



FINANCE AND LABOUR RELATIONS COMMITTEE ADDENDA

Adoption of Addenda to the Finance and Labour Relations Agenda:

Motion by

THAT the Addenda to the Finance and Labour Relations Committee Agenda dated December 9, 2024, be added to the agenda as printed to include the following:

6.2 Budget Deliberations Continued

6.2.1 Management Report – DEI Staffing (FIN24-037)

Attachment – Management Report “DEI Staffing” (FIN24-037)

Motion by

Staff Recommendation: THAT the City of Stratford retain two FTE positions and maintain the current operating budget to effectively implement and sustain these strategic initiatives.

6.2.2 Management Report - Late Night Extended Transit Service and Cost Per Rider Additional Information (FIN24-038)

Attachment – Management Report “Late Night Extended Transit Service and Cost Per Rider Additional Information” (FIN24-038)

Motion by

Staff Recommendation: THAT the report titled, “Late Night Extended Transit Service and Cost Per Rider Additional Information” (FIN24-038), be received for information.



MANAGEMENT REPORT

Date: December 9, 2024
To: Finance and Labour Relations Sub-committee
From: Kevin Bonnell, Manager of Inclusion, Equity and Indigenous Initiative
Report Number: FIN-037
Attachments: None

Title: Report on Diversity, Equity, and Inclusion (DEI) Staffing in Ontario Municipalities

Objective: To present an analysis of the DEI work done at the City of Stratford to date and share staffing levels across Ontario municipalities, demonstrating the necessity for the City of Stratford to maintain the current two full-time equivalent (FTE) positions dedicated to DEI initiatives.

Background: The City of Stratford Values Belonging and Inclusion: we take action to make everyone feels welcome in our community. We celebrate and embrace diverse cultures including our local Indigenous Peoples. We create inclusive environments by continually asking who isn't at the table and how we can invite them to participate. The City of Stratford has been proactive in implementing DEI initiatives, including the Diversi-Tea Group, the Islamophobia Guide, and the New Resident Guide. These programs have been instrumental in fostering an inclusive community. A recent motion proposed by Councillor Wordofa suggested reducing DEI staffing to one part-time staff. This report aims to provide evidence supporting the need for at least two full-time DEI positions by examining staffing practices in comparable Ontario municipalities.

The City of Stratford is dedicated to fostering an inclusive and accessible community for all residents. Central to this commitment is the Accessibility Advisory Committee (AAC), which advises City Council on matters related to the identification, removal, and prevention of barriers, thereby enhancing accessibility within municipal programs and services.

Complementing the AAC's efforts, the City has established the Inclusion, Diversity, Equity, and Accessibility (IDEA) Committee, an internal equity resource group. The IDEA Committee focuses on cultivating an inclusive workplace culture, promoting diversity, and ensuring equitable access to opportunities and resources for all employees. By integrating DEI principles into the City's operations, the IDEA Committee plays a crucial role in creating a more inclusive environment for both staff and the broader community. Through the collaborative efforts of the AAC and the IDEA

Committee, Stratford actively works towards a more inclusive and accessible environment, ensuring that all employees and community members have equitable opportunities to participate and thrive.

Integrating DEI into organizational development and wellness is pivotal for fostering a supportive work environment. Such integration enhances employee well-being by promoting a sense of belonging and respect and creates a culture of psychological safety for all employees, which in turn boosts engagement and productivity. Moreover, organizations that prioritize DEI are more successful in attracting and retaining diverse talent, as inclusive cultures appeal to a broader range of candidates and encourage employee loyalty. By embedding DEI principles into their core strategies, organizations not only advance social equity but also drive innovation and sustainable growth. These principles support hiring practices that are representative of the community served. By aligning DEI principles with organizational goals, the City of Stratford strengthens its capacity to build a resilient and engaged workforce, ensuring sustainable success and community trust, overall addressing recruitment and retention.

