocate, blind lawyer, and Chair of the Accessibility for *Ontarians with Disabilities Act Alliance*; and,

WHEREAS, in 2005, the Ontario Government passed the *Accessibility for Ontarians with Disabilities Act (AODA)* to make Ontario accessible by 2025;

THEREFORE, BE IT RESOLVED:

That David Lepofsky be invited to attend the November 9, 2021 meeting (or earliest meeting thereafter) of the Advisory Committee for Persons with Disabilities to discuss the current activities of the *Accessibility for Ontarians with Disabilities Act Alliance* and the progress being made towards a fully accessible Ontario by 2025.

10. Disposition of City-Owned Industrial Land (PED20086(b)) (Ward 11) (Item 14.2)

- (a) That an Amendment (to the transaction approved in Report PED20086(a)) for the sale of City-owned land shown in Appendix "A" and described in Appendix "B" attached to Report PED20086(b), substantially on terms and conditions outlined in Appendix "B" attached to Report PED20086(b), and on such other terms and conditions deemed appropriate by the General Manager, Planning and Economic Development Department, be approved;
- (b) That the General Manager, Planning and Economic Development Department, or designate, acting on behalf of the City as land owner, be authorized and directed to provide any requisite consents, approvals and notices related to any applications for land use approval related to the Disposition of City-Owned Industrial Land;
- (c) That staff be authorized and directed to allocate all proceeds from the Disposition of City-Owned Industrial Lands to the Employment Land Banking Principal Project Account No. 47702-3621750302, in accordance with the Financial implications section of Report PED20086(b), and that the sum of \$99,723 be funded from Dept. ID Account No. 59806-3621750302 and credited to Dept. ID Account No. 59806-812036 (Property Purchases and Sales) for recovery of expenses including appraisal, due diligence, property management and real estate and legal fees;
- (d) That the City Solicitor be authorized and directed to complete the Disposition of City-Owned Industrial Land on behalf of the City, including paying any necessary expenses, amending the closing, due diligence and other dates, and amending and waiving terms and conditions on such terms as considered reasonable;
- (e) That the Mayor and City Clerk be authorized and directed to execute any necessary documents respecting the Disposition of City-Owned Industrial Land, in a form satisfactory to the City Solicitor; and,
- (f) That Report PED20086(b), respecting the Disposition of City-Owned Industrial Land, remain confidential until final completion of the real estate transaction.

11. Acquisition of Industrial Land (PED21173) (Ward 11) (Item 14.3)

- (a) That an Option to Purchase, scheduled to close on or before December 16, 2021, to purchase the industrial lands shown on Appendix "A" attached to Report PED21173, and described in Appendix "B" to Report PED21173, based substantially on the Major Terms and Conditions outlined in Appendix "B" to Report PED21173, and such other terms and conditions deemed appropriate by the General Manager of Planning and Economic Development Department, be approved and completed;
- (b) That the General Manager, Planning and Economic Development Department, or designate, acting on behalf of the City as land owner, be authorized and directed to provide any requisite consents, approvals and notices related to any applications for land use approval related to the Acquisition of Industrial Land;
- (c) That staff be authorized to fund the Acquisition of Industrial Land from the Employment Land Banking Principal Project Account No. 59259-3621750302, in accordance with the Financial implications section of Report PED21173, and that the sum of \$168,168 for recovery of expenses including appraisal, due diligence, property management and real estate and legal fees be funded from 59806-3621750302 and credited to 59806-812036 (Property Purchases and Sales);
- (d) That the City Solicitor be authorized and directed to complete the Acquisition of Industrial Land on behalf of the City, including paying any necessary expenses, amending the closing, due diligence and other dates, and amending and waiving terms and conditions on such terms as considered reasonable;
- (e) That the Mayor and City Clerk be authorized and directed to execute any necessary documents respecting the Acquisition of Industrial Land, in a form satisfactory to the City Solicitor;
- (f) That Report PED21173, respecting the Acquisition of Industrial Land, remain confidential until final completion of the Real Estate transaction.

12. Disposition of City-Owned Industrial Land (PED21170) (Ward 12) (Item 14.4)

- (a) That an Offer to Purchase, for the sale of City-owned land shown in Appendix "A" attached to Report PED21170 and described in Appendix "B" attached to Report PED21170, substantially on terms and conditions outlined in Appendix "B" attached to Report PED21170, and on such other terms and conditions deemed appropriate by the General Manager, Planning and Economic Development Department, be approved;

- (b) That the General Manager, Planning and Economic Development Department, or designate, acting on behalf of the City as land owner, be authorized and directed to provide any requisite consents, approvals and notices related to any applications for land use approval related to the Disposition of City-Owned Industrial Lands;
- (c) That staff be authorized and directed to allocate \$210,136 of the proceeds from the Disposition of City-Owned Industrial Lands to Dept. ID Account No. 59806-812036 (Property Purchases and Sales) for recovery of expenses including appraisal, due diligence, property management and real estate and legal fees, and \$2,771,257.43 of the net proceeds, after other closing costs, be transferred to Project ID Account No. 47702-3621507501 Cormorant Road Extension, and the remaining proceeds to Project ID 3561850200 (Property Purchases and Sales), in accordance with the City's Proceeds of Sale policy;
- (d) That the City Solicitor be authorized and directed to complete the agreements required for the Disposition of City-Owned Industrial Lands on behalf of the City, including paying any necessary expenses, amending the closing, due diligence and other dates, and amending and waiving terms and conditions on such terms as considered reasonable;
- (e) That the Mayor and City Clerk be authorized and directed to execute any necessary documents respecting the Disposition of City-Owned Industrial Lands, in a form satisfactory to the City Solicitor; and,
- (f) That Report PED21170, respecting the Disposition of City-Owned Industrial Lands, remain confidential until final completion of the real estate transaction.

