



The Corporation of the District of Central Saanich

COMMITTEE OF THE WHOLE REPORT

For the Committee of the Whole meeting on June 26, 2017

To: Patrick Robins
Chief Administrative Officer

File: 340/2017

From: Paul Murray
Director of Financial Services

Priority:	<input type="checkbox"/> Strategic
	<input checked="" type="checkbox"/> Operational

Date: June 14, 2017

Re: Living Wage Employer Certification

RECOMMENDATIONS:

1. That Living Wage Employer Certification by the Community Social Planning Council be endorsed, and
2. That Council Policy 05.Fin - Living Wage Employer be approved.

BACKGROUND:

In Canada there is increasing support for a Living Wage as a way to address the issue of child and family poverty. New Westminster in BC became the first municipality in Canada to pass a Living Wage Policy in 2011 and since then many municipalities have followed suit including the City of Vancouver, City of Quesnel, City of Port Coquitlam and the Huu-ay-aht and Yuułu-ıł-ath First Nations.

Living Wage employers adopt Living Wage policies which stipulate that all directly-employed staff, as well as staff contracted by to work on service contracts in areas such as security, building services, food services and contracted facility maintenance should be paid a locally calculated living wage.

A living wage policy is different from the minimum wage which is set provincially.

"Living Wage Employers are responsible employers who care about their employees and the community. They recognize that paying a living wage constitutes a critical investment in the long-term prosperity of the economy by fostering a dedicated, skilled and healthy workforce. The Living Wage Employer Program recognizes and celebrates employers that pay their direct and indirect employees a living wage."

- Living Wage for Families Campaign, Metro Vancouver

"We want to be part of a community that invests in the long-term prosperity of individuals and the economy. Paying a living wage to our employees and service providers will help make families stronger and communities healthier."

- Tamara Vrooman, President and Chief Executive Officer, Vancity

The process to become a Living Wage Employer is relatively straightforward. A three step application process is used which concludes with an independently verified certification. There is no external cost for the process.

DISCUSSION:

The District is already well on the way unofficially as a living wage level employer. All direct employees are paid through employee agreements, collective agreements or contracts at living wage levels for the Greater Victoria Area. To determine the implications of adopting Living Wage Certification status, staff conducted a review of current indirect contractor and subcontractor arrangements. This brief review indicates that the majority are paid at living wage levels as well.

Should the policy approach be approved, and as these contracts expire in the future, the District will include specific Living Wage language in those competitive procurement processes as well.

As a result we do not expect a significant additional financial impact from adoption of the policy approach and certification.

This initiative aligns well with the proposed Sustainable Purchasing Policy which is the subject of a separate staff report.

Should Council concur with the recommendation, staff will pursue certification through the Community Social Planning Council - Living Wage Employers Program, the certifying body for the Capital Region.



To: Patrick Robins, Chief Administrative Officer
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The implementation process should take a few months and will begin with direct civic staff before being extended to contract employees.

CONCLUSION:

No significant financial implications from adoption of this approach are anticipated.

The proposed Certification and Policy aligns well with the Districts proposed Sustainable Purchasing Policy

Adoption of Council Policy 05.Fin - Living Wage Employer and certification is recommended.

Respectfully Submitted

Paul Murray
Director of Financial Services

<p><i>Administrator's Recommendation: I concur with the recommendation contained in this report. Patrick Robins Chief Administrative Officer</i></p>



THE CORPORATION OF THE DISTRICT OF CENTRAL SAANICH

Council Policy

Adopted by Effective Date Click here to enter a date.	POLICY NO. 05.Fin
Amended by Amendment Date(s):	File No: 340/2017
SUBJECT: LIVING WAGE EMPLOYER	
Category: Finance	

PURPOSE: - The purpose of the District of Central Saanich's Living Wage Policy is to ensure that all District Staff and Service Providers to the District who work on District premises for a specified period of time earn, at a minimum, a living wage.

APPLICATION: This policy applies to all employees, officers and other designated persons acquiring goods, services, rentals, leases and construction on behalf of the District of Central Saanich.

OBJECTIVES AND PRINCIPLES

1. Definitions

District refers to the District of Central Saanich.

Declaration is a document signed by a service provider confirming their compliance in paying a living wage to their employees covered under this Policy.

Employees are all staff employed by the District through employee agreement or collective agreement in either a full-time, part-time or auxiliary capacity.

