
REVISED

General Committee

Date: March 31, 2021
Time: 9:30 AM
Location: Online Video Conference

Members

Mayor Bonnie Crombie	
Councillor Stephen Dasko	Ward 1
Councillor Karen Ras	Ward 2 (CHAIR)
Councillor Chris Fonseca	Ward 3
Councillor John Kovac	Ward 4
Councillor Carolyn Parrish	Ward 5
Councillor Ron Starr	Ward 6
Councillor Dipika Damerla	Ward 7
Councillor Matt Mahoney	Ward 8
Councillor Pat Saito	Ward 9
Councillor Sue McFadden	Ward 10
Councillor George Carlson	Ward 11

Participate Virtually and/or via Telephone

Advance registration is required to participate and/or make a comment in the virtual meeting. Questions for Public Question Period are required to be provided to Clerk's staff at least 24 hours in an advance of the meeting. Any materials you wish to show the Committee during your presentation must be provided as an attachment to the email. Links to cloud services will not be accepted. Comments submitted will be considered as public information and entered into public record.

To register, please email dayna.obaseki@mississauga.ca and for Residents without access to the internet via computer, smartphone or tablet, can register by calling Dayna Obaseki at 905-615-3200 ext. 5425 **no later than Monday, March 29, 2021 before 4:00PM**. You will be provided with directions on how to participate from Clerks' staff.

Contact

Dayna Obaseki, Legislative Coordinator, Legislative Services
905-615-3200 ext. 5425
Email: dayna.obaseki@mississauga.ca

Find it Online

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

Meetings of Council streamed live and archived at Mississauga.ca/videos

1. CALL TO ORDER

2. APPROVAL OF AGENDA

3. DECLARATION OF CONFLICT OF INTEREST

4. PRESENTATIONS - Nil.

5. DEPUTATIONS

5.1. Imran Hijaz and Kulbir Gill, Lockdown Injustice Advocacy Group to speak on Personal Care Services

5.2. Item 9.1 - Jackie O'Connor, Life Sciences Business Consultant

5.3. Item 9.2 - Katherine Morton, Manager, Planning Strategies

5.4. Item 9.3 - Jason Bevan, Director, City Planning Strategies

*5.5. Item 9.5 - August Petrolo, Resident and Member, Applewood Hills & Heights Residents Association

6. PUBLIC QUESTION PERIOD - 15 Minute Limit

Public Comments: Advance registration is required to participate and/or to make comments in the virtual public meeting. Any member of the public interested in speaking to an item listed on the agenda must register by calling 905-615-3200 ext. 5425 or by emailing dayna.obaseki@mississauga.ca by **Monday, March 29, 2021 before 4:00PM.**

Pursuant to Section 42 of the Council Procedure By-law 0139-2013, as amended:

General Committee may grant permission to a member of the public to ask a question of General Committee, with the following provisions:

1. Questions shall be submitted to the Clerk at least 24 hours prior to the meeting;
2. A person is limited to two (2) questions and must pertain specific item on the current agenda and the speaker will state which item the question is related to;
3. The total speaking time shall be five (5) minutes maximum, per speaker, unless extended by the Mayor or Chair; and
4. Any response not provided at the meeting will be provided in the format of a written response.

7. MATTERS PERTAINING TO COVID-19

8. CONSENT AGENDA

9. MATTERS TO BE CONSIDERED

9.1. Mississauga Life Sciences: Sector Update

- 9.2. City of Mississauga's Comments on Proposed Changes to Minister's Zoning Orders (MZO) and the Planning Act
- 9.3. Mississauga's Population and Employment Forecasts for the Development Charges and Community Benefits Charge By-law Review
- 9.4. Development Charges Background Study and Community Benefits Charge Strategy Project Update
- 9.5. Traffic Calming - Special Projects (Ward 3 and 11)
- 9.6. Construction Pest Control Program for City of Mississauga Projects
- 9.7. MiWay Infrastructure Growth Plan (MIGP)
- 9.8. Funding Agreement for Credit Valley Conservation Authority's Greening Corporate Grounds Program in Mississauga (All Wards)
- 9.9. Updates to the Community Recognition Policy
- 9.10. Emergency Management in Mississauga 2020
- 9.11. Single Source Procurement of Information Technology Service Management Solution and Related Services with CDW Canada Corp. (File Ref. PRC002224)
- 9.12. Laptop Lending Program Pilot
- 9.13. Reciprocal Lending Agreement between Mississauga Library and London Public Library
- 10. **ADVISORY COMMITTEE REPORTS**
- 10.1. Heritage Advisory Committee Report 3-2021 - March 9, 2021
- 10.2. Mississauga Cycling Advisory Committee Report 3-2021 - March 9, 2021
- 10.3. Accessibility Advisory Committee Report 2-2021 - March 22, 2021
- 11. **MATTERS PERTAINING TO REGION OF PEEL COUNCIL**
- 12. **COUNCILLORS' ENQUIRIES**
- 13. **OTHER BUSINESS/ANNOUNCEMENTS**
- 14. **CLOSED SESSION**
(Pursuant to Subsection 239(2) of the *Municipal Act, 2001*)
- 14.1. A trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board,

which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization:

Agreements for Public Sector Network (PSN) Fibre Optic Cable Relocations and Rail Crossings

14.2. Advice that is subject to solicitor-client privilege, including communications necessary for that purpose:

Update and Legal Advice Concerning Request for Proposals for Towing Services and Vehicle Pound Facilities

15. **ADJOURNMENT**

U N L
I M H
T E D

thefutureisunlimited.ca

**Mississauga Life
Sciences Sector Update**

03/31/2021



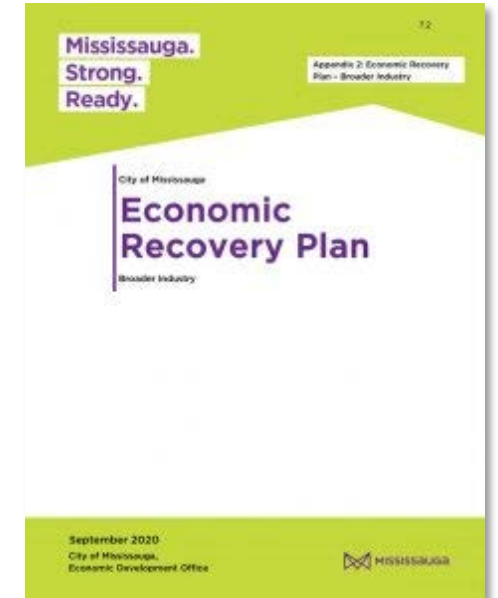
**City of Mississauga
Strategic Plan**



**Economic Development
Strategy**



**Life Sciences Cluster
Strategy**



**Economic Recovery Plan
– Broader Industry**

“ Mississauga is the connected ecosystem that cultivates and nurtures commercialization of life sciences innovations: A proven destination where diverse companies and exceptional talent grow, succeed and prosper. ”



The Mississauga Life Sciences Cluster Strategy is a comprehensive municipal document that identifies priorities to support the growth and development of the cluster.

This strategy was the first, and it remains the only one of its kind for a Canadian municipality.

- Create Inclusive Business-Driven Networks
- Attract & Grow
- Cultivate the Innovation Ecosystem
- Enhance Global & Regional Cluster Connectivity

Sector Overview

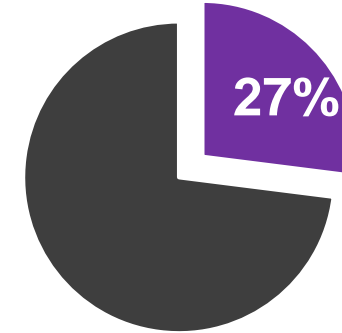
2ND

LARGEST LIFE SCIENCES
CLUSTER IN CANADA
(BY EMPLOYMENT)

470 +
LIFE SCIENCES
COMPANIES

25K +
EMPLOYEES

Mississauga's Employment Share



MISSISSAUGA
REPRESENTS
A 27% SHARE OF
ONTARIO'S TOTAL LIFE
SCIENCES EMPLOYMENT

Sector Impact

Large Companies

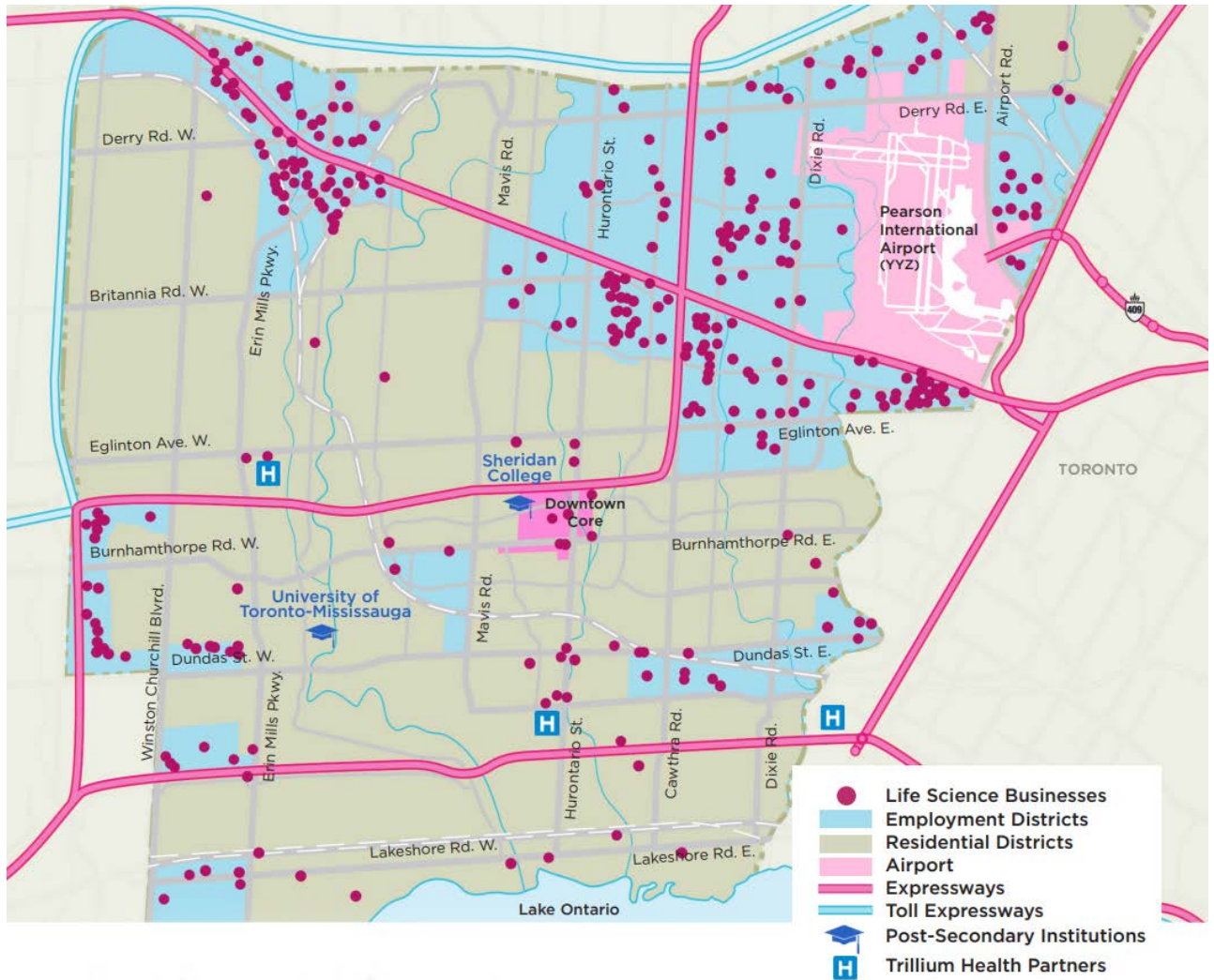
Mississauga is the leading location for life sciences companies that employ over 100 employees.

Market Impact

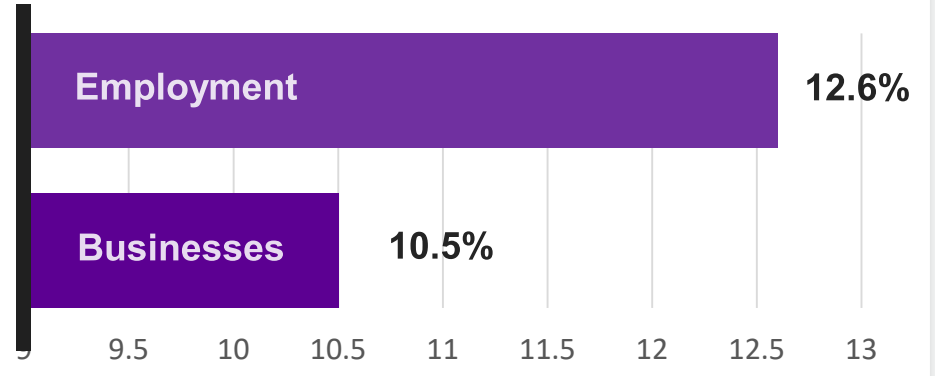
Life Sciences businesses account for \$2.7B or 6.3% of Mississauga's real Gross Domestic Product (GDP).

Greater Earning Capacity

Wages in the life sciences sector are 24% higher than the provincial average.

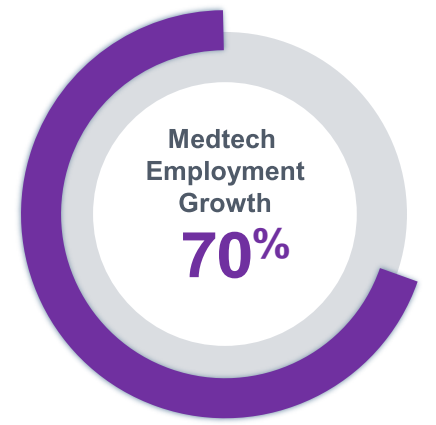


Growth



Medtech Sub-Sector Growth

Mississauga has experienced greater employment growth in the Medtech sub-sector than any other Canadian municipality.



\$173 million

IN DIRECT NEW ANNUAL GDP

\$1.3 million

IN NEW AND RETAINED
ANNUAL TAX ASSESSMENT

Bora Pharmaceuticals



Bora Pharmaceuticals opened its North American flagship facility in Mississauga to become one of the leading global suppliers of manufacturing services.

Roche Canada



Roche Canada grew its pharma HQ in Mississauga with a recent investment of \$500M to establish a Global Pharma Technical Operation, creating 500 new jobs over the next 5 years.

Novo Nordisk



Novo Nordisk invested \$20 million to establish the Novo Nordisk Network for Healthy Populations at the University of Toronto – Mississauga.

Life Sciences Consortium

A distinguished group of sector leaders from **world-renowned life sciences companies** in Mississauga provide the City with advice and direction to facilitate the local sector's growth and development.

6

CONSORTIUM MEETINGS

14

C-LEVEL REPRESENTATIVES

14

COMPANIES

Mississauga Companies



GE Healthcare



novo nordisk



Jazz Pharmaceuticals



Advancing science for life™



GILEAD
Creating Possible



Recent Consortium





Life Sciences Focus on Talent Event

In October 2019, **EDO** hosted the **Life Sciences Focus on Talent event** that brought together life sciences companies, post-secondary institutions and industry associations from across the province.

90+

ATTENDEES

1/3

OF ATTENDEES WERE EXECUTIVES

10+

COLLEGES & UNIVERSITIES



FOR SUCCESS IN A PHARMA CAREER



UTM Launches Executive Certificate

University of Toronto Mississauga **launched an Executive Certificate** in Pharmaceutical Challenges & Opportunities to deliver knowledge that Consortium members identified as critical and lacking in the talent pool.

3/4

OF PARTICIPANTS WERE EMPLOYEES OF MISSISSAUGA-BASED BUSINESSES

Marketing & Awareness

Marketing efforts have elevated Mississauga's prominence nationally and internationally.

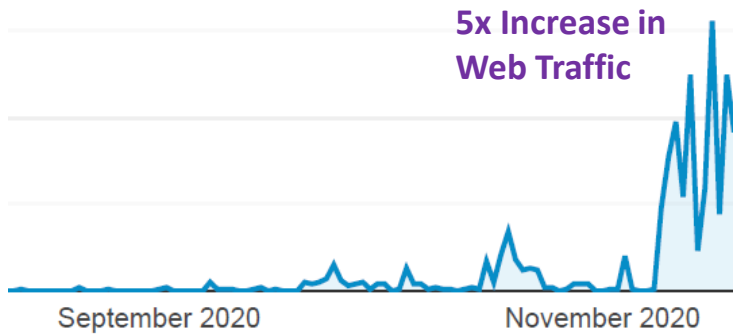
Attended Virtual Conferences



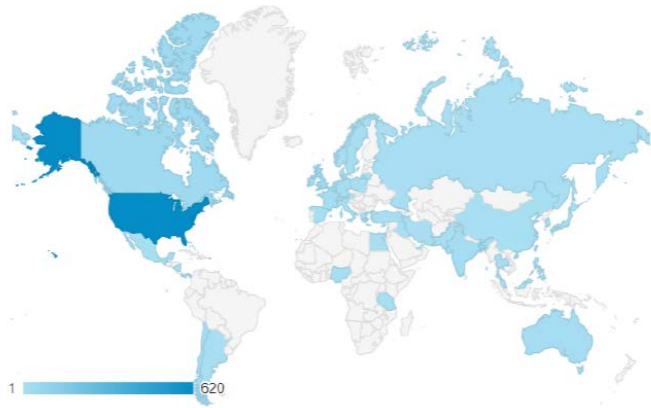
Digital Marketing



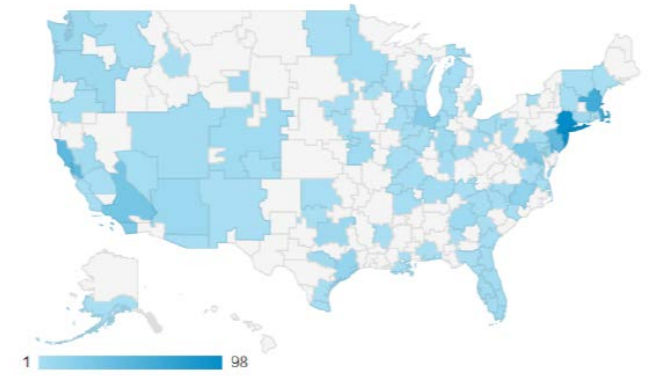
Performance Metrics



SPIKE IN WEBSITE TRAFFIC



WORLDWIDE TRAFFIC



MAJOR LIFE SCIENCES HUBS

COVID-19 Response

Mississauga Life Sciences companies have supported Canada's public health response to COVID-19

10,000
VENTILATORS

200,000+
SURGICAL FACE MASKS

\$1 million +
FINANCIAL IMPACT



Microbix

Microbix received \$1.45 million from the Ontario Together Fund to produce critical test reagents for COVID-19, creating 80 highly skilled jobs.



Becton Dickinson Canada

BD Canada collaborated with the federal government to produce 37.6 million vaccine injection devices to support Canada's vaccination campaign.



AstraZeneca Canada

AstraZeneca's Canadian Global Clinical Hub is leading a study to evaluate existing medicines to help alleviate immune responses resulting severe complications or death of patients hospitalized with COVID-19.



Advocacy



Inclusion



Collaboration



Type 2 Diabetes Prevention



- Create solutions in partnership across sectors
- Mississauga's ethnic diversity makes the city vulnerable to the increased prevalence of type 2 diabetes.
- Diabetes incidence rates are higher in Peel than in the rest of Ontario.

Equity & Diversity Collaborative



- Address social and cultural determinants and strive for diversity, equity and inclusion.
- Racial and ethnic minority groups and women have been disproportionately impacted by the pandemic.
- 1/4 women are considering downshifting their careers or leaving the workforce completely.



Paul Petrelli
CEO
Jazz Pharmaceuticals

"The City of Mississauga has been an incredible advocate for the life sciences sector. Jazz Pharmaceuticals decided to relocate to Mississauga, recognizing the value of being part of the Mississauga life sciences cluster. The Life Sciences Consortium offers a unique platform for companies like Jazz Pharmaceuticals to provide input and voice in shaping the life sciences sector's future in Mississauga. We look forward to the city's continued support as we continue to launch new treatments, grow our existing product profile and double in size over the next year."



Laura Conquergood
Vice President Operations
Baylis Medical

"Mississauga has proven to be a great location for Baylis Medical's growth. In the last 20 years Baylis Medical has grown from a presence of two employees in a basement to over 700 employees across three buildings within the city. Through our growth, Baylis Medical has benefitted from the support of the Economic Development Office and the City. One of the most valuable benefits is their ability to bring businesses together, allowing companies like Baylis the opportunity to network and learn from other world-class organizations."

THANK YOU

Proposed Changes to Minister's Zoning Orders (MZO) and the Planning Act

Comments to the Province

March 31, 2021



Background

- The Government has made frequent use of MZOs and expanded these powers as part of Bill 197.
- In January 2021, the Province sought feedback on how to use these expanded powers.
 - In response, the City provided a detailed set of comments, and the Mayor wrote directly to the Minister to further articulate some of the issues raised by Council.
- The Government is proposing to further expand MZO powers as part of Bill 257. This time to permit MZOs that are not consistent with the Provincial Policy Statement (PPS).

Key Comments

1. Proposed changes could result in MZOs that are inconsistent with the PPS

- The PPS is a foundational document for planning in Ontario.
- The proposed powers would allow for the issuance of MZOs that are no longer consistent with the PPS. This would apply retroactively so an MZO issued, does not have to be consistent with the PPS.
- Most lands in the province would follow one set of rules, but lands benefiting from an MZO could be subject to a lower level of social and environmental obligations.

Key Comments (cont.)

2. If the Government decides to use MZOs routinely, there should be greater transparency and clear public benefit

- As Council has indicated in past submissions, the Province could consider establishing clear criteria to guide its use of MZOs
- MZOs should only support projects that offer clear and direct public benefits (e.g. create affordable housing, support public health and result in significant job creation).

Next Steps

- Staff are seeking General Committee / Council endorsement of these comments.
- Staff also included a recommendation to authorize the Mayor to engage the Province directly on this matter, if it is consider such a step is required.
- All comments are due to the Province by April 3, 2021.

Mississauga's Growth Forecasts for Service Planning Inputs in the DC/CBC Review 2022

General Committee – March 31st, 2021

Jason Bevan, Director, City Planning Strategies

Background

- The City's most recent set of approved growth forecasts are from 2013.
- Updating Mississauga's growth forecasts is currently underway through the Region's Municipal Comprehensive Review (MCR or Peel 2041+ Regional Official Plan Review).
- Staff require growth forecasts to inform the servicing studies of the DC / CBC Review.
 - Work has already commenced to meet provincial timelines to implement the Development Charges and Community Benefits Charges before September 2022.

Draft 2051 Growth Forecasts

- City staff have been working closely with the Region to establish a City-wide growth target for the 2051 planning horizon.
- Same values as those presented to City & Regional Council recently.
- The draft forecasts are the best available information for Mississauga at this time.

Mississauga	2016	2041	2051
Total Population	748,000	920,000	995,000
Employment	477,000	565,000	590,100
Occupied Households	240,000	313,600	343,500

Next Steps

- Staff recommend the draft 2051 forecasts be used to inform the long-range transportation planning and capital planning for the 2022 Development Charges and Community Benefits Charges By-Law Review.
- Staff will continue to work with the Region to finalize the 2051 growth forecasts through the Regional Municipal Comprehensive Review process.

Traffic Calming on
Flagship Road (Item # 9.5, App. 1)
Request for Continuation
of Traffic Calming
for Rymal Road

General Committee Meeting, Wed. March 31, 2021



Flagship Drive

(Proposed speed bumps or ASE traffic calming measures)

3 Way Stop at Rymal Rd. & Flagship Dr.

(Excessive speeds + Running of stop sign)

ISSUE: No Stopping at the 3-way  sign at Rymal Rd. & Flagship Dr.

View to the SOUTH east



Community Park on the south east corner – with school route thru the park = heavily used crossing area

View to the NORTH to Bloor St.

5.5



Sloping curved roadway with hidden crossing area + speeding cars running the stop = accident waiting to happen!

View to the SOUTH towards Hillman Cres.



Rymal Rd. curves to the right and downhill quite suddenly, pedestrians cross here as well for park path

View to the NORTH



View to the SOUTH west






Neighbourhood is heavily skewed to families with small children and park usage has increased because of COVID

1. Community video showing the STOP sign concerns at Rymal & Flagship was sent to council and we would appreciate you viewing the live action NON-STOP insanity. STOP sign is merely a suggestion on Rymal and needs to be addressed.
2. **Community Petition Results:**
 - **35 Residences** on Rymal Road from Bloor St. to Hillman Cres. were contacted.
 - 80% of these residents agree that **speeding is a major problem**, and that action needs to be taken, before a serious accident or major injury occurs.
 - **80% (27 residents) support traffic calming measures on this stretch.**
 - In addition to the speed and non-stopping of vehicles at the neighbourhood stop signs, it has been noticed, by several residents, that there is also a **noticeable** increase in traffic using Rymal Road south as a detour, presumably to access Tomken Road towards Dundas.
Specifically, after the traffic lights were installed at the Bloor/Rymal corner.



Our Proposal with 80% community support:

Traffic calming measures, that are currently being proposed for Flagship Drive or the ASE, to be continued on Rymal Rd., slightly north and south of the Rymal Rd. & Flagship Dr. 3 way  sign.

Thank you for your consideration towards this initiative and hopefully your final approval.

Date: March 8, 2021	Originator's files:
To: Chair and Members of General Committee	
From: Paul Mitcham, P.Eng, MBA, City Manager and Chief Administrative Officer	Meeting date: March 31, 2021

Subject

Mississauga Life Sciences: Sector Update

Recommendation

That the Corporate Report dated March 8, 2021 from the City Manager & Chief Administrative Officer regarding updates in Mississauga's Life Sciences sector be received for information.

Report Highlights

- In 2017, the City of Mississauga endorsed the Life Sciences Cluster Strategy 2017-2021 ('Strategy'), to establish it as a leading, world-class life sciences hub. Mississauga is the only Canadian municipality with a Life Sciences Cluster Strategy.
- Key outcomes since the implementation of the Strategy include:
 - **Established the Mississauga Life Sciences Consortium:** A distinguished group of sector leaders from world-renowned companies that acts as a collective voice to provide the City with advice and direction to grow the local cluster.
 - **Led Business-to-Business (B2B) and Business-to-Government (B2G) Connections and Policy Changes:**
 - Virtual business roundtables solved critical personal protective equipment (PPE) procurement issues for Canadian companies during the pandemic.
 - In collaboration with the Mayor's Office, meetings with elected officials including Minister Victor Fedeli and Mississauga MPs increased awareness of the importance of the life sciences sector and facilitated valuable interactions between our businesses and higher-level government.
 - **Facilitated New Program Development to Address Regional Talent Skills Gaps:** A Consortium meeting provided the impetus for UTM to launch a new Executive Certificate Program to address the knowledge and skills gaps identified as critical yet lacking in the local talent pool.

- **Attracted New Investment:** Mississauga has seen significant growth in the number of life sciences companies and employment in the sector. New investments in the industry supported by the Economic Development Office (EDO) represent over \$1.3 million in new and retained annual tax assessment and \$173 million in direct Gross Domestic Product (GDP).
- Mississauga is the second-largest life sciences hub nationally, with over 470 life sciences companies employing more than 25,000 people.
- Local life sciences companies have made significant contributions to COVID-19 public health responses (Appendix 1).
- Preserving established businesses and securing the next generation of growth from life sciences is vital to our economic recovery. The City will continue to strengthen its position as a leading life sciences hub, supporting Mississauga's economic recovery and economic growth over the long-term.

Background

Life Sciences is the science of all living organisms. The life sciences sector includes companies that use technology to deliver commercially-viable products and services and companies that directly support these activities (supply chain). Common examples include pharmaceutical, biotechnology, and medical technology companies.

The economic contribution of the life sciences sector to Ontario is significant. According to Life Sciences Ontario's (LSO) conservative estimates, the life sciences sector produces \$27 billion of economic output¹. In Mississauga, life sciences businesses account for \$2.7 billion or 6.3 percent of the City's GDP and employ more than 25,000 people, representing over 27 percent share of Ontario's total life sciences employment². People in the life sciences sector typically have a greater earning capacity, where wages are 24 percent higher than the provincial average³.

In 2017, Council endorsed the Life Sciences Cluster Strategy 2017-2021 ('Strategy'), recognizing the sector's significant contribution and future potential to the City's economic growth and prosperity. Mississauga is the only Canadian municipality with a Life Sciences Strategy. This five-year strategy was developed through extensive stakeholder consultation and identified opportunities to strengthen Mississauga's life sciences sector.

¹ Accelerating Prosperity: The Life Sciences Sector, Life Sciences Ontario (2019)

² It should be noted that this is most likely an understatement. Mississauga's definition of the life sciences sector uses a more refined list of sub-sectors.

³ Accelerating Prosperity: The Life Sciences Sector, Life Sciences Ontario (2019)

The Strategy's primary goal is to establish Mississauga as a leading Canadian life sciences hub, where companies choose to commercialize their technologies, products and services – 'A proven destination where diverse companies and exceptional talent grow, succeed and prosper.' The strategy outlined four guiding principles:

- Create Inclusive Business-Driven Networks
- Enhance Global & Regional Cluster Connectivity
- Cultivate the Innovation Ecosystem
- Attract & Grow

Comments

Mississauga remains the second-largest life sciences hub nationally, with over 470 life sciences companies employing more than 25,000 people.

Since 2017, the Strategy has guided a series of strategic initiatives resulting in meaningful outcomes for Mississauga. These outcomes include:

Creative Inclusive Business Driven Networks

Key Strategic Outcomes:

- *Establish Local Life Sciences Sector Champions as the Formal Sector Governing Structure and Advisory Body:* In 2018, following a recommendation in the Strategy, a formal governing body was established called the 'Mississauga Life Sciences Consortium.' The Mississauga Life Sciences Consortium consists of a distinguished group of executive leaders from the life sciences business community. They provide the City with advice and guidance to facilitate the growth and development of the local sector. The Consortium includes world-leading life sciences companies, such as:
 - Novo Nordisk
 - Bayer
 - AstraZeneca
 - Boston Scientific
 - Jazz Pharmaceuticals

The Consortium plays a unique and essential contributing role to the Mississauga Life Sciences sector.

- *Coordinate Business-to-Business (B2B) Networking Initiatives to Connect the Life Sciences Ecosystem:* In addition to several consortium meetings, the Economic Development Office (EDO) has facilitated meaningful connections by hosting various events. These include Business-to-Business (B2B) and Business-to-Government (B2G) networking events, talent-related events and business roundtables. A recent example is a series of COVID-19 Business Roundtables delivered to local life sciences companies and other key sectors on the impacts of COVID-19. Key outcomes from these roundtables included:

- Solving critical business challenges: EDO helped address personal protective equipment (PPE) procurement issues for companies during the pandemic.
- Delivering COVID-19 support webinars: EDO hosted webinars with key subject matter experts to share resources and best practices on topics that local companies identified as pressing. Topics included, 'Working Together 6 Feet Apart: Planning a Return to the Office,' and 'How to Respond to COVID-19 in the Workplace.'
- Establishing a new business communication platform: COVID-19 has restricted in-person engagement. With support from the City's IT Division, EDO quickly implemented a business communication and collaboration platform that allows Mississauga businesses to engage virtually, during a time of physical distancing.

Cultivate the Innovation Ecosystem

Key Strategic Outcomes:

- *Enhance and Develop Training/Workforce Development Programs and Talent Connections:* The City has connected companies, post-secondary, research institutions and workforce development groups to ensure that the local labour market meets the industry's needs. During a 2018 Mississauga Life Sciences Consortium meeting, business leaders spoke directly to post-secondary institutions and provided insights on existing skills gaps. Attendees concluded that sector stakeholders (post-secondary institutions and companies) need to collaborate more, to ensure better labour market development alignment.

In response to this feedback, EDO held a half-day working session with close to 100 cross-functional representatives from the Ontario life sciences community. The purpose of the event was to facilitate networking and engagement and influence post-secondary institutions to develop new academic programming, to address the industry's needs. The breadth and quality of attendees at the event demonstrated that stakeholders valued this initiative and the City's work. One third of industry participants were executives, and over ten colleges and universities attended from across the province.

The skills gaps highlighted during the 2018 Consortium meeting also provided an impetus for new program development. In fall 2020, the University of Toronto Mississauga's Institute of Management and Innovation launched a new Executive Certificate in Pharmaceutical Challenges and Opportunities. The program, developed in collaboration with Mississauga life science business leaders, delivers the curriculum that CEOs identified as critical yet lacking in the existing labour market. In the first cohort, three quarters of program participants included employees from Mississauga-based businesses. High initial enrollment in the program suggests its importance and value.