13. Disposition of City-Owned General Industrial Property (PED21163) (Ward 3) (Item 14.5)

- (a) That the City's vacant property identified in Appendix "A" to Report PED21163, be declared surplus for sale in accordance with the City's Real Estate Portfolio Management Strategy Plan and the Sale of Land Policy By-law 14-204;
- (b) That an Offer to Purchase for the sale of the City's property identified in Appendix "A" attached to Report PED21163, based substantially on the Major Terms and Conditions outlined in Appendix "B" attached to Report PED21163, and such other terms and conditions deemed appropriate by the General Manager of Planning and Economic Development Department, be approved and completed;

- (c) That the net proceeds of the Disposition of City-Owned General Industrial Property be credited to Project ID Account No. 3561850200 (Property Purchase and Sales);
- (d) That the Real Estate and Legal fees of \$18 K be funded from Project ID Account No. 3561850200 (Property Purchase and Sales) and credited to Dept. ID Account No. 812036 (Real Estate – Admin Recovery);
- (e) That the City Solicitor be authorized to complete the transaction for the Disposition of City-Owned General Industrial Property, on behalf of the City, including paying any necessary expenses, amending the closing, due diligence and other dates, and amending and waiving terms and conditions on such terms deemed appropriate;
- (f) That the Mayor and City Clerk be authorized and directed to execute any necessary documents related to the Disposition of City-Owned General Industrial Property, in a form satisfactory to the City Solicitor; and,
- (g) That Report PED21163, respecting the Disposition of City-Owned General Industrial Property, remain confidential until final completion of the property transaction.

14. Personnel Matter (Item 14.6)

That the direction provided to staff in Closed Session, respecting the Personnel Matter, be approved.

FOR INFORMATION:

(a) APPROVAL OF AGENDA (Item 2)

The Committee Clerk advised of the following changes to the agenda:

10. ADDED DISCUSSION ITEM

- 10.5. Advisory Committee for Persons with Disabilities Report 21-009, September 14, 2021

13. ADDED GENERAL INFORMATION / OTHER BUSINESS

- 13.1. Amendments to the Outstanding Business List

13.1.a. Items to be removed:

- 13.1.a.b. Outline of the costs of the exclusions outlined in Report PW18064 (AODA) (Addressed as Item 10.1 on this agenda - Report HUR21010)

13.1.b. Proposed New Due Dates:

- 13.1.b.a. Election Expense Reserve Needs related to consideration of Internet Voting for the 2026 Municipal Election
Current Due Date: September 22, 2021
Proposed New Due Date: October 6, 2021

The agenda for the September 22, 2021 General Issues Committee meeting was approved, as amended.

(b) DECLARATIONS OF INTEREST (Item 3)

There were no declarations of interest.

(c) APPROVAL OF MINUTES OF PREVIOUS MEETING (Item 4)

(i) September 8, 2021 (Item 4.1)

The Minutes of the September 8, 2021 General Issues Committee meeting were approved, as presented.

(d) DELEGATION REQUESTS (Item 6)

(i) Louis Frapporti, Hamilton100 Commonwealth Bid Committee, respecting the 2030 Commonwealth Games (For the October 6, 2021 GIC) (Item 6.1)

The delegation request, submitted by Louis Frapporti, Hamilton100 Commonwealth Bid Committee, respecting the 2030 Commonwealth Games, was approved for the October 6, 2021 General Issues Committee meeting.

(e) STAFF PRESENTATIONS (Item 8)

(i) Equity, Diversity and Inclusion Framework (HUR19019(b)) (City Wide)
(Item 8.1)

Janette Smith, City Manager, introduced the presentation respecting Report HUR19019(b) - Equity, Diversity and Inclusion Framework.

The following parties continued with the balance of the presentation:

- Jodi Koch, Director of Talent and Diversity, City of Hamilton
- Antoine Mindjimba, People Advisory Services, Ernst & Young
- Peter Trevor, Subject Matter Expert, TWI Inc.
- Jackie Robinson, People Advisory Services, Ernst & Young
- Lora Fontana, Executive Director, Human Resources, City of Hamilton

The presentation, respecting Report HUR19019(b), Equity, Diversity and Inclusion Framework, was received.

Sub-section (d) to Report HUR19019(b), respecting the Equity, Diversity and Inclusion Framework, be deleted in its entirety and replaced with the following in lieu thereof:

- (d) ~~That the equivalent of three (3) FTE and associated budget be added to the complement of the Human Rights Division in the 2022 budget to provide necessary resources and structure to support the EDI Roadmap and Implementation Plan;~~
- (d) ***That the equivalent of three (3) FTEs (a Senior Project Manager, full-time permanent; an EDI Business Partner, full-time permanent; and, a Training Coordinator, temporary full-time for a two-year period), to be added to the Human Resources Division, to provide the necessary resources and structure to support the Equity, Diversity, and Inclusion Roadmap and Implementation Plan, at an estimated cost of \$396,870.14 annually, be approved and to be funded through the Tax Stabilization Reserve for 2021 and incorporated into the City Manager's 2022 Operating Maintenance budget;***

For disposition for this matter, please refer to Item 1.

(ii) COVID-19 Verbal Update (Item 8.2)

Jason Thorne, Director of the Emergency Operations Centre; and, Michelle Baird, Director of Public Health Services, Epidemiology Wellness and Communicable Disease Control, provided the verbal update regarding the COVID-19 pandemic.

The verbal update respecting COVID-19 was received.

(iii) COVID-19 Recovery Framework & Hamilton@work (Item 8.3)

Janette Smith, City Manager; Nenzi Cocca, Director of Human Resources Operations; and, Jason Thorne, Director of the Emergency Operations Centre, provided the PowerPoint presentation respecting the COVID-19 Recovery Framework & Hamilton@work.

The presentation, respecting the COVID-19 Recovery Framework & Hamilton@work, was received.

For disposition of these matters, please refer to Items 2, 3 and 4.

(f) GENERAL INFORMATION / OTHER BUSINESS (Item 13)

(i) Amendments to the Outstanding Business List (Item 13.1)

The following amendments to the General Issues Committee's Outstanding Business List were approved:

(1) Items to be removed (13.1.a.)

(aa) Correspondence from Lisa Burnside, CAO, Hamilton Conservation Authority-Hamilton Conservation Authority Board of Directors resolution related to acquisition of lands owned by the City of Hamilton, 263 Jerseyville Road West (Addressed at the August 9, 2021 GIC as Item 14.2 - Report PED21154) (13.1.a.a.)

(bb) Outline of the costs of the exclusions outlined in Report PW18064 (AODA) (Addressed as Item 10.1 on this agenda - Report HUR21010) (Item 13.1.a.b.)

(2) Proposed New Due Dates (Item 13.1.b.)

- (aa) Election Expense Reserve Needs related to consideration of Internet Voting for the 2026 Municipal Election (Item 13.1.b.a.)