Living Wage is the hourly rate of pay that enables wage earners living in a household to:

- Feed, clothe and provide shelter for their family
- Promote healthy child development
- Participate in activities that are an ordinary element of life in the community
- Avoid the chronic stress of living in poverty

This hourly rate is calculated based on the living expenses of a family of four with two children aged 4 and 7, with both parents working full-time (35 hours/week).

Premises are all District owned buildings and facilities.

Service Providers are companies and their employees that have a direct business relationship to the District of Central Saanich. These employees are individuals that perform services to the District on District premises.

Sub-Contractors are companies and their employees that have been sub-contracted by our Service Providers. They do not have a direct business relationship with the District of Central Saanich.

2. Implementation, Compliance and Enforcement

Existing contracts still in force at the time of implementation of this policy will be grandfathered until such time as the contract expires or is renegotiated, whichever comes first.

The Living Wage for the Capital Region will be calculated annually by the Community Social Planning Council based on the methodology developed by the Living Wage for Families Campaign as noted above.

This Policy will encompass all District employees, Service Provider and Sub-contractor employees with the following exclusions:

- Students seeking work experience credits for educational purposes;
- Volunteers;
- Community Service Organizations;
- Employees of organizations (for-profit or not-for-profit) that lease space or property from the District.

The District, as a Living Wage Employer, will ensure all staff is paid no less than the living wage as established in the year of ratifying of any of the District's Employee Agreements and Collective Agreements with its Unions. The District will not open up any existing employee Agreements or Collective Agreements during its existence to adjust hourly rates in the event those hourly rates dip below the Living Wage for that year. For example, if in year 2 of a 3 year Agreement an employee's hourly rate falls below the Living Wage hourly rate for that present year, no alteration to the Collective Agreement will be considered.

This rate can be achieved through a combination of hourly wage plus non-mandatory benefits. Non-mandatory benefits include employer contributions that help reduce an expense item that make up the living wage calculation such as extended health/dental care, MSP premiums, child care expenses, transport expenses, professional education development, enhanced vacation and sick leave, etc. They do not include payments that an employer is mandated by law to provide such as Employment Insurance and Canada Pension Plan contributions.

The District has established the following criteria to determine a service provider's or subcontractor's eligibility under the Living Wage Policy.

- An employee of a service provider or of its sub-contractor must perform services physically on District premises,
- Work must last longer than one continuous hour per occasion.

The District requires all service providers and sub-contractors, whose services fall within the parameters established within this policy, to be compliant for the duration of their contract with the District. Any existing contracts that are in place at the time of inception of this policy will not require immediate compliance should their wage rates be lower than that established Living Wage rate. However, a contract will require compliance at time of renewal.

The District will incorporate into all of its higher value competitive bid documents (Invitations to Tender and Requests for Proposal) a sample declaration to be signed as part of the Service Provider's contract with the District. Sample Declaration is attached.

The District will enforce the Policy by performing audits of its Service Providers and Subcontractors when notification of non-compliance is received by the District. These audits may take the form of a review of paystubs issued by the vendor under review or any other means pertinent to arriving at a determination.

Non-compliance may result in the cancelation of the Contract at the discretion of the District

SAMPLE DECLARATION – LIVING WAGE EMPLOYER

I, _____ as a duly authorized signing officer of

Company: _____

Address: _____

_____, confirm that all employees and subcontractors under our contract with the District as outlined below, are paid not less than the “Living Wage” for the Capital Region as calculated by the Community Living Council.

I understand that this requirement extends only to those employees and sub-contractors’ employees that perform work while on District premises and property for durations in excess of one continuous hour per occasion.

I understand that the District will conduct audits if and when notification of breach of this compliance is received by the District.

I understand that in the event any breach of this declaration is found to be true, the District reserves the right to cancel its contract without penalty at any time once said authentication of the breach is made.

Contract Name: _____

Authorized Signatory: _____

Dated: _____



info@livingwagefamilies.ca www.livingwageforfamilies.ca www.lwemployers.ca

MUNICIPAL LIVING WAGE POLICY TOOLKIT

Why should Municipalities and School Boards care about paying a Living Wage?