- *Lead the Development of a Mississauga Life Sciences Innovation District:* The Lakeview Innovation District is a strategic city-building opportunity. EDO is leading an activation assessment to build a roadmap for a fully operational site. Preliminary discussions identified life sciences as a priority sector in the site's development. Several life sciences companies have communicated interest in the Lakeview site with an expressed demand for laboratory space. An opportunity exists to establish Mississauga as the region's commercialization hub. Providing infrastructure and resources allows high-

growth companies to turn early-stage concepts commercially viable. EDO intends to bring this development to market through a Symposium (tentatively Q3/Q4 2021), where the life sciences sector represents a key sector prospect.

Enhance Global & Regional Cluster Connectivity

Key Strategic Outcomes:

- *Empower Local Life Sciences Leaders:* For years, the Provincial life sciences sector has called on the Government of Ontario to implement a coordinated Provincial Life Sciences Strategy. In August 2019, newly appointed Minister of Economic Development, Job Creation and Trade, Victor Fedeli, attended a Mississauga Life Sciences Consortium meeting to learn about the Ontario Life Sciences Sector ([press release](#)). This meeting was an instrumental first step in raising the new Minister's awareness of the importance of the life sciences sector to the Ontario economy and the need for a provincial strategy. Following this meeting, the Government of Ontario announced its intentions to develop a life sciences sector strategy for Ontario.
- *Develop International Linkages with Globally Significant Life Sciences Hubs:* Marketing efforts have elevated Mississauga's prominence nationally and internationally. Before the COVID-19 pandemic, EDO attended international conferences alongside the Mayor for investment promotion purposes. Attendance at these conferences helped establish and nurture valuable relationships that led to new investments, including the Brazilian pharmaceutical company, Biolab, in 2018. Due to COVID restrictions, EDO launched a digital advertising campaign targeting life sciences companies, resulting in a five-fold increase in website traffic and strengthening Mississauga's identity as a booming life sciences sector.
- *Collaborate with Local Partners to Create a Cohesive Local Life Sciences Support Ecosystem:* By maintaining strong relationships with local stakeholders and staying apprised of their priorities, the City finds new ways to positively impact the region. Mississauga's commitment to combating Type 2 Diabetes fosters an environment for partnership and collaboration in the community. Novo Nordisk, a multinational pharmaceutical company, made a transformative investment of \$20 million, establishing the Novo Nordisk Network for Healthy Populations (NNHP) at the University of Toronto – Mississauga. Its vision is to drive research insights and support the City's efforts to prevent chronic diseases, including Type 2 Diabetes. This investment aligns with the City's Economic Development Strategy (2020-2025), promoting collaboration between the public and private sectors, post-secondary institutions, developers and other stakeholders.

Attract & Grow

Key Strategic Outcomes:

- *Facilitate an Open, Welcoming and Supportive Business Environment:* EDO has continuously championed business interests by being client-centric and monitoring the pulse of the local economy. This support sometimes comes in the form of advocacy. Over the past few years, the industry has raised concern over impending regulatory changes governed by the Patented Medicine Pharmaceutical Review Board (PMPRB).

Implementation of the proposed federal changes will negatively impact businesses and Canadian patients' access to innovative medicines. In collaboration with the Mayor's Office and stakeholders, including the Mississauga Board of Trade (MBOT), EDO helped organize meetings with elected officials to increase awareness concerning the proposed changes. Also, Mayor Crombie has written letters to Federal Ministers expressing her concern over the coming regulatory changes and their possible effect on our life sciences sector. Implementation of the PMPRB regulations has been delayed twice, to July 1, 2021.

- *Attract, Retain and Expand Life Sciences Companies:* A focus on supporting local companies and creating a customer service-centric and pro-business environment, coupled with enhanced sales and marketing efforts, has led to new investments and expansions of existing Mississauga-based businesses. The year 2020 brought two notable investments to Mississauga:
 - A Taiwanese contract development and manufacturing company, Bora Pharmaceuticals, opened its North American flagship facility in Mississauga.
 - Roche Pharmaceuticals made a \$500 million investment to establish their Global Pharma Technical (PT) Operations site at its Canadian Pharmaceutical headquarters in Mississauga. This investment will lead to the creation of 500 new jobs over the next five years.

Key Performance Metrics

Since delivering the Strategy, Mississauga has seen an influx of new investment. They include:

- 10.5% increase in the number of life sciences companies
- 12.6% growth in life sciences employment⁴
- The largest employment growth in the Medtech sub-sector over the last five years in comparison to top Canadian Medtech hubs⁵
- EDO-supported life sciences investments representing over \$1.3 million in new and retained annual tax assessment and \$173 million in direct GDP⁶
- Additional significant Life Sciences investments: see Appendix 2.

Strategic Plan

The Life Sciences Cluster Strategy aligns with the priorities outlined in the City's Economic Development Strategy (2020-2025) and the City of Mississauga's Strategic Plan (2009). Most notably, the Life Sciences Cluster Strategy closely aligns with the City's strategic pillar for change, "Prosper," supporting Mississauga as a City that values global business, fostering a prosperous and sustainable economy that attracts and grows talent.

⁴ Source: City of Mississauga, 2016-2019 Employment Database

⁵ Source: Statistics Canada, 2015-2020 Business Counts Data

⁶ Mississauga EDO calculation based on Statistics Canada, Provincial Input-Output Multipliers

Financial Impact

Actions to support the Life Sciences Cluster Strategy can be accommodated in the 2021 Approved Operating Budget in cost centre 21231.

Conclusion

To date, the City's Life Sciences Cluster Strategy has successfully strengthened Mississauga's position as a leading life sciences hub in Canada. Mississauga has demonstrated leadership, elevated the City on the global stage and supported local economic growth and prosperity.

COVID-19 has presented many challenges to our public health system and economy. The pandemic has emphasized the importance of a vibrant and strong life sciences sector that can provide COVID-19 vaccines, therapies, tests and PPE to help society return to work and get the economy back on track. Mississauga's Economic Recovery Plan for Broader Industry highlights the importance of maintaining established businesses and securing the next generation of growth from existing sector strengths. Continued strategic support for the life sciences sector will continue to be important for Mississauga's economic recovery and growth.

Mississauga is well positioned to capitalize on opportunities resulting from the heightened interest in the sector due to the global COVID-19 pandemic. With continued support from Mayor and Council, the City will continue to strengthen its position as a leading life sciences hub.

Attachments

Appendix 1: Mississauga-based Life Sciences Companies' COVID-19 Response

Appendix 2: Additional Significant Life Sciences Investments



Paul Mitcham, P.Eng, MBA, City Manager and Chief Administrative Officer

Prepared by: Jackie O'Connor,
Life Sciences Business Consultant

Mississauga-based Life Sciences Companies' COVID-19 Response¹

- **Abbott (Diabetes Care Division)** donated 3,000 glucose monitoring sensors to Canadian hospitals. Health Canada authorized Abbott's glucose monitoring sensor by frontline healthcare workers in hospitals to remotely monitor patients' glucose status, minimizing exposure and preserving PPE.
- **Abbott (Diagnostics Division):** Abbott supplied vital COVID-19 diagnostic tests. Abbott's ID NOW and Panbio rapid tests provide healthcare professionals with fast, reliable and affordable tools that can enable testing at a mass scale so that those infected can be identified quickly and help slow the spread of the virus.
- **Alcon Canada** donated surgical masks and gloves to Trillium Health Partners.
- **Amgen Canada** launched a range of initiatives to give donations, supplies and expertise to help Canadian communities fight the challenges presented by COVID-19. The financial impact of the program is over \$1 million.
- **AstraZeneca Canada** donated 200,000 surgical face masks to support Canadian healthcare workers on the front line as they respond to the COVID-19 pandemic. AstraZeneca's Canadian Global Clinical Hub is leading a study to evaluate existing medicines to help alleviate immune responses resulting in severe complications or death of patients hospitalized with COVID-19.
- **Baylis Medical:** Baylis Medical leveraged its existing manufacturing capabilities and partnered with Ventilators for Canadians to manufacture ventilators in support of the COVID-19 pandemic response.
- **Becton Dickinson (BD) Canada:** BD Canada collaborated with the federal government to produce 37.6 million vaccine injection devices to support Canada's vaccination campaign.
- **Microbix Biosystems:** In 2020, Microbix received \$1.45 million from the Ontario Together Fund to produce critical test reagents for COVID-19, creating 80 highly skilled jobs.
- **PointClickCare:** The pandemic highlights the need for stronger collaboration and clear communication among healthcare workers. PointClickCare received CAN Health Network funding to pilot an integrated care coordination platform to reduce errors in communication between LTC facilities and hospitals.

¹ This is not an exhaustive list

Additional Significant Life Sciences Investments¹

- **Bora Pharmaceuticals:** Bora Pharmaceuticals, a Taiwanese contract development and manufacturing company, acquired GSK's Mississauga facility and opened its North American flagship facility. Employees at the former GSK site transitioned to Bora Pharmaceuticals. Bora Pharmaceuticals will continue to manufacture, under contract, the existing GSK product line, which includes 50 different products delivered worldwide².
- **Roche Canada:** Roche Canada made a \$500 million investment over five years to establish a Global Pharma Technical (PT) Operations site bringing up to 500 highly skilled and specialized full-time positions to its Mississauga pharmaceutical headquarters.
- **Microbix Biosystems:** In 2019, Microbix received a \$2.8 million contribution through FedDev Ontario to scale-up production at its state-of-the-art antigen manufacturing facilities, creating up to 100 highly-skilled jobs in science and manufacturing in Mississauga.
- **Eurofins CDMO:** Expansion of Eurofins' Drug Product operation capabilities to include fully equipped state-of-the-art pre-formulation and formulation development laboratories, a development suite, multiple GMP manufacturing suites, clinical packaging, and warehousing.
- **Biolab Pharma:** Biolab received \$2.8 million through the Ontario Jobs and Prosperity Fund due to a more considerable overall investment by Biolab, valued at \$57.4 million. Mississauga was the company's first international facility outside Brazil. This investment included retrofitting a 13,000 sq. ft. research and development (R&D) facility, creating 40 new highly skilled jobs.
- **Baylis Medical:** Baylis received \$4.22 million in funding through the Ontario Jobs and Prosperity Fund. This investment included expansion into a new state-of-the-art facility to double the company's environmentally controlled rooms and R&D spaces, creating 84 new jobs and retaining 194 positions.

¹ Investments between 2017-2021

² For a minimum of five years

City of Mississauga
Corporate Report



<p>Date: March 19, 2021</p> <p>To: Chair and Members of General Committee</p>	<p>Originator's files: LA.07-BIL</p>
<p>From: Andrew Whittemore, M.U.R.P., Commissioner of Planning & Building</p>	<p>Meeting date: March 31, 2021</p>

Subject

City of Mississauga's Comments on Proposed Changes to Minister's Zoning Orders (MZO) and the Planning Act

Recommendation

1. That the report titled "*City of Mississauga's Comments on Proposed Changes to Minister's Zoning Orders and the Planning Act*" from the Commissioner of Planning and Building, dated March 19, 2021, be received for information.
2. That Council endorse the positions and recommendations contained in this report.
3. That the Mayor or designate be authorized to provide comments in writing to the Minister of Municipal Affairs and Housing as part of the Ministry's public consultation process.

Executive Summary

- As part of Bill 257 (*Broadband and Infrastructure Expansion Act, 2021*) the Province has proposed to expand MZO powers so they no longer need to be consistent with the Provincial Policy Statement (PPS). The Province is seeking feedback on these changes by April 3, 2021.
- City staff are concerned by the proposed changes as they establish a framework for the issuance of MZOs that could undermine directions contained in the PPS that work to protect the environment and manage growth.
- If the Government intends to make frequent use of MZOs, then City staff suggest that their use should be limited to situations that have supporting rationale, a clear public benefit and that consultation with upper and lower-tier municipalities be a mandatory part of this process.

Background

The *Planning Act* has long afforded the Minister of Municipal Affairs and Housing (the Minister) the authority to directly zone land through an MZO. However, in past decades this power was rarely used.

The Minister has used MZOs more routinely, and expanded these powers in July 2020. Due to changes stemming from Bill 197, an MZO can now require the landowner to enter into what would be equivalent to a site agreement with the local municipality, and may require the landowner to comply with Inclusionary Zoning¹.

The Minister is now proposing to further expand MZO powers as part of Bill 257 (*the Broadband and Infrastructure Expansion Act, 2021*). These changes would give the Minister the power to issue MZOs that are not consistent with the Provincial Policy Statement (PPS). In addition, the changes would work retroactively, so any existing MZOs do not have to be consistent with the PPS.

The PPS is a foundational document for planning in Ontario. For decades, it has supported decision making around matters of provincial interest, and municipal planning decisions must be consistent with its statements. The PPS includes policies designed to protect the environment and heritage, manage growth, guide settlement area expansions, protect productive farmland and support housing choices.

The Province is seeking feedback on these proposed changes by April 3, 2021.

Comments

The City supports provincial efforts expedite the delivery of government priorities, including transit-oriented communities, affordable housing, long-term care homes and strategic economic recovery projects by removing red tape and delays. However, City staff are concerned with the proposed changes for the following reasons set out below.

1. Proposed changes could result in MZOs that are inconsistent with the PPS

The proposed expanded powers would change the framework going forward to allow for the issuance of MZOs that are no longer consistent with the PPS. This would permit granting of an MZO that has no regard to current planning legislation or the public engagement and input behind those plans. Most lands in the province would follow one set of rules as defined by the

¹ Corporate Report titled *City of Mississauga's Comments on Enhanced Ministerial Zoning Orders (MZOs)* dated January 22, 2021 to General Committee (refer item 9.13) - link: <https://pub-mississauga.escribemeetings.com/FileStream.ashx?DocumentId=8935>

PPS and local Official Plans, but lands benefiting from an MZO would be subject to a lower level of social and environmental obligations.

2. If the Government decides to use MZOs routinely, there should be greater transparency and clear public benefit

As Council has indicated in past submissions, the Province could consider establishing clear criteria to guide its use of MZOs. Moreover, MZOs should only support projects that offer clear and direct public benefits (e.g. create affordable housing, support public health and result in significant job creation). It is further recommended that consultation with upper and lower-tier municipalities be a mandatory part of the MZO process.

Financial Impact

There is no financial impact associated with this report.

Conclusion

City staff do not support the proposed change to eliminate the need for MZOs to be consistent with the PPS. MZOs are a forceful tool that reduces the role of Council and the public in the planning process.

If the Government intends to make frequent use of MZOs, then City staff suggest that their use should be limited to situations that have supporting rationale, a clear public benefit and that consultation with upper and lower-tier municipalities be a mandatory part of this process.



Andrew Whitemore, M.U.R.P., Commissioner of Planning & Building

Prepared by: Brandon Williams, City Planning Strategies, Planning & Building

Date: March 8, 2021	Originator's files: FA.35-FOR
To: Chair and Members of General Committee	
From: Andrew Whittemore, M.U.R.P., Commissioner of Planning & Building	Meeting date: March 31, 2021

Subject

Mississauga's Population and Employment Forecasts for the Development Charges and Community Benefits Charge By-law Review

Recommendation

1. That Council endorse the draft 2051 population and employment forecasts for the purposes of informing long-range transportation planning and capital planning for the 2022 Development Charges and Community Benefits Charges By-law Review.
2. That Council direct staff to continue to work with the Region of Peel to finalize the 2051 growth forecasts through the Region's Municipal Comprehensive Review process.

Executive Summary

- Corporate Finance requires growth forecasts to support the long-range transportation planning and capital planning inputs to the 2022 Development Charges and Community Benefits Charges By-law Review (the DC / CBC Review).
- Mississauga's draft forecasts anticipate approximately one million residents and 600,000 jobs by 2051.
- Staff have worked closely with the Region to develop these draft forecasts and consider them the best available source of forecast information for Mississauga at this time.
- Staff recommend their use to inform long-range transportation planning and capital planning inputs into the DC / CBC Review.

Background

The City's most recent set of approved growth forecasts are from 2013.

The process to update Peel and Mississauga's growth forecasts is underway as part of the Region's Municipal Comprehensive Review (MCR), also known as the *Peel 2041+ Regional Official Plan Review*. The Region is required to update these forecasts to a 2051 planning horizon as per *A Place to Grow: Growth Plan for the Greater Golden Horseshoe, 2020*. The Region's MCR must be completed by July 2022.

Staff require growth forecasts to support the associated servicing studies (e.g. transportation background study) of the DC / CBC Review. This work has already commenced in order to meet provincial timelines to implement the Development Charges and Community Benefits Charges before September 2022.

Comments

Staff have been working closely with the Region to establish a City-wide growth target for the 2051 planning horizon. The below table shows the current draft 2051 growth target for Mississauga (figures are rounded).

Mississauga	2016	2041	2051
Total Population	748,000	920,000	995,000
Employment	477,000	565,000	590,100
Occupied Households	240,000	313,600	343,500

City staff have presented the draft forecasts to the City's Planning and Development Committee on December 7th, 2020¹ and February 16th, 2021. The draft forecasts were also presented at Regional Council on December 10th, 2020 and the Regional Planning and Growth Management Committee on February 18th, 2021.

Given the draft 2051 forecasts are advanced and have benefited from significant levels of consultation, staff consider that there is limited risk that the city-wide target for Mississauga will change before the MCR is finalized. While there has been some discussion about changes to forecast as the result of the GTA West Corridor, city staff do not expect the status of this project will impact forecasts for Mississauga.

Overall, staff consider the draft forecasts are the best available source of information at this time and recommend they are used to inform long-range transportation planning and capital planning support the associated infrastructure studies of the DC / CBC Review.

¹ Corporate Report - 2051 Draft Growth Allocation, December 7th, 2020 (see page 146 / Item 4.6): <https://pub-mississauga.escribemeetings.com/FileStream.ashx?DocumentId=7535>

Financial Impact

To be determined through the DC / CBC By-law Review.

Conclusion

City staff have provided detailed input into the development of these draft forecasts and shared them with the members of Mississauga's Council on several occasions. Given the draft 2051 forecasts are advanced, staff consider that there is limited risk that the citywide forecast for Mississauga will change. Staff consider these draft forecasts are the best available information at this time to support the associated infrastructure studies of the DC and CBC Review.



Andrew Whitemore, M.U.R.P., Commissioner of Planning & Building

Prepared by: Elizabeth Bang, Planner, and Katherine Morton, Manager, City Planning Strategies

Date: March 12, 2021	Originator's files:
To: Chair and Members of General Committee	
From: Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer	Meeting date: March 31, 2021

Subject

Development Charges Background Study and Community Benefits Charge Strategy Project Update

Recommendation

That the report entitled "Development Charges Background Study and Community Benefits Charge Strategy Project Update" dated March 12, 2021, from the Commissioner of Corporate Services and Chief Financial Officer, be received for information.

Report Highlights

- Recent legislative changes have triggered the need to update the 2019 Development Charges (DC) Background Study and by-law and to develop a Community Benefits Charge (CBC) Strategy and by-law. This will allow the City to collect additional and new revenue related to growth.
- The DC Background Study update will include a review of new eligible services, removal of the 10% discount on current soft services and remove non-eligible services (e.g. parking).
- A CBC Strategy and by-law will determine rates (not to exceed 4% of land value of high density developments), which can be charged toward growth related services that are not eligible for recovery under the DC by-law.
- Hemson Consulting has been retained to work on the DC Background Study, CBC Strategy and Parkland Conveyance By-law. Staff will work with Hemson through the project process to review DC policy issues, historic data, growth forecasts, determine the rates, etc. Hemson will also assess COVID-19 impacts on transit ridership and the growth forecasts.
- The DC Background Study work will include a review of policy issues such as benefit to existing, post period benefit, industrial floor space per worker, and other policy matters.

- Council endorsed growth forecasts are a key component of developing the DC Background Study, CBC Strategy and related transportation studies. A report from the Commissioner of Planning and Building entitled “Mississauga’s Population and Employment Forecasts for the Development Charges & Community Benefits Charge By-law Review”, on this same agenda, presents city-wide population forecasts for the purposes of use in the aforementioned plans.
- The DC and CBC by-laws require Council approval by September 2022. Staff aim to present the by-laws for Council consideration and seek approval in Q1 of 2022.

Background

The City’s last Development Charges (DC) by-law was approved in June 2019. As per the *Development Charges Act*, DC by-laws are required to be reviewed and updated every five years. The City’s next review would have been completed by 2024, however, given the significant changes to legislation in 2020, the City needs to initiate an update to the background study and by-law in order to benefit from those changes. This review will meet all the legislative requirements in updating a background study as stipulated in the *DC Act*.

Legislative Changes

On July 8, 2020, the Province introduced an omnibus bill, the *COVID-19 Economic Recovery Act, 2020* (Bill 197), which included a number of changes to the *Development Charges Act* and *Planning Act*.

The following legislative changes will be reviewed as part of the DC By-law update:

- Eligible new services
- Removal of the 10% discount on current soft services
- Removal of services no longer eligible for DCs (e.g. parking)

The *Planning Act* has been amended to replace the Bonus Zoning (Section 37) provisions with a new revenue tool called the Community Benefits Charge (CBC) to be used to recover capital costs related to growth that are not eligible through DCs. The CBC is capped at 4% of land value and is imposed on developments with five or more storeys and 10 or more units.

The changes to comply with the amended legislation are to be completed by September 2022. Staff aim to seek Council approval on the new by-laws in Q1 of 2022.

Procurement

On December 2, 2020 General Committee considered the report “Single Source Procurement with Hemson Consulting Ltd. for the DC Background Study, CBC Strategy and Parkland Conveyance By-law”. Committee endorsed the sole-source procurement for Hemson Consulting Ltd. to undertake the update to the 2019 DC Background Study, a new CBC Strategy and to update the Parkland Conveyance by-law. The three projects will be completed in tandem. The

DC and CBC projects will be lead by Finance staff, and the Parkland Conveyance work will be lead by Parks Planning staff.

Comments

The update to the DC Background Study and development of the CBC Strategy aligns with the legislated requirements including stakeholder consultation, advance release of the documents and holding a statutory public meeting. The timeline for completing these projects is significantly condensed compared to the planning time provided with a normal five-year review. Aside from the related transportation studies, no update of the various Master Plans will be required in order to prepare for this process.

Staff are currently working on the DC/CBC background and policy analysis and will be examining the development forecasts to determine growth impacts. In Q2 of this year, staff will work with the consultant to compile historic service levels and prepare the DC and CBC capital program. Council can expect an education session on the draft rates in early Fall. The draft Background Study and CBC Strategy are planned to be released in the latter part of this year, with a public meeting to be held in January. Staff will seek Council approval of the by-laws in Q1 of 2022. See Appendix 1 for project timeline.

Policy Issues

Policy issues will be examined and incorporated into the background study. Some of the issues that will be investigated include the following:

- Benefit to existing (BTE) and post period benefit (PPB)
- Review of Industrial Floor Space per Worker
- Application and expiration of demolition credits
- Financial and other impacts of discretionary exemptions and/or credits
- Alignment with affordable housing objectives of the Region, City and Province
- The use of development securities for non-residential developments and when they are appropriate

CBC

The City can now implement a CBC which replaces Section 37 Bonus Zoning in the *Planning Act*. The CBC is only applicable to high density developments. The CBC Strategy will review the following:

- Determine the services to be funded through a CBC
- Estimates of the anticipated amount, type and location of development and redevelopment
- Estimates of the increase in need for facilities, services and matters attributable to the anticipated development and redevelopment
- Identify excess capacity that exists in relation to the facilities, services and matters attributable to the anticipated development and redevelopment

- Benefit to existing attributions based on new services identified
- Estimates of capital costs
- An assessment of whether the CBC should be applied based on a city-wide approach or an area-specified approach.

COVID Impacts

The COVID-19 pandemic has had an impact on factors to be considered as part of the DC background study work. Two main matters to be reviewed under this lens include: impacts to transit ridership and the growth forecasts, with particular consideration for the impacts over the next few years. The pandemic has had a significant short-term impact on transit ridership, however, there may be longer-term impacts that will be reviewed. Similarly, growth patterns may be different given travel restrictions which has impacted expected population growth through immigration. Impacts to the forecasts may affect capital planning and budgeting. These matters will be reviewed in depth.

Growth Forecasts

Growth Forecasts are a key component of developing the DC Background Study and will be a fundamental part of the CBC Strategy. Growth forecasts are also used as input into the transportation modeling used in the Transportation Master Plan that will be updated and used in the DC background study.

A report from the Commissioner of Planning and Building entitled “Mississauga’s Population and Employment Forecasts for the Development Charges & Community Benefits Charge By-law Review”, on this same agenda, presents city-wide population and employment forecasts for the purposes of use in the aforementioned plans. Proceeding with these forecasts from the Planning department will ensure a level of certainty in defending the final DC and CBC rates and reduce the risk of lost revenue.

Engagement and Collaboration

The DC Background Study and CBC Strategy require input from all departments in the corporation. A Steering Committee has been formed with directors, primarily those who are responsible for capital programs for both the DCs and CBC. The Steering Committee will be responsible for providing direction and making decisions through the process. A Working Team with staff representation from all departments has also been formed and preliminarily background work is underway.

Consultation with the development industry has been scheduled at key points through the duration of the projects. As well, as required by legislation, the background study will be released 60 days in advance of the public meeting as required. The CBC strategy will be released at the same time. This gives the industry substantial time to review the documents and provide their comments to the City.

Finance staff will work with Strategic Communications to develop a communication plan that will detail communication tactics including social media outreach at key milestones of the projects and news releases when appropriate.

Financial Impact

The capital project (PN #20603) to fund the 2022 DC Background Study and CBC Strategy was approved as part of the 2020 Budget. The sole source procurement for Hemson Consulting for completion of the DC Background Study, CBC Strategy, Parkland Conveyance and CIL work and all by-laws is valued at \$300,000. There are no additional costs for these projects as a result of this report.

Conclusion

Staff have started the update to the 2019 DC Background Study and work on the new CBC Strategy. Hemson Consulting has been retained to assist with these projects. A timeline of key milestones has been developed to assist staff in completing these projects by Q1 of 2022. Staff have engaged all internal stakeholders and plan on hosting engagement sessions with the development industry and other key stakeholders.

Attachments

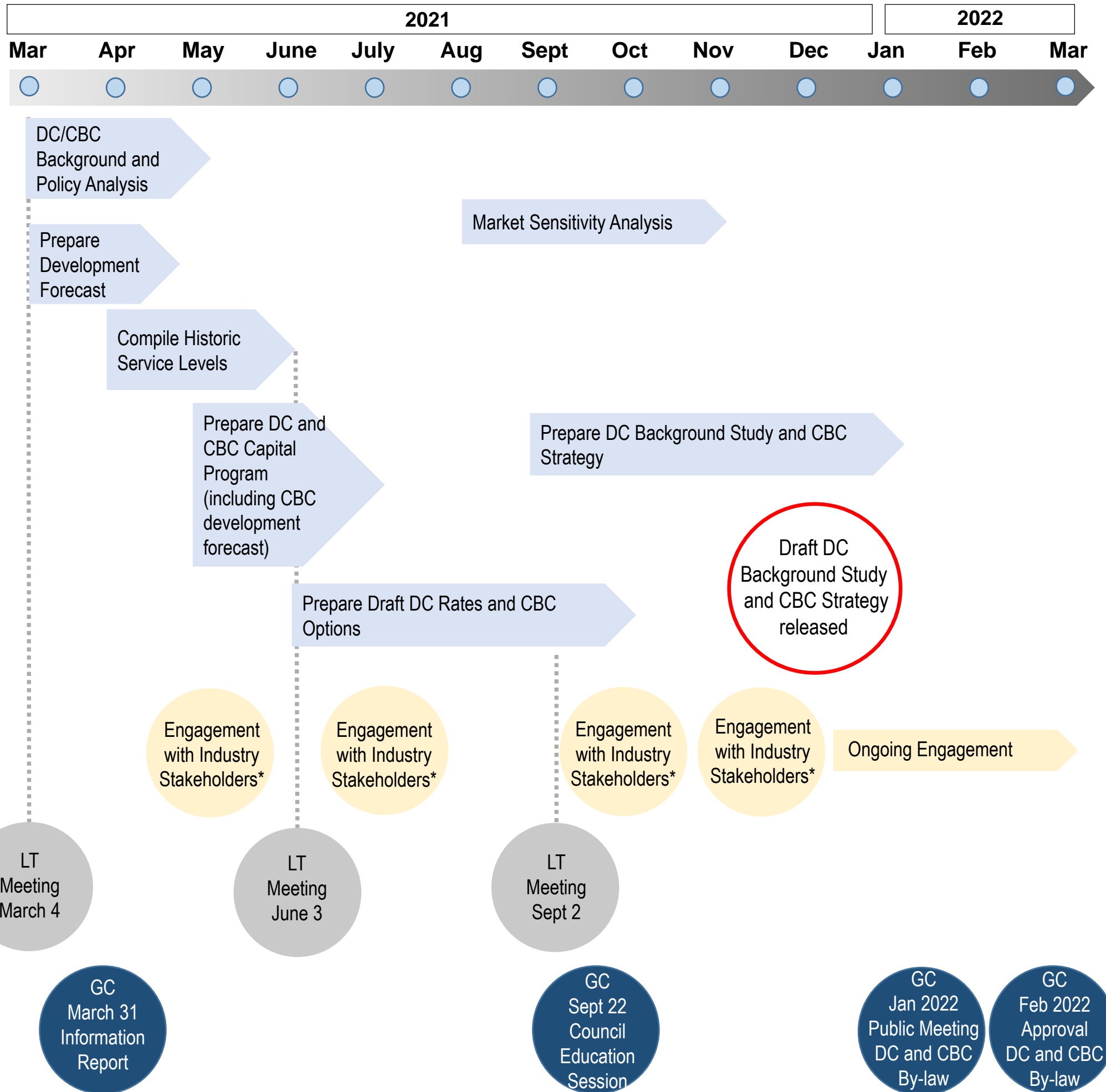
Appendix 1: DC/CBC Project Workplan



Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Shahada Khan, Acting Manager, Development Financing and Reserve Management

DC / CBC PROJECT WORKPLAN



*dates to be confirmed

Date: March 4, 2021 To: Chair and Members of General Committee From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works	Originator's files: Meeting date: March 31, 2021
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Subject

Traffic Calming - Special Projects (Ward 3 and 11)

Recommendation

1. That the report from the Commissioner of Transportation and Works, dated March 4, 2021 and entitled "Traffic Calming – Special Projects (Ward 3 and 11)", be approved.
2. That the report from the Commissioner of Transportation and Works, dated March 4, 2021 and entitled "Traffic Calming – Special Projects (Ward 3 and 11)" be referred to the Mississauga Traffic Safety Council, Cycling Advisory Committee and the Mississauga Road Safety Committee for information.

Executive Summary

- Flagship Drive, Falconer Drive, Second Line West and Sombrero Way are roadways that have been identified as locations that would benefit from the installation of traffic calming.
- Ward 3 Special Project funding is being utilized for the implementation of physical traffic calming on Flagship Drive.
- Ward 11 Special Project funding is being utilized for the implementation of physical traffic calming on Falconer Drive, Second Line West and Sombrero Way.
- No concerns have been raised from either emergency services or MiWay regarding the proposed traffic calming measures.

Background

The Traffic Services and Road Safety Section regularly conducts reviews regarding speeding, aggressive driving, and traffic infiltration on City roadways. This includes the collection of speed and volume data.

Once a speeding concern is identified, Road Safety staff utilize a number of passive traffic calming techniques to reduce vehicle operating speeds. These passive traffic calming measures can include the implementation of painted edge/centre lines, the use of a speed awareness device, and enforcement.

If an ongoing identified concern cannot be resolved through other more passive traffic calming measures, Road Safety staff evaluate the location against the criteria outlined in the Traffic Calming Policy 10-09-03. If a location does qualify based on the criteria outlined in the policy, it is prioritized on a list of traffic calming locations.

In consultation with the local Ward Councillors, and based on a prioritized warranted list provided by Road Safety staff, locations within Ward 3 and 11 were identified where Special Project funding could be utilized. The following traffic calming locations were selected for physical traffic calming measures:

- Ward 3 - Flagship Drive (Appendix 1)
- Ward 11 - Falconer Drive between Matlock Avenue and Kenninghall Boulevard (Appendix 2)
- Ward 11 - Second Line West between Old Derry Road and Sombrero Way (Appendix 3)
- Ward 11 - Sombrero Way (Appendix 4)

Based on the historical traffic data, and an increased desire from the community for physical traffic calming due to the speed limit changes planned as part of the Neighbourhood Speed Limit Project, the following roadways would benefit from the installation of physical traffic calming:

Flagship Drive	Posted Speed (km/h)	85th Percentile Speed (km/h)
Between Parthia Crescent and Constitution Boulevard	40	58
Between Ivernia Road and Queen Frederica Drive	40	54
Between Ivernia Road and Parthia Crescent	40	51

Falconer Drive	Posted Speed (km/h)	85th Percentile Speed (km/h)
Between Alpha Mills Road and Matlock Avenue	50	68
Between Hyde Mills (north leg) and Rapallo Mews	50	54
Between Hyde Mill (south leg) and Plainsman Road	50	59

Second Line West	Posted Speed (km/h)	85th Percentile Speed (km/h)
Between Lamplight Way and Silverthorn Mill Avenue	50	65
Between Silverthorn Mill Avenue and Old Derry Road	50	61

Sombrero Way	Posted Speed (km/h)	85th Percentile Speed (km/h)
Between Harmony Hill and Viola Court	50	57

Comments

Once candidates for the installation of physical traffic calming measures were identified, preliminary plans for the neighbourhood were developed. Staff considered different types of traffic calming devices and overall roadway characteristics to achieve operating speeds, which are consistent with the posted speed limit. These factors include traffic calming type, spacing, layout and impacts the installation of physical traffic calming devices may have on local residents and City services.