Current Due Date: September 22, 2021

Proposed New Due Date: October 6, 2021

(g) PRIVATE & CONFIDENTIAL (Item 14)

(i) Closed Session Minutes – September 8, 2021 (Item 14.1)

- (a) The Closed Session Minutes of the September 8, 2021 General Issues Committee meetings were approved; and,
- (b) The Closed Session Minutes of the September 8, 2021 General Issues Committee meetings shall remain confidential.

The General Issues Committee moved into Closed Session respecting Items 14.2 to 14.6, pursuant to Section 9.1, Sub-sections (b) and (c) of the City's Procedural By-law 21-021 and Section 239(2), Sub-sections (b) and (c) of the *Ontario Municipal Act, 2001*, as amended, as the subject matters pertain to personal matters about an identifiable individual, including municipal or local board employees; and, a proposed or pending acquisition or disposition of land by the municipality or local board.

(h) ADJOURNMENT (Item 14)

There being no further business, the General Issues Committee adjourned at 5:54 p.m.

Respectfully submitted,

Tom Jackson, Deputy Mayor
Chair, General Issues Committee

Stephanie Paparella
Legislative Coordinator,
Office of the City Clerk

Summary of EDI Roadmap and Implementation Plan

- ▶ High level overview of the EDI Roadmap; inclusive of the recommended systemic initiatives and EDI cultural behaviours, and the implementation plan; inclusive of timelines and behavioural sprints



Summary of EDI Roadmap

Summary of systemic initiatives

Following data collection and analysis from multiple sources – EDI diagnostic survey, Leader Interviews, Focus Groups, and a Senior Leadership Team Workshop- the following **systemic initiatives** were recommended in the EDI Framework

1

Business Case

Create EDI business case to outline the benefits of EDI and how it impacts business performance and the City’s overall objectives

Key Activities

- Assemble the EDI business case team
- Define the business case
- Implement business plans and set up review cycle
- Communicate business case

2

Communications Plan

Create a organization-wide communications plan that includes an EDI calendar, campaign and community events

Key Activities

- Broadcast Leadership’s commitment to EDI
- Create EDI communications campaign strategy
- Create EDI communications calendar
- Spread awareness of EDI learning events

3

Structured Performance Management

Implement targeted approaches to help retain employees and progress all employees fairly

Key Activities

- Assemble performance management and career progression subcommittee
- Enhance performance appraisal process
- Create targeted talent development programs
- Enhance talent mapping and succession planning
- Measure impact

Summary of EDI Roadmap

Summary of EDI cultural behaviours

Following data collection and analysis from multiple sources – EDI diagnostic survey, Leader Interviews, Focus Groups, and a Senior Leadership Team Workshop- the following **EDI cultural behaviours** were recommended in the EDI Framework.

4

Leader Commitment

Improve Senior Leadership communication to better cascade priorities to various levels within the organization

Key Activities

- Engage team with EDI content
- Define behavioural sprint, implement, reflect and engage, report back and iterate

5

Inclusive Collaboration

Actively seek out opportunities to involve others and regularly seek feedback on how to team more inclusively

Key Activities

- Encourage Feedback
- Incorporate the use of inclusive language
- Break down silos
- Define behavioural sprint, implement, reflect and engage, report back and iterate

6

Better Recognize and Promote Employees

Lead with an open-mind to drive more employee recognition

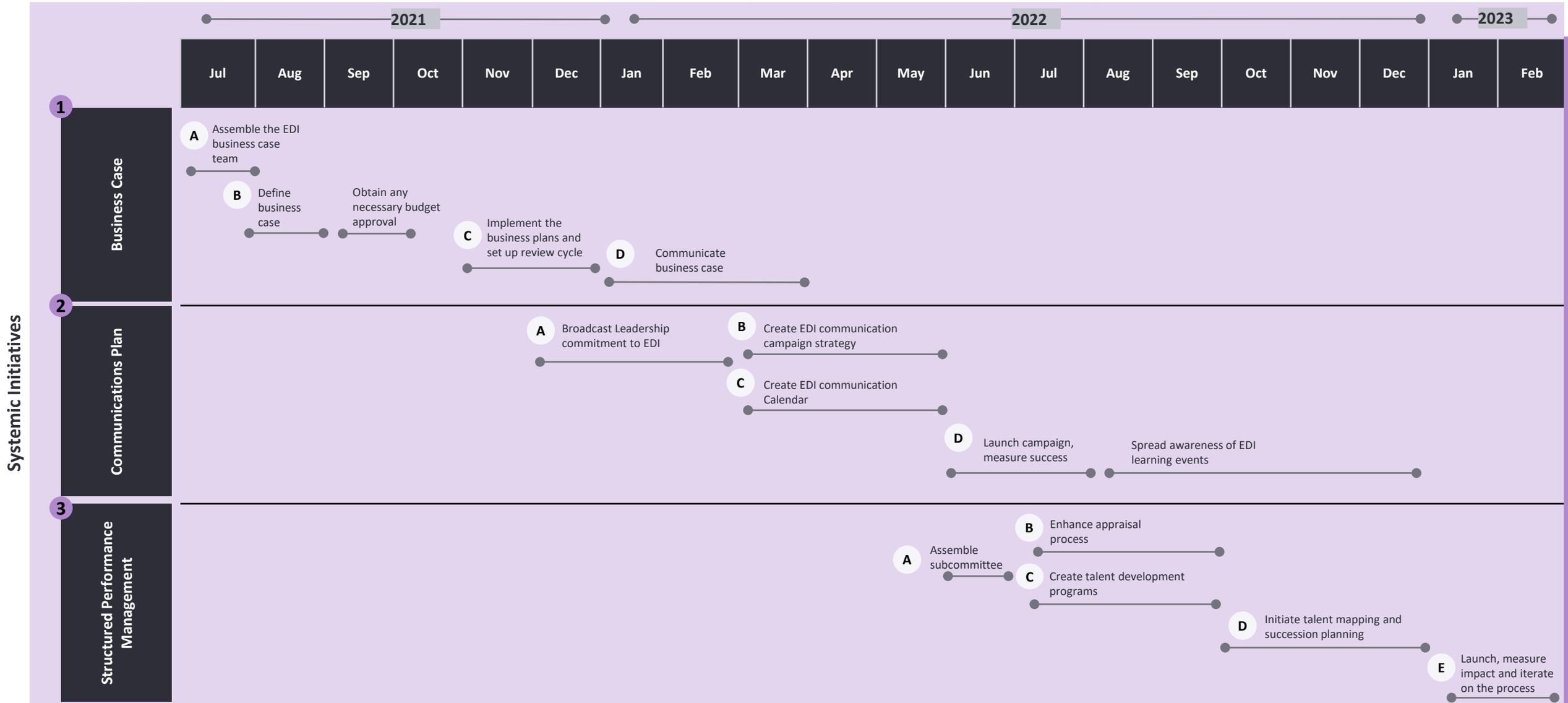
Key Activities

- Increase recognition
- Foster a work environment where varying opinions and ideas are welcome
- Define behavioural sprint, implement, reflect and engage, report back and iterate