- High living expenses and low wages mean that tens of thousands of working families are living in poverty in BC. For seven years running, our province has had the highest child poverty rate in Canada. Child poverty in BC is very much a low-wage story; the vast majority of BC's poor children live in families with working parents. (*First Call Poverty Report Card 2011*) A growing economy with employment opportunities should not translate into parents working as many jobs as possible and *still* being at risk of falling into poverty.
- Parents in low-wage jobs are trying to bring up children with one hand tied behind their back. Families who work for low wages face impossible choices — buy food or heat the house, feed the children or pay the rent. The result can be spiralling debt, constant anxiety & long-term health problems. Canadian researchers have reported that family income plays a significant role in influencing child development. Of 27 factors identified as having an impact on child development, up to 80% were seen to improve as family income increases. (*Report on the State of Public Health in Canada 2009, Chief Public Health Officer.*)
- Municipal Government is paying a large price for the low-wage sector. When children live in poverty, or when parents are compelled to work multiple jobs to stay afloat and end up with little time with their children, all of society pays the price, and not least the municipal governments and school boards that must consequently pay in additional services and policing costs. Directly or indirectly, high school non-completion has enormous fiscal implications in terms of expenditures on health, social services and programs, education, employment, criminality and lower economic productivity. “Currently, approximately 20% of Canadians aged 20 years and over have never completed high school.” For Canada as a whole, the aggregate tangible and intangible losses are calculated to be \$24,400 per annum per early school leaver, or \$43 billion for the country as a whole. (*Lessons in Learning, Canadian Council on Learning. February 4, 2009.*)
- There is wide public support for action by Municipalities A poll undertaken by the Columbia Institute, in November 2011, showed that voters throughout BC are very supportive of living wage policies. 67.1% of respondents asked about a Living Wage said they would favour their municipality adopting a bylaw to ensure that all directly-employed city staff, as well as staff contracted by the city, are paid a locally calculated living wage

How can paying a Living Wage change this situation?

- Living Wages are a simple and just solution. Paying a living wage would allow families with children to escape poverty and severe financial stress, ensure healthy childhood development, and permit families to participate in the social, civic and cultural lives of our communities.
- Local Government has a responsibility to play a leadership role. We look to our local governments to help raise the bar — to set a higher standard. If enough local governments become living wage employers, they will create a market for those local service contractors who in turn pay the living wage.
- And Living Wages are good for business. Better pay translates directly into a healthier local economy. Low-income families spend almost all their money close to home. And businesses that have adopted the living wage report higher productivity and reduced staff turnover.

What do we mean by a Living Wage?

In contrast to a provincially legislated minimum wage that is designed to bring individuals up to the poverty line, the living wage is a social and economic benchmark whose primary purpose is to enable working families to pay their expenses and lift them out of poverty. It is calculated based on what it costs to live in a specific community, so living wage amounts will vary across the province as living expenses vary. In summary a living wage is the hourly rate of pay that enables wage earners living in a household to:



- Feed, clothe & provide shelter for their family
- Promote healthy child development
- Participate in activities that are an ordinary part of life in the community
- Avoid the chronic stress of living in poverty

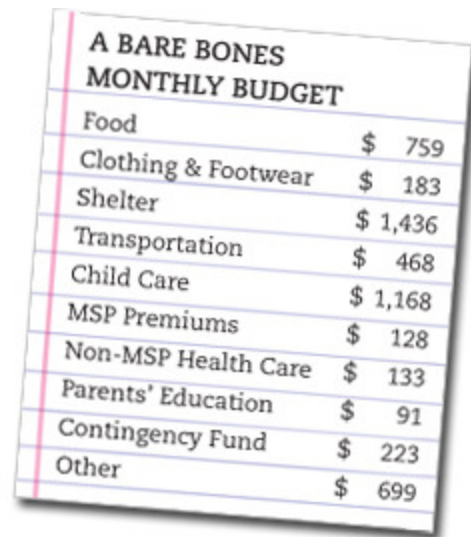
The living wage is high enough that families can weather a temporary crisis without falling into poverty, but very modest compared to community standards. So it does not include;

- Saving for retirement
- Owning a home
- Debt servicing
- Saving for children's future education

In developing this calculation methodology the Living Wage for Families Campaign worked with the Human Early Learning Partnership (HELP) at UBC, independent social policy consultants, Victoria Social Planning Council, the United Way of the Lower Mainland, First Call: Child and Youth Advocacy Coalition, the Canadian Centre for Policy Alternatives and the Hospital Employees Union. The methodology was reviewed by the First Call Living Wage Roundtable, low income parents, as well as a Vancity-organized employer focus group.

How is a Living Wage Calculated?