Analysis: Prevalence of DEI Positions in Ontario Municipalities:

Many Ontario municipalities have recognized the importance of DEI by establishing dedicated positions:

- Town of Ingersoll
 - Staffing: Adding an HR staff member to manage and action the DEI portfolio.
 - Budget: DEI and Accessibility Advisory Committee allocated \$5,000 each.
 - Support: Our division has provided support for the creation of their work plan.
- Township of Centre Wellington
 - Budget: No dedicated DEI budget.
 - Initiatives: Expression of interest for an in-house DEI committee.
 - Staffing: DEI co-op student managing external DEI responsibilities.
- County of Essex
 - DEI Initiatives: No formal DEI efforts or budget currently in place.
- Elgin County
 - Collaboration: Joint DEI programming with Elgin County.
 - Focus: Programming spearheaded by Elgin County, with support from Central Elgin.
 - Upcoming Initiatives: DEI education and training planned for the next year.
 - Support: Our division has provided support for the creation of their work plan.

- Norfolk County
 - Upcoming Work: Preparing a Request for Proposal (RFP) to develop a DEI conclusion.
- Municipality of Clarington
 - Staffing: Has an IDEA (Inclusion, Diversity, Equity, and Accessibility) Officer.
- County of Huron
 - Staffing: One dedicated DEI staff person.
- City of Woodstock
 - Budget: No specific DEI budget line.
 - Staffing: Added a new HR Director to oversee DEI work as part of broader responsibilities.
 - Plan: Developing a strategic plan for DEI.
- District Municipality of Muskoka: Recruited a Diversity, Equity & Inclusion (DEI) Coordinator to support multiple District-led committees and initiatives promoting inclusion, diversity, equity, anti-racism, anti-hate, and Indigenous Reconciliation within the District and the broader community.
- Town of Caledon: Appointed a Coordinator, Culture and Engagement (Diversity, Equity & Inclusion) to lead corporate culture change and community outreach initiatives, ensuring that diversity and inclusion strategies are embedded within core processes and day-to-day operations across the town.
- City of St. Catharines: Appointed a Manager of Diversity, Equity, and Inclusion to develop and implement a community-focused DEI framework.
- Niagara Region: Established a Manager of Diversity, Equity, and Inclusion to support the implementation of the DEI Action Plan and provide related recommendations.
- City of London: Created an Anti-Racism and Anti-Oppression Division with several full-time roles, including a director and multiple coordinators.
- City of Kitchener: Formed an Equity, Anti-Racism, and Indigenous Initiatives Team comprising full-time coordinators and project leads.
- City of Toronto: Maintains an Equity, Diversity, and Inclusion Office with multiple full-time positions, including managers and consultants.
- City of Guelph: Implemented DEI initiatives with full-time staff focusing on workplace and community inclusion strategies.
- Region of Durham: Established a Diversity, Equity, and Inclusion Division with full-time roles managing regional DEI strategies.
- City of Kingston: Developed the IIDEA Division, including full-time positions for inclusion, diversity, equity, and accessibility.
- City of Mississauga: Created an Equity and Inclusion Office with several full-time roles, including a DEI director and policy advisors.
- City of Ottawa: Established an Anti-Racism Secretariat with full-time staff advancing the city's anti-racism framework.

Accessibility Compliance and Coordination:

Under the Accessibility for Ontarians with Disabilities Act (AODA), the City of Stratford demonstrates its commitment to accessibility through coordinated efforts that include its Accessibility Advisory Committee (AAC) and Multi-Year Accessibility Plan. The AAC, a mandated advisory body, plays a vital role in overseeing the plan, producing annual status reports, and ensuring progress toward accessibility goals. The DEI team supports these efforts by acting as subject matter experts, providing accountability, and embedding accessibility standards across City projects and initiatives. Additionally, Stratford has adopted its own Facility Accessible Design Manual (FADM) in 2021, setting a local standard for accessibility in City-led developments, though it remains optional for non-City projects. The FADM, which must be reviewed and updated every five years, reflects Stratford's proactive approach to accessibility and further underscores the City's dedication to fostering an inclusive and barrier-free community.