Summary of Implementation Plan

Systemic Initiatives

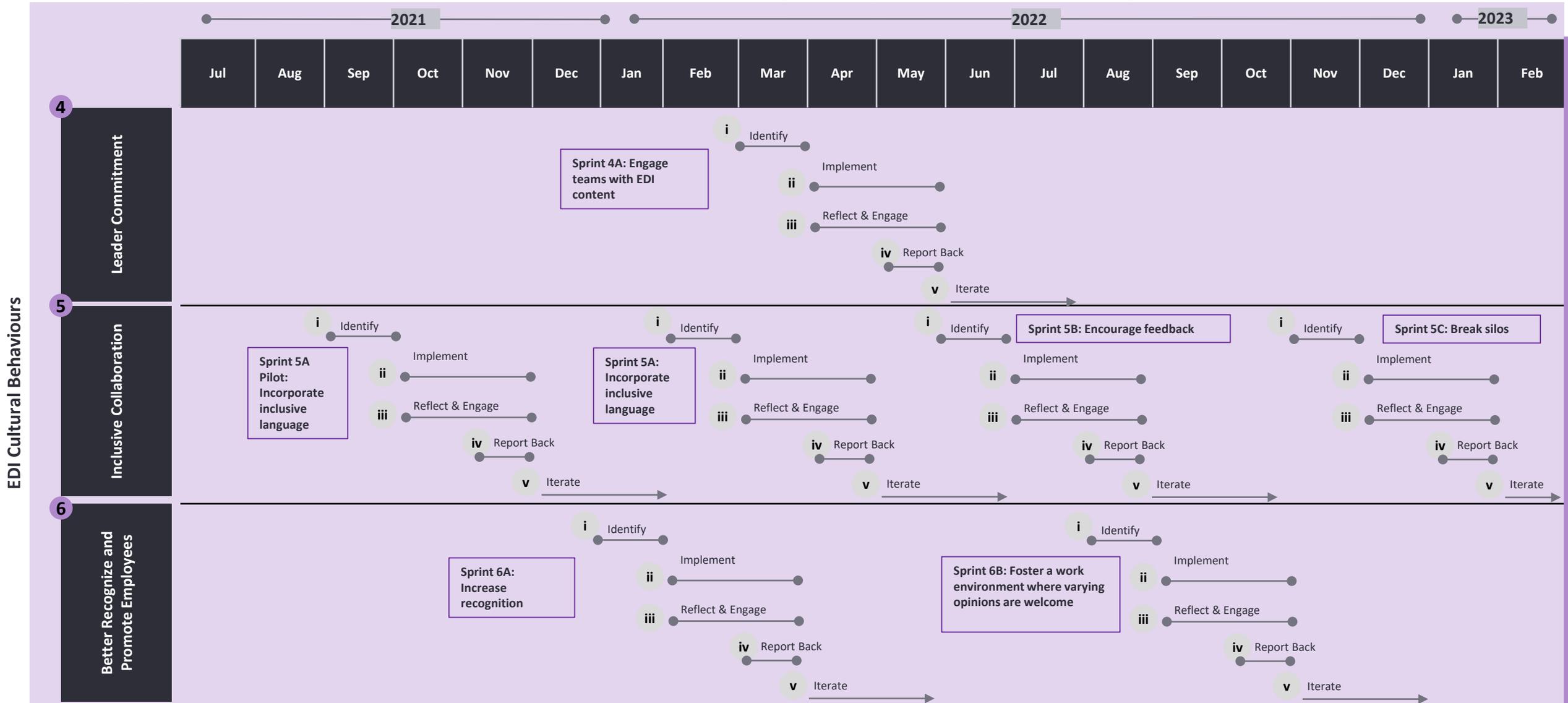
This roadmap presents a time-based set of systemic initiatives to execute towards achieving a more equitable, diverse and inclusive organizational culture.