Public Consultation

To determine the level of support and to refine the traffic calming plan for a neighbourhood, notification of the proposed projects was sent to area residents. The traffic calming concepts were posted on the Local Councillor's website and residents were provided the opportunity to provide feedback and discuss issues with the local Councillor's office and city staff. The results of the virtual public engagement consultations are as follows:

- Flagship Drive – 81% of respondents were supportive of the proposed measures along Flagship Drive. These measures include a series of speed cushions that will be installed between Rymal Road and Queen Frederica Drive.
- Falconer Drive - 80% of respondents were supportive of the proposed measures along Falconer Drive. These measures include a series of speed cushions and a raised crosswalk that will be installed between Matlock Avenue and Kenninghall Boulevard.
- Second Line West – 96% of respondents were supportive of the proposed measures along Second Line West. These measures include a series of speed cushions that will be installed between Old Derry Road and Sombrero Way.
- Sombrero Way – 89% of respondents were supportive of the proposed measures along Sombrero Way. These measures include a series of speed cushions and a raised intersection that will be installed between Second Line West and Mavis Road.

In consultation with the local Ward Councillors', decisions were made to pursue the installation of physical traffic calming measures on Flagship Drive, Falconer Drive, Second Line West, and Sombrero Way.

Staff provided the revised concept plans to all emergency services and MiWay and there were no concerns regarding the proposed traffic calming.

Financial Impact

The following traffic calming measure projects (F20199 & G20199) are not requesting funding through this corporate report.

Funding for these projects will be provided through Councillor's special gas tax funding and will be requested with the December 2020 WIP corporate report:

Project	Estimate	PN#
Flagship Drive	\$40,000	F20199
Sombrero Way	\$55,000	G20199

The following traffic calming measure projects do not require additional funding and are accommodated within the existing Councillor's special gas tax funded projects as follows:

- Falconer Drive for \$60,000 within PN#C20199.
- Second Line West for \$45,000 within PN#D20199.

Conclusion

There is sufficient interest from local area residents, as well as support from the Local Ward Councillors, for the implementation of physical traffic calming measures on Flagship Road, Falconer Drive, Second Line West and Sombrero Way.

Attachments

Appendix 1: Location Map – Flagship Drive (entire roadway) (Ward 3)

Appendix 2: Location Map – Falconer Drive between Matlock Avenue and Kenninghall Boulevard (Ward 11)

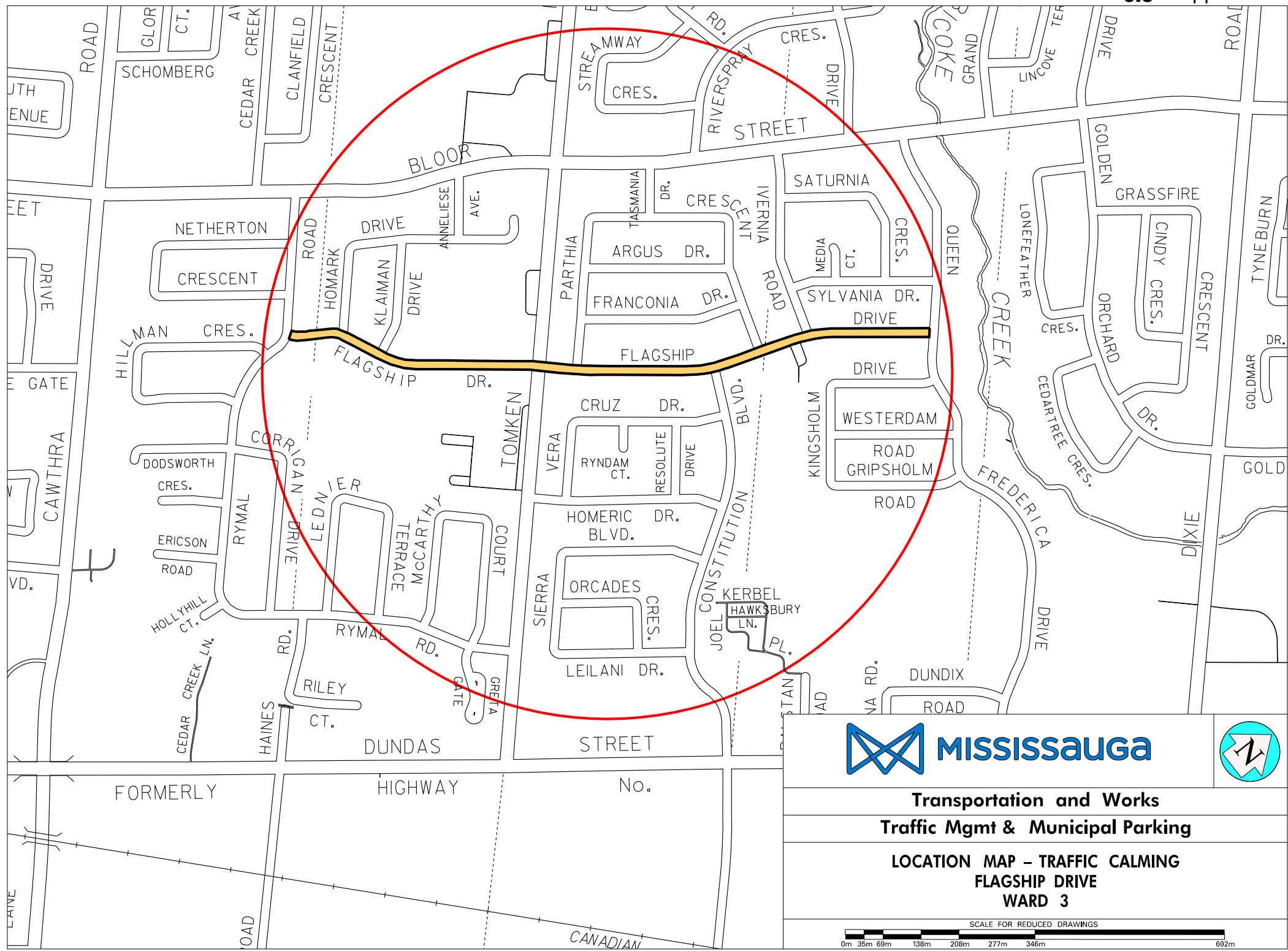
Appendix 3: Location Map – Second Line West between Old Derry Road and Sombrero Way (Ward 11)

Appendix 4: Location Map – Sombrero Way (entire roadway) (Ward 11)



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

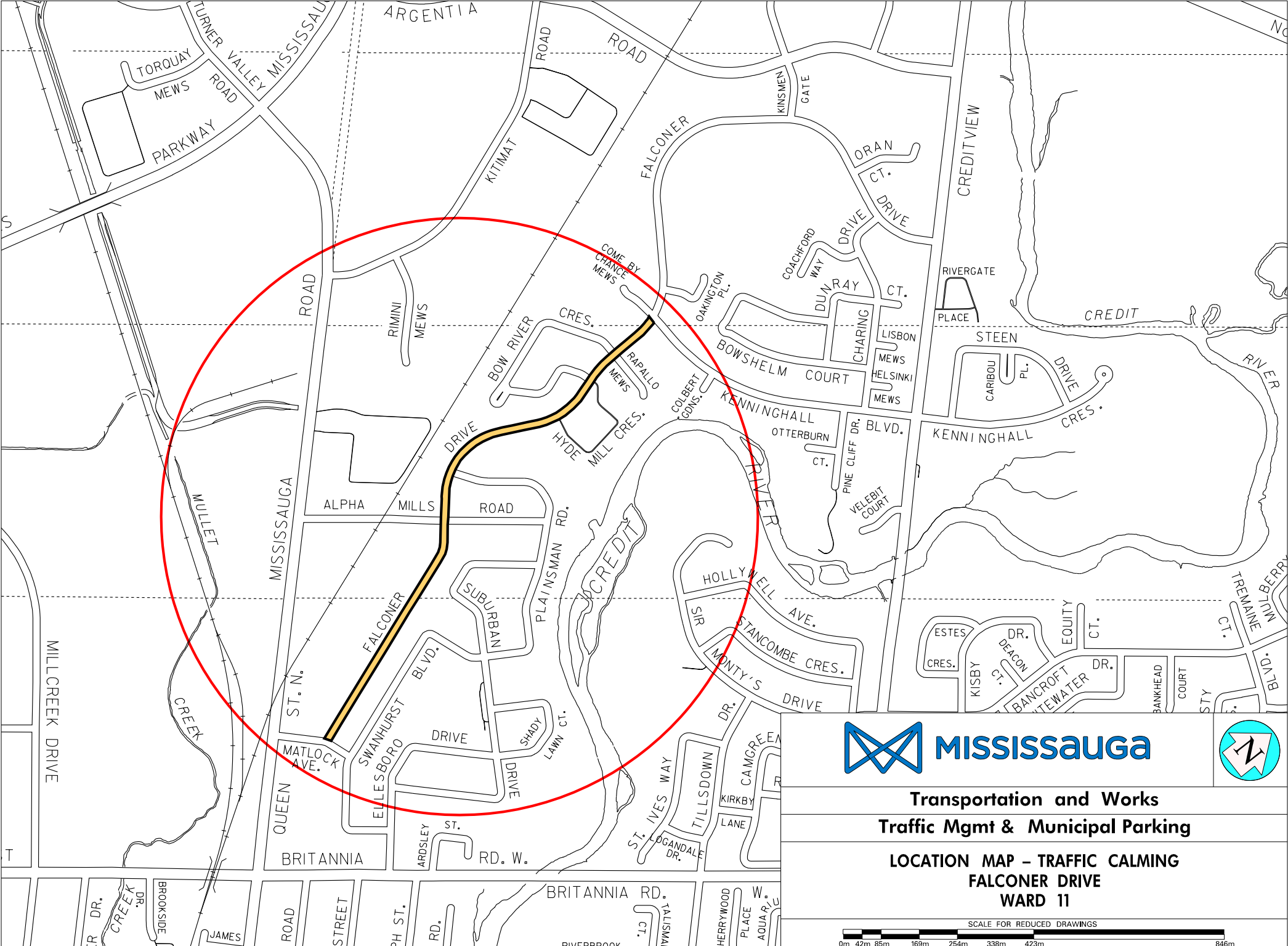
Prepared by: Khulud Sheeraz, C.Tech., Road Safety Technician



**Transportation and Works
Traffic Mgmt & Municipal Parking**

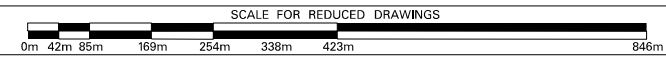
**LOCATION MAP - TRAFFIC CALMING
FLAGSHIP DRIVE
WARD 3**

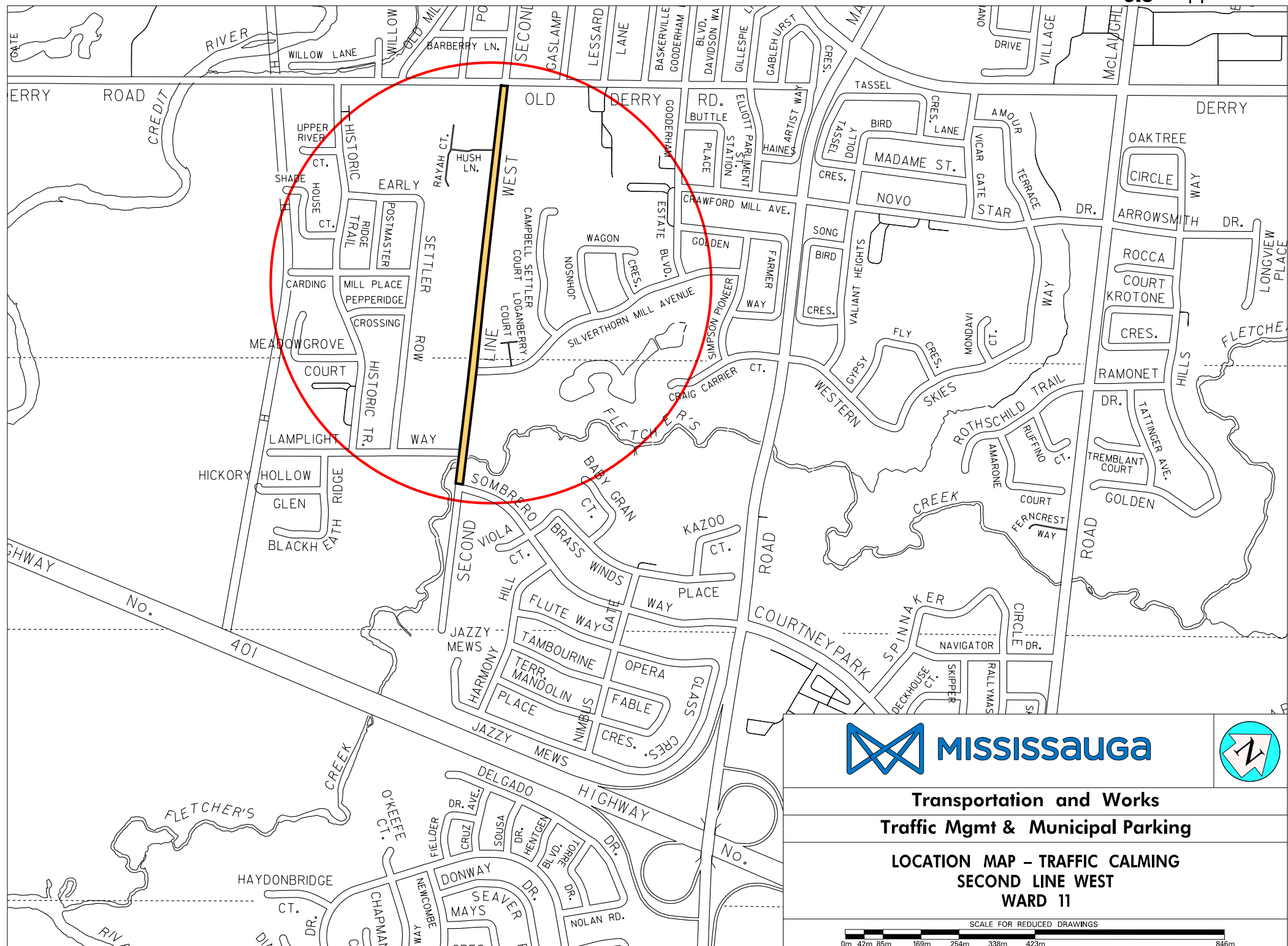




Transportation and Works
Traffic Mgmt & Municipal Parking

LOCATION MAP - TRAFFIC CALMING
FALCONER DRIVE
WARD 11

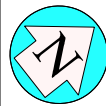
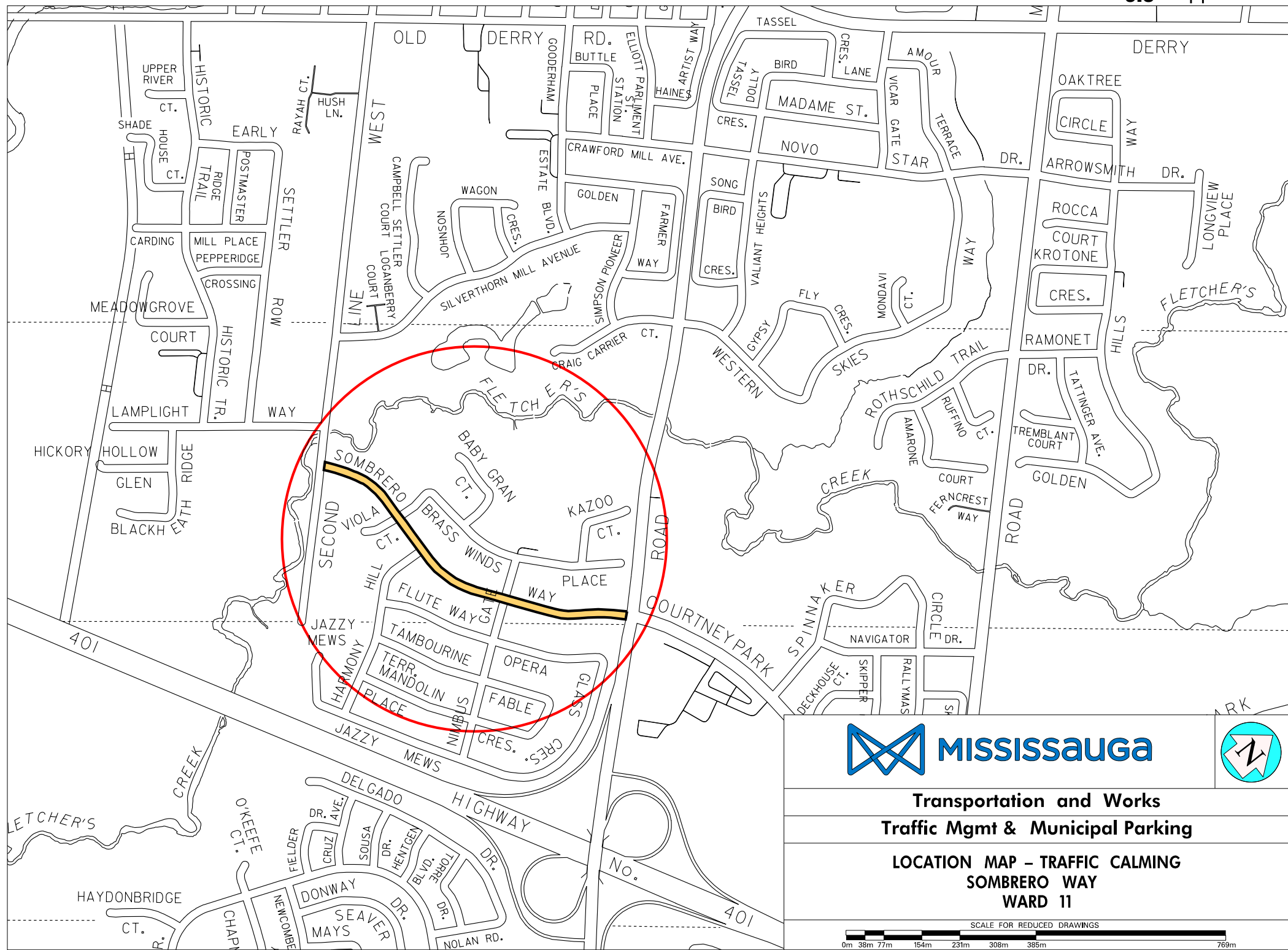




**Transportation and Works
Traffic Mgmt & Municipal Parking**

**LOCATION MAP - TRAFFIC CALMING
SECOND LINE WEST
WARD 11**





**Transportation and Works
Traffic Mgmt & Municipal Parking**

**LOCATION MAP - TRAFFIC CALMING
SOMBRERO WAY
WARD 11**



City of Mississauga
Corporate Report



<p>Date: March 18, 2021</p> <p>To: Chair and Members of General Committee</p>	<p>Originator's files:</p>
<p>From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works</p>	<p>Meeting date: March 31, 2021</p>

Subject

Construction Pest Control Program for City of Mississauga Projects

Recommendations

1. That Council endorse the Construction Pest Control Program as outlined in the report dated March 18, 2021 from the Commissioner of Transportation and Works and that the Program be implemented for the 2021 construction season for all recommended Community Services and Transportation and Works Department construction projects to address rat concerns raised by Mississauga residents; and
2. That all necessary By-laws be enacted.

Executive Summary

- The Applewood Hills and Heights Resident Association have raised concerns about rats in their neighbourhood and have requested the City of Mississauga to implement pest control measures as part of the City's construction projects.
- Representatives from the Corporate Services, Community Services, and Transportation and Works Departments worked together to develop a common and consistent *Construction Pest Control Program Checklist* for the City of Mississauga.
- Staff will review and assess all construction projects on a project-by-project basis using the *Construction Pest Control Program Checklist* to determine which projects require pest control measures.
- The Facilities & Property Management Division has already been incorporating pest control measures as part of their building construction and renovation projects. No additional pest control measures are recommended for these projects.
- Implementation of pest control measures is being recommended for medium and large construction projects adjacent to homes and businesses. These projects generally involve removal, installation, and/or rehabilitation of storm sewers, underground site servicing, major excavation, tree and shrub removal, and clearing and grubbing of dense vegetation.

- Pest control measures are not recommended for:
 - small projects generally involving re-development of surface amenities and footing structures such as playground structures, shade structures, concrete pads, pathways/walkways, and tennis courts;
 - projects located within the road allowance that do not include new underground construction. These projects include hard surface construction only, such as asphalt resurfacing, road repairs, concrete sidewalk, curb installation/repairs, multi-use trail installation/repairs, intersection improvements, and bridge rehabilitation/repairs.
- Implementation of pest control measures beyond construction timelines is not recommended as the impact of bait stations over extended periods of time will have a direct impact on other natural wildlife and on pets. Baiting three to four weeks before commencement of construction activities is recommended.

Background

In response to concerns raised by the Applewood Hills and Heights Resident Association regarding rats being a significant problem in their area, the Region of Peel conducted an initial study to develop a framework for a residential rodent control rebate program. The Region's initial findings are outlined in the Region of Peel Report from the Interim Commissioner of Public Works and the Acting Commissioner of Health Services dated October 8, 2020, and entitled Pest Control Subsidy Framework and Study. Since then the Region has implemented Phase 1 of their Residential Rat Control Subsidy Pilot Program, with Phase 2 starting shortly.

As part of the Region's Integrated Pest Management approach, which started in June 2020, the Region retained pest control vendors to install outdoor bait traps for construction projects within Wards 1, 3, 9, and 11. Additionally, the Region of Peel has started to implement pest control measures for all of their water and wastewater construction projects.

In response to the Region of Peel's actions taken regarding pest abatement on Regional capital construction projects, City of Mississauga staff have undertaken a review and have developed a proposed Construction Pest Control Program to address the concerns raised by Mississauga residents about rat sightings that may be exacerbated by construction activities in the area.

Comments

In an effort to develop a common and consistent Pest Control Program for City of Mississauga construction projects, a team of staff comprised of representatives from the Facilities & Property Management, Parks, Forestry & Environment, Infrastructure Planning & Engineering Services, Traffic Management & Municipal Parking and Works Operations & Maintenance Divisions was established.

The team developed a *Construction Pest Control Program Checklist* to serve as a guideline to City staff to determine for which projects pest control measures are warranted. Staff will review and assess all construction projects on a project-by-project basis using the following *Construction Pest Control Program Checklist* to determine which projects require pest control measures.

Construction Pest Control Checklist
Projects Recommended for Implementation of Pest Control Measures
<p>Implementation of pest control measures are recommended for medium and large construction projects. Projects that fall under these criteria include:</p> <ul style="list-style-type: none"> • Installation/Rehabilitation of storm sewers and underground services • Demolition of stormwater infrastructure (including storm sewer headwalls and pipes, shoreline/creek erosion infrastructure i.e. gabion baskets, retaining walls, boardwalks) • Dredging of stormwater management ponds and water ways next to storm sewer infrastructure and potential food sources in urban settings • Tree and shrub removal (woodlots, open spaces) - where removal may promote displacement of pests to adjacent residential and business areas • Topsoil stripping and grading on City properties (excluding boulevard) - where removal may promote displacement to adjacent residential and business areas • Excavation and removal of earth material - where removal may promote displacement to adjacent residential and business areas
List of Construction Projects by Division
Infrastructure Planning and Engineering Services Division:
<ul style="list-style-type: none"> - Construction and/or Rehabilitation of Storm Sewers - Creek Erosion Control Projects - Construction of Stormwater Management Facilities - Dredging and Cleaning of Stormwater Management Ponds
Traffic Management and Municipal Parking Division:
<ul style="list-style-type: none"> - Municipal Parking Lots– construction of new or reconstruction of existing parking lots/multi-level parking structures.
Works Operations & Maintenance Division:
<ul style="list-style-type: none"> - Medium to large scale creek erosion control projects including embankment restoration, in the vicinity of homes and businesses. - Medium to large scale rehabilitation of stormwater management ponds, in the vicinity of homes and businesses. - Construction and/or Rehabilitation of Storm Sewers

Parks, Forestry and Environment Division:
<ul style="list-style-type: none"> - New park development - Redevelopment of existing parks and amenities
Facilities & Property Management Division:
<ul style="list-style-type: none"> - Pest control measures have already been incorporated into the Division's building renovation and construction projects - No further pest control measures are required for building construction projects managed by Facilities & Property Management Division.
Projects <u>Not</u> Recommended for Implementation of Pest Control Measures
Construction projects not recommended for implementation of pest control measures include small projects generally involving re-development of surface amenities and footing structures such as playground structures, shade structures, concrete pads, pathways/walkways, and tennis courts as well as projects located within the road allowance that do not include new underground construction.
List of Construction Projects by Division
Infrastructure Planning and Engineering Services Division:
<ul style="list-style-type: none"> - Road Resurfacing (Residential and Industrial) - Sidewalk and Multi-Use Trail construction - Bridge Rehabilitation - Intersection Improvements - Other similar types of projects
Traffic Management and Municipal Parking Division:
<ul style="list-style-type: none"> - Traffic Operations - installation of regulatory and warning signs - Road Safety - speed humps, PXOs, speed awareness - Traffic Signals – construction of new or rebuild of existing traffic control signals, maintenance of existing traffic control signals
Works Operations & Maintenance Division:
<ul style="list-style-type: none"> - Sidewalk and curb repairs and construction, including sidewalk jacking. - Roadway repairs including patching, resurfacing, and associated restoration of boulevards - Multi-Use Trail repairs - Bridge Rehabilitation - Service contracts such as catch basin cleaning, sewer flushing, street sweeping and waste bin collection
Parks, Forestry and Environment Division:
<ul style="list-style-type: none"> - Smaller projects for re/development of surface amenities and footing structures will not affect rat habitats (i.e., playground structures, shade structures, concrete pads, pathways/walkways, parking lots, tennis courts).

Based on discussions with pest control vendors, implementation of pest control measures beyond construction timelines is not recommended as the impact of bait stations over extended periods of time will have a direct impact on other natural wildlife and on pets. Baiting three to four weeks before the commencement of construction is recommended.

Financial Impact

The cost associated with the pest control measures will not exceed \$10,000 per construction site. Starting with the 2021 construction season, the cost will be charged to the project number associated with the capital projects.

Conclusion

The City of Mississauga can effectively control pests and pest migration into residential and business areas from construction project sites identified in the checklist developed by staff and in consultation with pest control experts. The Pest Control Program will be implemented on those City of Mississauga construction projects outlined in the *Construction Pest Control Program Checklist*. Implementation of the Program will begin with the start of the 2021 construction season. This report is seeking Council endorsement of the proposed Pest Control Program.



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

Prepared by: Kenneth Truong, P.Eng., Capital Project Manager

City of Mississauga
Corporate Report



<p>Date: March 15, 2021</p> <p>To: Chair and Members of General Committee</p>	<p>Originator's files:</p>
<p>From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works</p>	<p>Meeting date: March 31, 2021</p>

Subject

MiWay Infrastructure Growth Plan (MIGP)

Recommendation

1. That the report to General Committee entitled "MiWay Infrastructure Growth Plan (MIGP)" dated March 15, 2021 from the Commissioner of Transportation and Works be received.
2. That the study outcomes and infrastructure recommendations for future capital projects be approved.

Report Highlights

- The MiWay Infrastructure Growth Plan (MIGP) study was initiated to identify and address existing gaps in transit infrastructure required to support the MiWay Five service plan.
- The study focussed on MiWay's terminals/stations and stops along MiExpress corridors, with the intent to address operating issues and enhance the customer experience through transit infrastructure improvements.
- A new stop and terminal classification system, as well as new/updated infrastructure standards clearly identified the infrastructure gaps and requirements at our terminals and on-street MiExpress stops.
- Stop and terminal improvements (e.g., enhanced shelters, transit priority infrastructure) were prioritized based on feasibility and ease of implementation with preliminary concepts being prepared in advance for funding opportunities.
- Enhanced shelter recommendations from the MIGP are in receipt of the Investing in Canada Infrastructure Program (ICIP) funding, while transit priority infrastructure improvements are currently under review.
- Capital projects, not submitted through ICIP or are not approved by ICIP, will be submitted in the annual City Business Plan and Budget process.

Background

In 2014, MiWay initiated the MiWay Five study to prepare a five year service plan to streamline routes, expand the express network, strengthen service quality and achieve better service delivery. MiWay Five (2016-2020) identified opportunities and strategies to grow transit ridership and to direct service hours to achieve the best return on the City's investment. Investments in transit infrastructure were also identified as key elements in making the plan successful as they would assist in maximizing the benefits of MiExpress service, facilitating route connections, making transit more reliable and enhancing the customer experience. To this end, the MiWay Infrastructure Growth Plan (MIGP) was initiated in the summer of 2018 to identify these infrastructure needs and provide MiWay with a road map for its capital program.

Comments

MiWay's network covers almost 80 routes, with over 3300 stops and multiple terminals/stations. To ensure a fulsome understanding of gaps and needs, this first iteration of the MIGP focussed on MiWay's terminals/stations and MiExpress corridors. With the Hurontario Light Rail Transit (LRT) project well underway along Hurontario Street, this corridor was excluded from the study. Similarly, as the City is currently undertaking the Transit Project Assessment Process (TPAP) for Bus Rapid Transit (BRT) along Dundas Street, this corridor was also excluded from recommendations.

The study began with a review of existing City-wide initiatives, which included policy directions, land use and transportation projects and improvements, and the 10-year capital program. This was then followed by a detailed inventory of existing conditions at terminal and the on-street MiExpress stops to identify infrastructure gaps and issues/concerns. The vision/goal for transit infrastructure was established through the following infrastructure direction:

MiWay intends to undertake strategic investments to provide comprehensive barrier-free transit infrastructure that enhances the customer experience, attracts new passengers and strengthens the connection between land use and transit.

Four guiding principles laid the foundation for developing and prioritizing the infrastructure solutions both at on-street MiExpress stops and at MiWay's terminals. They were:

Guiding Principle #1: Accessibility and Pedestrian-friendliness

Barrier-free access that improves the safety and attractiveness of the system, and can reduce dwell times.

Guiding Principle #2: Consistency

A look and feel for terminals, stops and amenities that creates a stronger identity for MiWay and makes the use of transit easier and more intuitive.

Guiding Principle #3: Transit Competitiveness

Better infrastructure and amenities to improve the overall customer experience and perception of transit.

Guiding Principle #4: Placemaking

Terminals and stops that are sensitive to existing surrounding land uses and can connect future land uses with the transit system.

- Each of these guiding principles was addressed through four key outcomes of the study:
- Updated stop standard design drawings;
- Classification system for both stops and terminals;
- MiExpress stop infrastructure improvements; and
- MiWay terminal improvements.

Updated Stop Standard Design Drawings:

MiWay's standard drawings were established in 2010. With the creation of new policies and guidelines since that time, the MIGP undertook the opportunity to update MiWay's standard drawings to incorporate current best practices in transit, confirm consistency with City of Mississauga and Region of Peel standards, while maintaining compliance with AODA Integrated Accessibility Standards Regulations. New standards were also prepared to include transit priority infrastructure and to incorporate active transportation into bus stop designs to enhance multimodal access to MiWay services. These standard drawings are currently in draft, pending final approval by the City's Standards Committee.

Classification System:

With the evolution of the City's transit system, from Mississauga Transit in its early years to now MiWay, there has been minimal distinction on the type of infrastructure being provided at on-street stops regardless of whether the stop is being serviced by a single route or multiple routes, MiLocal or MiExpress. The MIGP took the opportunity to develop a classification system for both stops and terminals to create a hierarchy and differentiate infrastructure requirements to support each class. The classification system will allow MiWay to create a more consistent "look and feel" at stops and terminals, improve the customer experience by addressing amenity deficiencies, and attract more riders through integration with adjacent land uses.

MiExpress Stop Infrastructure Improvements:

Infrastructure deficiencies as per the new classification system and estimations of passenger-delays experienced along the MiExpress corridors assisted in prioritizing improvements for on-street MiExpress stops. Improvements included transit priority infrastructure, stop relocation, pedestrian connectivity and multimodal integration, accessibility compliance and passenger amenities. Preliminary design concepts were prepared for the highest ranked locations along Dixie Road, Derry Road and Erin Mills Parkway with a focus of on in-boulevard and on-street improvements to limit disruptions to service and improve constructability.

