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**REVISED**

**General Committee**

**Date:** April 13, 2022  
**Time:** 9:30 AM  
**Location:** Council Chambers, Civic Centre, 2nd Floor  
300 City Centre Drive, Mississauga, Ontario, L5B 3C1  
And Online Video Conference

**Members**

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

**Participate Virtually, Telephone OR In-Person**

Advance registration is required to participate and/or make a comment in the meeting. Questions and/or Presentation Materials must be provided in an advance of the meeting. Comments submitted will be considered as public information and entered into public record.

To register, please email [dayna.obaseki@mississauga.ca](mailto:dayna.obaseki@mississauga.ca) and for Residents without access to the internet can register by calling Dayna Obaseki at 905-615-3200 ext. 5425 **no later than Monday, April 11, 2022 before 4:00PM**. Directions on how to participate will be provided.

**An asterisk (\*) symbol indicates an Item that has been either Revised or Added.**

**Contact**

Dayna Obaseki, Legislative Coordinator, Legislative Services  
905-615-3200 ext. 5425 | Email: [dayna.obaseki@mississauga.ca](mailto:dayna.obaseki@mississauga.ca)

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Meetings of Council streamed live and archived at [Mississauga.ca/videos](http://Mississauga.ca/videos)

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1. **CALL TO ORDER**

2. **INDIGENOUS LAND STATEMENT**

“We acknowledge the lands which constitute the present-day City of Mississauga as being part of the Treaty and Traditional Territory of the Mississaugas of the Credit First Nation, The Haudenosaunee Confederacy the Huron-Wendat and Wyandotte Nations. We recognize these peoples and their ancestors as peoples who inhabited these lands since time immemorial. The City of Mississauga is home to many global Indigenous Peoples.

As a municipality, the City of Mississauga is actively working towards reconciliation by confronting our past and our present, providing space for Indigenous peoples within their territory, to recognize and uphold their Treaty Rights and to support Indigenous Peoples. We formally recognize the Anishinaabe origins of our name and continue to make Mississauga a safe space for all Indigenous peoples.”

3. **APPROVAL OF AGENDA**

4. **DECLARATION OF CONFLICT OF INTEREST**

5. **MINUTES OF PREVIOUS MEETING**

5.1. General Committee Minutes - March 30, 2022

6. **PRESENTATIONS**

7. **DEPUTATIONS**

\*7.1. Jasmine Gu, Chair, Falak Somani, Vice-Chair and Yash Jain, Director of Membership Affairs, Mississauga Youth Action Committee to present on the Mississauga Youth Action Committee

\*7.2. Item 10.1 - Claudia McKoy and Linden King, UpSurgence and The Black Caucus

\*7.3. Item 10.2 - Chris Giles, Manager, Compliance and Licensing

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

**Public Comments:** Advance registration is required to participate and/or to make comments in the 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](mailto:dayna.obaseki@mississauga.ca) by **Monday, April 11, 2022 before 4:00PM.**

Pursuant to Section 68 of the Council Procedure By-law 0044-2022, 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 may 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.

**9. CONSENT AGENDA**

**10. MATTERS TO BE CONSIDERED**

- 10.1. Black Community Engagement Report – “First Steps: A Community-Driven Report on Making Mississauga More Equitable for Black Communities”
- \*10.2. Property Standards By-law Enforcement Updates
- 10.3. Provision of Free Menstrual Products in City of Mississauga Facilities
- 10.4. Naming of new Malton youth hub located at 3545 Morning Star Drive as “The Malton Youth Hub” and dedication of a part of that facility as “The Jonathan Davis Centre” (Ward 5)
- 10.5. Agreement with Landmark Sports Group Inc. for the Mississauga Marathon 2022-2026
- 10.6. Tax Exemption for a Municipal Capital Facility, being a portion of the property municipally known as 800 Hydro Road, Tax Roll #21-05-07-0-998-00201

**11. ADVISORY COMMITTEE REPORTS**

- 11.1. Governance Committee Report 2 - 2022 - March 28, 2022
- 11.2. Traffic Safety Council Report 2 - 2022 - March 30, 2022
- 11.3. Environmental Action Committee Report 2 - 2022 - April 5, 2022