Summary of Implementation Plan

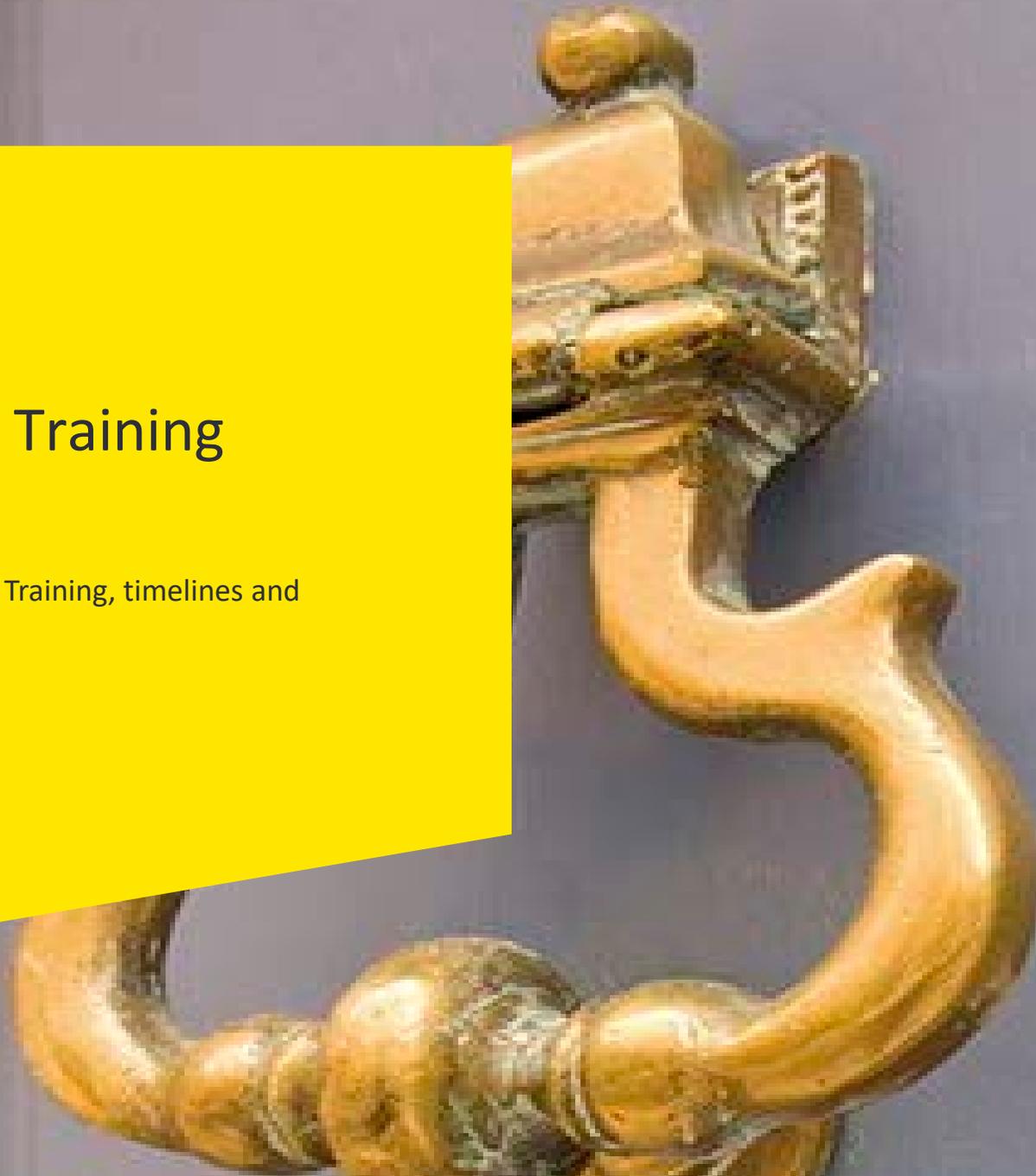
EDI cultural behaviours

This roadmap presents a time-based set of EDI cultural behaviours to execute towards achieving a more equitable, diverse and inclusive organizational culture.



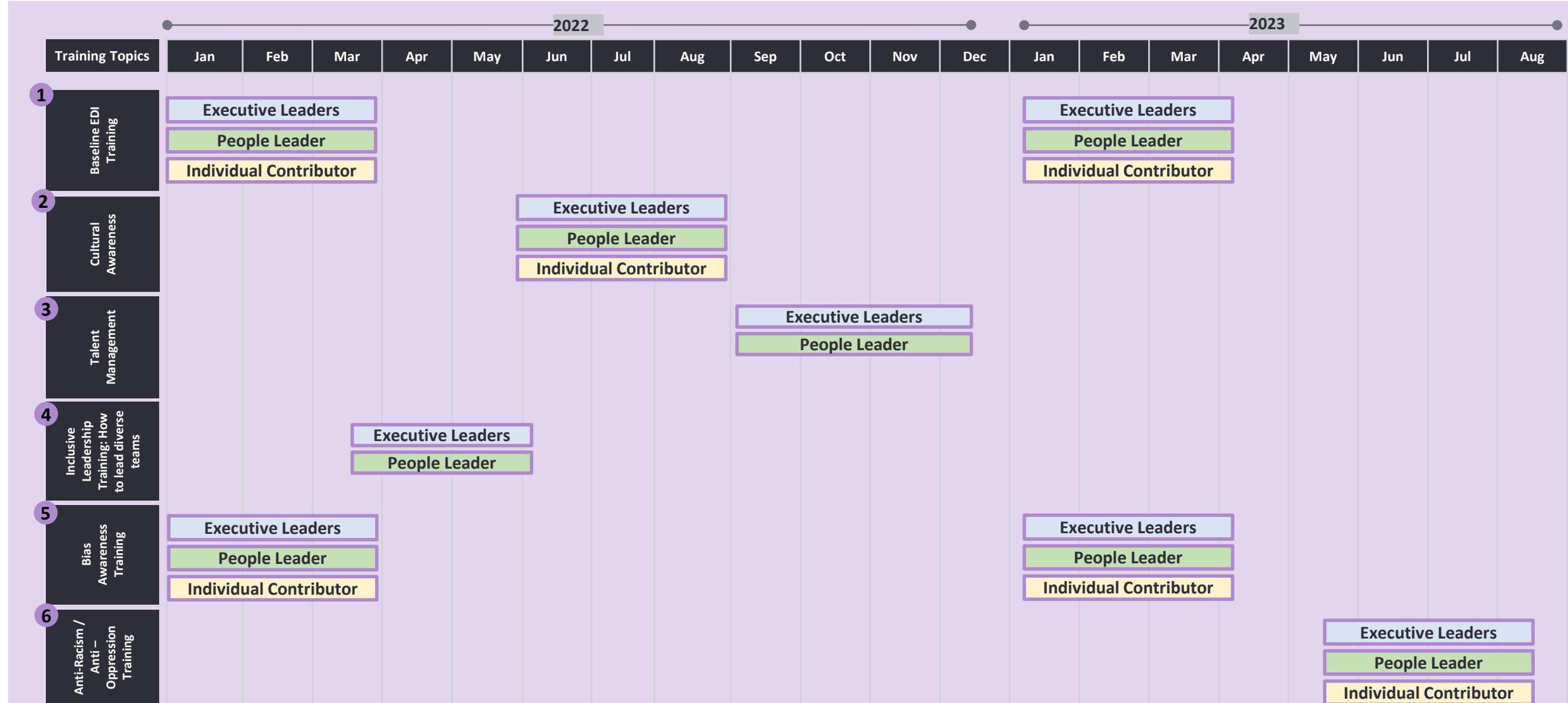
Summary of EDI Training Timeline

- ▶ High level summary of the EDI Training, timelines and delivery methods



Summary of EDI Training and Education Strategy Recommended training timeline

Included below is a recommended timeline to execute training on the various recommended topics from slide 15.



Summary of EDI Training and Education Strategy

- ▶ High level summary of the EDI Training and Education Strategy which includes recommended training topics, timelines and delivery methods



There are 3 major groups of stakeholders with different EDI journeys to consider. We recommend that each stakeholder group receive a mix of the following learning components to provide three types of learning, instilling a commitment to EDI with a sustainable change in behaviours.