MiWay Terminal Improvements:

Each of MiWay's terminals were assessed with respect to operating conditions, existing and planned adjacent land uses, pedestrian connectivity and multimodal integration, passenger and operator amenities and site constraints. Terminal improvements were prioritized based on ease of implementation and feasibility for change. Preliminary design concepts were prepared for the highest rank locations and included infrastructure changes to address operational challenges, maximize the transit investment, facilitate route connections and create a more reliable transit network.

Assembling all the identified improvements, the prioritization framework reviewed the feasibility of each improvement and its ease of implementation, ensuring collaboration with concurrent City or Regional projects to guarantee the effective and efficient use of resources. The implementation strategy focussed on smaller capital investments that would change the customer experience through amenity enhancements and improve operational efficiencies along MiExpress corridors. MiWay now has a handbook to guide changes to transit infrastructure and direction to continue with the design and construction of individual projects. Any financial considerations will be presented to Council prior to project initiation through normal approval processes (i.e., annual City Business Plan and Budget, other funding opportunities, etc.).

The executive summary of the MIGP report is provided in Appendix 1.

Strategic Plan

The MIGP contributes to the strategic pillar of Developing a Transit Oriented City and the strategic goals of:

- Build a reliable and convenient transit system
- Increase transportation capacity
- Connect our City
- Develop environmental responsibility
- Provide mobility choices
- Build and maintain infrastructure

Financial Impact

At the time of this report, MiWay is in receipt of \$28.2M ICIP funding between 2021 and 2027 for the following shelter projects. In addition, the City is contributing \$10.2M from the capital tax reserve fund.

- 88 enhanced on-street shelters –total funding of \$36.8M of which the City is contributing \$9.8M.
- 4 (four) enhanced terminal shelters –total funding of \$1.6M of which the City is contributing \$0.4M.

These project are premised on recommendations from the MiWay Infrastructure Growth Plan (MIGP). Appendix 2 provides a map of proposed locations for the shelters.

An additional ICIP funding request is currently under review for the construction of transit priority infrastructure at 25 locations throughout the City. Requesting funding of \$12.5M of which the City would be contributing \$3.3M from the capital reserve fund between 2021 and 2027. Appendix 3 provides a map of the proposed transit priority infrastructure and terminal improvement locations.

Conclusion

The MiWay Infrastructure Growth Plan (MIGP) is a multi-year plan that will be used to direct the effective allocation of the city's capital investments to transit infrastructure. In other words, it provides MiWay with a road map on the type of infrastructure that is required, the associated costs and the timing for those improvements. The implementation strategy prioritizes items that can be implemented now without requiring major capital investments and capitalizes on upcoming City or Regional projects to minimize throw-away costs while achieving the City's direction of becoming a transit-oriented city. With the blueprint clearly defining transit infrastructure requirements throughout MiWay's network, MiWay will be able to and has been able to take advantage of funding opportunities and implement improvements immediately.

Attachments

Appendix 1: MiWay Infrastructure Growth Plan Executive Summary

Appendix 2: ICIP Approved Customer Amenities (Enhanced Shelters)

Appendix 3: Transit Priority Infrastructure Locations (Pending ICIP Funding)



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

Prepared by: Alice Ho, P.Eng., Project Leader, Transit Priority



MiWay Infrastructure Growth Plan

SEPTEMBER 2020





MiWay Infrastructure Growth Plan

Executive Summary

SEPTEMBER 2020



Executive Summary

Mississauga is becoming a more transit-oriented city. Transit ridership over the past decade has grown by 29%. Transit service is changing to meet the demands. Transit infrastructure needs to match this growth.

Transit ridership has outpaced population and employment growth in the past decade. Major investments in transit have supported and influenced this growth. These include the Mississauga Transitway, the introduction of MiExpress service, and a grid network of high-frequency routes, the latter two a direct result of the MiWay Five Service Plan, approved in 2015.

More major transit investments are underway. The Hurontario LRT is planned for completion in 2024. Three Bus Rapid Transit Projects are in development: Downtown Mississauga Terminal and Transitway Connection, Dundas Bus Rapid Transit, and Lakeshore Higher Order Transit.

To support these major projects, and in response to increasing ridership, MiWay is continuously planning for further increases to transit service on its MiExpress and MiLocal networks. Without investing in transit infrastructure, transit service will experience increasing congestion and delays. The addition of more bus service to already congested roads and terminals that are operating at capacity will result in unreliable travel times and inefficient operations and is a possible deterrent to adding service to respond to ridership growth. The customer experience, whether on the bus or at stops and terminals, will be affected by insufficient transit infrastructure.

The MiWay Five Service Plan (2016-2020) identified the need for a capital program to support increased MiWay service.

In response, the MiWay Infrastructure Growth Plan was initiated with the intent to identify a 10-year capital investment strategy for transit infrastructure that would maximize the benefits of added MiExpress service, facilitate route connections, make transit more reliable, and enhance the customer experience. This investment strategy would capitalize on upcoming projects to minimize throw-away costs while achieving the City's direction towards a transit-oriented city.

The Infrastructure Growth Plan investment strategy is designed to accommodate the City's planned growth and change, to maximize benefits to transit passengers and operational efficiencies and to meet three main objectives:

- Develop a stop and terminal classification system with supporting standard designs to support a consistent “look and feel” for MiWay stops and terminals;
- Identify and prioritize transit priority applications at MiExpress stops where such treatments will have the greatest benefit; and
- Identify and prioritize terminal needs in response to changing local, express, and rapid transit networks.



Etobicoke Creek Transitway Station

Photograph by Ben Rahn/A-Frame

The MiExpress network covers over 220 km, with 163 on-street stops serviced by 9 routes, serving over 40,000 passengers every weekday.

The MiExpress network operates with an average peak period service of approximately 5 buses an hour. 163 MiExpress stops support this service, with 147 located on-street within the City of Mississauga, ten (10) within the City of Toronto, and six (6) within the City of Brampton. The remaining stops are located within MiWay terminals and stations. The available infrastructure and amenities at these on-street stops vary significantly across the network.

The MiWay network connects 44 terminals and stations.

There are 22 terminals in Mississauga, Brampton and Toronto, plus 11 Transitway stations and 11 GO stations. These terminals and stations range in size and function, from large multi-modal facilities, to smaller lay-bys and route turnaround locations. Six (6) of the terminals and stations served by MiWay routes are located in the City of Toronto and four (4) are located within the City of Brampton. The 11 GO stations and three (3) of the Transitway stations are owned by Metrolinx.



City Centre Transit Terminal

MiWay's terminals and MiExpress stops need a stronger visual identity, effective connections to adjacent land uses, consistency in supporting infrastructure and amenities to increase operational efficiencies.

Opportunities exist to address inconsistencies. A consistent "look and feel" would make it easier to identify MiExpress stops and MiWay terminals. The same amenities would be available for customers. Clear access and improved connections would continue to be a priority. Operator amenities would be improved. Transit priority infrastructure and on-road infrastructure would be planned for operational efficiencies. A well-defined infrastructure direction and supporting guiding principles would aid in the strategic planning of improvements.

Strategic investments will provide comprehensive barrier-free transit infrastructure to enhance the customer experience, attract new passengers, and strengthen the connection between land use and transit.

Four guiding principles directed the development and prioritization of on-street and off-street transit infrastructure:

Guiding Principle #1: Accessibility and Pedestrian-friendliness

Barrier-free access that improves the safety and attractiveness of the system, and can reduce dwell-times.

Guiding Principle #2: Consistency

A look and feel for terminals, stops and amenities that creates a stronger identity for MiWay and makes the use of transit easier and more intuitive.

Guiding Principle #3: Transit Competitiveness




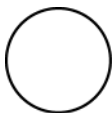
Better infrastructure and amenities to improve the overall customer experience and perception of transit.

Guiding Principle #4: Placemaking

Terminals and stops that are sensitive to existing surrounding land uses and can connect future land uses with the transit system.

A classification system provides the framework for a more consistent “look and feel” at stops and terminals, with the intent to attract more riders.





The classification system also enables a process to address amenity deficiencies, attract new passengers and accommodate people of all ages and abilities at MiWay stops and terminals. The classification system for stops promotes consistency while recognizing the important placemaking role that transit stops play as part of the streetscape:

-  **Higher-order Transit Stops** for the LRT and planned BRT
-  **Major Transfer Stops**, which provide transfers between two or more MiExpress routes
-  **Enhanced Stops**, which include all remaining MiExpress stops as well as MiLocal stops that provide transfers to MiExpress
-  **Standard Stops**, which are all remaining MiLocal stops. Most amenities at these stops are optional, based on the local context and stop usage patterns.



City Centre Transit Terminal

The classification system for terminals promotes efficient transit operations while recognizing the important relationship between transit and land use:

-  **Connect and Turnaround Terminals** which provide connections to other routes and services, and function as route-ends and turnarounds
-  **Connect Terminals** which primarily provide connections to other MiExpress and MiLocal routes, but are not likely to be route ends
-  **Turnaround Terminals** which are primarily route-ends and turnaround locations
-  **Through Terminals** which primarily provide through service



Etobicoke Creek Transitway Station

Photograph by Ben Rahn/A-Frame

Recommended MiExpress stop infrastructure improvements incorporate best practices to improve accessibility and transit reliability.

Design standards for on-street stops were developed specific to the City of Mississauga to address existing infrastructure deficiencies. The standards are based on current best practices in transit, plus City of Mississauga and Region of Peel standards, including:

- Compliance with AODA Integrated Accessibility Standards, because all public services in Ontario are required to be fully accessible by 2025;
- Transit priority measures; and
- Active transportation, to improve multimodal access to MiWay services.

The proposed design standards can be applied to all stops to promote consistency. A site-specific design approach is required to develop context sensitive transit improvements.

Opportunities to improve corridor-segment operations are recommended through the strategic implementation of transit priority measures. Transit priority measures (TPM) can address delay issues and improve overall transit competitiveness in Mississauga.

Preliminary design concepts were developed to address the identified issues and needs at a schematic design level with a focus on the Dixie, Derry and Erin Mills Parkway MiExpress corridors. The design concepts coordinate in-boulevard and on-street improvements to limit disruptions to service and improve constructability. Opportunities for improvement were explored at each location, including:

- Transit priority measures, such as queue jump lanes;
- Stop relocation;
- Pedestrian connectivity and multimodal integration;
- Accessibility including compliance with AODA Integrated Accessibility Standards; and
- Passenger amenities.

Recommended on-street transit infrastructure improvements will benefit transit passengers, reduce delays, and improve operations.



Queue Jump Lanes on Airport Rd. and Queen St. E

Source: City of Brampton



Heated Shelter

Source: MiWay

Recommended MiWay terminal improvements incorporate best practices to improve connections and transit operations.

Opportunities to improve terminal operations are recommended through the strategic implementation of terminal infrastructure improvements. Preliminary design concepts for infrastructure improvements were prepared at a schematic design level with a focus on Central Parkway Transitway Station, Laird/Vega on-street terminal, Cawthra Transitway Station and Meadowvale Town Centre Transit Terminal. In general, the improvements are within lands owned by the City of Mississauga. Property ownership provides greater certainty to implementation timelines.

- Opportunities for improvement were explored at each location, including:
- Transit operations, including the number of existing and potential future routes;
- Surrounding land uses (existing and planned);
- Pedestrian connectivity and multimodal integration;
- Passenger and operator amenities; and
- Site constraints.

Recommended infrastructure at MiWay terminals will address identified operational challenges, maximize the benefits of transit investments, facilitate route connections and create a more reliable transit network.



Central Parkway Transitway Station

Photograph by Ben Rahn/A-Frame

A clear implementation strategy provides the blueprint for MiWay's 10-year capital requirements to carry out the design and construction of infrastructure needed to support MiWay's service plans and make transit the mode of choice for Mississauga residents.

On-street and terminal infrastructure improvements are being recommended through the MIGP to provide comprehensive barrier-free transit infrastructure to enhance the customer experience, attract new passengers, and strengthen the connection between land use and transit. Key steps for successful implementation will include:

- A funding strategy: High level cost estimates will be used to request funding through the annual City of Mississauga's capital budget or other funding opportunities (e.g., Investing in Canada Infrastructure Program).
- Furthering of designs: Conceptual designs and feasibility plans will be carried forward to detailed design to advance projects to construction-readiness once funding is approved.
- Coordination and timing: Opportunities will be leveraged in delivering planned capital improvements whether with the City, the Region of Peel, private landowners or with other transit service providers. These opportunities will drive the timing of improvements.



Five monitoring activities are recommended to measure the benefits of investing in transit infrastructure.

Collecting and measuring baseline data, combined with a regular monitoring and maintenance program, is an important step in tracking the benefits of investing in transit infrastructure. To determine how implementation achieves the guiding principles, five monitoring activities are recommended at specific intervals:

1. **Update stop infrastructure and amenity deficiency list** with regular maintenance activities, field observations, and implementation of capital improvements (e.g. new sidewalks or multi-use trails, new shelters).
2. **Collect corridor-segment operations data** and compare findings to the existing conditions and measure the impact implementation has on corridor operational challenges. Once completed, the corridor prioritization list should be updated.
3. **Update terminal operational challenges** with the implementation of any service changes resulting from the MiWay Five Service plan, the Metrolinx 2041 RTP, or the completion of the ongoing terminal changes identified in the MIGP. Once complete, the terminal prioritization lists should be updated.
4. **Update the MIGP in tandem with MiWay's five-year service planning process** to determine where service expansion may be constrained by infrastructure.
5. **Monitor and track the cost of construction** of infrastructure implementation. By comparing actual costs to the cost estimates provided here, MiWay will be in a better position to budget and request for funding for future on-street and within the terminal footprint improvements.

The MiWay Infrastructure Growth Plan identifies investments in transit infrastructure that will best serve transit riders, improve transit operations, and support the City of Mississauga's goal to become a more transit-oriented city.

This first MiWay Infrastructure Growth Plan provides a traceable, data-driven, and repeatable process to invest in transit infrastructure. These investments will accommodate the transit service improvements approved in the MiWay Five (2015) service plan. The MIGP also identifies where investment in on-street and off-street locations will most benefit transit operations and the passenger experience.

The stop and terminal classification systems support a consistent "look and feel" for MiWay stops and terminals. This classification system is applicable to MiLocal stops as well and can be applied to new stops when service is expanded.

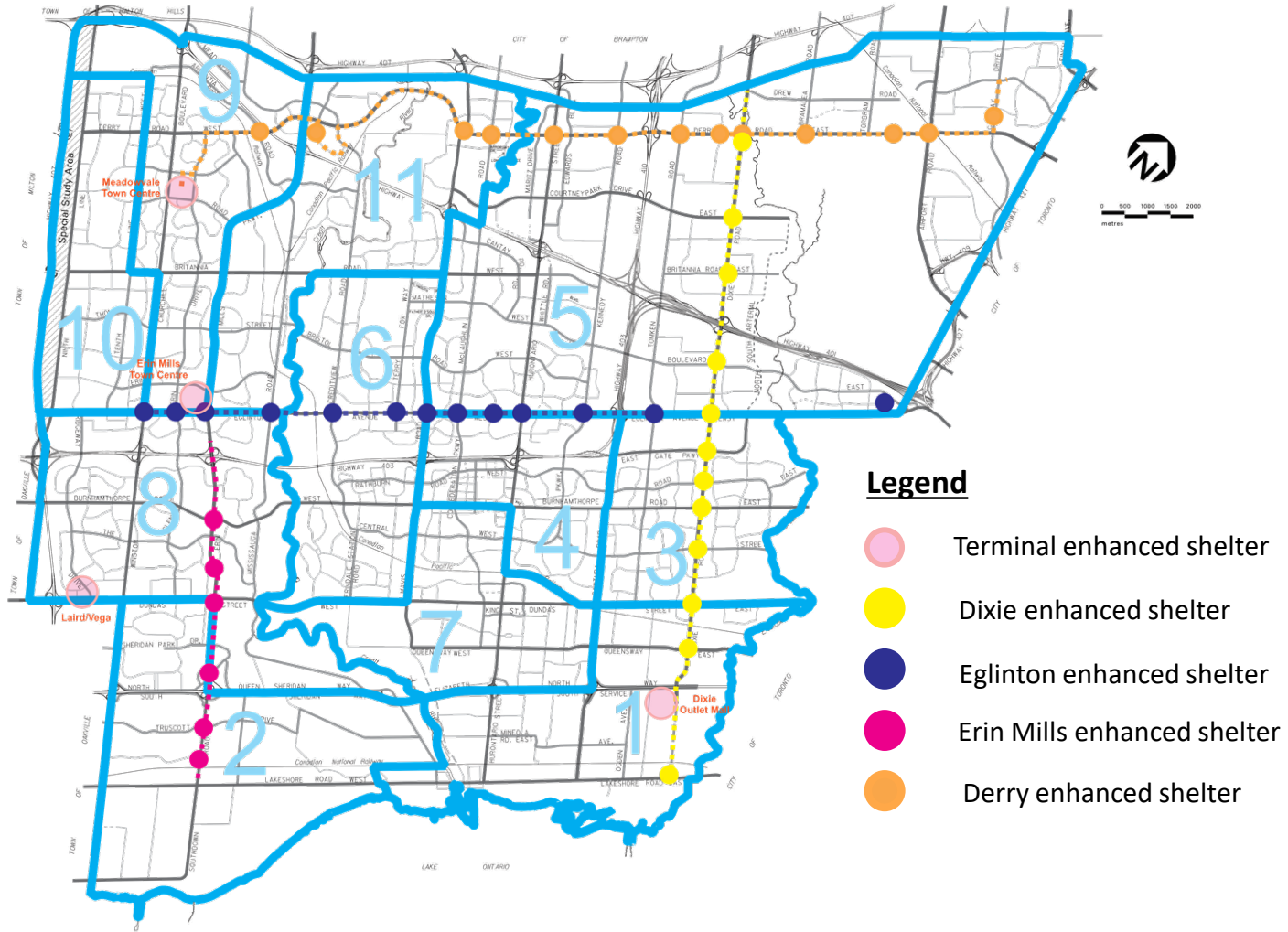
The prioritization processes developed for the application of transit priority measures are repeatable and can apply to new MiExpress corridors. The same process can also be considered for high performing MiLocal routes, as Mississauga shifts towards becoming more transit-oriented.

The prioritization process developed for improving transit terminals is iterative and can be repeated in response to changing local, express, and rapid transit networks. Terminal improvements will better accommodate service expansion and make operations more efficient and flexible.

Updating the MIGP in tandem with MiWay's five-year service planning process is recommended. The next MIGP should be developed with the output of MiWay's five-year service planning process, which will identify service expansion that may be constrained by a lack of infrastructure, with a focus on the issues and needs of high-performance MiLocal routes.

Funded Transit Infrastructure Opportunities

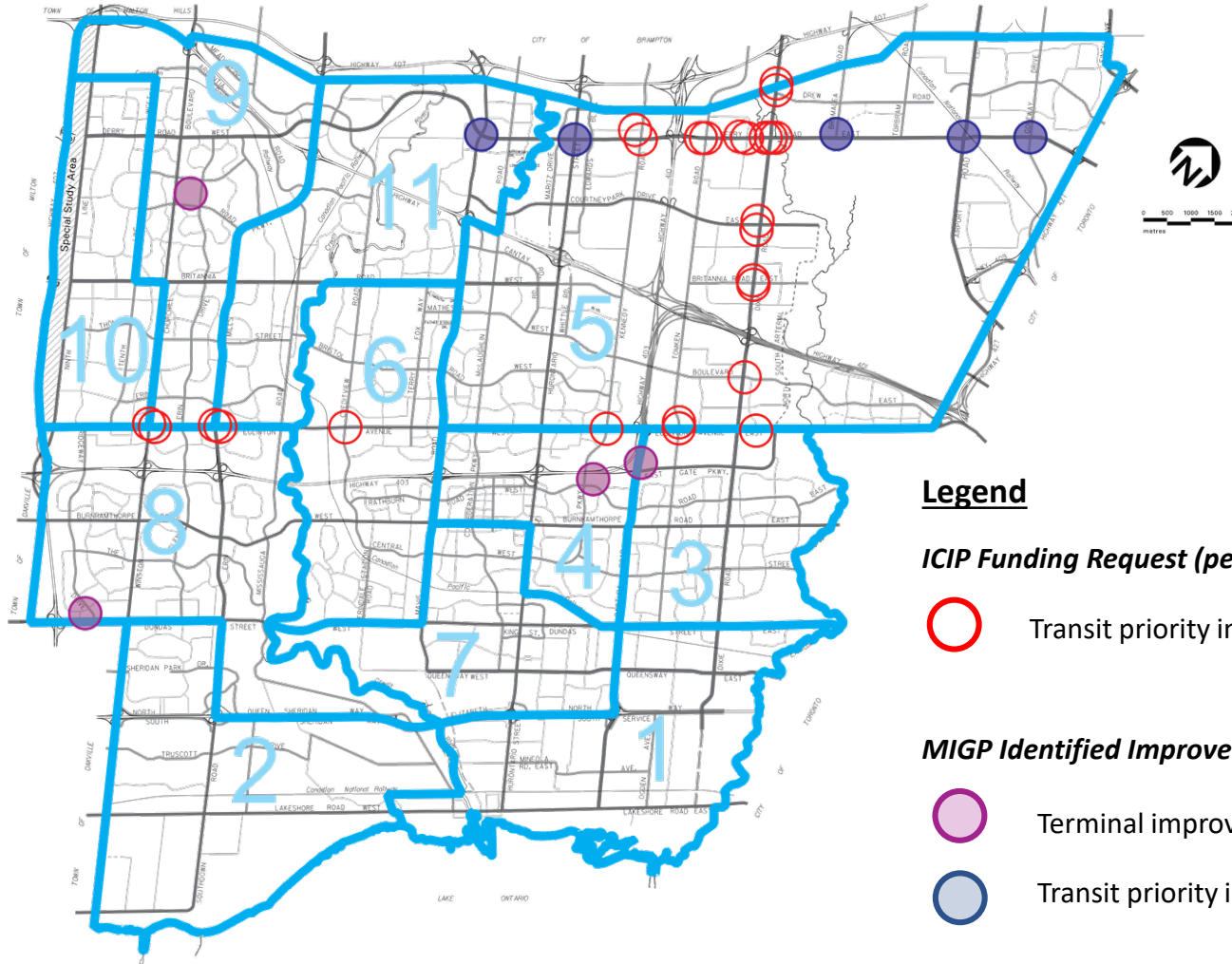
Customer Amenities (Enhanced Shelters)



*Final on-street shelter locations to be confirmed pending review.

Unfunded Transit Infrastructure Opportunities

Transit Priority Infrastructure and Terminal Improvements



*Final transit priority infrastructure locations to be confirmed pending review.

Date: March 16, 2021

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:
March 31, 2021

Subject

Funding Agreement for Credit Valley Conservation Authority's Greening Corporate Grounds Program in Mississauga (All Wards)

Recommendations

1. That the Commissioner of Transportation and Works be authorized to execute a funding agreement between The Corporation of the City of Mississauga and Credit Valley Conservation Authority, including amendments, extensions or renewals and any ancillary documents for the City to provide funding in support of Credit Valley Conservation's Greening Corporate Grounds Program in Mississauga, in a form satisfactory to Legal Services; and
2. That all necessary by-laws be enacted.

Background

Credit Valley Conservation Authority's (CVC) Greening Corporate Grounds (GCG) Program was launched in 2009 and has assisted businesses, institutions, and places of worship throughout its watershed to adopt sustainable landscaping practices enhancing the natural beauty and health of their grounds and build resiliency to climate change.

The GCG Program complements the City's Stormwater Program through efforts to mitigate flood risk, manage stormwater on-site and improve water quality, as well as support other City goals such as increasing biodiversity and tree canopy cover, enhancing urban habitat and reducing heat island effect. The program also plays an important role in contributing to outreach and education to Mississauga businesses.

In recognition of the GCG Program's benefits, Council approved a three-year funding agreement with CVC, with an annual budget of \$130,000, as part of the Stormwater Service Area 2018-2021 Business Plan & 2018 Budget. In April 2018, Council approved a report titled

“Agreement with Credit Valley Conservation (CVC) to Support CVC’s Greening Corporate Grounds Program in Mississauga”, dated March 20, 2018 to execute an agreement between the City and CVC to provide funding in support of the GCG Program. Subsequently, a funding agreement was executed between the two parties, effective May 1, 2018 to December 31, 2020.

Comments

The funding support from the City over the past three years has allowed the GCG Program to tailor a more comprehensive outreach program for businesses in Mississauga and further collaboration with the Mississauga Board of Trade (MBOT). These focused efforts have resulted in a number of activities including:

- Partnership with City staff to provide education on stormwater management and the Stormwater Credit Program;
- Implementation of joint marketing campaigns including regular sustainable landscaping articles in MBOT’s *Connect* magazine;
- Participation on the MBOT Environment, Sustainability & Infrastructure Committee;
- Launch of the GCG *Green Brief*, a bi-monthly electronic newsletter educating businesses about environmental sustainability;
- Launch of the GCG educational seminar series with topics like ‘*Pollution Prevention: It’s Just Good Business*’ and ‘*Winter Maintenance and Your Bottom Line*’; and
- Collaboration with the City’s Environmental Coordinator to provide greater focus on pollution prevention through GCG site assessments, reports and education.

With GCG building its portfolio of satisfied participants and promoting its benefits through marketing efforts, the Program is able to build trust and a positive reputation within the business community. It is the Program’s goal to increase knowledge and change attitudes of landowners in the mid-term and increase the adoption of sustainable landscaping practices over the long-term. However, it must be understood that behavioural change is a long term commitment given that it takes time to build awareness and motivate action.

As the original funding agreement expired at the end of 2020, \$90,000 annually was approved by Council as part of the Stormwater Service Area’s 2021-2024 Business Plan & 2021 Budget to continue with the Program. As such, staff requests the authority to enter into a two-year (2021-2022) funding agreement with CVC, on similar terms as the 2018-2020 agreement, with the option to renew or extend.

Strategic Plan

Supporting CVC’s GCG Program aligns with the *Connect: Completing our Neighbourhoods*, *Prosper: Cultivating Creative and Innovative Businesses* and *Green: Living Green* pillars.

Financial Impact

Funding for \$90,000 annually has been approved by Council as part of the 2021-2024 Business Plan & 2021 Budget. The GCG Program will continue to be funded from the Stormwater Service Area operating budget under cost centre 23733 and account 715601.

Conclusion

Since May 2018, CVC's GCG Program has complemented the City's Stormwater Program through related initiatives including preparation of an outreach strategy, development of educational activities and marketing campaigns for businesses, institutions and places of worship in Mississauga. It benefits the City to continue to support the GCG Program in order to improve on and achieve parallel goals and objectives.

As such, in order to maintain and enhance the current services of the GCG Program, staff recommends that an agreement be entered into with CVC for two years (2021-2022), on similar terms as the 2018-2020 agreement (with the option to renew or extend) at an annual cost of \$90,000.



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

Prepared by: Shaunna Xiao Zhang, MSc., Stormwater Charge Program Coordinator

City of Mississauga
Corporate Report



<p>Date: February 19, 2021</p> <p>To: Chair and Members of General Committee</p>	<p>Originator's files:</p>
<p>From: Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer</p>	<p>Meeting date: March 31, 2021</p>

Subject

Updates to the Community Recognition Policy

Recommendation

1. That the Corporate Report dated February 19, 2021 from the Commissioner of Corporate Services entitled "Updates to the Community Recognition Policy" be received.
2. That Council approve that the City of Mississauga continue to offer community flag raising with an updated request process for national flags within the Community Recognition program and as outlined in this Corporate Report.
3. That the updated Corporate Policy – Community Recognition Program, attached as Appendix 1 to this report, be approved.
4. That the updated Corporate Policy – Flag Protocol at City Facilities, attached as Appendix 2 to this report, be approved.

Report Highlights

- The Community Recognition Program is intended to raise awareness and encourage participation in fundraising initiatives, public awareness campaigns, cultural, sport and entertainment programs as well as activities that foster a spirit of community and contribute to enriching the quality of life in Mississauga.
- The Community Recognition corporate policy was formally introduced in 2017 and includes criteria for Civic Centre clock tower lightings and flag raisings.
- In reviewing the policy, staff reviewed best practices from other municipalities and sought feedback on this topic from Members of Council and the Diversity and Inclusion Advisory Committee on February 10, 2021.
- Staff are recommending one change to the national flag raising component requiring an updated request process whereby community groups submit their requests in the fall of the preceding year. Additional policy changes are being incorporated to streamline the administrative process for requests.
- Following Council's approval, staff will make the necessary amendments to the Community Recognition policy.
- The draft policy has been circulated to all directors and no concerns were identified.

Background

The Community Recognition Program is intended to raise awareness and encourage participation in fundraising initiatives, public awareness campaigns, cultural, sport and entertainment programs as well as activities that foster a spirit of community and contribute to enriching the quality of life in Mississauga.

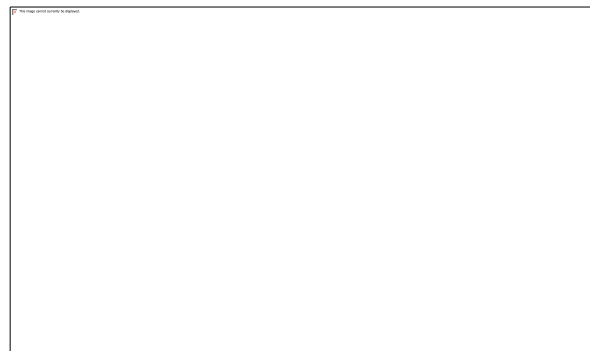
In May 2015, the City of Mississauga began informally executing recognition activities based on requests received from various community groups.

The program began with only 16 requests for either proclamations or clock tower lightings over the course of six months. As the number of requests began to increase in early 2016, staff was directed to create a draft Community Recognition program and share it with the City's Diversity and Inclusion Advisory Committee (DIAC) for input.

Following Council approval on May 25, 2016, the City launched the one-year Community Recognition Pilot Program involving: Civic Centre clock tower lightings and/or flag raisings on a community flag pole on Mississauga Celebrations Square.

Since 2015, the City has held 63 community flag raisings and 268 clock tower lightings.

Year	Tower Lighting	Flag Raising
2015	7	0
2016	28	12
2017	19	10
2018	35	14
2019	104	17
2020	65	9
2021	10 (to date)	1 (to date)



Present Status

Today, the program has proven to be very attractive to Mississauga's not-for-profit groups who can highlight their important causes and the work being done within their organizations.

Since 2015, the program has grown 443 per cent in just five years. This is best shown in the charts as above from 2015 to 2020.

Although the program was paused from March 17 to July 31, 2020 due to the COVID-19 pandemic, it has continued to grow since its resumption on August 1, 2020.

In reviewing the policy, staff reviewed best practices from other municipalities and sought feedback on this topic from members of Council and the Diversity and Inclusion Advisory Committee on February 10, 2021.

Benchmarking

In terms, staff conducted a survey of the top 10 municipalities in Canada with the largest and fastest-growing populations between 2011 and 2016 (based on the [2016 Census](#)) to determine their community recognition practices.

In short, all have different types of recognition activities in place. Activities range in nature, including flag raisings, illuminations, proclamations and more. Municipalities that offer recognition activities most similar to Mississauga, include Brampton, Calgary, Hamilton, Ottawa, Toronto and Vancouver. Of note, after conducting a review of best practices, the City of Edmonton discontinued their flag raising program in 2020.

A full benchmarking report is attached in Appendix 3. The report includes data from the municipalities of Brampton, Calgary, Edmonton, Hamilton, Montreal, Ottawa, Toronto, Vancouver and Winnipeg.

Comments

Staff are proposing some changes to the Community Recognition Program and Policy.

Updates to the Community Recognition Policy (Appendix 1) include the addition of:

- **Council requests**, intended to streamline the process to request recognition activities
- **City Reserved period**, including a list of days reserved for internal, City programming
- **State of Mourning**, including dates that the clock tower will be dimmed to align with the half-masting of flags at the Civic Centre and/or all City facilities
- **Observing Tragic Events**, in recognition of a sudden and significant local, national or international tragic event that impacts the community
- **Decision-Making Process updates**, where staff will make a recommendation, in writing, to the Mayor or Acting Mayor on requests that may be considered contentious
- **Housekeeping updates** based on current practice

Contentious Requests

From time to time, the City receives community requests that prove to be contentious in nature. In these cases, the community recognition activity of choice is most often flag raisings and more specifically, the raising of national flags.

All Community Recognition requests are evaluated against policy criteria, however external factors such as geopolitical and social issues may have an impact on the evaluation of the request. At times, it has been difficult for staff to objectively evaluate a cause against policy criteria while balancing the potential for a negative community response based on current or past political or social issues associated with the national flag in question.