Rationale for Multiple DEI Positions:

- **Comprehensive Program Implementation:** Multiple DEI staff members enable the development and execution of extensive programs addressing various community needs.
- **Community Engagement:** Dedicated staff can effectively engage with diverse community groups, fostering trust and collaboration.
- **Policy Development and Training:** A robust DEI team can create inclusive policies and conduct training sessions for municipal employees and the public.
- **Addressing Systemic Barriers:** Multiple positions allow for a focused approach to identifying and dismantling systemic barriers within municipal operations and the broader community.
- **Support and Collaboration:** Having at least two DEI professionals provides a safe space for navigating systemic barriers, sharing ideas, and reflecting on practices, thereby enhancing the effectiveness of DEI initiatives.

Impact of Reducing DEI Staffing:

- **Program Limitations:** Reducing DEI staffing to one part-time position will hinder the City's ability to maintain existing programs and develop new initiatives.
- **Decreased Community Support:** Limited staffing would result in reduced engagement with marginalized groups, potentially eroding community trust.
- **Inadequate Policy Oversight:** A single part-time staff member may struggle to effectively oversee and implement comprehensive DEI policies and training.
- **Reactive Approach:** Limiting DEI roles to a single part-time position would constrain the division to a reactive stance, addressing crises and issues as they arise, rather than proactively fostering an inclusive and equitable environment. This reactive approach can lead to a narrow and exclusive focus on the behavioral aspects of culture change, without tackling the root causes, structural

biases, and exclusive privileges in underlying policies, processes, and practices, thereby limiting the effectiveness of DEI efforts.

Community Engagement Projects

The City of Stratford has proactively implemented a series of community engagement initiatives aimed at promoting diversity, equity, and inclusion (DEI). These efforts are designed to foster a welcoming environment for all residents and address systemic barriers within the community. The success and sustainability of these initiatives are significantly enhanced by the presence of two full-time DEI professionals. With two full-time staff, the City can design and execute extensive DEI programs that cater to various community needs, such as the Diversi-Tea Group. A dedicated DEI team facilitates meaningful collaborations and develop projects such as the below.

- **Diversi-Tea Group:** A coalition of local partners collaborating to enhance collective capacity and foster inclusivity within Stratford. Collaborations with entities such as the Stratford Public Library, YMCA, local festivals, school boards, Indigenous interest groups, the Business Improvement Area (BIA), and Destination Stratford to promote inclusivity and community engagement while building capacity in the city to respond and engage with equity.
- **Islamophobia Guide:** Developed in partnership with the Community Safety and Well-being Project, this guide explores history, traditions, and addresses microaggressions.
- **New Resident Guide:** A comprehensive welcome package tailored for students, newcomers, older adults, young families, and artists, providing essential resources and information.
- **Reporting Tool Collaboration:** In partnership with Victim Services and Social Services, Stratford has created a tool enabling students, actors, and community members to safely report experiences of discrimination.
- **Pre-Orientation Festival Support:** Engagement with festival actors during orientation to offer support, facilitate community connections, and provide a warm introduction to Stratford.
- **Newcomer Breakfast and Resource Fair:** Organized in collaboration with Community Services and funded by the New Horizons grant, this event welcomes newcomers and connects them with local resources.
- **University of Waterloo, Stratford Campus Orientation Support:** Provides orientation and a welcoming environment for University of Stratford students, integrating them into the community.