This hourly Living Wage rate is calculated based on the living expenses of a family of four with two children aged 4 and 7, with both parents working full-time (35 hours/week each). In BC 85% of families are headed by couples and 62% have two or more children. The model family is not meant to be representative of all working families; rather the living wage measure associated with it should be treated as a baseline on the principle that wages should enable working people to choose to have children. Furthermore, the living wage is based on basic working conditions, 70 hours of work per week between two people, and already incorporates government transfers (e.g. the Canadian Child Tax Benefit) and deductions (e.g. taxes, E.I. and CPP premiums.)



Food	\$ 759
Clothing & Footwear	\$ 183
Shelter	\$ 1,436
Transportation	\$ 468
Child Care	\$ 1,168
MSP Premiums	\$ 128
Non-MSP Health Care	\$ 133
Parents' Education	\$ 91
Contingency Fund	\$ 223
Other	\$ 699

And while the actual living wage calculation is focused on couple families with young children, the intent is to ensure that the wage is adequate for single parents, and also that it provides an adequate income throughout the life cycle so that young adults will not be discouraged from having children and older workers will have the means to support aging parents.

The expenses included in the living wage calculation include food, clothing and footwear, shelter & transportation based on the Market Basket Measure (MBM), an index of expenses developed by the Human Resources & Social Development Canada to provide a perspective on low income. Additional expenses include child care, provincial Medical Services Plan (MSP) premiums, non MSP-covered health expenses, limited education amounts for parents, and a contingency amount to provide a two-week cushion in the event of job loss, illness, etc. Based on this methodology *The Living Wage rate for Metro Vancouver is **\$19.14*** .

Other communities throughout the Province have calculated their Living Wage figure based on this methodology. They are:

- Sunshine Coast \$18.80
- Greater Victoria \$18.03
- Kamloops \$17.27
- Kelowna (Central Okanagan) \$16.98
- Abbotsford \$16.42
- District 69 (Qualicum) \$16.27
- Williams Lake \$15.77
- Cranbrook \$14.16

Please note these living wage figures are for 2011. Living Wage figures are updated annually to take account of changes in living expenses and the tax system.

What is a living wage policy/bylaw?

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"A living wage implies you have a life outside the office. We're not in favor of that."

Living wage policies/bylaws stipulate that all directly-employed city staff, as well staff contracted by the city to work on service contracts in areas such as security, building services, food services, should be paid a locally calculated living wage.

A living wage policy is different from the minimum wage which is set provincially. A Living Wage policy/bylaw is set by the local municipality and only applies to businesses that contract with the city. It is also different from municipal "fair wage" policies/bylaws that have sometimes been set for specific occupations and trades (usually in the construction sectors).

In Canada there is increasing support for a Living Wage as a way to address the issue of child and family poverty. New Westminster in BC recently became the first municipality in Canada to pass a Living Wage Policy, with other municipalities across the country, including Esquimalt in Vancouver Island, considering following suit.

More than 140 municipal living wage policies/bylaws have been passed in the US since 1994, including in many big cities such as New York, Chicago, Boston, Detroit, Cleveland, Los Angeles, San Francisco, Oakland, San Jose and Miami. In fact, close to one half of the US urban population now live in cities covered by some kind of municipal living wage policies/bylaws. The Greater London Authority in Britain also has a Living Wage policy/bylaw. The summer Olympics in London in 2012 will be the first Living Wage Olympics, where all workers working on the event will be paid a living wage!

Living Wage Policy Q & A

How do you estimate the cost of a Living Wage Policy?

It is straightforward enough to estimate any cost increases related to directly employed staff. In terms of contractors, they can be simply asked if their contracting costs will increase if a living wage policy is implemented. This is the approach that the City of New Westminster took in estimating the potential cost of passing their living wage policy. The estimated cost of New Westminster's Living Wage Policy was 0.25 % (that's a quarter of 1%) of the city's annual budget. Studies in the US have shown that the contracting cost of living wage policies are usually overestimated and end up costing closer to 0.1 % (1/10 of 1 %) of the overall city budget.

How will it effect collective bargaining arrangements?

Collective agreements are an integral part of labour relations for any municipal government. A Living Wage Policy shouldn't interfere with this. Thus a city's Living Wage Policy shouldn't re-open existing collective agreements. In effect the city will be committing that in all future collective agreements all direct staff will be paid at least a living wage and that adequate scope for increases will be included in the agreement to cover any living wage increases over the lifetime of the agreement. However the collective agreements shouldn't be re-opened if the wage rates dip below any living wage increases. Any such amendments can be included in future collective agreements.