While the policy states that: "...[t]he community recognition request... [must] not have the potential to incite violence and hatred..." the community response cannot always be anticipated. These requests are often deferred to Council for direction and leave the City in an undesirable position with certain community groups who may not agree with Council's decision.

Since 2015, the City has received several requests that have proven to be contentious.

Based on the challenges of contentious flag raisings, staff has prepared the following recommendation for Council's consideration:

RECOMMENDATION: Continue to offer community flag raisings with an updated request process for national flags

With this approach, community groups would be asked to submit their national flag raising requests for the upcoming calendar year in the fall of the preceding year. Staff would compile these requests into a corporate report to be shared annually with Council for approval.

Any requests for national flag raisings received after the report has been approved must receive separate Council approval, either through a deputation or in writing to Council via the Clerk's Office.

This change would ensure that staff, Council and community groups have clarity on which national flags will be raised in the coming year and will allow any contentious requests to be addressed in advance.

If approved, this process would begin for 2022 national flag raisings. 2021 national flag requests will continue to be evaluated on a case-by-case basis; groups would be notified of the new process for 2022.

Pending the direction of Council on the recommendation outlined above, staff will update the Community Recognition policy accordingly.

Flag Protocol at City Facilities Updates

The Flag Protocol at City Facilities Policy (Appendix 2) has been updated to reflect minor process changes and align with the updated Community Recognition Program Policy.

In addition to the updates outlined in the Flag Protocol at City Facilities policy, staff noted that in November 2020, Council approved adding the Mississauga of the Credit First Nation flag to the flags on display in Council Chamber. Staff will update the Flag Protocol at City Facilities policy accordingly once the First Nation flag has been officially installed in the Chamber.

Financial Impact

There are no financial impacts resulting from the recommendations in this report.

Conclusion

In keeping with the City's regular review of policies, staff have updated the Community Recognition Program Policy based on feedback from Council, DIAC and benchmarking with like municipalities. The recommendations within this report are intended to strengthen the policy, while offering clarity to staff and community groups who request recognition from the City.

Attachments

Appendix 1: Updated Community Recognition Policy

Appendix 2: Flag Protocol at City Facilities Policy

Appendix 3: Comparison and Rationale - Community Recognition Policy

Appendix 4: Community Recognition Program - Benchmarking Report



Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Lindsay Francini, Supervisor, Employee Communications and Events

City of Mississauga

Corporate Policy & Procedure

**Policy Title: Community Recognition Program****Policy Number: 06-04-04****Draft Only – Clean Copy - November 5, 2020**

Section:	Public Relations	Subsection:	Recognition
Effective Date:	July 5, 2017	Last Review Date:	June, 2017
Approved by:	Council	Owner Division/Contact:	Corporate Communications, Corporate Services Department

Policy Statement

The City of Mississauga's Community Recognition Program brings public awareness to special occasions and events which enhance the health, welfare, safety and cultural diversity of the community.

Purpose

The Community Recognition Program is intended to raise awareness and encourage participation in fundraising initiatives, public awareness campaigns, cultural, sport and entertainment programs as well as activities that foster a spirit of community and contribute to enriching the quality of life in Mississauga.

This policy outlines the types of recognition available, the criteria and application process and roles and responsibilities of staff.

Scope

This policy applies to non-profit groups and organizations that meet the criteria outlined in this policy.

Special achievements and anniversaries of individuals, groups and organizations or businesses are recognized through the City of Mississauga Civic Recognition Program. Refer to Corporate Policy and Procedure – Civic Recognition Program for more information.

Requests for recognition activities from City staff or other levels of government will be reviewed in accordance with this policy.

Policy Number: 06-04-04

Effective Date: July 5, 2017

Policy Title: Community Recognition Program

Last Review Date: June, 2017

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Council Requests

These are requests from elected officials to light the clock tower or raise a flag to recognize a significant local, regional, national or international cause or event. These requests can be submitted directly to Strategic Communications staff for consideration and/or be addressed during General Committee or Council meetings.

To ensure the desired date is available, Council requests should be received with as much lead time as possible.

Council may also elect to display a national flag that is related to the promotion of an international City-hosted or joint-partnership event. For more information refer to Corporate Policy and Procedure – Recognition – Flag Protocol at City Facilities – Exceptions.

Legislative Requirement

Any collection, use and disclosure of information under this policy will be undertaken in accordance with the *Municipal Freedom of Information and Protection of Privacy Act*.

Definitions

For the purposes of this policy:

“Commissioner” means the Corporation’s Commissioner of Corporate Services and Chief Financial Officer and includes any person who has been authorized, in writing, to temporarily act during absence or vacancy in that office.

“Director” means the Director, Strategic Communications, Corporate Services Department or their designate.

Administration

The Community Recognition Program is administered by the Strategic Communications Division, Corporate Services Department, with the support of the Facilities and Property Management Division, Corporate Services Department and the Culture Division, Community Services Department.

City’s Role

The City’s relationship with community organizations, volunteer groups or other organizations under this program is one of support only. Such support does not constitute civic endorsement and will not be seen to represent or imply any partnership.

Policy Number: 06-04-04

Effective Date: July 5, 2017

Policy Title: Community Recognition Program

Last Review Date: June, 2017

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Accountability

Strategic Communications Division

Strategic Communications staff are responsible for:

- Reviewing all applications for compliance with the criteria outlined in this policy
- Ensuring a previous request has not been processed by the same group in the previous 12 months (maximum of one request per 12-month period)
- Ensuring a previous request for the same cause has not been processed in the previous 12 months (maximum of one request per cause over a 12-month period)
- Ensuring the submitted/requested flag aligns with the flag raising request
- Evaluating all applications, in consultation with other departments/divisions, the Director and the Commissioner, where necessary
- Notifying applicants of the outcome of their application
- Notifying the Mayor and Members of Council of approved recognition activities
- Scheduling and completing all approved social media messaging, and
- Advising applicable departments/divisions as required to prepare and complete approved requests

Director

The Director is responsible for:

- Ensuring applicable staff are aware of and trained on this policy
- Approving all requests as evaluated by staff, and
- Escalating to the Commissioner as required

Criteria

The request must meet all the following criteria:

1. The group/organization is a registered charity or not-for-profit and is not a commercial or business operation. Charities must include their nine-digit registration number.
2. The group must have a presence in Canada.
3. For health-related causes, the event/activity must be aligned with [Health Canada's Calendar of Health Promotion Days](#) or it can be reasonably determined that the cause/event/activity could significantly impact the community.
4. For national flag raisings, the flag that is being raised must represent a nation whose flag is recognized by Global Affairs Canada.
5. For non-national flag raisings, the imagery on the flag must clearly represent the cause.
6. The group/organization's core values do not conflict with the City's core values, vision or strategic goals or do not adversely impact on the City's identity.
7. The group/organization/event must raise awareness and encourage participation in fundraising initiatives, public awareness campaigns and/or cultural, sport and entertainment programs and activities that foster a spirit of community and contribute to enriching the quality of life in Mississauga.

Policy Number: 06-04-04

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Policy Title: Community Recognition Program

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8. In addition, the community recognition request:
- a) May not be in conflict with any applicable laws, City by-laws or policies
 - b) Does not advance the political interest of any particular party or group
 - c) Does not have the potential to incite violence and hatred
 - d) Does not present demeaning or derogatory portrayals of individuals or groups
 - e) Is not of questionable taste in style, substance or presentation method
 - f) Does not minimize and/or detract from the image of the City and/or its employees
 - g) Is not a matter that represents personal conviction

City Reserved Period

The following days are reserved for internal, City programming and may not be booked for any community recognition activities. The reserved dates listed below can be changed or modified by the City of Mississauga at any time, without notice. Please note that the reserved dates may also include the two preceding days.

The City's Strategic Communications team can be contacted to determine availability. Please note that some of the dates listed below will change from year to year.

- a) January 1 – New Year's Day
- b) February – Family Day (Ontario)
- c) February 14 - Hazel McCallion Day and Valentine's Day
- d) March 17 – St. Patrick's Day
- e) April 28 – National Day of Mourning
- f) May (the second Sunday in May) – Mother's Day
- g) May (the last Monday preceding May 25) - Victoria Day
- h) June (third Sunday in June) – Father's Day
- i) July 1 – Canada Day
- j) September (the first Sunday in September) – Labour Day
- k) October (second Monday in October) – Thanksgiving Day
- l) October 31 – Halloween
- m) November 11 – Remembrance Day
- n) November – The City of Mississauga's Light up the Square event
- o) December 31 – New Year's Eve

State of Mourning

Certain days also represent the mandatory dimming of the Civic Centre clock tower. The dimming of the clock tower is in line with the half-masting of Civic Centre flags and/or flags flying at all City-owned facilities, as is done on the Peace Tower in Ottawa. The City will light the Civic Centre clock tower, office tower and façade in a dimmed white light at dusk on the following days in recognition of:

- April 28 - National Day of Mourning, to recognize those who have been injured or killed in the workplace

Policy Number: 06-04-04

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- June 23 - National Day of Remembrance for Victims of Terrorism
- Second Sunday of September - Fallen Firefighters National Memorial Day, to recognize all firefighters who died in the line of duty during the previous year
- September 29 - National Police and Peace Officers' National Memorial Day, to recognize those who have made the ultimate sacrifice in the performance of their duties
- November 11 - Remembrance Day, to honour the memory of all Canadians who served their country in times of war
- December 6 - National Day of Remembrance and Action on Violence Against Women

Observing Tragic Events

The Mayor or Acting Mayor may direct that the clock tower be lit to recognize a sudden and significant local, national or international tragic event that impacts the community. These lightings may displace or interrupt a previously scheduled recognition activity. In this case, the requesting organizations/individual will be given as much notice as possible about any changes to their previously scheduled lighting. Strategic Communications staff will work with the requestor to reschedule their lighting.

Note: The City may choose to recognize anniversaries of tragic events through tower lighting/dimming on the first, fifth, 10th and subsequent anniversaries at five-year intervals thereafter.

Types of Recognition Available to the Community

Non-profit groups and organizations may qualify for one of the following types of recognition:

1. Community flag raising - on a flag pole designated by the City on Mississauga Celebration Square (MCS)
2. Lighting of the Civic Centre clock tower

Recognition requests will be reviewed and evaluated in the order they are received.

A cause will only be recognized once per 12-month period even if the request was made by a different organization.

Non-profit groups and organizations will be limited to one community recognition (flag raising OR tower lighting) request per 12-month period.

A flag raising and lighting request may occur on the same day if the causes are different, with the exception of the City's recognition of Pride in Mississauga. In this case, both a flag raising and tower lighting for the same cause can take place on the same day. However, two flag raisings or two lightings will not be permitted on the same day.

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Effective Date: July 5, 2017

Policy Title: Community Recognition Program

Last Review Date: June, 2017

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Flags will remain in place for one day (up to 24 hours) and take place on the approved date. Lightings will occur for one evening and take place on the approved date.

1. Flag Raising

The City of Mississauga will raise flags for non-profit groups and organizations that meet the criteria in this policy. The requestor will be responsible for providing a physical flag, along with an identical digital copy.

Requests will be reviewed and evaluated in the order they are received. Flag raisings will take place on a flag pole designated by the City on MCS. The flag raising will be recognized digitally on MCS media screens, as space is available and in rotation with scheduled programming.

The approved flag must be dropped-off to the Welcome Desk, located in the Mississauga Civic Centre, from 8:30a.m. to 4:30p.m. Monday to Friday, no later than one week before the event. Flags must be picked-up at the same location no later than ten business days following the event. Flags that are not retrieved within this time period will be disposed of by staff privately and in a respectful manner.

In the event that the Welcome Desk is not available, the flag must be provided to staff at the designated flag pole on Mississauga Celebration Square thirty minutes prior to the flag raising event. The requestor may arrange to retrieve the flag from Facility and Property Management staff when it is lowered 24 hours later or, if this is not possible, the flag will be retained by Facility and Property Management staff until such time as the Welcome Desk reopens. Organizations will be notified when the Welcome Desk is open or other arrangements can be made for the requestor to retrieve the flag. Flags that are not retrieved within ten business days of notification will be disposed of by staff privately and in a respectful manner.

Flags will remain in place for one day (up to 24 hours) and will occur on the approved date.

In the event that there is a half-masting planned for the day following a flag raising, which wouldn't allow the community flag to be flown for 24 hours, Strategic Communications staff will advise the requestor as soon as possible.

Support Provided

The support of City support will consist of the following:

Strategic Communications staff will be responsible for:

- Working with the Culture Division to advise of the date and confirm availability of MCS
- Coordinating with the Facilities and Property Management team to advise of the flag raising date, confirm resources and date of the flag delivery

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- Preparing a virtual display on MCS digital screens in rotation with scheduled programming (image to be provided by the requestor)
- Coordinating social media messaging for the designated day on the City's corporate Twitter channel. Hashtags and website links to be provided by the requestor
- Updating the online Community Recognition Program listing, and
- Advising Mayor and Council of upcoming flag raisings

Facility and Property Management staff will be responsible for:

- Retrieving the flag from the Welcome Desk once it has been dropped-off by the requestor
- Raising and lowering of flags on the designated flag pole on MCS
- Retrieving and returning the portable audio visual unit from the Tech Hub, Information Technology, Civic Centre, and
- Returning the flag to the Welcome Desk to be picked up by the requestor

Culture staff will be responsible for:

- Confirming the availability of MCS and the digital media screens on the requested date, and
- Providing support as required in coordinating the virtual display on the digital media screens

Security Services staff will be responsible for:

- Making Security Officers available during the flag raising if a security risk has been identified by Strategic Communications

2. Lighting

The City of Mississauga will light the Civic Centre Clock Tower for non-profit groups and organizations that meet the criteria in this policy.

Requests will be reviewed and evaluated in the order they are received.

Lightings will occur for one evening and will take place on the approved date. All lightings will take place from dusk to dawn the following morning.

Support Provided

The City's support may consist of one or more of the following tactics:

Strategic Communications staff will be responsible for:

- Working with the Culture Division to advise of the date and confirm availability of MCS
- Preparing a virtual display on MCS digital screens, as available and in rotation with scheduled programming

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Last Review Date: June, 2017

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- Coordinating social media messaging for the designated day. Hashtags and website links to be provided by the requestor
- Updating the online Community Recognition Program listing
- Advising Mayor and Council of upcoming Clock Tower lightings, and
- Posting on social media (e.g. the City's Corporate Twitter channel) to acknowledge the lighting recognition/activation

Culture staff will be responsible for:

- Managing the lighting equipment set-up and activation
- Providing on-call support should there be any challenges during the lighting, and
- Providing support as required in coordinating the virtual display on the digital media screens

Security Services staff will be responsible for:

- Making security officers available during the lighting if a security risk has been identified by Strategic Communications

Application Process

The process for applications for flag raisings and lightings is available online on the Community Recognition Program web page. (The application in alternative formats is available upon request.) Staff will review each application against the established criteria.

Requests for flag raisings and lightings must be received at least four weeks before the requested recognition date to allow for adequate review, planning and scheduling. Requests can be submitted no earlier than 12 months before the requested recognition date. Exceptions to the timelines may be approved by the Director of Strategic Communications.

Commissioner approval for these requests will be at the discretion of the Director.

The applicant will be advised by email confirmation that their request has been approved, including the date that the organization will be recognized. Incomplete applications, including the absence of any required images and promotional messages, will not be finalized and will require the applicant to submit a new application.

The requesting organization will be responsible to extend invitations to prospective attendees, including the Mayor and/or Members of Council. The requesting organization is also responsible for booking a room within the Civic Centre to continue their recognition activity, if applicable.

The City of Mississauga will work to ensure approved community recognition requests are fulfilled on the agreed upon date; however, activities may be cancelled or rescheduled at the

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Effective Date: July 5, 2017

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Last Review Date: June, 2017

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City’s discretion at any time. In this case, the requesting group will be notified as early as possible.

Decision Making Process

In the event that a request appears to be in conflict with any of the criteria outlined in this policy, applicable staff will conduct an objective and impartial analysis of the request in relation to the criteria.

Staff involved in the analysis will make a recommendation, in writing, to the Mayor or Acting Mayor to either decline or approve the request. The Mayor’s decision will be final and will be communicated to the applicant in a timely manner.

Recognition activities are issued at the discretion of the City of Mississauga. Requests will be reviewed and evaluated in the order they are received. The City of Mississauga will work to ensure approved community recognition requests are fulfilled on the agreed upon date; however, activities may be cancelled or rescheduled at the City’s discretion at any time. In this case, the requesting group will be notified as early as possible.

Revision History

Reference	Description
GC-0373-2016 – 2016 05 25	
Resolution 0244-2016 – December 14, 2016	Subsequent annual lighting of the clock tower will be approved by the Commissioner

City of Mississauga

Corporate Policy & Procedure

**Policy Title: Flag Protocol at City Facilities****Policy Number: 06-04-03****Draft Only – Clean Copy - November 5, 2020**

Section:	Public Relations	Subsection:	Recognition
Effective Date:	May 25, 2016	Last Review Date:	May, 2016
Approved by: Council	Owner Division/Contact: Strategic Communications Division, Corporate Services Department		

Policy Statement

The City of Mississauga recognizes that flags are meaningful symbols that embody the honour and pride of the people they represent and must therefore be treated with respect and consistency at all times across the Corporation.

Purpose

This policy will provide direction to staff with respect to Canadian Flag etiquette, the half-masting of flags and the management and maintenance of all flags flown both internally and externally on City property and at City facilities.

Scope

Mississauga Civic Centre Council Chamber and all City of Mississauga facilities that are equipped with an outdoor flag pole(s) are covered by this policy.

Exclusions

This policy does not apply to

- Flags representing community/non-profit groups or organizations flown on the City's designated flag pole – for more information refer to Corporate Policy and Procedure – Public Relations – Recognition – Community Recognition Program
- Banners - for more information refer to Corporate Policy and Procedure – Public Relations – Events – Banners

Administration

The Strategic Communications Division, Corporate Services Department, will administer the policy.

Policy Number: 06-04-03

Effective Date: May 25, 2016

Policy Title: Flag Protocol at City Facilities

Last Review Date: May, 2016

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Facility and Property Management (FPM) Corporate Services Department are responsible for the maintenance of City flag poles.

Revenue and Materiel Management Division, Corporate Services Department, will recommend a preferred vendor for flags. Staff at each facility, designated by the Facility Manager, are responsible for the purchase, replacement and proper destruction of flags that have fallen into disrepair.

Flag Etiquette

The manner in which flags may be displayed in Canada is not governed by any legislation but by established practice. The rules applied by the Government of Canada will serve as guidelines for the City of Mississauga. For additional information regarding flag etiquette in Canada, refer to the Canadian Heritage Department of the Government of Canada.

Flags Flown at the City

The City of Mississauga will fly the flags of:

- Canada (the National flag)
- The Province of Ontario
- The City of Mississauga
- The Regional Municipality of Peel

These flags will occupy the four outdoor flag poles located at the Civic Centre. The four flag poles are situated on the northeast section of Mississauga Celebration Square, on the north side of City Centre Drive.

The flags of Canada, Ontario and Mississauga are flown at all official functions.

Within Council Chamber, the following ceremonial flags are flown:

- Canada (the National flag)
- The Province of Ontario
- The Regional Municipality of Peel
- The City of Mississauga

Positioning of Flags

When two or more flags are flown together, the Canadian flag is on the left, as seen by spectators facing the flags (Figure 1). The remaining flags are flown using the following protocol:

- The Province of Ontario
- The City of Mississauga
- The Regional Municipality of Peel

Where only one flag pole exists, the National flag will always be flown at all City facilities, including Fire Stations.

Where two flag poles are available, the National flag and City of Mississauga flags are flown. [Note: When the National flag is flown alone on top of or in front of a building with two flag poles, it is flown on the left flag pole when viewed by an observer facing the building. Where there are more than two flag poles, it is flown on the pole nearest to the centre (Figure 2).] When three flags are displayed, the National Flag is in the centre; the second-ranking flag, the Ontario Provincial flag, is placed to the left of centre; and the City of Mississauga flag is placed to the right (Figure 3).

Where there is more than one flag pole and the personal standard of a visiting member of the Royal Family, the Governor General or the Lieutenant Governor of Ontario is flown, every other flag in the hierarchy, with the exception of the Canadian flag, moves down one position. Flag poles should be of the same height where flags are flown together. No more than one flag is to be flown per pole.

The National Flag of Canada should also always be flown:

- On its own flag pole
- If hung horizontally, the upper part of the leaf should be up and the stem down, and
- If hung vertically, the flag should be placed so that the upper part of the leaf points to the left and the stem to the right from the point of view of the observer facing the flag

When more than one flag is flown and it is not possible to hoist or lower them at the same time, the Canadian flag should be hoisted first and lowered last. Flags may be flown by night as well as by day.

Flags at Half-Mast

A flag at half-mast is one of the most universally recognizable symbols of collective sorrow and respect. Flags at all City facilities are flown at half-mast in recognition of the death of prominent public figures. In accordance with the protocol established by the Government of Canada, flags are flown at half-mast in the event of the death of:

- The reigning Monarch
- An immediate relative of the reigning Monarch
- The Governor General of Canada
- The Prime Minister of Canada
- A Former Prime Minister of Canada
- The Lieutenant Governor of Ontario
- The Premier of Ontario
- A local MP or MPP
- The Mayor of the City of Mississauga, or

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- A member of City of Mississauga Council

Flags at all City facilities will be flown at half-mast in recognition of a fallen Canadian soldier.

Fire station flags are also flown at half-mast in recognition of the death of active or retired City of Mississauga firefighters and in recognition of line-of-duty deaths of firefighters and police officers in Mississauga and surrounding municipalities.

When recognizing the death of an individual, the flags are lowered to half-mast position on the day of the death or as soon as practical after notification. Flags are raised to full mast the day following the funeral or as soon after as practical.

Certain days also represent a mandatory half-masting of Civic Centre flags and/or flags flying at all City-owned facilities, as is done on the Peace Tower in Ottawa. On the same days, the City will also light the Civic Centre clock tower, office tower and façade in a dimmed white light at dusk on the following days in recognition of:

- April 28, National Day of Mourning, to recognize those who have been injured, killed or suffered illness in the workplace
- May 15, Police and Peace Officers' National Memorial Day, to recognize those who made the ultimate sacrifice in the performance of their duties
- June 23, National Day of Remembrance for Victims of Terrorism
- Second Sunday of September, Fallen Firefighters Memorial Day, to recognize all firefighters who died in the line of duty during the previous year
- November 11, Remembrance Day to honour the memory of all Canadians who served their country in times of war
- December 6, National Day of Remembrance and Action on Violence Against Women

Flags are lowered to half-mast position at sunrise or at the opening of the facility and raised at sunset or at the closing of the facility, depending on which is most practical for the particular facility.

If the flag is half-masted, it must be flown at full-mast on the following legal holidays created under the *Holidays Act* (R.S.C. c. H-5): Victoria Day and Canada Day, except in the event of the death of the Sovereign, current Governor General or current Prime Minister, in which case the flags remain at half-mast until the day following the funeral.

Procedure

At each City facility having a flag pole, the Facility Manager will designate a staff person as being responsible to ensure that the flag is lowered and raised. The Strategic Communications Division will notify designated staff at each facility to lower and raise the flags according to the Government of Canada protocol and/or this Policy.

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With respect to fire stations, the Fire Chief or designate, is responsible for establishing appropriate procedures for flying flags at half-mast in honour of firefighters.

Exceptions

Exceptions to this policy with respect to flags being flown at half-mast at all or select facilities to honour an individual or occurrence not specifically identified in this policy may only be made by the Mayor or Acting Mayor.

Requests for the flying of flags representing other nations or organizations may only be approved by the Commissioner of Corporate Services (or designate) after consultation with the Mayor or Acting Mayor and Members of Council. If such a request is granted, flags will be displaced in the following order:

- Where all four flags are flown, the Region of Peel flag will be displaced
- Where the Canadian, Provincial and City flags are flown, the City flag will be displaced, and
- Where the Canadian and Provincial flags are flown, the Provincial flag will be displaced

Where the Canadian flag only is flown it will not be displaced by a flag representing another nation.

The requestor will be responsible to provide the flag.

Disposal of Flags

When a flag becomes worn, noticeably faded or otherwise unfit to be flown, it should be disposed of privately and in a respectful manner.

Flags at Parades

For information on flag etiquette during parades or processions, refer to the Canadian Heritage Department of the Government of Canada.

Revision History

Reference	Description
GC-0002-2010 – 2010 01 20	
0061-2015	Resolution of Council –inclusion of fallen soldiers
May 25, 2016	Revised to add reference to and align with the Community Recognition Program policy
June 27, 2018	Admin revision to remove reference to Central Stores.

Figure 1 - When two or more than three flags are flown together, the Canadian flag is on the left, as seen by spectators facing the flags.

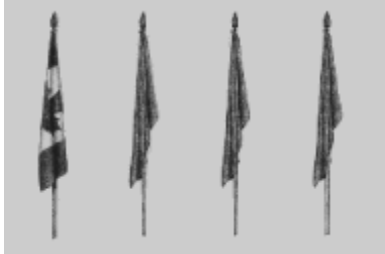


Figure 2 - When the National flag is flown alone on top of or in front of a building where there are more than two flag poles it is flown on the pole nearest to the centre.

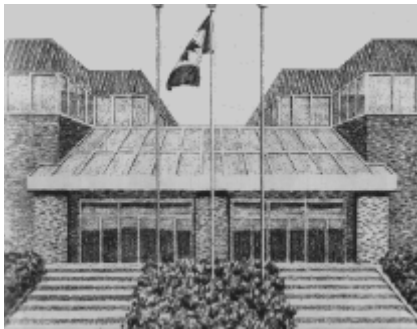
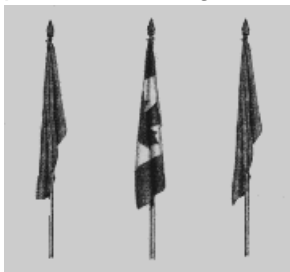


Figure 3 - When three flags are displayed the National Flag is in the centre; the second-ranking flag, the Ontario Provincial flag, is placed to the left of centre; and the City of Mississauga flag is placed to the right.



Comparison of Current and Proposed Policy – Community Recognition Policy – 06-04-04

<i>Current Policy – What Exists Today in the Community Recognition Policy</i>	<i>Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.</i>	<i>Rationale – Why changes (deletions and/or additions) to the revised policy were made.</i>
<p>POLICY STATEMENT The City of Mississauga’s Community Recognition Program brings public awareness to special occasions and events which enhance the health, welfare, safety and cultural diversity of the community.</p>	<p>POLICY STATEMENT No change.</p>	
<p>PURPOSE The Community Recognition Program is intended to raise awareness and encourage participation in fundraising initiatives, public awareness campaigns and cultural, sport and entertainment programs and activities that foster a spirit of community and contribute to enriching the quality of life in Mississauga.</p> <p>This policy outlines the types of recognition available, the criteria and application process and roles and responsibilities of staff.</p>	<p>PURPOSE No change.</p>	
<p>SCOPE This policy applies to community/non-profit groups and organizations that meet the criteria outlined in this policy.</p> <p>Special achievements and anniversaries of individuals, groups and organizations or businesses are recognized through the City of Mississauga Civic Recognition Program. Refer to Corporate Policy and Procedure – Civic</p>	<p>SCOPE This policy applies to non-profit groups and organizations that meet the criteria outlined in this policy.</p> <p>No change.</p>	

Comparison of Current and Proposed Policy – Community Recognition Policy – 06-04-04

<p><i>Current Policy – What Exists Today in the Community Recognition Policy</i></p>	<p><i>Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.</i></p>	<p><i>Rationale – Why changes (deletions and/or additions) to the revised policy were made.</i></p>
<p>Recognition Program for more information.</p> <p>Requests for recognition activities from City staff, Council or other levels of government will be coordinated in accordance with this policy.</p>	<p>Requests for recognition activities from City staff or other levels of government will be reviewed in accordance with this policy.</p>	<p>Reference to Council has been removed, as there is a new section, “Council Requests”, below.</p>
<p>Council may elect to display a national flag that is related to the promotion of an international City-hosted or joint-partnership event. For more information refer to Corporate Policy and Procedure – Recognition – Flag Protocol at City Facilities – Exceptions.</p>	<p>Council Requests These are requests from elected officials to light the clock tower or raise a flag to recognize a significant local, regional, national or international cause or event. These requests can be submitted directly to Strategic Communications staff for consideration and/or be addressed during General Committee or Council meetings.</p> <p>To ensure the desired date is available, Council requests should be received with as much lead time as possible.</p> <p>No change.</p>	<p>New section to clarify how Council requests are submitted.</p>
<p>LEGISLATIVE REQUIREMENT Any collection, use and disclosure of information</p>	<p>LEGISLATIVE REQUIREMENT No change.</p>	

Comparison of Current and Proposed Policy – Community Recognition Policy – 06-04-04

Current Policy – What Exists Today in the Community Recognition Policy	Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.	Rationale – Why changes (deletions and/or additions) to the revised policy were made.
<p>under this policy will be undertaken in accordance with the <i>Municipal Freedom of Information and Protection of Privacy Act</i>.</p>		
<p>DEFINITIONS For the purposes of this policy: “Commissioner” means the Corporation’s Commissioner of Corporate Services, Chief Financial Officer and Deputy Treasurer and includes any person who has been authorized, in writing, to temporarily act during absence or vacancy in that office.</p>	<p>DEFINITIONS For the purposes of this policy: “Commissioner” means the Corporation’s Commissioner of Corporate Services and Chief Financial Officer and includes any person who has been authorized, in writing, to temporarily act during absence or vacancy in that office.</p>	
<p>“Director” means the Director, Communications, Corporate Services Department or his/her designate.</p>	<p>“Director” means the Director, Strategic Communications, Corporate Services Department or their designate.</p>	<p>Housekeeping change to reflect the rebrand of Communications to Strategic Communications.</p>
<p>ADMINISTRATION The Community Recognition Program is administered by the Communications Division, Corporate Services Department, with the support of the Facilities and Property Management Division, Corporate Services Department and the Culture Division, Community Services Department.</p>	<p>ADMINISTRATION The Community Recognition Program is administered by the Strategic Communications Division, Corporate Services Department, with the support of the Facilities and Property Management Division, Corporate Services Department and the Culture Division, Community Services Department.</p>	<p>Minor change to reflect the rebrand of Communications to Strategic Communications. This change has been made throughout the policy.</p>
<p>CITY’S ROLE The City’s relationship with community organizations, volunteer groups or other</p>	<p>CITY’S ROLE No change.</p>	

Comparison of Current and Proposed Policy – Community Recognition Policy – 06-04-04

<p>Current Policy – What Exists Today in the Community Recognition Policy</p>	<p>Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.</p>	<p>Rationale – Why changes (deletions and/or additions) to the revised policy were made.</p>
<p>organizations under this program is one of support only. Such support does not constitute civic endorsement and will not be seen to represent or imply any partnership.</p>		
<p>ACCOUNTABILITY Communications Division Communications staff are responsible for</p> <ul style="list-style-type: none"> • Reviewing all applications for compliance with the criteria outlined in this policy • Ensuring a previous request has not been processed for that calendar year (maximum of one per year) • Approving all applications, in consultation with other departments/divisions and the Commissioner, where necessary • Notifying applicants of the outcome of their application • Notifying the Mayor and Members of Council of approved recognition activities 	<p>ACCOUNTABILITY Strategic Communications Division Strategic Communications staff are responsible for:</p> <ul style="list-style-type: none"> • No change. • Ensuring a previous request has not been processed by the same group in the previous 12 months (maximum of one request per 12-month period) • Ensuring a previous request for the same cause has not been processed in the previous 12 months (maximum of one request per cause over a 12-month period) • Ensuring the submitted/requested flag aligns with the flag raising request • Evaluating all applications, in consultation with other departments/divisions, the Director and the Commissioner, where necessary • No change. • No change. 	<p>Housekeeping change to reflect the rebrand of Communications to Strategic Communications.</p> <p>The bullet has been clarified to one request in a 12 month period (e.g. June to June), and not a calendar year (Jan. to Dec.) Additional clarification that each cause will only be recognized once in a 12-month period.</p> <p>Additional bullet to ensure the correct flag is displayed. Minor revision for clarity, as all applications are reviewed but not all may be approved.</p>

Comparison of Current and Proposed Policy – Community Recognition Policy – 06-04-04