Equity and Accessibility Training Sessions from 2024

- January
 - Inclusive Language – pronouns and gender
 - DEI training with Stratford police began – partnering with CEAT
 - New Hire – Unconscious bias and IDEA
 - Department outreach meetings sharing content for February
 - IDEA committee meeting
- February
 - Accessibility and Equity with the Fire Department
 - DEI training with Stratford police – 4 X 3-hour sessions
 - Festival Theatre PRO – Something Rotten
 - DEI Power hour – inclusive language – multi culturalism and newcomers
 - Black History month movie presentations – 2 showings
 - Presentation to the United Way about black women in Stratford
 - DiversiTea meeting
- March
 - PRO guest speech – Festival Theatre
 - DEI snack bites – 4 sessions with Fire
 - Public Works movie presentation
 - DEI training with Stratford Police 4 X 3-hour sessions
 - Accessibility Customer Service training outreach to all departments
 - Festival Acting Company welcome event
 - DEI power hour – Fasting
 - CMT presentation on training
- April
 - Customer Service Training Input meetings
 - DEI training with Stratford Police 2 X 3-hour sessions
 - DEI fireside chat – transgender and non-binary inclusion
 - DEI walk
 - DiversiTEA meeting
 - DEI outreach to family services
 - Non-profit collective social event
 - DEI walk – do we have a caste system?
 - DEI walk – conflict management
 - DEI updates – building and planning, infrastructure
- May
 - DEI updates – finance and IT, community services
 - Fireside Chat – Red Dress Day X2
 - ONAP conference
 - DEI walk – using equity to help manage conflict

- World Day for cultural diversity – outreach to Buckingham place
- DEI talk series – Accessibility Matters with Julie Sawchuk
- DEI walk and talk series – Walk and Roll
- June
 - Get that Hope PRO – Stratford Festival
 - Salesman in China PRO – Stratford Festival
 - Facilities Audit with the Accessibility Advisory committee
 - Rick Hansen presentation at Waterloo University – Accessibility
 - Kas'wenh:tha sunrise celebration
 - When Miscommunication happens – United Way presentation
- July
 - Inclusion, Equity and Diversity in childcare presentation
 - Daylight Dialogue Series – spotlighting equity X2
 - DEI policy review session – Finance and IT
 - Kas'wenh:tha and GTR presentation
- August
 - DEI policy review session – clerks
 - DEI Office strategic planning
- September
 - DEI talk series – Power and Privilege
 - DEI outreach – building and planning
 - DEI snack bites series – back to DEI
 - AD hoc Grand Trunk Renewal committee presentation – indigenous engagement
 - BIA presentation on DEI
 - CMT – snack bits session – Equity and conflict
 - All Staff – snack bite session – equity and conflict
 - Equity and conflict session for Early childhood educators
 - Equity Bites – Towards the reconciliation beyond the Land Acknowledgement
 - National Truth and Reconciliation Day – film and discussion
- October
 - Informal conversation – equity in practice
 - ONAP conference – panel presentation and discussion on Accessibility and DEI
 - Climate momentum group presentation on Land Acknowledgement
 - DEI Flicks – the American society of magical negroes
- November
 - Informal conversation – Equity in practice (podcast series)
 - UW prototype student presentations – equity in the community

- Equity Bites – honouring indigenous veterans
- CMT Formal Training – equity and gender discrimination in the workplace
- All staff formal training – equity and gender discrimination in the workplace
- Cygnets board introduction on Equity and conflict
- December
 - Holiday Service Project
 - DEI flicks – just Mercy

In conclusion, the commitment of various Ontario municipalities to multiple full-time DEI positions underscores the critical role these roles play in fostering inclusive communities. To sustain and enhance its DEI initiatives, the City of Stratford needs to maintain the current two full-time DEI positions. This staffing level is essential for effective program implementation, community engagement, and the development of inclusive policies. Reducing DEI staffing to a single part-time position would hinder the City's ability to maintain existing programs and develop new initiatives. Limited staffing results in reduced engagement with marginalized groups, potentially eroding community trust. A single part-time staff member would struggle to effectively oversee and implement comprehensive DEI policies and training. Limiting DEI roles to a single part-time position would constrain the division to a reactive stance, addressing crises and issues as they arise, rather than proactively fostering an inclusive and equitable environment. This reactive approach can lead to a narrow and exclusive focus on the behavioral aspects of culture change, without tackling the root causes, structural biases, and exclusive privileges in underlying policies, processes, and practices, thereby limiting the effectiveness of DEI efforts.