Based on data collected with the EDI survey, Leader interviews, focus group sessions, and document review – it has been determined that a training focus in the following areas will have the greatest impact:

1. Baseline EDI Training

WHAT

- ▶ Intersectionality
- ▶ Inclusive Language
- ▶ Conflict Resolution
- ▶ Allyship and Bystander Intervention

WHO

- ▶ Executive Leaders
- ▶ People Leaders
- ▶ Individual Contributors



2. Cultural Awareness

WHAT

- ▶ Cultural Sensitivity
- ▶ Tools to reduce cross-cultural misunderstanding and encourage cross-cultural working relationships and community relations

WHO

- ▶ Executive Leaders
- ▶ People Leaders
- ▶ Individual Contributors



3. Talent Management

WHAT

- ▶ How to consider EDI within key talent processes; sourcing talent, attracting talent, hiring, training talent, performance management, succession, leaves of absence

WHO

- ▶ Executive Leaders
- ▶ People Leaders



4. Inclusive Leadership Training: How to lead diverse teams

WHAT

- ▶ Inclusive Leadership Behaviours
- ▶ Learning to listen and listening to learn
- ▶ Supporting employees undergoing a gender-affirming transition
- ▶ Empowering women
- ▶ Empowering minorities

WHO

- ▶ Executive Leaders
- ▶ People Leaders



5. Bias Awareness Training

WHAT

- ▶ Uncovering Unconscious bias – understand the various bias and how they might affect decision-making and interactions at work (ex. Name, Gender, The Halo Effect bias etc.)

WHO

- ▶ Executive Leaders
- ▶ People Leaders
- ▶ Individual Contributors



6. Anti-Racism/Anti-Oppression Training

WHAT

- ▶ Anti-Racism
- ▶ Privilege and Race Fluency
- ▶ Oppression and micro-aggressions

WHO

- ▶ Executive Leaders
- ▶ People Leaders
- ▶ Individual Contributors



Humanities Career Apprenticeship Program Collaboration Agreement

This AGREEMENT is effective as of _____ day of _____, 2021 (the "Effective Date")

BETWEEN:

CITY OF HAMILTON

(hereinafter called the "City")

- and -

MCMASTER UNIVERSITY

(hereinafter called the "University")

WHEREAS McMaster has established the Humanities Career Apprenticeship Program (the "Program");

AND WHEREAS the purpose of the Program is to assist recent University Faculty of Humanities graduates obtain their first post graduate job with an employer located in the City;

AND WHEREAS the Program is funded by a grant provided to the University by the Rottenberg Family Foundation;

AND WHEREAS the grant provided to the Program will be used as funding to pay a portion of the salary of a graduate who obtains employment with an employer as a result of the Program;

AND WHEREAS on [insert date], 2021 the Council of the City approved Item [insert number] the [insert name] Committee Report No. [insert number] thereby authorizing the City to enter into this Agreement and thereby authorized City Economic Development Division staff to promote the Program to employers within the City and refer them to the University for the purposes matching them with a recent graduate of the University's Faculty of Humanities;

NOW THEREFORE this Agreement witnesses that in consideration of the mutual covenants and agreements herein contained and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged by the Parties hereto, the Parties hereto covenant and agree as follows:

Article 1 – Interpretation

1.1 Definitions

In this Agreement and the recitals hereto unless something in the subject matter or context is inconsistent therewith:

- (a) **"GM"** means the City's General Manager of Planning and Economic Development;
- (b) **"FIPPA"** means the Freedom of Information and Protection of Privacy Act, R.S.O.
- (c) **"Humanities"** means the University's Faculty of Humanities;
- (d) **"Indemnified"** has the meaning ascribed to it in Section 7.1;
- (e) **"Initial Term"** has the meaning ascribed to it in Section 2;
- (f) **"MFIPPA"** means the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c.M.56;
- (g) **"PIPEDA"** means the Personal Information Protection and Electronic Documents Act, S.C. 2000, c. 5;
- (h) **"Program"** has the meaning ascribed to it in the Recitals;
- (i) **"Program Student"** means a student who has applied for and been approved by the University to participate in the Program and meets all the qualifications and requirements to participate in the Program;
- (j) **"Start-Up Employer"** means an employer who has been in operation for less than two (2) years and has less than five (5) employees;

1.2 Headings, Articles, Sections, Schedules

The division of this Agreement into articles and sections and the insertion of headings are for convenience of reference only and shall not affect the construction or interpretation of this Agreement. The term **"this Agreement"** refers to this Agreement in its entirety and not to any particular article, section or other portion of this Agreement and includes any agreement supplemental to this Agreement. Unless otherwise indicated, references in this Agreement to Articles, Sections, Recitals or Schedules are to Articles, Sections, Recitals and Schedules of this Agreement.

1.3 Gender and Number

If the context of this Agreement requires changes of gender and number, this Agreement shall be read such that words importing the singular number only shall include the plural and vice versa, words importing the masculine gender shall include the feminine and neuter genders and vice versa.

1.4 Statutory References

Any reference in this Agreement to any Law, or to any section of or any definition in any Law, shall be deemed to be a reference to such Law or section or definition as amended, supplemented, substituted, replaced or re-enacted from time to time.

1.5 Schedules

The following are the Schedules annexed hereto and incorporated by reference and deemed to be part hereof:

Schedule "A" – Program Employer Qualifications
Schedule "B" – Key Milestones and Important Dates
Schedule "C" – City's Timeline
Schedule "D" – Visual Identity Guidelines Standards and Approvers

The Schedules are attached to and form a part of this Agreement in the same manner and with the same effect whether or not they are included in the body hereof.

1.6 Recitals

All of the recitals preceding Article 1 of this Agreement are true and correct.

2. TERM

The initial term of this Agreement is one (1) year beginning on September 30, 2021 ("Initial Term"). Thereafter, it shall automatically renew for an additional year unless:

- (i) either Party provides sixty (60) days' prior written notice to the other of its intent not to renew this Agreement at the end of the current term; or
- (ii) the City does not consent to any changes to the program pursuant to Section 8.1.

In the event that Program funding ceases, this Agreement will terminate immediately.

3. Roles and Responsibilities

3.1 The University shall:

- (a) identify, communicate with, and recruit qualified students to participate in the Program. This activity includes but is not limited to developing and maintaining the page pertaining to the Program on the Humanities website, managing student contact list, and direct email advertising to students;
- (b) provide administration of the Program, including but not limited to overseeing Key Milestones and Important Dates identified on Schedule "B", arranging working group and advisory group meetings, ensuring accurate and timely communication between the Parties;
- (c) ensures job postings meet required the University standards and compliance with job safety

requirements;

- (d) act as the only contact for the Rottenberg Family Foundation;
- (e) communicate with the University Faculty of Humanities alumni and other friends of the university as required for the purposes of the Program which shall include but not be limited to recruiting and coordinating alumni mentors; and
- (f) confirm that employers referred by the City to the University meet the Program qualifications as described on Schedule “A” hereto.