<p>Current Policy – What Exists Today in the Community Recognition Policy</p>	<p>Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.</p>	<p>Rationale – Why changes (deletions and/or additions) to the revised policy were made.</p>
<ul style="list-style-type: none"> • Scheduling and completing all digital and social media messaging, and • Advising applicable departments/divisions as required to prepare and complete approved requests 	<ul style="list-style-type: none"> • Scheduling and completing all approved social media messaging, and • No change. 	<p>Minor revision for clarity.</p>
<p>Director The Director is responsible for ensuring applicable staff is aware of and trained on this policy.</p>	<p>Director The Director is responsible for:</p> <ul style="list-style-type: none"> • No change • Approving all requests as evaluated by staff, and • Escalating to the Commissioner as required 	<p>Revised to reflect current practice, whereby all requests are approved by the Director.</p>
<p>CRITERIA The following criteria must be met:</p> <ol style="list-style-type: none"> 1. Groups/organizations must be Mississauga based or have an identifiable presence in the Mississauga Community 2. The group/organization is able to <ol style="list-style-type: none"> a) Demonstrate that the event/occasion is either of interest or benefit to the City as a whole Or b) Supports a municipal, regional, provincial or federal government program or initiative. 3. The group/organization is not for profit Or 	<p>CRITERIA The request must meet all the following criteria:</p> <ol style="list-style-type: none"> 1. The group/organization is a registered charity or not-for-profit and is not a commercial or business operation. Charities must include their nine-digit 	<p>Bullets removed, as the intent is demonstrated in bullet #5 of the revised policy.</p> <p>Bullet expanded for clarity.</p>

Comparison of Current and Proposed Policy – Community Recognition Policy – 06-04-04

<p><i>Current Policy – What Exists Today in the Community Recognition Policy</i></p>	<p><i>Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.</i></p>	<p><i>Rationale – Why changes (deletions and/or additions) to the revised policy were made.</i></p>
<p>Is aligned with Health Canada’s Calendar of Health Promotion Days</p> <p>Or Represents a nation whose flag is recognized by Global Affairs Canada</p> <p>4. The group/organization’s core values do not conflict with the City’s core values, vision or strategic goals or do not adversely impact on the City’s identity</p> <p>5. The group/organization and event must help foster a spirit of community and a climate of understanding and contribute to and enrich the quality of life in Mississauga</p>	<p>registration number.</p> <p>2. The group must have a presence in Canada.</p> <p>3. For health-related causes, the event/activity must be aligned with Health Canada’s Calendar of Health Promotion Days or it can be reasonably determined that the cause/event/activity could significantly impact the community.</p> <p>4. For national flag raisings, the flag that is being raised must represent a nation whose flag is recognized by Global Affairs Canada</p> <p>5. For non-national flag raisings, the imagery on the flag must clearly represent the cause</p> <p>6. No change.</p> <p>7. The group/organization/event must raise awareness and encourage participation in fundraising initiatives, public awareness campaigns and/or cultural, sport and</p>	<p>There are now separate bullets for health related causes and national flag raisings. The criteria for health related causes has been expanded beyond the Health Canada Calendar of Health Promotion Days.</p> <p>Additional bullet for clarity.</p> <p>Revised for consistency to reflect wording from the Purpose section.</p>

Comparison of Current and Proposed Policy – Community Recognition Policy – 06-04-04

<p><i>Current Policy – What Exists Today in the Community Recognition Policy</i></p>	<p><i>Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.</i></p>	<p><i>Rationale – Why changes (deletions and/or additions) to the revised policy were made.</i></p>
<p>6. The content of the requested message for the campaign, initiative, program or activity</p> <p>a) May not be in conflict with any applicable laws, City by-laws or policies</p> <p>b) Does not have the potential to incite violence and hatred</p> <p>c) Does not present demeaning or derogatory portrayals of individuals or groups</p> <p>d) Is not of questionable taste in style, substance or presentation method</p> <p>e) Does not minimize and/or detract from the image of the City and/or its employee</p> <p>f) Is not a matter that represents the personal conviction of an individual</p> <p>g) In light of generally prevailing community standards, is not likely to cause deep or widespread offence</p>	<p>entertainment programs and activities that foster a spirit of community and contribute to enriching the quality of life in Mississauga</p> <p>8. In addition, the community recognition request:</p> <p>a) No change.</p> <p>b) Does not advance the political interest of any particular party or group</p> <p>c) No change.</p> <p>d) No change.</p> <p>e) No change.</p> <p>f) No change.</p> <p>g) Is not a matter that represents personal conviction</p>	<p>Added to assist in decision making.</p> <p>Revised to remove “of an individual”, as the criteria may apply to groups. Last bullet removed, as it is difficult to quantify.</p>
	<p>CITY RESERVED PERIOD The following days are reserved for internal, City programming and may not be booked for any</p>	<p>New section to address operational needs and goals.</p>

Comparison of Current and Proposed Policy – Community Recognition Policy – 06-04-04

<i>Current Policy – What Exists Today in the Community Recognition Policy</i>	<i>Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.</i>	<i>Rationale – Why changes (deletions and/or additions) to the revised policy were made.</i>
	<p>community recognition activities. The reserved dates listed below can be changed or modified by the City of Mississauga at any time, without notice. Please note that the reserved dates may also include the two preceding days.</p> <p>The City’s Strategic Communications team can be contacted to determine availability. Please note that some of the dates listed below will change from year to year.</p> <ul style="list-style-type: none"> a) January 1 – New Year’s Day b) February – Family Day (Ontario) c) February 14 - Hazel McCallion Day and Valentine’s Day d) March 17 – St. Patrick’s Day e) April 28 – National Day of Mourning f) May (the second Sunday in May) – Mother’s Day g) May (the last Monday preceding May 25) - Victoria Day h) June (third Sunday in June) – Father’s Day i) July 1 – Canada Day j) September (the first Sunday in September) – Labour Day k) October (second Monday in October) – Thanksgiving Day l) October 31 – Halloween m) November 11 – Remembrance Day n) November – The City of Mississauga’s 	

<i>Current Policy – What Exists Today in the Community Recognition Policy</i>	<i>Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.</i>	<i>Rationale – Why changes (deletions and/or additions) to the revised policy were made.</i>
	<p>Light up the Square event</p> <p>o) December 31 – New Year’s Eve</p>	
	<p>STATE OF MOURNING</p> <p>Certain days also represent the mandatory dimming of the Civic Centre clock tower. The dimming of the clock tower is in line with the half-masting of Civic Centre flags and/or flags flying at all City-owned facilities, as is done on the Peace Tower in Ottawa. The City will light the Civic Centre clock tower, office tower and façade in a dimmed white light at dusk on the following days in recognition of:</p> <ul style="list-style-type: none"> • April 28 - National Day of Mourning, to recognize those who have been injured or killed in the workplace • June 23 - National Day of Remembrance for Victims of Terrorism • Second Sunday of September - Fallen Firefighters Memorial Day, to recognize all firefighters who died in the line of duty during the previous year • September 29 - National Police and Peace Officers’ National Memorial Day, to recognize those who have made the ultimate sacrifice in the performance of their duties 	<p>New section. There are currently two annual planned days when the City lowers flags at all facilities, as outlined in Flag Protocol at City Facilities Policy 06-04-03; Remembrance Day, November 11, and the National Day of Mourning (April 28) To coincide with and enhance recognition of these days, a policy addition focused on State of Mourning recognition is recommended. As part of this recognition, the clock tower, office tower and Civic Centre façade will be lit starting at 8 p.m. During Community Recognition lightings only the clock tower portion of the Civic Centre is illuminated, so this enhancement will focus on having more of the Square and Civic Centre lit.</p>

Comparison of Current and Proposed Policy – Community Recognition Policy – 06-04-04

Current Policy – What Exists Today in the Community Recognition Policy	Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.	Rationale – Why changes (deletions and/or additions) to the revised policy were made.
	<ul style="list-style-type: none"> • November 11 - Remembrance Day, to honour the memory of all Canadians who served their country in times of war • December 6 - National Day of Remembrance and Action on Violence Against Women 	
	<p>OBSERVING TRAGIC EVENTS</p> <p>The Mayor or Acting Mayor may direct that the clock tower be lit to recognize a sudden and significant local, national or international tragic event that impacts the community. These lightings may displace or interrupt a previously scheduled recognition activity. In this case, the requesting organizations/individual will be given as much notice as possible about any changes to their previously scheduled lighting. Strategic Communications staff will work with the requestor to reschedule their lighting.</p> <p>Note: The City may choose to recognize anniversaries of tragic events through tower lighting/dimming on the first, fifth, 10th and subsequent anniversaries at five-year intervals thereafter.</p>	<p>New section. When unplanned, tragic events take place, the Mayor or Acting Mayor may provide direction to acknowledge the incident through a clock tower lighting or dimming. Past examples of this include the Humboldt bus accident, the Riya Rajkumar tragedy and the New Zealand Mosque shootings.</p> <p>Authority to initiate these lightings would be limited to the Mayor or Acting Mayor. Lightings for unplanned, tragic events will be focused on the clock tower only, similar to Community Recognition lightings. The colour used will be dimmed white, unless otherwise requested by the Mayor or Acting Mayor.</p>
<p>TYPES OF RECOGNITION</p> <p>Community/non-profit groups and organizations may qualify for one of the following types of recognition, as appropriate</p> <ol style="list-style-type: none"> 1. Community flag raising (on a flag pole 	<p>TYPES OF RECOGNITION</p> <p>Non-profit groups and organizations may qualify for one of the following types of recognition:</p> <ol style="list-style-type: none"> 1. Community flag raising - on a flag pole 	<p>Reference to “community” has been removed; groups that qualify under the criteria may not be strictly “community” groups.</p>

Comparison of Current and Proposed Policy – Community Recognition Policy – 06-04-04

<i>Current Policy – What Exists Today in the Community Recognition Policy</i>	<i>Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.</i>	<i>Rationale – Why changes (deletions and/or additions) to the revised policy were made.</i>
<p>designated by the City on Mississauga Celebration Square and digitally on the Mississauga Celebration Square screens, as available and in rotation with scheduled programming)</p> <p>2. Lighting of the City Hall Clock Tower</p>	<p>designated by the City on Mississauga Celebration Square (MCS)</p> <p>2. Lighting of the Civic Centre clock tower</p>	<p>The reference to digital display is covered in the Flag Raising section below so has been removed here.</p> <p>Minor change to reflect Civic Centre instead of City Hall.</p>
<p>Recognition requests will be reviewed and evaluated in the order they are received.</p> <p>Community/non-profit groups and organizations will be limited to one request per year.</p> <p>A flag raising and lighting request may occur on the same day; but two flag raisings or two lightings will not be permitted on the same day.</p> <p>Flags will remain in place for one day (up to 24 hours) and take place on the requested date, as</p>	<p>No change.</p> <p>A cause will only be recognized once per 12-month period even if the request was made by a different organization.</p> <p>Non-profit groups and organizations will be limited to one community recognition (flag raising OR tower lighting) request per 12-month period.</p> <p>A flag raising and lighting request may occur on the same day if the causes are different, with the exception of the City’s recognition of Pride in Mississauga. In this case, both a flag raising and tower lighting for the same cause can take place on the same day. However, two flag raisings or two lightings will not be permitted on the same day.</p> <p>Flags will remain in place for one day (up to 24 hours) and take place on the approved date.</p>	<p>Clarified the limitation of one recognition per 12-month period for each cause.</p> <p>Revised to clarify that “one request” includes both flag raising and lighting of the tower. “Community” removed.</p> <p>Clarified that the causes must be different, with the exception of recognition of Pride.</p> <p>Minor revision to indicate “approved date” instead of “requested date”.</p>

Comparison of Current and Proposed Policy – Community Recognition Policy – 06-04-04

<p><i>Current Policy – What Exists Today in the Community Recognition Policy</i></p>	<p><i>Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.</i></p>	<p><i>Rationale – Why changes (deletions and/or additions) to the revised policy were made.</i></p>
<p>per the application submitted. Lightings will occur for one evening and take place on the approved date.</p>	<p>Lightings will occur for one evening and take place on the approved date.</p>	
<p>1. Flag Raising The City of Mississauga will raise flags for community/non-profit groups and organizations that meet the criteria in this policy. The requestor will be responsible to provide the flag.</p> <p>Requests will be reviewed and evaluated in the order they are received. Flag raisings will be done on a flag pole designated by the City on Mississauga Celebration Square and digitally on the Mississauga Celebration Square screens, as available and in rotation with scheduled programming.</p>	<p>1. Flag Raising The City of Mississauga will raise flags for non-profit groups and organizations that meet the criteria in this policy. The requestor will be responsible for providing a physical flag, along with an identical digital copy.</p> <p>Requests will be reviewed and evaluated in the order they are received. Flag raisings will take place on a flag pole designated by the City on MCS. The flag raising will be recognized digitally on MCS media screens, as space is available and in rotation with scheduled programming.</p> <p>The approved flag must be dropped-off to the Welcome Desk, located in the Mississauga Civic Centre, from 8:30a.m. to 4:30p.m. Monday to Friday, no later than one week before the event. Flags must be picked-up at the same location no later than ten business days following the event. Flags that are not retrieved within this time period will be disposed of by staff privately and in a respectful manner.</p>	<p>“Community” removed. Clarified that the requestor must provide both a physical and digital flag.</p> <p>Minor wording changes for clarity, no change to intent or process.</p> <p>Provided detail on where the physical flag is to be dropped off/picked. Clarified this is the requestor’s responsibility, as there have been cases in the past where the flag was not retrieved and was left with Communications or other City staff involved with the flag-raising. Some groups were relying on Communications to provide the flag the next year if the flag raising was an annual request.</p>

Comparison of Current and Proposed Policy – Community Recognition Policy – 06-04-04

<i>Current Policy – What Exists Today in the Community Recognition Policy</i>	<i>Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.</i>	<i>Rationale – Why changes (deletions and/or additions) to the revised policy were made.</i>
<p>Flags will remain in place for one day (up to 24 hours) and will occur on the requested date, as per the submitted application.</p>	<p>Flags will remain in place for one day (up to 24 hours) and will occur on the approved date.</p>	<p>Revised to clarify the “approved” date, not the “requested” date.</p>
	<p>In the event that the Welcome Desk is not available, the flag must be provided to staff at the designated flag pole on Mississauga Celebration Square thirty minutes prior to the flag raising event. The requestor may arrange to retrieve the flag from Facility and Property Management staff when it is lowered 24 hours later or, if this is not possible, the flag will be retained by Facility and Property Management staff until such time as the Welcome Desk reopens. Organizations will be notified when the Welcome Desk is open or other arrangements can be made for the requestor to retrieve the flag. Flags that are not retrieved within ten business days of notification will be disposed of by staff privately and in a respectful manner.</p>	<p>New section to address the current and any future situations when the Welcome Desk is closed.</p>
	<p>Flags will remain in place for one day (up to 24 hours) and will occur on the approved date.</p> <p>In the event that there is a half-masting planned for the day following a flag raising, which wouldn’t allow the community flag to be flown for 24 hours, Strategic Communications staff will advise the requestor as soon as possible.</p>	

Comparison of Current and Proposed Policy – Community Recognition Policy – 06-04-04

<p><i>Current Policy – What Exists Today in the Community Recognition Policy</i></p>	<p><i>Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.</i></p>	<p><i>Rationale – Why changes (deletions and/or additions) to the revised policy were made.</i></p>
<p>Support Provided Depending on availability, the City’s support may consist of one or more of the following.</p> <p>Communications staff will be responsible for:</p> <ul style="list-style-type: none"> • Working with the Culture Division to advise of the date and confirm availability of Mississauga Celebration Square • Coordinating with the Facilities and Property Management team to advise of the date, confirm resources and provide them the flag • Working with the requestor and the Culture Division to prepare a virtual display on Mississauga Celebration Square digital screens, as available and in rotation with scheduled programming (image to be provided by the requestor) • Social media messaging for the designated day or first day of week/month of the designated period • Updating the flag raising listing on the Community Recognition Program web page (as each is approved) and • Advising Mayor and Council of flag raisings 	<p>Support Provided The support of City staff will consist of the following:</p> <p>Strategic Communications staff will be responsible for:</p> <ul style="list-style-type: none"> • No change. • Coordinating with the Facilities and Property Management team to advise of the flag raising date, confirm resources and date of the flag delivery • Preparing a virtual display on MCS digital screens in rotation with scheduled programming (image to be provided by the requestor) • Coordinating social media messaging for the designated day on the City’s corporate Twitter channel. Hashtags and website links to be provided by the requestor • Updating the online Community Recognition Program listing, and • Advising Mayor and Council of upcoming flag raisings 	<p>Removed the caveat “depending on availability”, as the City will complete all approved requests.</p> <p>Minor revision for clarity.</p> <p>Preparation of the virtual display is completed by Strategic Communications.</p> <p>Revised to include reference to links to social media that the requestor must provide.</p> <p>Revised for ease of reading, no change to process.</p> <p>Clarified that advance notice is given.</p>

Comparison of Current and Proposed Policy – Community Recognition Policy – 06-04-04

<i>Current Policy – What Exists Today in the Community Recognition Policy</i>	<i>Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.</i>	<i>Rationale – Why changes (deletions and/or additions) to the revised policy were made.</i>
<p>Facility and Property Management will be responsible for:</p> <ul style="list-style-type: none"> • Raising and lowering of flags on designated flag pole on Mississauga Celebration Square • Providing on-site technical support to facilitate speeches during the flag raising ceremony wherever possible 	<p>Facility and Property Management staff will be responsible for:</p> <ul style="list-style-type: none"> • Retrieving the flag from the Welcome Desk once it has been dropped off by the requestor • No change. • Retrieving and returning the portable audio visual unit from the Tech Hub, Information Technology, Civic Centre, and • Returning the flag to the Welcome Desk to be picked-up by the requestor 	<p>Additional bullet to clarify FPM responsibilities and current process.</p> <p>Additional bullet to clarify FPM responsibilities and current process.</p> <p>The bullet was removed, as this is not current practice.</p> <p>Additional bullet to clarify FPM responsibilities and current process.</p>
<p>Culture will be responsible for:</p> <ul style="list-style-type: none"> • Including virtual display on Mississauga Celebration Square screens, as available and in rotation with scheduled programming 	<p>Culture staff will be responsible for:</p> <ul style="list-style-type: none"> • Confirming the availability of MCS and the digital media screens on the requested date, and • Providing support as required in coordinating the virtual display on the digital media screens 	<p>Revised to reflect current practice.</p>
	<p>Security Services staff will be responsible for:</p> <ul style="list-style-type: none"> • Making Security Officers available during the flag raising if a security risk has been identified by Strategic Communications 	<p>Added to clarify</p>

Comparison of Current and Proposed Policy – Community Recognition Policy – 06-04-04

<p><i>Current Policy – What Exists Today in the Community Recognition Policy</i></p>	<p><i>Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.</i></p>	<p><i>Rationale – Why changes (deletions and/or additions) to the revised policy were made.</i></p>
<p>2. Lighting The City of Mississauga will light the Civic Centre Clock Tower for community/non-profit groups and organizations that meet the criteria in this policy.</p> <p>Requests will be reviewed and evaluated in the order they are received.</p> <p>Lightings will occur for one evening and will take place on the approved date, as per the application submitted.</p>	<p>2. Lighting The City of Mississauga will light the Civic Centre Clock Tower for non-profit groups and organizations that meet the criteria in this policy.</p> <p>No change.</p> <p>Lightings will occur for one evening and will take place on the approved date. All lightings will take place from dusk to dawn the following morning.</p>	<p>Minor change; removed “community”, as some groups may not be local.</p> <p>Revised to clarify the “approved” date, not the “requested” date and to note the duration.</p>
<p>Support Provided Depending on availability, the City’s support may consist of one or more of the following. Communications staff will be responsible for:</p> <ul style="list-style-type: none"> Working with the Culture Division to advise of the date and confirm availability of Mississauga Celebration Square Working with the requestor and the Culture Division to prepare a virtual display on Mississauga Celebration Square digital screens, as available and in rotation with scheduled programming (image to be provided by the requestor) 	<p>Support Provided The support of City staff may consist of one or more of the following: Strategic Communications staff will be responsible for: No change.</p> <ul style="list-style-type: none"> Preparing a virtual display on MCS digital screens, as available and in rotation with scheduled programming 	<p>Removed the caveat “depending on availability”, as the City will complete all approved requests.</p> <p>Revised to reflect Communications role in preparing the virtual display. The requestor is not required to provide an image.</p>

Comparison of Current and Proposed Policy – Community Recognition Policy – 06-04-04

Current Policy – What Exists Today in the Community Recognition Policy	Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.	Rationale – Why changes (deletions and/or additions) to the revised policy were made.
<ul style="list-style-type: none"> • Social media messaging for the designated day or first day of week/month of the designated period • Updating the Clock Tower lighting listing on the Community Recognition Program web page (as each is approved) and • Advising Mayor and Council (monthly) of the Clock Tower lighting schedule, and • Posting on social media (e.g. the City’s Corporate Twitter and Facebook channels) to acknowledge the lighting recognition/ activation 	<ul style="list-style-type: none"> • Coordinating social media messaging for the designated day. Hashtags and website links to be provided by the requestor • Updating the online Community Recognition Program listing • Advising Mayor and Council of upcoming Clock Tower lightings, and • Posting on social media (e.g. the City’s Corporate Twitter channel) to acknowledge the lighting 	<p>Revised to include reference to links to social media that the requestor must provide.</p> <p>Revised for ease of reading, no change to process.</p> <p>Minor revision for clarity; updates may not be monthly.</p> <p>Revised to reflect current practice to post on Twitter only.</p>
<p>Culture staff will be responsible for:</p> <ul style="list-style-type: none"> • Managing the lighting equipment set-up and activation, and • Including a virtual display on Mississauga Celebration Square screens, as available and in rotation with scheduled programming 	<p>Culture staff will be responsible for:</p> <ul style="list-style-type: none"> • No change. • Providing on-call support should there be any challenges during the lighting, and • Providing support as required in coordinating the virtual display on the digital media screens 	<p>Bullet added to distinguish support for the lighting.</p> <p>Revised to reflect current practice, as Strategic Communications now completes the virtual display.</p>
	<p>Security Services staff will be responsible for:</p> <ul style="list-style-type: none"> • Making security officers available during the lighting if a security risk has been identified by Strategic Communications 	<p>New section to clarify the role of Security Services.</p>
<p>APPLICATION PROCESS Applications for flag raisings and lightings are</p>	<p>APPLICATION PROCESS The process for applications for flag raisings and</p>	<p>Requests for flag raisings and lightings</p>

Comparison of Current and Proposed Policy – Community Recognition Policy – 06-04-04

<i>Current Policy – What Exists Today in the Community Recognition Policy</i>	<i>Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.</i>	<i>Rationale – Why changes (deletions and/or additions) to the revised policy were made.</i>
<p>available online on the Community Recognition Program web page. (The application in alternative formats is available upon request.) Staff will review each application against the established criteria.</p> <p>Requests for flag raisings and lightings must be received no later than six weeks before the requested recognition date to allow for adequate review, planning and scheduling.</p> <p>Exceptions to the timelines may be approved by the Commissioner.</p>	<p>lightings is available online on the Community Recognition Program web page. (The application in alternative formats is available upon request.) Staff will review each application against the established criteria.</p> <p>Requests for flag raisings and lightings must be received at least four weeks before the requested recognition date to allow for adequate review, planning and scheduling. Requests can be submitted no earlier than 12 months before the requested recognition date.</p> <p>No change.</p>	<p>may now be submitted up to four weeks before the requested date, instead of six.</p> <p>Clarified that requests can only be made 12 months in advance.</p>
<p>The applicant will be advised by email confirmation that their request has been approved, including the date that the organization will be recognized. Incomplete applications, including the absence of any required images and promotional messages, will not be finalized and will require the applicant to submit a new application.</p>	<p>No change.</p>	
	<p>The requesting organization will be responsible to extend invitations to prospective attendees, including the Mayor and/or Members of Council. The requesting organization is also responsible for booking a room within the Civic Centre to</p>	<p>This is the current practice and has been added to the policy for clarity and transparency.</p>

Comparison of Current and Proposed Policy – Community Recognition Policy – 06-04-04

<i>Current Policy – What Exists Today in the Community Recognition Policy</i>	<i>Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.</i>	<i>Rationale – Why changes (deletions and/or additions) to the revised policy were made.</i>
	continue their recognition activity, if applicable.	
	The City of Mississauga will work to ensure approved community recognition requests are fulfilled on the agreed upon date; however, activities may be cancelled or rescheduled at the City’s discretion at any time. In this case, the requesting group will be notified as early as possible.	Added for clarity, as unforeseen circumstances may arise.
<p>Decision Making Process In the event that a request appears to be in conflict with any of the criteria outlined in this policy, applicable staff will conduct an objective and impartial analysis of the request in relation to the criteria.</p> <p>Staff involved in the analysis will make a recommendation, in writing, to the Commissioner to either decline or approve the request. The Commissioner’s decision will be final and will be communicated to the applicant in a timely manner.</p>	<p>Decision Making Process No change.</p> <p>Staff involved in the analysis will make a recommendation, in writing, to the Mayor or Acting Mayor to either decline or approve the request. The Mayor’s decision will be final and will be communicated to the applicant in a timely manner.</p> <p>Recognition activities are issued at the discretion of the City of Mississauga. Requests will be reviewed and evaluated in the order they are received. The City of Mississauga will work to ensure approved community recognition</p>	<p>In the event that a request appears to be in conflict with any of the criteria outlined in this policy, applicable staff will conduct an objective and impartial analysis of the request in relation to the criteria.</p> <p>The Mayor or Acting Mayor will now make the final decision.</p> <p>This information currently appears on eCity so has been included here for consistency.</p>

Comparison of Current and Proposed Policy – Community Recognition Policy – 06-04-04

<i>Current Policy – What Exists Today in the Community Recognition Policy</i>	<i>Proposed Policy – If the information in a specific section is unchanged, or has required minimal revision to terminology only, “No change” will appear.</i>	<i>Rationale – Why changes (deletions and/or additions) to the revised policy were made.</i>
	<p>requests are fulfilled on the agreed upon date; however, activities may be cancelled or rescheduled at the City’s discretion at any time. In this case, the requesting group will be notified as early as possible.</p>	

City	Types of recognition	What causes are recognized	Who owns the program	Criteria	Notes
Vancouver	<ul style="list-style-type: none"> • Light up City Hall • Light up Bloedel Conservatory • Flag Raisings • Proclamations 	<ul style="list-style-type: none"> • Important events, cultural occasions, non-profit awareness campaigns • Must have a direct connection to Vancouver and/or a Canada-wide importance • Personal, political, or commercial requests are not considered 	The City	<ul style="list-style-type: none"> • At the discretion of the City Clerk, the city will fly the flags of other sovereign nations, non-profit societies and other local organizations upon request • The City reserves the right to decide whether or not to fly the flag of a nation when there is political unrest or conflict in that country. The decision to fly the flag of any nation neither implies nor expresses the support for the politics of those nations 	<p>City Hall - Given the wide array of requests, the City reserve the light display for events we host that have a national or international significance, or that City Council has approved.</p> <p>Bloedel Conservatory - The City reserves the light displays for clients that host events at Bloedel Conservatory and we may not be able to meet your request depending on our current bookings or other lighting requests.</p> <p>Flag Raisings - At the discretion of the City Clerk, the city will fly the flags of other sovereign nations, non-profit societies and other local organizations upon request. The City reserves the right to decide whether or not to fly the flag of a nation when there is political unrest or conflict in that country. The decision to fly the flag of any nation neither implies nor expresses support for the politics of those nations.</p> <p>Proclamations - Can be requested for local events and initiatives, charitable and community-service initiatives, health and public service initiatives, multicultural awareness, special anniversaries for non-profit organizations that benefit communities, or someone who's made a major community contribution.</p>
Edmonton	<ul style="list-style-type: none"> • Lighting the High Level Bridge • Proclamations 	<ul style="list-style-type: none"> • Support events that are of national/international significance • Local festival or events • Local, national, or international awareness issue that builds community • Acknowledge and welcome dignitaries • Tributes and memorial requests for well-documented local or national figures or service members 	The City	<p>Flag raisings discontinued.</p>	<p>The High Level Bridge - Applications must be not-for-profit, community-focused and received at least three weeks prior to the requested date. Requests are processed in the order in which they are received and are considered on a case-by-case basis. Multi-day requests will not be accepted. The City reserves the right to deny requests that do not merit public support or are mainly personal, private, political, polarizing or commercial in nature.</p> <p>Proclamations - Residents may submit a request for a special proclamation, letter, certificate, or a unique message from the Mayor using an online form. Every request submitted is processed by Mayor's Office staff based on either priority or the order in which it arrives - this can take up to 4-6 weeks.</p> <p>Flag Raisings - After completing research on the best practices of other Canadian municipalities, the community flag pole program on the City Hall Plaza was discontinued earlier this year. Community groups are invited to seek other ways to recognize their cause, and celebrate and build community spirit in Edmonton, including the Light the Bridge program, a special proclamation, letter, certificate, or a unique message from the Mayor.</p>

APPENDIX 4

City	Types of recognition	What causes are recognized	Who owns the program	Criteria	Notes
Calgary	<ul style="list-style-type: none"> • Calgary Tower • Flag Raisings • Proclamations 	<ul style="list-style-type: none"> • Annual holidays and citywide events • Special occasion lighting for nonpolitical registered national charitable events and/or causes • Flag raisings for charitable or non-profit organizations • Raising the flags of nations: in recognition of Calgary's ethnic and cultural diversity 	<p>The Calgary Tower is privately owned - lighting requests are at the sole discretion of Calgary Tower management</p>	<ul style="list-style-type: none"> • Flags of charitable or non-profit organizations: to celebrate a special occasion or achievement in Calgary. • Flags of nations: in recognition of Calgary's ethnic and cultural diversity, The City will fly the flag of a nation on its national day. 	<p>Calgary Tower - The Calgary Tower is privately owned and therefore has its own selection review and policies. The Calgary Tower maintains traditional lightings for the religious holidays of Easter, Eid al-Fitr, Hanukah and Christmas. The Calgary Tower will not light for religious figures, organizations, institutions, or additional religious holidays. The City website hosts a comprehensive tower lighting request form. https://www.calgarytower.com/about/light-shows/lighting-request/</p> <p>Flag Raisings - Flag raisings for these occasions take place on the courtesy flagpole on the Municipal Plaza. Flags are flown for one day from sunrise to sunset. Applications must be received at least 4 weeks in advance of the requested date. Requests will be acknowledged, but not approved earlier than 3 months prior to the flag raising date. Applications may be submitted up to one year prior to the date of the flag raising. The City website hosts a comprehensive flag raising request form. https://forms.calgary.ca/content/forms/af/public/public/flag-raising-application.html</p> <p>Proclamations - Can be requested to officially recognize the importance of a charitable cause or event, an arts or cultural celebration, or a public awareness or fundraising campaign on a specific day, week or month.</p>

City	Types of recognition	What causes are recognized	Who owns the program	Criteria	Notes
Toronto	<ul style="list-style-type: none"> • CN Tower Lighting • Light up Toronto City Hall Towers • Toronto Sign Lighting • Flag Raisings • Proclamation 	<ul style="list-style-type: none"> • Support and elevate awareness for local not-for-profit and charitable causes • Celebrate Toronto's festivals and events • Celebrate and highlight significant accomplishments and series for Toronto's professional Sports teams and amateur sporting events • Underscore key national celebrations, historic commemorations and days proclaimed by the City to promote diversity • Flags of nations recognized by the Federal Department of Global Affairs on its national day or on the anniversary of a special occasion; or • Flags of non-profit or charitable organizations 	<p>The CN Tower is owned by the Canada Lands Company</p> <p>City Hall Towers and Toronto Sign lightings, Flag Raisings, and Proclamations are all owned by the City</p>	<p>Non-profit or charitable organizations may request for the City of Toronto to fly the following flags on its courtesy flag poles:</p> <ul style="list-style-type: none"> • Flags of nations recognized by the Government of Canada on a country's national day or on the anniversary of a special occasion; or • Flags of non-profit or charitable organizations. <p>Please note:</p> <ul style="list-style-type: none"> • Organizations may request one courtesy flag raising within the calendar year (January 1 to December 31). • Upon request, flags of nations may be flown once within the calendar year for either a country's national day or on the anniversary of a special occasion. • Requests to use the courtesy flagpole will be confirmed on a first come first served basis. • Your flag raising request should be received by Strategic Protocol & External Relations three to four weeks in advance of your request date. • Organizations with approved flag raising requests are required to provide a flag with metal grommets that is three-feet(.9144 metres) along the vertical section(staff or hoist) of the flag. <p>Requests will not be approved for:</p> <ul style="list-style-type: none"> • Political parties or organizations • Religious organizations or in celebration of religious events • Commercial entities or in celebration of corporate events • Intent that is contrary to City policies or bylaws • Organizations requesting flag raisings that espouse discrimination, hatred, violence or racism • Organizations that have already flown a flag on a courtesy flag pole within the same calendar year • Flags of nations that have already flown on a courtesy flag pole within the same calendar year 	<p>CN Tower - Requests may be submitted through an online form. Due to the high volume of applications, the Canada Lands Company cannot provide specific feedback to any individual organizations regarding the status or merits of its application.</p> <p>Toronto City Hall Towers - Lighting requests will not be considered if any of the following are true: matters of political controversy, ideological or religious beliefs, or individual conviction, events or organizations with no direct impact or connection to the City of Toronto, campaigns or events contrary to City policies or bylaws anything that contravenes City policies or bylaws, campaigns intended for profit-making purposes, or private or personal events. Tower Lighting requests are approved per individual request. There is no guarantee of ongoing or future request approvals.</p> <p>Toronto Sign - All requests will be reviewed by City of Toronto staff to ensure that they clearly adhere to the lighting criteria (fully listed on webpage). Requests that do not clearly meet the criteria may be brought forward by City staff to the interdivisional 3D TORONTO Sign Advisory Committee for final determination. City of Toronto staff have full and final authority to implement the 3D Toronto Sign Celebratory and Commemorative Lighting Program criteria. By submitting a lighting request for the 3D Toronto Sign, the applicant agrees that the decisions of City staff are final.</p> <p>Flag Raisings - Requests will not be approved for political parties or organizations, religious organizations or in celebration of religious events, commercial entities or in celebration of corporate events, intent that is contrary to City policies or bylaws, organizations requesting flag raisings that espouse hatred, violence or racism, or organizations that have already flown a courtesy flag during the same calendar year. The City of Toronto has a comprehensive form to submit flag raising requests.</p> <p>Proclamations - Requests should be submitted in writing, on organization letterhead, to Protocol at least four to weeks before the date you want proclaimed. Proclamations can be issued for public awareness campaigns, charitable fund raising campaigns, and arts and cultural celebrations. Proclamations are not issued for matters of political controversy, ideological or religious beliefs, or individual conviction, events or organizations with no direct connection to the City of Toronto, campaigns or events contrary to City policies or by-laws, National, Independence or Republic Days (please see flag-raisings for appropriate recognition) or campaigns intended for profit-making purposes.</p>