Financial Implications:

Financial impact to current year operating budget:

Manager wage: \$104,396
 Employer costs (CPP, EI, WSIB): \$10,084
 Benefits (Health/Dental, LTD, Pension, Life): \$24,032
 Total: \$138, 512

Accessibility Coord. Wage: \$83,975
 Employer costs (CPP, EI, WSIB): \$9,158
 Benefits (Health/Dental, LTD, Pension, Life): \$20,300
 Total: \$113,348

Actual costs: \$251,860

Financial impact on future year operating budget:

Annual cost of living updates. Potential expansion of services and training.

Link to asset management plan and strategy:

N/A

Legal considerations:

Accessibility is defined in the City of Stratford's 2023-2027 Multi-Year Accessibility Plan (MYAP) outlines our commitment to creating an inclusive and accessible community for everyone. Over the next five years, we will focus on improving accessibility in various areas, such as public spaces, transportation, and communication. By identifying barriers and implementing practical solutions, we aim to ensure that everyone, regardless of abilities, can fully participate and enjoy all that our city has to offer. [2023-2027 The City of Stratford Multi Year Accessibility Plan](#)

Please note accessibility in Ontario is governed by:

- The Accessibility for Ontarians with Disabilities Act, 2005 (AODA)
- O.Reg. 191/11: Integrated Accessibility Standards Regulation
- Ontario's Human Rights Code

Termination of employment for DEI employees would involve 3 employees as the Accessibility, Diversity and Inclusion Coordinator position is currently staffed with a temporary employee covering a leave.

The City of Stratford's standard termination language:

a) you may resign upon four weeks written notice;

b) the City of Stratford may terminate this agreement for just cause without notice or pay in lieu of notice; or,

c) the City of Stratford may terminate your employment at any time without cause. Should your employment be terminated without cause, you shall be provided solely with all of your entitlements pursuant to the Employment Standards Act, 2000, as may be amended from time to time ("the ESA"), including but not limited to notice of termination or pay in lieu, severance pay, benefits continuation, and any and all other entitlements as otherwise may be required by the ESA. These amounts shall constitute reasonable notice of the termination of your employment and shall satisfy all of the City of Stratford's obligations at law with respect to the termination of your employment. Should there be a conflict between the ESA entitlements and this provision, the ESA entitlements shall prevail.

Every employee's working relationship is unique and would require analysis and consideration based on; length of service, employee's Age, character of employment (seniority/responsibilities), availability of similar jobs, plus any related concerns within the role and/or employment relationship.

Insurance considerations:

N/A

Alignment with Strategic Priorities:

Work Together For Greater Impact

This report aligns with this priority as Stratford is full of creative, innovative, solution-focused people and organizations—the City must support them to respond to the needs of the community. Strengthening the City’s relationships with the community will allow us all to share resources, knowledge, and expertise. By working together, we can make a bigger impact. The City will need to foster a creative and proactive culture to embrace this role.

Intentionally Change to Support the Future

This report aligns with this priority as change is a consistent presence in our community, presenting both challenges and opportunities. As we look ahead to the future, it is crucial to base our decisions on this evolving context. We need to genuinely explore what these changes mean for the well-being and economic foundation of our community. We have an opportunity to reconsider who we are as a community, what’s important to us, and what makes our community special. This will require a lot of us as we aspire to lead through this transformation. We must be people-centered in our decision-making, lead from our values and align our internal narrative with the identity of the Stratford community.

Implement recommendations from the Municipal Cultural Plan to create programs that celebrate diversity and promote inclusion for everyone.

Alignment with One Planet Principles:

Health and Happiness

Encouraging active, social, meaningful lives to promote good health and wellbeing.

Equity and Local Economy

Creating safe, equitable places to live and work which support local prosperity and international fair trade.