How do you engage with contractors?

The Living Wage Policy should only relate to all new city service contracts. It is important that all potential contractors are properly informed of the implications of the city's Living Wage Policy and that appropriate material is included all collective bid documents. A living wage clause should be included in new city contracts stipulating that all those working on the contract (including subcontractor workers) are paid a living wage. Contractors should be also asked to sign a declaration that they understand their responsibilities in relation to the city's Living Wage Policy.

How do you administer the policy and ensure compliance?

Once initial systems are put in place a Living Wage Policy shouldn't result in any additional administrative burden. The city can ensure compliance by ensuring that all contracts indicate that the city has the right to audit service providers and subcontractors (including pay stubs) upon a suspected breach of the policy being brought to the attention of the city.

How are benefits taken into account?

The Living Wage rate can be reached by a combination of an **hourly wage + non-mandatory benefits**. If an employer pays non-mandatory benefits to their employees, the hourly wage they need to pay to reach a Living Wage rate will be reduced accordingly. Non-mandatory benefits include employer contributions that help reduce an expense item that make up the living wage calculation such as

extended health/dental care, MSP premiums, child care expenses, transport expenses, professional education development, enhanced vacation and sick leave, etc. They do not include payments that an employer is mandated by law to provide such as Employment Insurance and Canada Pension Plan contributions.

We have developed a software tool, in partnership with the software company SAP, to help employers calculate how their benefit package affects their ability to pay a living wage- see <http://livingwageforfamilies.ca/calculator>.

What about students on job training?

Employers are allowed to have a small amount of trainees or students placements that are paid below the living wage once they don't represent a core part of the total staff makeup (no more than 10-20%).

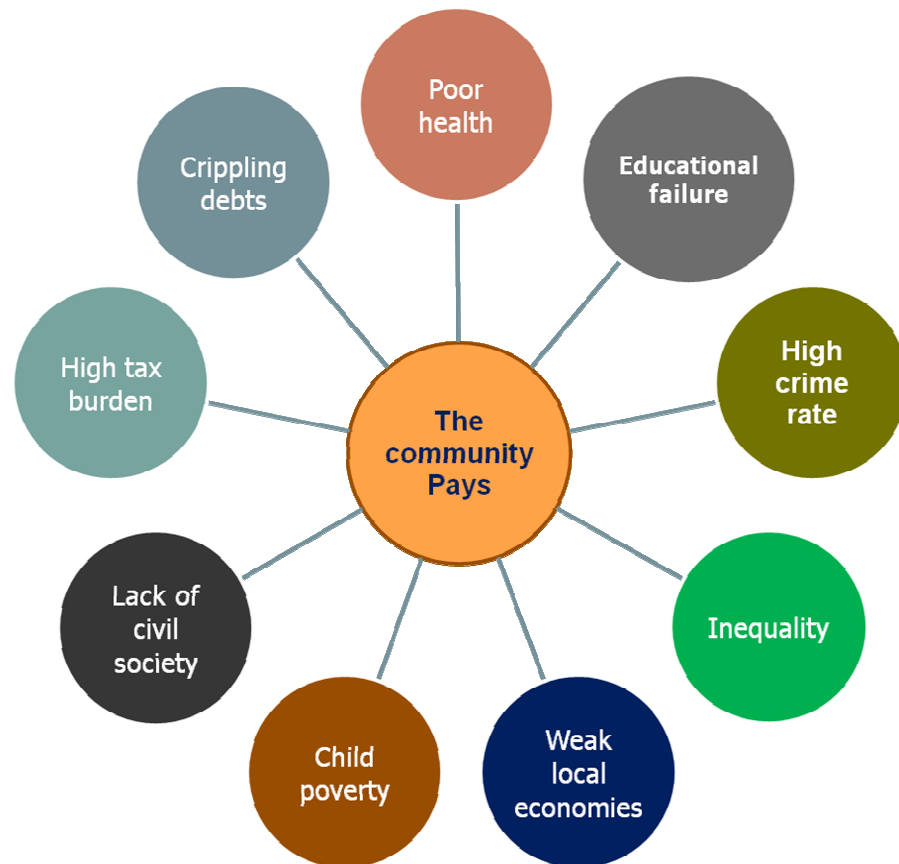
It's alright asking the public sector to pass a Living Wage policy, but what about the private sector?