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

**13. COUNCILLORS' ENQUIRIES**

**14. OTHER BUSINESS/ANNOUNCEMENTS**

**15. CLOSED SESSION**

(Pursuant to Section 239(2) of the *Municipal Act, 2001*)

- 15.1. Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board: Disclosure of Voter Information from the 2018 Municipal Election
- 15.2. A proposed or pending acquisition or disposition of land by the municipality or local board: Authorization to Approve and Execute an Agreement of Purchase and Sale to Purchase Property for the Construction of Fire Station 124, Ward 7

**16. ADJOURNMENT**



MYAC DEPUTATION 2022

# Mississauga Youth Action Committee

# Our Mission

## Connect and Empower the Youth of Mississauga!

We aid youth by promoting and discussing topics like mental and physical health, extracurriculars, time management, post-secondary education, and more.



We represent the 145,000 youth in the city of Mississauga and work with the city to engage youth in our local community. Both virtual and in person, MYAC has remained diligent in engaging Mississauga Youth.

# Meet our Team: *The Board of Directors*

**JASMINE GU**

Chairperson

**FALAK SOMANI**

Vice-Chairperson

**ALINA GUO**

Director of Admin

**YASH JAIN**

Membership Affairs

**CLORIS ZHANG**

Director of Admin

**LIVIANNA & VASO**

General Directors



P03 | MYAC DEPUTATION: WHO WE ARE

# Meet our Team: *Ambassadors*



19 fantastic youth leaders!

P04 | MYAC DEPUTATION: WHO WE ARE

# MYAC's Accomplishments

- 170+ Signups for Online Volunteer Fair connecting youth with 18+ Peel Organizations
- Average 80 Signups for Each Connect
- More than 300+ Canned Food Item Donations
- 202\$ Raised for the David Suzuki Charity
- Held clothing exchanging helping clothes find a new home
- Have worked with Region of Peel for Youth Vaccination Popups
- Have worked with University of Toronto Mississauga for Youth Mentorship Program
- Wrote Christmas Cards for seniors
- Promotion of community involvement, self-love, mental health, time management and more



		<small>The David Suzuki Foundation 210-2211 West 4th Avenue Vancouver, BC V6K 4S2</small>	
<small>MYAC Mississauga Youth Action Committee 5384 tree creek court Mississauga, ON L5R3Z6</small>		<small>Receipt #:</small> 5100130 <small>Date issued:</small> 05/22/2022 <small>Donation date:</small> 05/22/2022 <small>Location receipt issued:</small> Toronto, Canada	<small>Eligible amount of gift for tax purposes:</small> \$202.00
<small>RETURN THIS COPY FOR YOUR RECORDS REGISTERED CHARITABLE ORGANIZATION NUMBER 107878888R0001</small>		<small>Authorized Signature:</small> 	
<small>Canada Revenue Agency: Registraire des entreprises (Ontario) Reg. No. 107878888R0001</small>			



# Our Monthly Connects

## What is a connect?

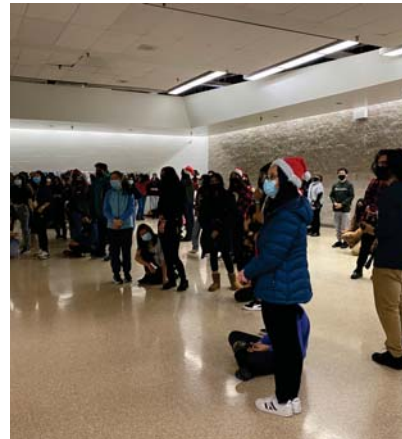
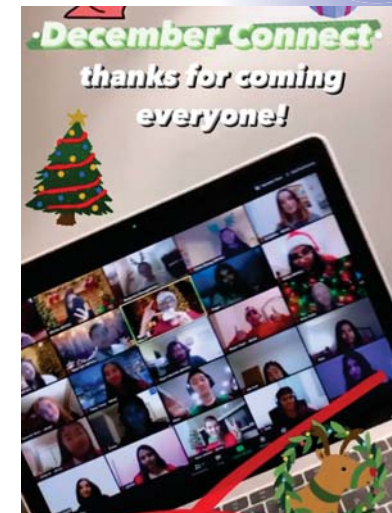
- Events designed to engage and empower the youth
- Provides volunteer hours & leadership development