APPENDIX 4

City	Types of recognition	What causes are recognized	Who owns the program	Criteria	Notes
Brampton	<ul style="list-style-type: none"> • Clock Tower Lighting • Flag Raising • Proclamations 	<ul style="list-style-type: none"> • Public awareness campaigns • Charitable fundraising campaigns • Arts and cultural celebrations • Special honours 	The City	<p>The Protocol Office will assess and approve community flag raising requests from charitable and non-profit organizations based on the following criteria.</p> <p>The City will fly flags on the Community Flag Pole:</p> <ol style="list-style-type: none"> Of nations recognized by the Government of Canada to celebrate a country's national day or on the anniversary of a special occasion Of organizations that have a presence in the Brampton community, except those outlined in section below. <p>The City will not approve requests for flag raisings on the Community Flag Pole requested by:</p> <ol style="list-style-type: none"> Organizations or groups that are political or partisan in nature, including political parties or political organizations Organizations that promote hatred, violence, racism, or discrimination of any kind Religious organizations Organizations that have already flown a flag on the Community Flag Pole within the same calendar year Commercial entities. <p>The City will not approve requests for use of the Community Flag Pole for flags that:</p> <ol style="list-style-type: none"> Belong to nations not recognized by the Government of Canada Represent political causes Celebrate religious events Celebrate corporate events Support of groups, organizations, or events that promote beliefs contrary to any other City policy or pose a reputational risk to the City Belong to nations that have already flown on the Community Flag Pole within the same calendar year. 	<p>Clock Tower Lighting - All clock tower lighting requests are subject to approval by the City's Protocol Office and based on availability on a first come first served basis. Requests must be made four weeks in advance of the requested lighting date. A clock tower lighting does not constitute a personal or civic endorsement.</p> <p>Flag Raising - A community flag raising is limited and specific to the Community Flag Pole located in Ken Whillans Square at City Hall. The Protocol Office will assess and approve community flag raising requests from charitable and non-profit organizations based on the listed criteria in the Flag Policy. The City will not approve requests for flag raisings on the Community Flag Pole requested by organizations or groups that are political or partisan in nature, including political parties or political organizations, organizations that promote hatred, violence, racism, or discrimination of any kind, religious organizations, organizations that have already flown a flag on the Community Flag pole within the same calendar year, or commercial entities.</p> <p>Proclamations - Can be requested for public awareness campaigns, charitable fundraising campaigns, arts and cultural celebrations; and special honours.</p>

City	Types of recognition	What causes are recognized	Who owns the program	Criteria	Notes
Ottawa	<ul style="list-style-type: none"> • Building Illuminations • Flag Raisings • Proclamations 	<ul style="list-style-type: none"> • Awareness for campaigns • Support for a cause, movement, campaign or initiative within the City • Flags flown to commemorate important and significant events or campaigns in the City 	The City	<p>Flags will be raised:</p> <ul style="list-style-type: none"> • in recognition of the ethnic diversity of the population of the City of Ottawa and of its unique role as the nation's capital, the City of Ottawa will fly the flag of any nation on its national day with whom Canada has diplomatic relations. All Embassies have been invited to provide the City's Office of Protocol and Intergovernmental Affairs with their national flag to be flown outside City Hall on their respective national day. Where these flags have been provided, they will be flown from sunrise to sunset in accordance with the attached list of national days provided by Global Affairs Canada (Appendix A). Where two or more countries share the same national day, the flags will be flown in alphabetical order; • as a gesture of respect and friendship, on the advice of the Chief of Protocol and at the direction of the Mayor, the City of Ottawa will fly the appropriate flag on the occasion of a visiting dignitary; the flag will be flown for the duration of the visit to Ottawa City Hall; • for groups and organizations whose mandates, programs or activities: <ul style="list-style-type: none"> - are directly related to the City of Ottawa by way of a relevant funding or partnership agreement; or - correspond with relevant days of awareness, celebration, importance, commemoration or promotion, as recognized by the Ontario Provincial Government and/or the Canadian Federal Government, or a Ministry or Department thereof. 	<p>Building Illuminations - Illuminations operate on a cost-recovery basis. Unlike other major city landmarks, the Heritage Building and Ottawa City Hall do not have the infrastructure to accommodate illuminations and therefore equipment needs to be rented and installed for each request. The average cost to illuminate the Heritage Building in one colour is \$1,000.00 plus applicable taxes. The choice of the supplier and the request for quotations is the responsibility of the organization. Illumination requests will only be approved if received in the Office of Protocol and Intergovernmental Affairs at least six weeks prior to the date of the illumination. The request must be from an organization located within the boundaries of the City of Ottawa.</p> <p>Flag Raisings - Must be submitted to the Office of Protocol and Intergovernmental Affairs on the group's / organization's official letterhead at least four weeks prior to the date of the requested flag raising. The City will not fly the flag of a group or organization whose undertakings or philosophy are contrary to City of Ottawa policies or by-laws, espouse hatred, violence, or racism, or are politically or religiously motivated or represent other individual conviction.</p> <p>Proclamations - Proclamations may be issued to charitable and non-profit organizations or arts, athletic and cultural celebrations to help increase awareness for their programs and activities, an individual who has achieved national or international distinction, or whose significant contribution to the community demands recognition, or an organization or an individual that is associated with Ottawa. Proclamations do not constitute a personal or civic endorsement.</p>
Montréal	<ul style="list-style-type: none"> • Montréal Tower Lighting 	<ul style="list-style-type: none"> • Showcase causes and special events • Highlights national holidays 	The Request Evaluation Committee for Special Lighting	<p>Flag Raising program not in place.</p>	<p>Montréal Tower - The special thematic lighting policy is for non-profit organizations only, especially well-known foundations. Any requests based on religion, ideology, or politics, or any request that may damage the reputation of any person (natural or legal), will be refused. Any commercial requests (e.g. product launch, corporate event, etc.) or personal requests (e.g. marriage proposal, birthday, retirement, etc.) will also be refused. Any requests which may harm the Olympic Park's reputation, including the Olympic Stadium and Montréal Tower, will also be refused.</p>

Date: February 10, 2021	Originator's files:
To: Chair and Members of General Committee	
From: Shari Lichterman, CPA, CMA, Commissioner of Community Services	Meeting date: March 31, 2021

Subject

Emergency Management in Mississauga 2020

Recommendation

That the report dated February 10, 2021 from the Commissioner of Community Services titled "Emergency Management in Mississauga 2020" be received for information.

Report Highlights

- In accordance with the *Emergency Management & Civil Protection Act* the Office of Emergency Management (OEM) has prepared the 2020 annual report titled "Emergency Management in Mississauga 2020".
- The OEM was engaged in responding to/monitoring 20 incidents in 2020, totalling 345 days.
- Despite the challenges presented by COVID-19, the OEM continued to provide emergency/incident management training to staff and stakeholders.
- The Business Continuity Management program continues to grow and support the development of robust business continuity plans for business units across the City.

Background

Under the *Emergency Management and Civil Protection Act*, the Emergency Management Program Committee (EMPC) is required to "conduct an annual review of the municipality's emergency management program" as well as "advise council on the development and implementation of the municipality's emergency management program".

Comments

The attached report (Appendix 1) provides an overview of the City's emergency management program, including the details pertaining to:

1. The structure of the Office of Emergency Management;
2. Response activities and activations;
3. Compliance requirements and approach;
4. Business continuity management development and implementation;
5. Public education and engagement; and
6. The action plan for 2021.

The Office of Emergency Management has four activation levels: Routine Monitoring, Enhanced Monitoring, Partial Activation, and Full Activation. For 2020 there were:

- Routine Monitoring: 20 days.
- Enhanced Monitoring: 268 days (17 incidents).
- Partial Activation: 5 days (2 incidents).
- Full Activation: 72 days (1 incident).

Another area within the OEM's mandate is the development and delivery of emergency/incident management training for City staff and our partner organizations. Last year (2020) was a challenging year for the delivery of emergency/incident management training due to the COVID-19 response and the restrictions that were in place for gatherings that prevented large training sessions from being held. For 2020 OEM trained:

- Introduction to DisasterLAN: 8 participants.
- Incident Management System (Levels 100, 200 & 300): 49 participants.
- Annual OFMEM Mandated Compliance Training: 44 participants.

To ensure the City is prepared for potential business disruptions, the OEM continues to develop a robust Business Continuity Management (BCM) program. Since being established in 2016, the BCM program has grown department-by-department each year and has supported the implementation of business continuity programs and plans within the Corporate Services, Transportation & Works, and Planning & Building departments and Mississauga Fire & Emergency Services. In anticipation of the COVID-19 situation escalating in early 2020, the OEM worked with business units from the remaining departments & divisions that did not have existing BCM programs to develop preliminary pandemic plans to support decision making in the event of business disruptions. While no one could have foreseen just how disruptive the pandemic would be to City operations, 68% of City services continued as normal, 20% experienced altered service delivery, and only 12% of services shut down during certain periods of public health restrictions.

Moving forward in 2021, the BCM program will continue implementation with the Community Services Department and the divisions of the City Manager's Office, in addition to working with the other departments and divisions to update and test their existing business continuity plans.

Financial Impact

There are no financial impacts resulting from the recommendation in this report.

Conclusion

The Emergency Management Program Committee (EMPC) and the Office of Emergency Management (OEM) will continue to strengthen the municipal emergency management and business continuity programs. Benchmarking, training, and the development of partnerships will provide the framework for ongoing continuous improvement.

Attachments

Appendix 1: Emergency Management in Mississauga 2020 Report



Shari Lichterman, CPA, CMA, Commissioner of Community Services

Prepared by: Tim Lindsay, CEMC, Manager, Office of Emergency Management



Emergency Management in Mississauga 2020 Report



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Action Plan

At the beginning of 2020, it was difficult to foresee the events that unfolded over the course of the coming year due to the novel coronavirus (COVID-19). The virus would become a pandemic, an unprecedented event that changed how people lived, connected and worked. It had an impact on life, health, businesses, the economy and the mental well-being of people everywhere. However, 2020 demonstrated a determination, compassion and resilience found at the core of residents and businesses in Mississauga.

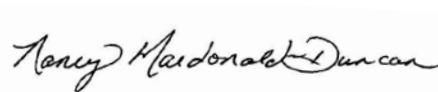
As we continue to live with the impacts of the COVID-19 pandemic, we must ensure our City operations are building back better. In 2020, there were many challenges; however, they helped us strengthen the City's emergency management and business continuity programs. City divisions have already started to implement improvements identified through an initial review of the City's COVID-19 response. These improvements ensure that the City is prepared to respond to future disasters and business disruptions.

The 2020 Office of Emergency Management's (OEM) Annual Report, provides a summary of the City's emergency management activities, including the COVID-19 response - the longest emergency declaration in the City's history.

OEM oversees the emergency management and business continuity management programs that foster resilience throughout the City, which continually meet and exceed provincial legislative requirements. Whether it's responding to emergencies or preparing the organization through the development and delivery of training and exercises, OEM is fortunate to partner with staff from across the City and partner agencies to help deliver critical elements of our programs.

OEM will continue to serve the City of Mississauga, its residents and businesses through the identification and analysis of risk, delivery of training opportunities for staff and stakeholders, implementation of business continuity management programs and public education and outreach programs. Over the course of 2021, OEM will continue to work toward making Mississauga a disaster-resilient community and establish Mississauga as a place where people choose to be.

Thank you to City staff, partner agencies, residents and businesses for their continued efforts and support of emergency preparedness within the Mississauga community.



Nancy Macdonald-Duncan
Acting Fire Chief & Director
of Emergency Management



Tim Lindsay
Manager, Office of
Emergency Management

Office of Emergency Management

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Office of Emergency Management



An incident like a house fire, can sometimes develop into an emergency that requires immediate response from the community’s first responders – fire, paramedics or police. Emergencies are events that pose a greater risk to people, property and/or the environment. They require a greater degree of community resource co-ordination to respond.

Disasters occur when an incident’s impact exceeds the community’s ability to respond, creating the need to call on both City and external resources. Disasters are occurring more frequently, with severe impacts, both across Canada and around the world.

The City’s OEM works in five overlapping portfolios, sharing the same objective of preventing, mitigating, preparing for, responding to and recovering from emergencies and disasters affecting the City.

Emergency Management is not only the responsibility of OEM. The OEM collaborates with all City departments and divisions, external organizations, businesses, community groups and residents to establish a comprehensive emergency management program that promotes resilience throughout the city.

OEM uses both an all-hazards and risk-based approach. The team works to ensure resilience through the effective organization of people, resources and systems all working together to minimize any impacts experienced both during and after a disaster.



Emergency Management Program Committee

The Emergency Management Program Committee (EMPC) determines program goals and objectives, identifies gaps in capabilities and recommends approaches to fill the gaps; The OEM team implements the Emergency Management Program.

The EMPC met in early 2020 to discuss preparedness activities for the emerging COVID-19 epidemic. Representatives from the EMPC met regularly throughout the year to provide guidance throughout the response and recovery phases of the pandemic. The Committee also reviewed and discussed other elements of the City's Emergency Management Program to meet provincial compliance. They also ensured the City remains resilient against any additional incidents that may occur beyond the COVID-19 pandemic.

COVID-19 in Mississauga

On January 23, 2020, OEM moved to “enhanced monitoring” of the COVID-19 pandemic. After the first confirmed COVID-19 case in Ontario, the City held its first internal meeting to discuss preliminary planning requirements related to this new emerging virus. OEM and City staff continued to monitor the situation and prepare for the potential escalation of the incident over the next month. On March 11, the World Health Organization declared COVID-19 as a pandemic and OEM escalated to a Level 2 Activation of the City’s Incident Management Team (IMT).

The City’s IMT worked efficiently to organize resources, and make decisions that would safeguard the life, health and safety of Mississauga residents and City staff. These actions included closing all City of Mississauga facilities, public counters and park amenities to the public, and cancelling all City programs and activities. The team ensured that essential services would continue to be delivered to the community. City staff worked collaboratively to transition many services online, to minimize service disruptions to residents and businesses.

On March 23, 2020, the City of Mississauga issued an emergency declaration in response to the evolving pandemic.

The City’s IMT was activated for 72 days. The team stood down on May 21 when the activation level was de-escalated to “enhanced monitoring.” Since that time, the Policy Group, Mayor and Council continued to meet regularly to examine the City’s ongoing response and recovery to the pandemic. City staff continued to work diligently to provide City services during the pandemic and plan for the City’s recovery.

Over the last several months, City staff implemented the City’s four recovery plan pillars: Community, Economic, Financial and Corporate. All pillars consider fundamental principles that are applied throughout the City’s recovery. These principles are:

- **Protect the health and safety of the public and employees**
- **Phased approach** – recovery and reopening activities are implemented in incremental phases
- **Mental wellness and psychosocial support** – recovery activities will consider the mental well-being of City employees, residents, and community partners
- **Building back better** – recovery actions will ensure the City is able to prosper well into the future
- **Whole community approach** – recovery activities will require the participation and collaboration of all City of Mississauga community members



Other Activations in 2020

In addition to COVID-19, the City responded to many other emergencies and disasters in 2020. OEM engaged in emergency activations and enhanced monitoring for the following emergencies:

January Severe Winter Weather Event

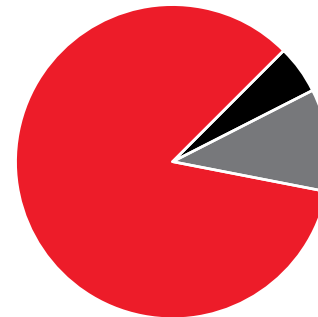
The City partially activated the Emergency Operations Centre in January 2020 when forecasts called for heavy precipitation, freezing rain, strong winds, potential flooding and ice jams. To mitigate the impacts of these hazardous conditions, the IMT worked together with partners to activate the City's Severe Winter Weather Plan. Resources were co-ordinated to respond to reports of flooding in Mississauga. City crews monitored and worked to mitigate potential damage to buildings and infrastructure.

Spring Flooding

The IMT was partially activated in spring 2020 to respond to forecasts calling for heavy rainfall, strong winds and flooding conditions. Due to the physical distancing restrictions of COVID-19, the IMT met virtually to co-ordinate response activities. The IMT was able to mobilize all the resources required to ensure an effective response. Fortunately, the weather system dissipated before reaching, or adversely affecting the city.

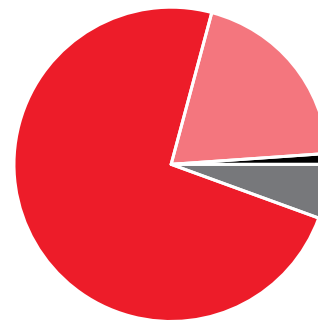
Enhanced Monitoring

OEM elevated to Enhanced Monitoring in preparation for a number of events. The team carefully monitored the potential development of hazards that could escalate and cause adverse impacts affecting the City.



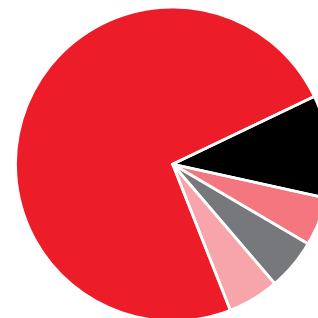
Activation & Enhanced Monitoring Events

- Full Activation - 1
- Partial Activation - 2
- Enhanced Monitoring - 16



Days Spent in Each Activation Level

- Full Activation - 72 days
- Partial Activation - 5 days
- Enhanced Monitoring - 269 days
- Routine Monitoring - 20 days

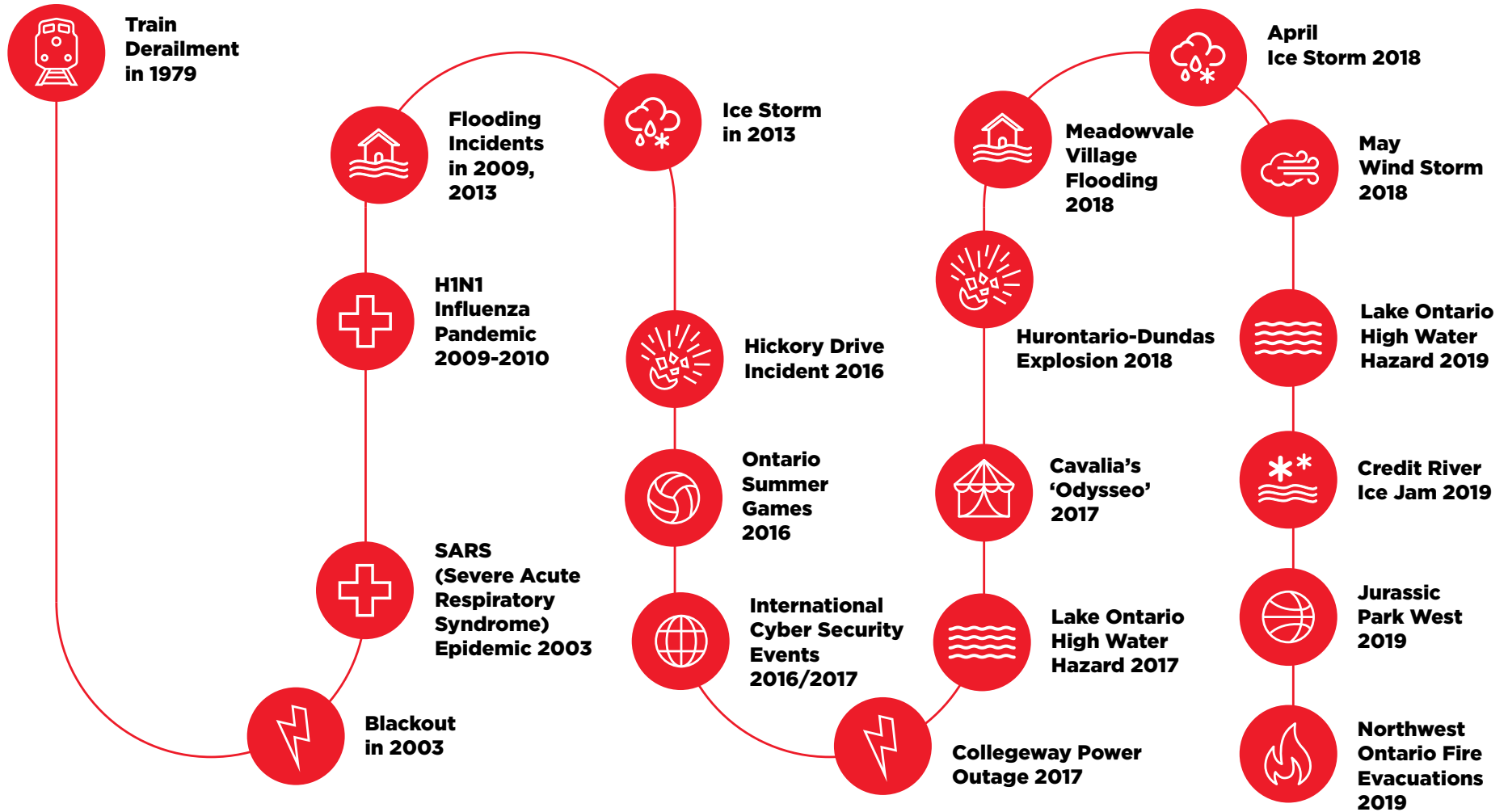


Hazard Type

- Winter Weather - 2
- Cyber - 1
- Flood - 14
- Thunderstorm - 1
- Infectious Disease - 1

Past Emergencies and Significant Events

As mentioned previously, disasters are occurring more frequently and they are bringing more severe impacts. To respond to these events, we are required to activate our EOC more often than ever before. The OEM also increasingly recognizes the importance of activating the EOC to engage in enhanced monitoring activities. This allows us to prevent routine incidents or emergencies from escalating into disasters.



Our Approach

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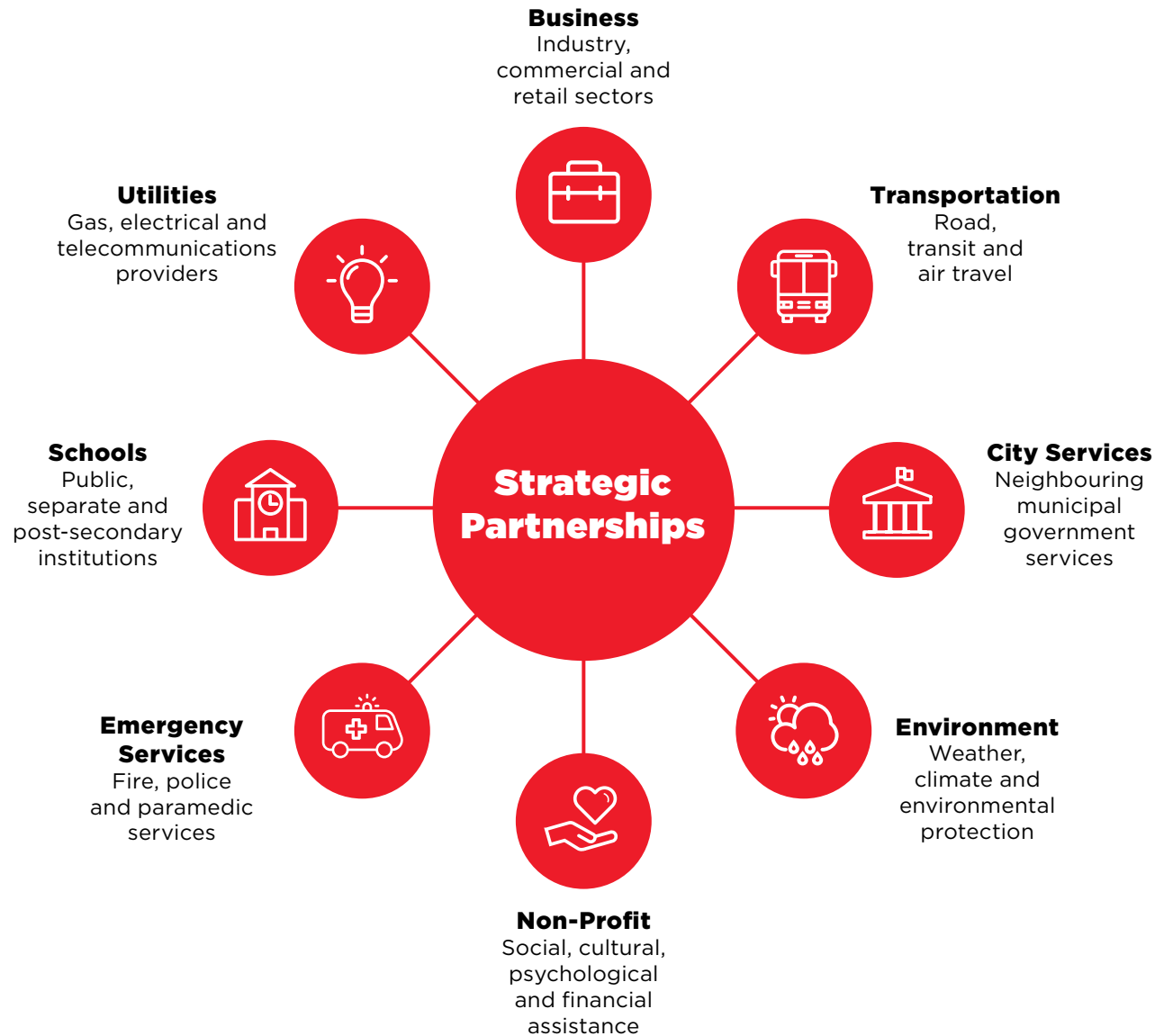


Legislative Framework and Strategic Partnerships

OEM is required under the Emergency Management and Civil Protection Act (R.S.O. 1990) to include certain public safety components in the Emergency Management program. Legislative requirements include:

- An Emergency Plan
- An Emergency Management Program Committee
- Annual emergency training and exercises
- Annual public education
- An annual review of the City's top hazards and risks
- Identifying Critical Infrastructure

OEM takes a collaborative approach to emergency management, building strategic partnerships locally and across the province in both the public and private sector. The City's community approach to emergency management allows the OEM team to consider and meet the public safety needs of residents, businesses and organizations throughout Mississauga.



An Environmental Scan

OEM continuously monitors economic, political, technological, environmental and social trends happening around the world.

By working with various partners, the team determines the potential for an emergency or disaster to impact Mississauga. In 2020, this was demonstrated when OEM began monitoring for COVID-19 and its impacts in countries around the world. This was done well before the virus began affecting Mississauga directly.



Hazard Identification and Risk Assessment (HIRA)

The foundation of the City’s Emergency Management Program is the Hazard Identification & Risk Assessment (HIRA). OEM reviews and ranks hazards based on their likelihood of occurrence and the severity of their consequences every year. Through regular review and updating of the HIRA, OEM is able to identify top risks to the City, as well as track emerging risks. This allows the team to prioritize plan development, training, exercises and public education programming to ensure the City and its residents are prepared for the most likely hazards.

Top natural hazards for Mississauga



Flood



High Wind



Winter Weather



Erosion



Critical Infrastructure Assurance Program (CIAP)

Critical Infrastructure (CI) is any asset or service that is essential to the safety or economic well-being of Mississauga residents and government. OEM's reliance on this infrastructure is greater now than ever before. The team recognizes the importance of protecting these key assets and services.

The Critical Infrastructure Assurance Program (CIAP), launched in fall 2017, helps the team assess all City-owned CI and identify opportunities to reduce or eliminate risks to strengthen the resilience of the City's CI. The program aligns with programs in place at both the Government of Ontario and Government of Canada.

The program focuses on reviewing City-owned infrastructure to prioritize CI in regards to risk and criticality (i.e. most at risk and/or most critical to operations). This is achieved through detailed risk assessments done by staff with input from stakeholders. Assessments will continue over the next several years, at which point the program may be expanded to include external partners who wish to participate.



Business Continuity Management

The Business Continuity Management (BCM) program in the City has continued to move forward in 2020. Business Continuity is the program that prepares all parts of the City Corporation for unexpected disruptions that cause services to slow or stop. Business Units use their own knowledge and abilities to create the capability that allows the City to continue delivering services through almost any disruption.

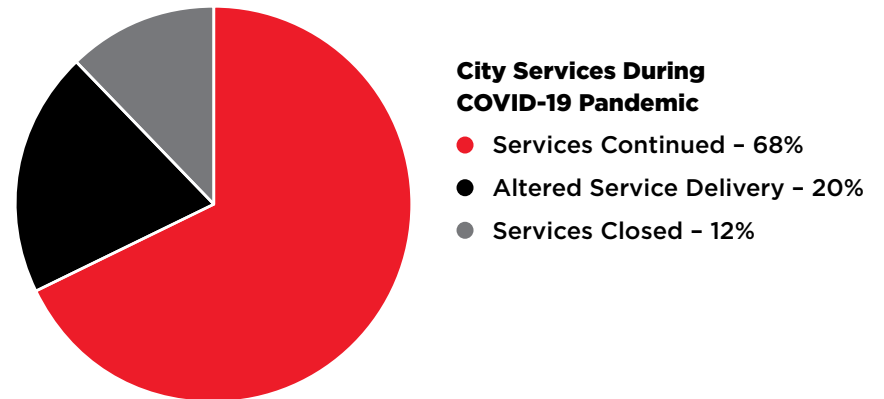
The City has moved to the final stages of Program Initiation. This is where basic documentation and planning steps are compiled. City business units in the Corporate Services, Transportation & Works and Planning & Building departments have completed their initial documentation and are progressing with program improvements.

Despite public facilities being closed to both residents and non-essential City employees during the lock down periods of COVID-19, the City was still responsible for providing many services that our residents rely on. The City's BCM program and the innovative efforts of City employees allowed the City to continue delivering services that residents both need and want, often times

through adapted and virtual means. Many City employees were able to use various means of technology to transition into working virtually. However, there were many essential frontline employees, such as staff from Mississauga Fire & Emergency Services, MiWay, Parks, Forestry & Environment, Information Technology and Works Operations & Maintenance who could not make this transition. Through altered practices and procedures, these employees continued providing essential services to Mississauga residents.

The COVID-19 pandemic is a real-world examination of business continuity in practice. The event highlighted the importance of a having a robust BCM program that increases resilience and mitigates the impacts of a disruption across the organization. The BCM program continues to grow and improve, as more City divisions continue to develop and enhance their business continuity plans and procedures. The BCM program is in the process of acquiring a software solution that will greatly improve the City's ability to respond to disruptions in the future.

Business Continuity Management Covid Stats



DisasterLAN (DLAN)

The City's DisasterLAN (DLAN) virtual emergency operations centre system is continuously improved upon to enhance situational awareness before, during and after incidents.

OEM capitalized on several features contained within DLAN in 2020. One of the features was the "Duty Officer Form" that allows staff on duty to quickly upload information to the system regarding anticipated or actual incidents. The team also began connecting the system to the City's GIS software, ArcGIS. This software allowed the team to develop dashboards to track various statistics related to emergencies and disasters, public engagement and staff work plans.

DLAN was used to support several activations in 2020 including the pandemic, the January severe winter weather event and the spring flooding event. DLAN served as a central system used to store incident materials and documents. It also provided situational awareness to both OEM and IMT members.