The Living Wage for Families Campaign has developed a Living Wage Employer Recognition Programme that certifies private sector employers that have committed to pay all their staff (both direct and indirect) a Living Wage. Over 25 private sector employers in the lower mainland have been certified as a Living Wage Employer. These organizations employ approx 3,000 direct employees and many thousands more contracted staff - see www.lwemployers.ca

How to get a Municipal Living Wage Policy passed

Develop a broad-based coalition

Many sectors of society are affected by low wages, but they don't always see it that way. It is important that you frame the issue wider than a labour or low-wage issue and emphasize that the community as a whole pays for low wages and thus the community as a benefits from the living wage.



It is important that a various sectors of the community are included in a coalition that is aiming to get a Municipal Living Wage Policy passed.

Labour- Especially those who represent low wage workers and municipality employees. It is a good idea to have the local Labour Council co-ordinate connections with labour partners

Faith Groups- Many living wage campaigns have been successful due to the involvement of faith groups. They are often one of the largest civil society groups in the community

Parent's Groups- Especially the local District Parents Association. They can be very important in emphasising the links between low-wages and child poverty

Progressive Businesses- most communities have some progressive businesses that have played a role on social justice issues. A business advocating for living wages is often taken more seriously than community or labour groups

Local community groups and charities- Whether they're Homeless Shelters or Food Banks, these groups can easily identify the effect low wages has on the community

Immigrant Groups- A disproportionate amount of low wage workers in many communities are from an immigrant background

Academic/Social Policy Groups- Local Social Planning Councils, Anti-poverty groups, Provincial coalitions and Academics can be a good ally in terms of their research resources and can authority add to your call.

It is important when forming a coalition to work out terms of reference. Identify what is expected of each partner; identify the resources needed and that all parties work together to develop a clear strategy.

Calculate your local living wage number

The Living Wage for Families and CCPA-BC Office has developed out a well-thought methodology for calculating a living wage for any community in the Province. They are available to give you advice as to how you can calculate your own living wage number. Calculating your own number is important in helping you present a quantifiable and locally based 'ask' to City Council. It is also an excellent tool to get potential allies and the general public thinking about living wage issues. For more details go to: http://www.policyalternatives.ca/sites/default/files/uploads/publications/BC%20Office/2011/03/CCPAB_C_Living_Wage_Guide_2011_web.pdf

Develop a Strategy that is relevant to your Community

Every Community is different and any strategies that are developed need to relate to the local community. The coalition needs to sit down and research what has happened in other areas and think about what may work in your community. Some communities decide to approach local businesses; others approach community allies, other do a bit of both. You need to discuss and decide what will work for you.

Hold a living wage event

In terms of mobilising people it is always important to have something concrete for them to attend or do. Hosting a Living Wage event is a perfect way example of how to do this. You could think about launching your campaign and explaining what you are asking for and why it is important. You could hold a discussion about the living wage calculation for your community, including how it was calculated. You could hold a forum with local businesses. Consider getting a variety of speakers at your event who can speak to the various audiences and concerns they may have. It is always good to include a perspective from a low wage parent. These events are also a good way to gain publicity about your campaign. Use Videos or resources on the Living Wage For Families Website- www.livingwageforfamilies.ca . Remember that any event is only a means, not an end. Think about how any event you organize can contribute to your wider aims.

Spend a lot of time building up relationships, explaining the concept and dealing with concerns

Getting a living wage policy passed will take time. You need to be able to outreach to a number of different stakeholders, educate them about the issue and persuade them that they should support you. Develop a variety of communication tools and materials- the Living Wage for Families Campaign can help you with this. Make sure you have thought out answers to peoples possible concerns.

Include low-wage workers as speakers and advocates- training

It is a good idea to train up as many people in the community as Living Wage Advocates, especially those working in low wage jobs. These training workshops should look at making sure advocates are prepared for public speaking and the media, have a firm grasp of the Living Wage Calculation and can answer concerns about the living wage. They should be also be able to offer positive examples of living wage successes. Again the Living Wage for Families Campaign can offer support and advice about training.

Identify a political champion on the City Council

To get a living wage policy passed you need a local councillor who is willing to work with your coalition to help get the policy passed. A local political champion will be best placed to guide you through Council business and how policies are drafted and passed. They will be able to help you identify potential allies on the council and how best to persuade them. They will be able to advise about the best time to formally bring a proposal to Council.