Culture and Community

Nurturing local identity and heritage, empowering communities and promoting a culture of sustainable living.

Staff Recommendation: THAT the City of Stratford retain two FTE positions and maintain the current operating budget to effectively implement and sustain these strategic initiatives.

Prepared by: Kevin Bonnell, Manager of Inclusion, Equity and Indigenous Initiative
Recommended by: Dave Bush, Director of Human Resources
Joan Thomson, Chief Administrative Officer



MANAGEMENT REPORT

Date: December 9, 2024
To: Mayor and Council
From: Mike Mousley, Manager of Transit
Report Number: FIN24-038
Attachments: None

Title: Late Night Extended Transit Service and Cost Per Rider Additional Information

Objective: To inform Stratford City Council on budget implications and operational challenges relating to extending a late-night Transit service.

Background: At the Tuesday December 3, 2024 budget meeting the following motions were adopted related to transit:

1. THAT a review of the cost per ride for on-demand, weekly, and PC Connect transit services be referred to staff to analyze and report back to the Finance and Labour Relations Committee with information.
2. THAT the expansion of the transit service to provide additional evening services be referred to staff to review options and financial implications.

Analysis: The following annual costs would be incurred if there was an extension of a late-night on demand service from Monday to Friday and the costs per ride for Monday to Friday, Saturday and PC Connect transit services:

3-hour service window (10pm to 1:00am)

Annual costs would be approximately:

For 1 bus:

- Driver- \$24,546.00
- Dispatch-\$24,546.00
- Fuel-\$19,500.00
- **Total - \$68,592.00**

For 2 buses:

- Drivers- \$49,092.00
- Dispatch-24,546.00

- Fuel- \$39,000.00
- **Total - \$112,638.00**

For 3 buses:

- Drivers- \$73,638.00
- Dispatch-\$24,546.00
- Fuel- \$58,500.00
- **Total - \$156,684.00**

Challenges:

The on-demand service cannot be designed to service only midnight shift workers and is open to anyone within the City. As an example, the service would be available to people in the downtown core or anywhere within the City during the evening/late night who would normally find other ways home (taxi, DD, as an example).

One bus would likely not be sufficient to cover the entire service area. At a minimum, three buses would be required. The Wright Business Park has the majority of industry in the City however there are other manufacturers spread out within the City that need to be considered for this service.

If approximately 30-40 night shift workers wanted to book an on demand bus between 11:00 p.m. and 11:30 p.m. with an arrival time before the start of their midnight shift, it would be problematic to pick customers up and get them to their destination in a timely fashion.

An extended service using three buses would require the hiring of three additional P/T drivers due to ESA regulations and availability to cover F/T vacancies during the morning/afternoon shifts (sick/vacation/etc.). Present PT Staff would not be available to work a morning shift after working a late night on-demand shift due to the requirement of an insufficient break period between shifts as one example. Potential driver overtime could be a concern in covering late night shifts if unable to meet Staffing needs.

The cost per ride to operate the different services (which includes the number of riders/fares, labour, fuel) is estimated as follows:

- Monday to Friday - \$5.88 per rider
- Saturday - \$6.10 per rider
- PC Connect - \$36.80 (Perth County was approximately \$70.00 per ride)

Financial Implications:

Financial impact to current year operating budget: None

Financial impact on future year operating budget: If the recommended 3 buses, as a starting point, are implemented an increase of \$156,684.00 would be added to the 2025 budget.

Alignment with Strategic Priorities: None

Alignment with One Planet Principles:

Travel and Transport

Reducing the need to travel, encouraging walking, cycling and low carbon transport.

Staff Recommendation: THAT the report titled, "Late Night Extended Transit Service and Cost Per Rider Additional Information" (FIN24-038), be received for information.

Prepared by: Mike Mousley, Manager of Transit
Recommended by: Tim Wolfe, Director of Community Services
Joan Thomson, Chief Administrative Officer