Training & Exercises

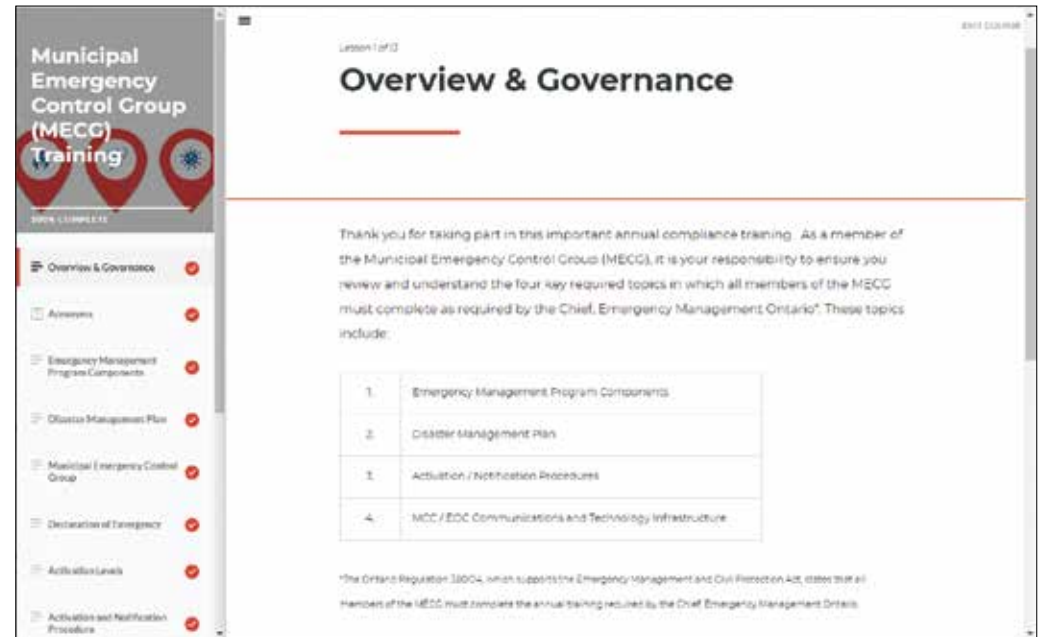
2020 was an unusual year as OEM was unable to deliver in-person training for most of the year due to the COVID-19 response and physical distancing restrictions. Delivering emergency management training and exercises is crucial to the operational readiness of the City, and is also required under the Emergency Management and Civil Protection Act (R.S.O. 1990). As such, it was important for OEM to continue providing these services to City employees. As with many other City divisions, OEM turned to adapted, virtual methods to provide training and exercises to EOC team members.

Prior to COVID-19, OEM began the process of converting the annual, legislatively mandated training of the Municipal Emergency Control Group members into a virtual and self-paced format. Observing the success of this new virtual format, and taking the City's recovery strategy of "Building Back Better," OEM began to look for other opportunities to embrace virtual training and exercises. This resulted in several innovative ventures that replaced in-person activities including:

- Two virtual exercises of the City's Works Risk-Based IMT
- A self-paced online instructional seminar for the City's Risk-Based plans

Many of these virtual training and exercise sessions will likely become permanent solutions that will provide easier access to training and exercises to City employees.

OEM was also able to provide several in-person training sessions to EOC team members. These included training in the Incident Management System and DLAN.



Public Education and Engagement

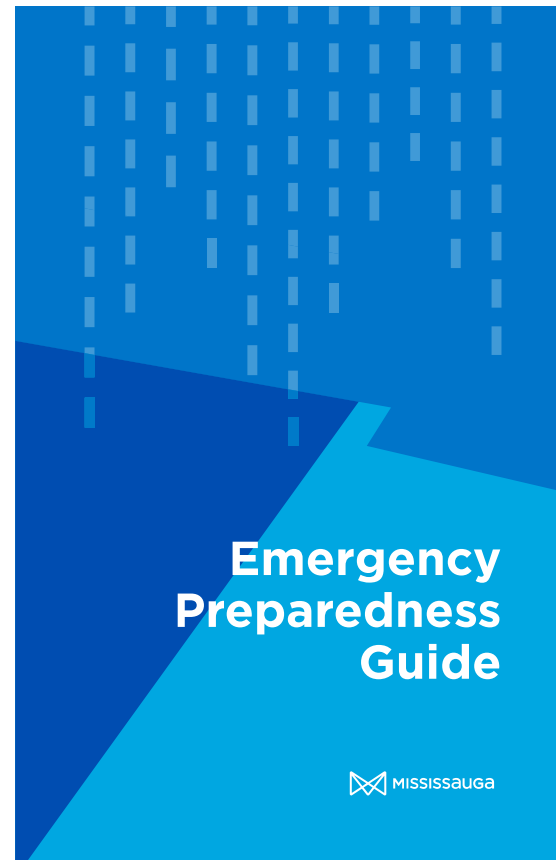
Prior to COVID-19, OEM was able to engage in various in-person public education events at the beginning of 2020. These events included an open house information session regarding flood preparedness hosted by the Toronto and Region Conservation Authority, and various general emergency preparedness information sessions with Mississauga community groups.

However, due to COVID-19 physical distancing requirements and the cancellation of public and community events across the City, OEM was forced to reduce its in-person public engagement. Two public education and engagement events were postponed including First Responders Day hosted by Erin Mills Town Centre and Fire Prevention Week with partners from Mississauga Fire & Emergency Services.

All in-person Emergency Preparedness (EP) Week events for 2020 were also cancelled. Instead, the Emergency Preparedness Week campaign was rolled out online. Information was provided to residents through the City's social media channels, and public engagement took place through an online emergency preparedness survey.

In 2020, OEM developed a brand-new Emergency Preparedness Guide. This guide provides general emergency preparedness information, empowering residents to better prepare themselves for emergencies and disasters. It was developed in a risk-perspective specific to Mississauga. The Emergency Preparedness Guide also serves as the cornerstone of the City's public education and engagement program, and will be distributed to residents throughout Mississauga.

In 2020, OEM focused public education campaigns on general emergency preparedness, insurance and flood preparedness. The team will continue to modify these campaigns moving forward to meet the evolving needs of the community and the risks they are exposed to.



The Future

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Action Plan 2021-2022

The Emergency Management Program Committee, through the Office of Emergency Management, will continue to improve municipal emergency management and business continuity programs through:

- An evidence-based approach
- Implementation of lessons learned from critical events locally and around the world
- Training and exercises based on probable hazards in Mississauga
- Risk-based plan development
- Ongoing working groups
- Stakeholder engagement where there's an opportunity to collaborate with partners

Some of the key action items for OEM are:

- Acquisition and implementation of new business continuity management software
- Promoting disaster literacy among residents through a public education and engagement program that is based on evidence and input from community members
- Development of Incident Management System training that is position-specific
- Implementation of a BCM Governance Model to support the continued growth and maintenance of City-wide business continuity programs



Date: February 23, 2021	Originator's files:
To: Chair and Members of General Committee	
From: Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer	Meeting date: March 31, 2021

Subject

Single Source Procurement of Information Technology Service Management Solution and Related Services with CDW Canada Corp. (File Ref. PRC002224)

Recommendation

1. That Council approve the single source procurement of ServiceNow Information Technology Service Management Solution and Related Services for a period of five (5) years, as detailed in the corporate report entitled "Single Source Procurement of Information Technology Service Management Solution and Related Services with CDW Canada Corp. (File Ref. PRC002224)", dated February 23, 2021, from the Commissioner of Corporate Services and Chief Financial Officer ("Purchase"), File Ref: PRC002224;
2. That the Purchasing Agent or designate be authorized to execute all contracts and related ancillary documents with respect to the Purchase between the City and CDW Canada Corp. for an estimated amount of \$1,333,673.04 exclusive of taxes, in accordance with the City's Purchasing By-law 374-06, as amended;
3. That the Purchasing Agent or designate be authorized to execute the necessary amendments to increase the value of the contract between the City and CDW Canada Corp. for additional products, software licensing, professional services, maintenance and support, including additional features and modules, for the purpose of accommodating growth and future business demands of the City, if the funding for such contract increase has been approved by Council;
4. That Council approve ServiceNow as a City Standard for a period of five (5) years, in accordance with the City's Purchasing By-law 374-06, as amended.

Report Highlights

- The City of Mississauga's Information Technology division currently uses a combination of unsupported and out-of-date systems to administer its support operations.
- The IT hardware audit action plan recommended the implementation of an adequate asset management system be established for the accurate recording, monitoring and reconciling of IT hardware (Ref: PSAB 3150).
- The Provincial Government has mandated integration of asset management principles into municipal governance and processes as key success factors in attaining reliable sustainable municipal services for future generations.
- The demand for IT Helpdesk support continues to increase as the complexity and size of the organization grows along with the number of new IT enterprise systems, interfaces and applications. The need to divert helpdesk support to self-service options is necessary to keep up with the demand without adding additional staffing resources.
- The Information Technology Service Management Solution selected under the Region of Peel's RFP# 2020-191 P follows the Information Technology Infrastructure Library best practices and allows for growth and scalability throughout the Corporation.

Background

The City of Mississauga's Information Technology (IT) division currently uses a combination of unsupported and out-of-date systems to administer its support operations. These systems include a helpdesk ticketing tool Microsoft Systems Centre Service Manager (SCSM), an in-house built IT asset management solution (IT Asset), an in-house built Knowledge Base (KB City) for knowledge management, and a fillable forms solution (InfoPath - 990) for user provisioning and IT application access.

These systems are obsolete and are no longer supported by their respective vendors and pose a security risk. Microsoft Systems Centre Service Manager (Helpdesk ticketing tool) has been in place since 2009 and reached end-of-life in 2015. The risks related to using unsupported technology include lack of future software updates, lack of security patches and technical support, potential additional professional services costs and licensing fees, risk to business continuity due to IT helpdesk downtime and increased labour costs per ticket.

The demand for IT helpdesk support continues to increase as the complexity and size of the organization grows along with the number of new IT enterprise systems, interfaces and applications. Prior to the pandemic, the number of helpdesk requests had increased at an average of 10% per year over a four (4) year period. The need to divert helpdesk support to self-service options is necessary to keep up with the demand without adding additional staffing resources.

Comments

The City's helpdesk ticketing tool, asset management solution, knowledge management solution and forms workflow solution are end-of-life, unsupported and pose a security risk. An IT hardware audit identified the current IT asset management solution as inadequate and the action plan recommended the implementation of a new enterprise system for the accurate recording, monitoring and reconciling of IT hardware assets. The audit recommendation also aligns with the mandate from the Provincial Government on the integration of asset management principles into municipal governance and processes as key success factors in attaining reliable sustainable municipal services for future generations. (Ref: City's Policy Title: Strategic Asset Management, Policy Number: 03-13-01; Ontario Regulation 588/17). Furthermore, a lean review of the IT helpdesk, IT inventory control and IT user provisioning processes was completed and the recommendations included procuring a full-featured, modernized turnkey IT Service Management (ITSM) solution.

In 2020, the Region of Peel awarded CDW Canada Corp. the contract for "Supply and Implementation of ServiceNow Information and Technology Service Management Solution" (RFP# 2020-191 P) following a public competitive tender and rigorous evaluation process. The Region of Peel's contract awarded to CDW Canada Corp. ensures that audit recommendations are met; and provides enterprise scalability throughout the Corporation.

The ServiceNow full-featured ITSM solution would provide the following key benefits for the Corporation:

A supported ITSM tool set following the Information Technology Infrastructure Library (ITIL) framework and best practices:

- An integrated Incident Management module that allows staff to submit, track, update and resolve incidents easily using a mobile-based solution.
- Mobile capability to allow field analysts to add comments or resolve helpdesk tickets from a mobile device.
- Improved IT efficiency and productivity by using repeatable best-practice processes.

Improved IT system security access, auditing and reporting:

- An integrated Service Management module that allows administrators to manage service levels and incident escalation/de-escalation procedures.
- An integrated graphical and configurable dashboard and reporting features that allow staff to monitor and report on issues, backlog, and compare service level performance against service level targets.
- An integrated Asset Management module that allows staff to track and report on all IT assets and related costs throughout their lifecycle.

Improved access to IT services for staff:

- An integrated end-user and operator self-service portal that allows City staff to access IT services via an online catalogue, submit and track incidents and service requests easily using a mobile-based solution.
- An integrated form designer that allows authorized staff to create custom end-user forms and automated custom workflows.
- An integrated Knowledge Base module that allows staff to gather, analyse, store and publish knowledge articles, frequently asked questions, and information within the organization.

By implementing and maintaining one centralized system, introducing automation and self-service, IT will remove reliance on multiple maintained systems, improve productivity and reduce the risk of data entry errors and omissions. In addition, helpdesk statistics show an average year-over-year increase of 10% in the number of helpdesk tickets, while an analysis of the helpdesk ticket type shows that 15% of tickets could be deferred if self-service tools were made available.

Broader Public Sector Service Providers clause included into the Region of Peel's RFP# 2020-191 P (Ref: Master Agreement for Technology Goods and Services, Section 14.11) allows the City to enter into a Single Source contract with CDW Canada Corp. to take advantage of the competitive pricing, favourable terms and conditions established under the Region of Peel's competitive process. In addition, there is a significant amount of time saved by leveraging the Region of Peel's RFP# 2020-191P versus pursuing a new competitive procurement.

Purchasing By-law Authorization

The recommendation in this report is made in accordance with Schedule "A" of the Purchasing By-law 374-06, Section 1 (b) (vii) "The Goods and/or Services are available from more than one source, but there are good and sufficient reasons for selecting one supplier in particular, as follows:

- "It is advantageous to the City to acquire the Goods and/or Services from a supplier pursuant to the procurement process conducted by another Public Body."

Information Technology, Legal Services and Materiel Management staff will collaborate to establish the detailed requirements, negotiate the final arrangements and prepare the contract agreements.

Financial Impact

The contract commitment will be approximately \$1,333,673.04 over a five (5) year period starting in 2021 and ending in 2026 and includes an operating expenditure of \$948,422.84 and capital expenditure of \$385,250.20, as shown in "Appendix 2 – Five-Year Contract Value Projection".

The first year costs are estimated to be \$193,094.20 exclusive of taxes and will be funded from capital account numbers PN20537 (SCSM life cycle replacement) and PN20547 (Hardware Asset Management/Tech Hub expansion 2020).

Funding for years 2 to 5 will be requested through a Budget Request in the upcoming 2022 business planning cycle. Costs in year 2 to 5 are related to licensing and vendor professional services.

Conclusion

In 2020, the Region of Peel awarded CDW Canada Corp. the contract for "Supply and Implementation of ServiceNow Information and Technology Service Management Solution" (RFP# 2020-191 P) following a public competitive tender and rigorous evaluation process.

The City must replace the current suite of unsupported and disjointed IT helpdesk tools in order to mitigate risks related to unsupported technology, satisfy audit recommendations, create cost avoidance opportunities, continue to deliver essential IT services and build back better.

This report recommends that Council approve the single source procurement of Information Technology Service Management Solution and Related Services with CDW Canada Corp. for a period of five (5) years at the estimated amount of \$1,333,673.04.

Attachments

Appendix 1: Statement of Work

Appendix 2: Five-Year Contract Value Projection



Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Ryan Lim, Manager, Information Technology, Service Management

Statement of Work

The Information Technology Service Management (ITSM) solution provided by CDW Canada Corp. will include the following:

- 1) Supply of software licensing:
 - ITSM Fulfiller Licenses – 130 licenses annually
 - ITSM Business Stakeholder Licenses – 600 license annually
 - ITOM Visibility Licenses – 1,200 license annually (starting in year 2)

- 2) Professional services provided by CDW Canada Corp. will include the following:
 - IT Service Management Modules Implementation:
 - a. Incident Management
 - b. Problem Management
 - c. Agent Workspace
 - d. Service Level Management
 - e. Task Outage

 - Now Platform | User Experiences Implementation:
 - a. Service Portal
 - b. Service Catalog
 - c. Request Management
 - d. Knowledge Management
 - e. Survey Management
 - f. Walk Up Experience

 - Discovery, Service Mapping, Software Asset Management Implementation
 - Change Management Implementation
 - Training and Post-Production Support

Five-Year Contract Value Projection

Contract Period	Description	Unit of Measure	Estimate	Unit Price	Extended Estimated Cost	Total Operating Spend	Total Capital Spend
Year 1 - 2021	ITSM Fulfiller Licenses (IT Support Staff Licenses)	Each	130	\$ 708.00	\$ 92,040.00		\$ 92,040.00
	ITSM Business Stakeholder (IT Approver Licenses)	Each	120	\$ 21.36	\$ 2,563.20		\$ 2,563.20
	Professional Services (Incident Management, Problem Management, Agent Workspace, Service Level Management, Task Outage)	Total engagement	1	\$ 27,864.00	\$ 27,864.00		\$ 27,864.00
	Professional Services (Service Portal, Service Catalog, Request Management, Knowledge Management, Survey Management, Walk Up Experience)	Total engagement	1	\$ 44,952.00	\$ 44,952.00		\$ 44,952.00
	Professional Services (Change Management)	Total engagement	1	\$ 20,791.00	\$ 20,791.00		\$ 20,791.00
	End User Training	Total engagement	1	\$ 4,884.00	\$ 4,884.00		\$ 4,884.00
Total Year 1					\$ 193,094.20	\$ -	\$ 193,094.20
Year 2 - 2022	ITSM Fulfiller Licenses (IT Support Staff Licenses)	Each	130	\$ 708.00	\$ 92,040.00	\$ 92,040.00	
	ITSM Business Stakeholder (IT Approver Licenses)	Each	600	\$ 21.36	\$ 12,816.00	\$ 12,816.00	
	ITOM Visibility (Discovery Licenses)	Each	1,200	\$ 85.20	\$ 102,240.00	\$ 102,240.00	
	Professional Services (Discovery, Service Mapping)	Total engagement	1	\$ 89,916.00	\$ 89,916.00	\$ 89,916.00	
	Total Year 2					\$ 297,012.00	
Year 3 - 2023	ITSM Fulfiller Licenses (IT Support Staff Licenses)	Each	130	\$ 708.00	\$ 92,040.00	\$ 92,040.00	
	ITSM Business Stakeholder (IT Approver Licenses)	Each	600	\$ 21.36	\$ 12,816.00	\$ 12,816.00	
	ITOM Visibility (Discovery Licenses)	Each	1,200	\$ 85.20	\$ 102,240.00	\$ 102,240.00	
	Total Year 3					\$ 207,096.00	
Year 4 - 2024	ITSM Fulfiller Licenses (IT Support Staff Licenses)	Each	130	\$ 708.00	\$ 92,040.00	\$ 92,040.00	
	ITSM Business Stakeholder (City wide Approver licenses)	Each	600	\$ 21.36	\$ 12,816.00	\$ 12,816.00	
	ITOM Visibility (Discovery Licenses)	Each	1,200	\$ 85.20	\$ 102,240.00	\$ 102,240.00	
	Total Year 4					\$ 207,096.00	
Year 5 - 2025	ITSM Fulfiller Licenses (IT Support Staff Licenses)	Each	130	\$ 708.00	\$ 92,040.00	\$ 92,040.00	
	ITSM Business Stakeholder (City wide Approver licenses)	Each	600	\$ 21.36	\$ 12,816.00	\$ 12,816.00	
	ITOM Visibility (Discovery Licenses)	Each	1,200	\$ 85.20	\$ 102,240.00	\$ 102,240.00	
	Total Year 5					\$ 207,096.00	
Contingency for the Licensing True-up					\$ 222,278.84	\$ 222,278.84	
Total five (5) year term					\$ 1,333,673.04	\$ 948,422.84	\$ 385,250.20
Legend							
Capital Budget Spend							
Operating Budget Spend							

Date: March 9, 2021	Originator's files:
To: Chair and Members of General Committee	
From: Shari Lichterman, CPA, CMA, Commissioner of Community Services	Meeting date: March 31, 2021

Subject

Laptop Lending Program Pilot

Recommendation

That the Corporate Report entitled "Laptop Lending Program Pilot" dated March 9, 2021 from the Commissioner of Community Services be received for information.

Report Highlights

- The Library and Information Technology Divisions developed the Laptop Lending program to provide Mississauga residents the opportunity to borrow computer hardware to assist in finding employment, completing homework and building digital literacy skills.
- This program complements the existing programs provided through the Wireless Mississauga network and the Library's hotspot lending program.
- In 2021, a pilot of 100 laptops will be loaned through the Library's 18 branch locations and funded through the Library's existing operating budgets.
- A program review will be undertaken before any subsequent program expansion is proposed.
- The Library and Information Technology will work with Corporate Sponsorship to seek corporate sponsors to support the program going forward.

Background

The Library and Information Technology Divisions developed a joint strategy in response to the Library's Future Directions and the Smart City Master Plans. The Laptop and Hotspot Lending program (LHLP) provides support to Mississauga residents who do not have access to the necessary technology or digital tools required to assist in finding employment, do homework and/or increase their digital literacy. This initiative is an important one to support digital inclusion

and is aligned with the Library's strategic direction to provide access to technology to meet the needs of the community.

Digital inclusion refers to the activities necessary to ensure that all individuals and communities, including the most disadvantaged, have access to digital technologies including the ability to acquire knowledge and build technical skills. In 2019, a Library survey of its customers found that 51% of respondents identified that their only access to technology was through the Library. With the advent of COVID and public health restrictions, customers lost access to technology tools as well as the Internet itself, compounding the effects of the digital divide, especially with the increased pressure of online schooling and the requirement to apply online for government assistance.

The provision of equitable access to technology will be an important component in supporting the community as part of the City's Recovery Plan. Lending Chromebooks to customers will facilitate their access to important digital information resources for learning, government support services and support interpersonal connections to loved ones that are not otherwise available during the pandemic. The availability of computer hardware, when combined with City's Wireless Mississauga network and the Library's hotspot lending program, will help to significantly lessen the impact of the digital divide.

Present Status

In 2019 Library and Information Technology Divisions established a laptop lending project, making equipment available to support digital inclusion through a community loaning program. Key community stakeholders, including the United Way, were contacted to discuss how to effectively distribute laptops to customers who require the service. Through the Library's established circulation procedures, its strong service delivery model and presence in communities across Mississauga, it was decided that laptops would be circulated through its 18 branch locations. A team evaluated various options for use in the program, ultimately recommending the use of Chromebooks for lending due to their alignment with school standards and security features. The Library's 2021 budget includes funds to implement a pilot of 100 Chromebooks for lending at its 18 branch locations. In the future, the Library and Information Technology Divisions will explore sponsorship opportunities to expand the program.

In 2020, the Library expanded its hotspot lending to all 18 branch locations and made them available through contactless holds pick-up. In 2020, hotspots were borrowed almost 1200 times between August and December and 194 times in the first one and a half months in 2021. In addition, the City and Library partnered with the Peel District School Board and the Dufferin Peel Catholic District School Board to donate 100 off-cycle City laptops to at-risk students in September to support remote learning needs.

Comments

The Library and Information Technology Divisions will monitor the use of the 100 pilot laptops and gather feedback to evaluate the success of the program, reporting back on this before the program is expanded. If successful, it is recommended that the program be increased to approximately 500 laptops over a three-year period. The Library will work with Corporate Sponsorship to seek out corporate partners and sponsors to decrease the impact on the operating budget.

Financial Impact

The initial cost for 100 Chromebooks, licensing and storage is \$57,400, funded in the 2021 Library operating budget.

Conclusion

The Library and Information Technology Divisions are looking for ways to decrease the digital divide. The development of the Chromebook lending pilot of 100 units funded through the Library's 2021 budget will help to establish a program to accomplish this, and will include measuring the success of the program including community feedback and uptake. This will enhance the existing Wireless Mississauga and hotspot lending programs.



Shari Lichterman, CPA, CMA, Commissioner of Community Services

Prepared by: Jennifer Stirling, Manager of Digital Library Services & Collections

Date: March 8, 2021

To: Chair and Members of General Committee

From: Shari Lichterman, CPA, CMA, Commissioner of
Community Services

Originator's files:

Meeting date:
March 31, 2021

Subject

Reciprocal Lending Agreement between Mississauga Library and London Public Library

Recommendation

1. That the Commissioner of Community Services or designate be authorized to negotiate and enter into a reciprocal lending agreement with the London Public Library through Overdrive, Inc. on behalf of The Corporation of the City of Mississauga to allow for eBook and eAudiobook resource sharing, including any amendments, renewals and all necessary documents ancillary thereto, in a form satisfactory to Legal Services, as outlined in the report dated March 8, 2021 from the Commissioner of Community Services entitled "Reciprocal Lending Agreement between Mississauga Library and London Public Library".
2. That the Commissioner of Community Services or designate be authorized to negotiate and enter into reciprocal lending agreements with other public libraries on behalf of The Corporation of the City of Mississauga to allow for eBook and eAudiobook resource sharing, including any amendments, renewals and all necessary documents ancillary thereto, in a form satisfactory to Legal Services, consistent with the report dated March 8, 2021 from the Commissioner of Community Services entitled "Reciprocal Lending Agreement between Mississauga Library and London Public Library".
3. That all necessary by-laws be enacted.

Report Highlights

- In 2020 the Library signed an agreement with Hamilton and Burlington Public Libraries to allow for reciprocal lending of their eBook and eAudiobook collections through the Overdrive platform.
- eBook and eAudiobook use grew 48% in 2020, with over 1 million circulations of library materials.

- This agreement has been mutually beneficial for libraries and customers. Mississauga residents borrowed 59,004 items from the other libraries' collections and the two libraries borrowed 70,596 from Mississauga. Mississauga residents retain priority of the use of the items purchased by Mississauga before customers from other library systems.
- The Library is seeking the authority to extend the agreement to the London Public Library and for the authority to add libraries to the agreement in the future, subject to the same agreement terms and conditions.

Background

A core tenet of library services is to ensure equitable access to library materials of all formats. Physical materials have been shared through reciprocal lending agreements with other libraries known as Interlibrary Loan. A coordinated network and process exists to allow for customers to request items not currently available by their own library systems, without requiring the customer's library location to purchase the materials. This supports efficient use of library collections across the country and increased availability for research and pleasure reading. In 2020, Mississauga joined two other library systems in linking their eBook and eAudiobook collections through their shared platform Overdrive to allow for reciprocal borrowing between libraries. This resulted in a 66% increase in the number of titles available for Mississauga residents to borrow and a corresponding increase in the number of copies. As the program is configured to ensure that customers from the home library retain priority access to their own collections this has ensured our residents have not been negatively impacted by the arrangement. Other library systems have identified an interest in joining in the agreement. As a result the library is looking to extend the agreement to include other parties under the same terms.

Present Status

Mississauga's eBook and eAudiobook usage continues to trend upwards with a 48% increase in usage from 2019 to 2020. In 2020 Mississauga circulated over 1 million eBooks and eAudiobooks for the first time with a circulation of 1,102,560 items. An analysis of the 2020 circulation shows that Mississauga residents borrowed 94% or 1,031,004 items from our collections and our partner libraries, Burlington and Hamilton borrowed a total of 70,596 items. Conversely, Mississauga residents have borrowed 59,004 items from the Hamilton and Burlington collections in 2020.

Mississauga's shared collection with Hamilton and Burlington currently includes 203,111 titles with 291,320 copies. The Library would like to enter into an agreement with the London Public Library to link our collections. This would make an additional 36,417 titles and 58,664 copies available to Mississauga residents through our existing platform and its mobile applications. Mississauga residents would be able to borrow 10 items at a time from linked libraries and place 5 holds on items. Mississauga residents would retain priority access for materials purchased by the Mississauga Library.

Comments

The residents of Mississauga have benefitted from the reciprocal lending agreement established between the three libraries. All three libraries have benefitted from the agreement, without a detrimental impact on any partnered library. This is in alignment with previous benchmarking on shared reciprocal agreements.

The proposed contract terms are in alignment with the approved legal contract terms and policies and procedures, including the City's privacy policy. Since customers are authenticating their membership with their home library, there is no personal customer information shared with other systems – as all information is retained in their home library system's databases.

Financial Impact

There is no financial impact as a result of this report. The cost of participating in the shared collection is part of the Library's existing fee for the OverDrive platform.

Conclusion

It is recommended that Council endorse the motion to enter into an agreement with the London Public Library to extend reciprocal lending privileges for eBooks. The agreement supports effective and efficient resource use and will increase the availability of resources for library customers of important eBook and eAudiobook resources. It is also recommended that Council provide authority for the Library to enter into subsequent agreements with other libraries as opportunities arise subject to the same legal terms and conditions established in the reciprocal lending agreement.



Shari Lichterman, CPA, CMA, Commissioner of Community Services

Prepared by: Jennifer Stirling, Manager of Digital Library Services & Collections

REPORT 3 - 2021

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Heritage Advisory Committee presents its third report for 2021 and recommends:

HAC-0018-2021

That the property at 451 Temagami, which is listed on the City's Heritage Register, is not worthy of heritage designation, and consequently, that the owner's request to demolish proceed through the applicable process, as per the Corporate Report from the Commissioner of Community Services dated February 23, 2021.

(HAC-0018-2021)

(Ward 2)

HAC-0019-2021

1. That the request to alter the heritage designated property at 42 Peter Street South as per the Corporate Report from the Commissioner of Community Services dated February 23, 2021, be approved.
2. That the Memorandum dated February 26, 2021 from John Dunlop, Manager, Heritage Planning and Indigenous Relations, entitled "42 Peter Street South (Ward 1)" be received.
3. That the drawings attached in the Memorandum dated February 26, 2021 from John Dunlop, Manager, Heritage Planning and Indigenous Relations entitled "42 Peter Street South (Ward 1)" replace the drawings that form part of the Corporate Report entitled "Request to Alter a Heritage Designated Property: 42 Peter Street South (Ward 1)".

(HAC-0019-2021)

(Ward 1)

HAC-0020-2021

That the Memorandum dated February 1, 2021 by Paul Damaso, Director, Culture Division regarding 3265 Principals Road be received for information.

(HAC-0020-2021)

(Ward 8)

REPORT 3 - 2021

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Mississauga Cycling Advisory Committee presents its third report for 2021 and recommends:

MCAC-0013-2021

That the deputation from Rory O'Sullivan, Transportation Project Engineer regarding the Rathburn Road and Ponytrail Road Project be received for information.

(MCAC-0013-2021)

MCAC-0014-2021

1. That the deputation regarding the memorandum dated February 19, 2021 from Amy Parker, Active Transportation Technologist, Active Transportation entitled "City of Mississauga Cycling Collisions" be received for information.
2. That Peel Regional Police be requested to attend the next Mississauga Cycling Advisory Committee meeting on April 13, 2021 to provide an update on City and Regional Road collision trends.

(MCAC-0014-2021)

MCAC-0015-2021

That the Network and Technical Subcommittee Update from Kris Hammel, Citizen Member be received.

(MCAC-0015-2021)

MCAC-0016-2021

That the Mississauga Cycling Advisory Committee endorse and participate in the "Lets Move Mississauga" City-wide campaign in partnership with Traffic Safety Council and the Road Safety Committee.

(MCAC-0016-2021)

MCAC-0017-2021

That the 2021 Mississauga Cycling Advisory Committee Work Plan be approved as amended to include that up to \$250 from the 2021 Committee of Council budget be allocated to the Mississauga Cycling Advisory Committee for the purpose of a gift basket and plaque for the 2021 Phil Green Award recipient.

(MCAC-0017-2021)

MCAC-0018-2021

That the update on closing the gap on Derry Road from Neal Smith, Project Manager, Region of Peel be received.

(MCAC-0018-2021)

MCAC-0019-2021

That the Memorandum dated March 2, 2021 from Neal Smith, Project Manager, Sustainable Transportation and Strategic Initiatives entitled "2021 Active Transportation Infrastructure Program Update" be received for information.

(MCAC-0019-2021)

MCAC-0020-2021

That the Mississauga Cycling Advisory Committee 2021 Action List be approved.

(MCAC-0020-2021)

REPORT 2 - 2021

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Accessibility Advisory Committee presents its second report for 2021 and recommends:

AAC-0011-2021

That the deputation and associated presentation by Matthew Sweet, Manager, Active Transportation regarding E-Scooters in Mississauga be received.

(AAC-0011-2021)

AAC-0012-2021

That the verbal update provided by Dan Sadler, Supervisor Accessibility with respect to the Accessibility for Ontarians with Disabilities Act (AODA) be received.

(AAC-0012-2021)

AAC-0013-2021

That the verbal update regarding the Region of Peel's Accessibility Advisory Committee provided by Naz Husain, Chair and Member of the ROP AAC be received.

(AAC-0013-2021)

AAC-0014-2021

That the Accessibility Advisory Committee Work Plan be approved as discussed at the March 22, 2021 Accessibility Advisory Committee meeting.

(AAC-0014-2021)

AAC-0015-2021

That the two upcoming resignations as discussed at the March 22, 2021 Accessibility Advisory Committee meeting be received and that the City Clerk be directed to fill the vacancies in accordance with the Corporate Policy #02-01-01 on Citizen Appointments to Committees, Boards and Authorities.

(AAC-0015-2021)