Have a specific ask to bring to Council

When you feel you are in a strong position to formally ask the Council to consider passing a Living Wage policy- when you have a wide variety of allies on board, when you have a local calculation complete and when you have had positive contact with a number of councillors- be very clear as to what you are asking for. Contact other city's that are already working on this issue to see how their Living Wage policies are framed. It is very important to insure that any Living Wage Policy includes contracted workers on City Contracts. Consider asking for a study report to cost and consider the implications of a living wage policy in your community. Most importantly don't enter this stage of your campaign until you have a good chance of winning. A heroic failure reduces the chance of a Living Wage Policy being passed in other communities!

And remember- All the time be educating, outreaching and mobilising around the issues

If you are in the position to formally make a request to Council, make sure you have a plan to mobilise people in support of the call. Identify ways to demonstrate public support like petitions, rallies etc. Think of inventive ways to get the publics attention.

Support from the Living Wage for Families Campaign

The campaign is available to offer advice help you plan your strategies or to make presentations to an event.

APPENDIX: CITY OF NEW WESTMINSTER LIVING WAGE POLICY

City of New Westminster



Corporation of the City of
NEW WESTMINSTER

Living Wage Policy

Approved by:

Council

Effective Date:

??????????



OBJECTIVES

The purpose of the City of New Westminster's Living Wage Policy (LWP) is to ensure that all City Staff and Service Providers to the City who work on City premises for a specified period of time earn, at a minimum, a living wage.

DEFINITIONS

Declaration is a document signed by a service provider confirming their compliance in paying a living wage to their employees covered under this Policy.

Employees are all Union and Exempt staff employed by the City in either a full-time, part-time or auxiliary capacity.

Living Wage is the hourly rate of pay that enables wage earners living in a household to:

- Feed, clothe and provide shelter for their family
- Promote healthy child development
- Participate in activities that are an ordinary element of life in the community
- Avoid the chronic stress of living in poverty

This hourly rate is calculated based on the living expenses of a family of four with two children aged 4 and 7, with both parents working full-time (35 hours/week).

Premises are all City owned buildings, roadways, and parks.

Service Providers are companies and their employees that have a direct business relationship to the City of New Westminster. These employees are individuals that perform services to the City on City premises.

Sub-Contractors are companies and their employees that have been sub-contracted by our Service Providers. They do not have a direct business relationship with the City of New Westminster.



IMPLEMENTATION, COMPLIANCE AND ENFORCEMENT

- The City will implement this Living Wage Policy effective January 1, 2011. Existing contracts still in force at the time of implementation will be grandfathered until such time as the contract expires or is renegotiated which ever comes first.
- The Living Wage will be calculated annually by staff based on the methodology developed by the Living Wage for Families Campaign as noted above.
- This Policy will encompass all City employees, Service Provider and Sub-contractor employees with the following exclusions:
 - Students seeking work experience credits for educational purposes;
 - Volunteers
- The City, as a Living Wage Employer, will ensure all staff are paid no less than the living wage as established in the year of ratifying of any of the City's Collective Agreements with its Unions. The City will not open up any existing Collective Agreement during its existence to adjust hourly rates in the event those hourly rates dip below the Living Wage for that year. For example, if in year 2 of a 3 year Agreement an employee's hourly rate fall below the Living Wage hourly rate for that present year, no alteration to the Collective Agreement will be considered.
- The City has established the following criteria to determine a service provider's or sub-contractor's eligibility under the Living Wage Policy.
 - An employee of a service provider or of its sub-contractor must perform services physically on City premises,
 - Work must last longer than one continuous hour per occasion.
- The City requires all service providers and sub-contractors, whose services fall within the parameters established within this policy, to be compliant for the duration of their contract with the City. Any existing contracts that are in place at the time of inception of this policy will not require immediate compliance should their wage rates be lower than that established Living Wage rate. However, a contract will require compliance at time of renewal.



- The City will incorporate into all of its competitive bid documents (Invitations to Tender, Requests for Proposal, Quotes, etc.) a sample declaration to be signed as part of the Service Provider's contract with the City. Sample Declaration is attached.
- The City will enforce the Policy by performing audits of its Service Providers and Sub-contractors when notification of non-compliance is received by the City. These audits may take the form of a review of paystubs issued by the vendor under review or any other means pertinent to arriving at a determination.

Non-compliance may result in the cancelation of the Contract at the discretion of the City.