3.2 The City’s obligations under this Agreement shall be limited to following:

- (a) promoting, in such manner and to such extent as determined by the GM in his sole discretion, the Program to Hamilton businesses that satisfy Program qualifications described in Schedule “A” attached hereto. The City shall consult the University in respect of the manner and extent of the promotion but agreement or consensus with the University is not required for the manner or extent of the City’s promotion. Start-up Employers will not be eligible for referral by the City or to participate in the Program;
- (b) forward all job postings and company information provided to the City to the University for promotion to Humanities students who have been approved by the University to participate in the Program; and
- (c) participate in all advisory, consultation and update meetings set out in Schedule “C” and provide outreach lists and employer engagement activities in accordance with the timeline as set out in Schedule “C”.

4. Program Funding

4.1 The Program will fund up to a maximum of 10, one-year apprenticeships for the Initial Term. The number of eligible positions may change from year to year by mutual agreement in writing from the City and the University. Funding will cover the salary of graduates for a period of four months, to a maximum of \$4,000 CAD per month, per student. The Program grant will be made to the University who will be required to fund all of the salaries for the selected graduates for the various four-month periods. Upon the placement of 10 eligible Humanities graduates during the Initial Term and upon the maximum number of placements agreed to by the City and University for each yearly extension thereafter the City’s obligations in Section 3.2 shall be suspended until the expiry of the period in which notice of termination of the automatic renewal provided for in Section 2 expires. The City shall not be responsible for any funding of the Program or any costs of the Program other than those incurred by the City in respect of its obligations described in Section 3.2.

3.2. The University shall be responsible for all costs incurred in respect of the Program, other than those incurred by the City in respect of its obligations described in Section 3.2.

5. Marketing and Communications

5.1 All publications and communications regarding the Program, by the University or the City shall have consistent messaging to achieve a cohesive image and brand for the Program.

5.2 The University shall be solely response for student recruitment communications and promotion. The City shall be solely response for employer recruitment communications and promotion

5.3 The Parties agree to:

- (a) Collaborate on marketing materials, particularly with respect to individual brand standards and procedures. Marketing materials shall be consistent with the Visual Identity Guidelines attached hereto as Schedule “D”. The guidelines in Schedule “D” do not amount to rules and rigid compliance with them is not expected.
- (b) Designate an individual, identified in Schedule “D” to approve of any final marketing materials or media releases.
- (c) Designate a spokesperson in the event of media interviews, all media requests must be communicated to all partners.

5.4 The City agrees not to do anything or permit anything to be done that uses, including but not limiting to, the University’s names, trademarks, logos, licenses, or copyright without the express written permission of the University. The City shall not use any information it may acquire with respect to the affairs of the University or its affiliates for its own purposes or for any purposes other than the promotion and administration of the Program. The City further agrees not to do anything or permit anything to be done that may damage the reputation of the University or which the University may reasonably deem to be damaging, including but not limited to its reputation, image, and or standing.

5.3 Similarly, the University agrees not to do anything or permit anything to be done that uses, including but not limiting to, The City’s names, trademarks, logos, licenses, or copyright without its the express written permission of The City. The University shall not use any information it may acquire with respect to the affairs of the department or its affiliates for its own purposes or for any purposes other than the promotion and administration of the Program. The University further agrees not to do anything or permit anything to be done that may damage the reputation of The City may reasonably deem to be damaging, including but not limited to its reputation, image, and or standing.

6. Confidentiality

6.1 For the purposes of this Section, “Confidential Information” means any information that is not in the public domain. The Parties acknowledge that they may receive Confidential Information about the other Party in the course of this Agreement. A Party, its employees, agents and contractors shall not divulge any confidential information about the other Party acquired in the course of this Agreement without the prior written consent of the other Party.

Furthermore, a Party shall not use any Confidential Information acquired in the course of this Agreement for any purposes other than those related to this Agreement, without specific written authorization by the other Party.

6.3 The University acknowledges and agrees that, in addition to any requirements under PIPEDA, the City is bound by the MFIPPA and that the Agreement and any information provided to the City in connection with the Project or otherwise in connection with this Agreement may be subject to disclosure in accordance with MFIPPA. The University shall assist and cooperate with the City in complying with the requirements of PIPEDA and MFIPPA.

6.4 The University shall collect, use, disclose, retain and dispose of Personal Information only in accordance with PIPEDA and FIPPA. The University shall limit the collection of Personal Information to that which is necessary for the University to participate in the Program, comply with this Agreement or satisfy its obligations under Law.

6.5 The agreements in Sections 6.1 to 6.3 shall survive the termination of this Agreement.

7. Indemnification

7.1 In addition to any liability of the University to the City under any provision of this Agreement the University covenants to indemnify and save, defend and hold harmless from time to time and at all times, the City, the City's employees, the City's elected officials and the City's agents (collectively the "City's Indemnified") from and against any and all claims, actions, causes of action, proceedings, interest, demands, costs (including legal fees and expenses), assessments in respect of required withholding losses, fees, expenses, injury, charges, damages, expenses, liabilities, losses and obligations of any kind that may be incurred by, or asserted against any of the Indemnified in connection with or arising out of this Agreement or the Program.

A certificate of the City or the amount of any such loss or expense shall be prima facie evidence as to the amount thereof, in the absence of manifest error.

7.2 The agreements in Section 7.1 shall survive the termination of this.

8. Program Changes

8.1 The University agrees to provide 60 days prior written notice to the City of any change to the Program. If the City does not consent to the change within 30 days of receiving the notice the Agreement shall terminate and all obligations of either Party under this Agreement shall cease.