## What is a connect?

- Activities and initiatives throughout the event
- Encourage a sense of community
- Inform the youth across Mississauga

## 2021-2022 Connects

- September: Back to Basics
- October: Spooky Soiree
- December: Winter Wonderland
- February: Virtual Spread the Love
- March: Spring Forward



P06 | MYAC DEPUTATION: OUR ACTIVITIES

# Our Advocacy & Community Development Focus

A big part of our connects are to not only give the youth of Mississauga an engaging and fun night, but to also help give back to our wonderful community. Some ways that we have done this is by:

- Collecting 300+ non-perishable food during our October & December connect and donated them to the Eden Food for Change organization
- Making Christmas cards for senior homes
- Creating a pop-up thrift store which generated more than \$200 for The David Suzuki foundation)
  - Encouraging Upcycling & lower consumption rates

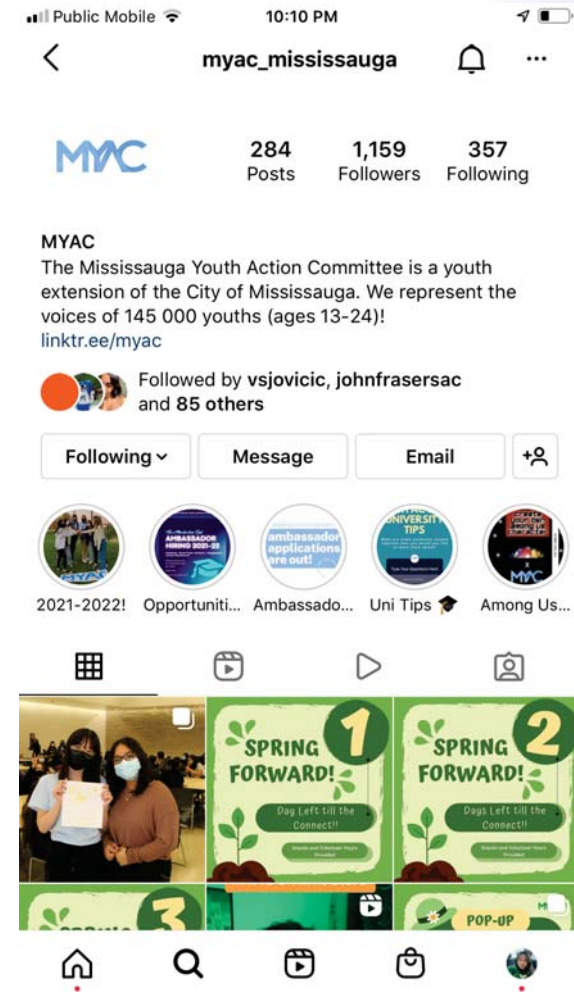


# MYAC's Outreach

Demographic: High Schoolers from 10+ different schools around Mississauga

Social Media Platforms: Instagram & Facebook

Follower Count: 1,160 & counting

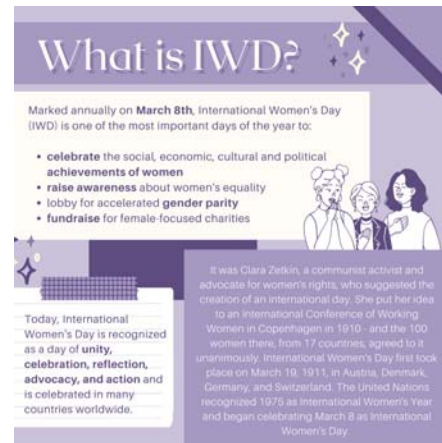


# MYAC's Advocacy on Social Media

In addition to Connect posts, we utilize social media to spread awareness and inform people about important social justice issues.

Some of these topics include:

- Black History Month
- International Women's Day
- COVID-19 vaccine resource



MYAC also helps promote amazing leadership opportunities from other incredible organizations. We are a great resource for volunteerism in community for the youth of Mississauga.