9. Notices

9.1 Any notice or other communication required, desired or permitted under this Agreement shall be in writing and shall be effectively given if: delivered personally, sent by prepaid courier service, sent by registered mail to the following address or by electronic mail to the following email address:

In the case of McMaster University:
Chester New Hall, Room 112
1280 Main Street West
Hamilton, ON, L8S 4L9
Email: deanhum@mcmaster.ca
Attention: Pamela Swett, Dean, Faculty of Humanities

In the case of The City:
71 Main Street West, 7th Floor
Hamilton, ON, L8P 4Y5
Email: norm.schleehahn@hamilton.ca
Attention: Norm Schleehahn, Director, Economic Development

with a copy to:

City of Hamilton
City Manager's Office, Office of the City Clerk
71 Main Street West, 1st Floor
Hamilton, ON, L8P 4Y5

Attention: City Clerk

9.2 The University acknowledges that the title and address for the staff person at City to which notice must be provided may change from time to time and that it is the responsibility for the University to obtain the correct information prior to any notice being provided to the City to ensure that notice is provided in compliance with this Agreement. Any such notice or other communication shall be deemed to have been given and received on the day on which it was received by the Party to which it was sent.

9.3 Any Party may at any time change its address for service from time to time by giving notice to the other Parties in accordance with Sections 9.1 and 9.2.

10. Survival

10.1 Notwithstanding expiration or early termination of this Agreement, Sections 6, 7, 11 and 12 shall remain in effect indefinitely or, where a time limit is provided, in accordance with their terms.

11. General

11.1 Any provision of this Agreement which is prohibited or unenforceable in any jurisdiction shall not invalidate the remaining provisions of this Agreement and any such prohibition or unenforceability in any jurisdiction shall not invalidate or render unenforceable such provisions in any other jurisdiction.

11.2 This Agreement, the Schedules attached hereto and policies incorporated by reference constitute the whole agreement between the City and the University relating to the subject matter of this Agreement, and cancels and supersedes any prior agreements, collateral agreements, conditions, undertakings, declarations, commitments, covenants, warranties and representations, written or oral, in respect thereof.

11.3 No provisions of this Agreement shall be amended or altered except by further written agreement between the City and the University. No covenant or condition in this Agreement or any other Agreement shall be deemed waived or consented to by both Parties, unless such waiver or consent is in writing and signed by a person authorized by each Party. No Event of Default shall be deemed waived or consented to by a Party, unless such waiver or consent is in writing and signed by an authorized representative of the Party. Any waiver granted by a Party, shall be effective for the specific instance and for the purpose for which it was given and shall be deemed not to be a waiver of any rights and remedies of said Party under this Agreement as a result of any other default or breach under this Agreement. No waiver of a provision of this Agreement shall operate as a waiver of any other provision or of the same provision on a future occasion.

11.4 Time shall be of the essence in this Agreement.

11.5 This Agreement shall be binding upon and shall enure to the benefit of the City and the University and their respective successors and assigns.

11.6 A Party may not assign or transfer their rights and obligations under this Agreement without the prior written consent of the other Party and said consent may be arbitrarily withheld.

11.7 This Agreement is made pursuant to and shall be governed by and construed in accordance with the laws of the Province of Ontario, Canada.

11.8 Any power, right or function of the City, contemplated by this Agreement, may be exercised by the GM and her designate or agent.

11.9 The Council of the City or the governing body of any municipal agency, board or commission shall be admitted to any share or part of any contract, agreement or commission made pursuant to this Agreement or to any benefit arising therefrom, including, without limitation, any contract, agreement or commission arising from or related to the Program.

11.10 Nothing in this Agreement shall be construed as authorizing one Party to contract for or incur any obligation on behalf of the other or to act as agent for the other and nothing in this Agreement shall be construed to constitute the City and the University as partners, joint venturers, employee or agents of each other. The University agrees and acknowledges that the City does not represent or warranty the suitability or quality of any employer referred to the University pursuant to this Agreement.

12. COVID-19

12.1 The City and the University agree that the obligations of the City under the Agreement shall not be suspended as a result of COVID-19 unless the GM determines that COVID-19 causes conditions such that the City is unable to fulfill its obligations under the Agreement without compromising the health or safety of its employees, volunteers or agents. The City shall provide notice in accordance with Section 9.1 and 9.2.

THIS AGREEMENT was executed by the Parties as follows:

THE CITY
Norm Schleeahn
Director, Economic Development

Signature _____ Date _____

McMASTER UNIVERSITY
Pamela Swett
Dean, Faculty of Humanities

Signature _____ Date _____

Schedule “A”

Program Employer Qualifications

Employer Requirements:

- A working location (office) within the Hamilton area is required
- A minimum 12-month contract must be offered
- The employer must provide meaningful employment and opportunities for career development for the apprentice
- Job opportunities must meet a minimum salary of \$35K
- Public sector organizations are eligible to participate and receive the grant if the roles being filled are new positions
- The employer should be in business for a minimum of 2 years (i.e. no start-ups);
- Minimum company size of 5+ employees will be considered.
- Posting, application and selection process will begin in December each year, commencing 2020, and positions must begin in May the following year, commencing 2021.

Schedule “B”

Key Milestones and Important Dates

(Dates may alter slightly from year to year based on mutual agreement)

September

September 29 Program information session

October

October 21 Student preparation session – Resumes
TBD Employer engagement event

November

November 10 Student preparation session – Cover Letter
November 18 Student preparation session – Resumes

December

December 18: Preferred deadline for employer posting

January

January 14 Program information session
January 15 Final deadline for employer posting
January 18 Postings open for student applications
January 20 Student preparation session – Resumes
January 29 Student preparation session – Cover Letter

February

February 2 Student preparation session – Interviews
February 12 Student application deadline
February 22 – March 12 Interviews take place
February 25 Student preparation session – Interviews

March

March 19 Employer/student ranking deadline
March 31 Employer/students notified of rank/match result and
students receive position offers

April

April 5	Deadline for students to accept position offers
April 6	Employers notified of student response to offers
April 6 – 23:	Student onboarding meetings

May

May 3:	Placements commence Schedule “C”
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City’s Timelines

The City is a member of the Humanities Apprenticeship Program Advisory Group, participates in discussions and provides information focused on strategies and engagement with Hamilton’s business community. The following outlines the City’s timelines (dates may alter slightly from year to year based on mutual agreement and program dates):

September

September 29	Program information session and media launch
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October – November

October 1 - November 30	Employer outreach to targeted sectors/companies
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December

December 18	Preferred deadline for employer posting
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January

January 15	Final deadline for employer posting
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Schedule “D”

Visual Identity Guidelines and Approvers

McMaster University

Approver: Allison Mullin, Manager of Communications, Faculty of Humanities

All marketing materials for the Program must adhere to the McMaster Branding Policy and Style Guide (<https://brand.mcmaster.ca/>).

Economic Development Division, City of Hamilton

Approver: Michael Marini, Coordinator Marketing

DRAFT