# Get Involved.



[@myac\\_mississauga](https://www.instagram.com/myac_mississauga)

- Follow & connect with us on our social media
- Add our social media to your monthly newsletter
- Inform & connect us with pizza/food vendors, sponsorships & donations.



# Future Event: Youth Town Hall

Date: May 4th

Time: 4:30 - 6:30PM

Where: City Hall, C Banquets

Purpose: Engage youth politically.

What:

- *Big question:* What's important for the youth of Mississauga?
- Policy related and geared to empowering leadership
- Bring awareness to city services and active projects
- Q&A Format, interactive based
- Ensure the event is engaging whilst being informative



Thank you  
*for your time.*



UpSurgence.

**CITY OF MISSISSAUGA  
BCE DEPUTATION**

April 2022



April 2022

# The Process

Throughout May and June of 2021, the Black Community Engagement (BCE) initiative involved over 900 participants, 6 sessions and over 60 subject matter experts in order to address the most pressing issues facing the Black communities.

## Step 1: The Consultations

<b>May 6th:</b>	<b>Accessing Political Power In Canada</b>
<b>May 20th:</b>	<b>Accessing Mississauga's Resources</b>
<b>May 27th:</b>	<b>Policing</b>
<b>June 8th:</b>	<b>Wellbeing: Designing Healthy Black Communities</b>
<b>June 17th:</b>	<b>Accessing An Age Friendly Society</b>
<b>June 29th:</b>	<b>Black Economic Empowerment</b>

April 2022

# The Process

In August of 2021, we held four co-design sessions that explored ways to address community concerns and convert them into actionable solutions.

## Step 2: The Codesign Sessions

- Accessing Services & Better Care
- Black Economic Empowerment
- Black Inclusion Strategies
- Policing

April 2022

# The Process

There are 58 recommendations that have been identified in the Report. The Report presents the recommendations based on the following themes listed here below:

## Step 3: The Recommendations

- Theme 1: The Transformation of the Black Caucus**
- Theme 2: Inclusion Strategies (Knowledge Hub, Political & Social Empowerment)**
- Theme 3: Support For Black Communities and Talent**
- Theme 4: Black Business Inclusion Strategies**
- Theme 5: Innovation Inclusion Strategies**
- Theme 6: Black Community Innovation Hub (BCIH)**
- Theme 7: Policing**
- Theme 8: City Corporate Security**

# Recommendation Types



<b>Governance</b>	<b>Inclusion Strategies</b>	<b>Programs</b>
<b>Data Acquisition</b>	<b>Engagement &amp; Inclusion</b>	<b>Events</b>
<b>KPI development &amp; Reporting</b>	<b>Advocacy</b>	<b>Black Community Innovation Hub (BCIH) Development</b>

April 2022

# Guiding Principles

Below are the three guiding principles of the BCE recommendations.



## Black Ecosystem Approach

Empowering talent, businesses, and nonprofits from within the communities to collaborate to address issues and create opportunities.



## Competitive Pay

Advocating for competitive pay for those from within the Black communities to partner with the City to carry out the recommendations.



## Promote Black Representation

Ensure that Black participation transcends into Black Representation by linking participation to community engagement.



# The Support!

After the key recommendations were developed, we went back to the community and stakeholders to ensure buy-in. As a result, the Black Community Engagement (BCE) process has rallied community and corporate support for the recommendations. The list below includes organizations that have expressed commitment to supporting the implementation of BCE recommendations.

## Nonprofits

- The Canadian Civil Liberties Association
- Malton Black Development Association
- Roots Community Services
- The Network for the Advancement of Black Communities (NABC)
- The Canadian Aboriginal and Minority Supplier Council (CAMSC)
- Black Health Alliance
- Moyo Health & Community Services

## Corporate Sector

- Export Development Canada (EDC)
- The Business Development Bank of Canada (BDC)
- Rogers
- Interac

## Consulate General Office

- High Commission of Ghana

## Faith-Based Leadership

- Praise Cathedral Worship Centre
- Pat Francis Ministries
- Mississauga Seven-day Adventist Church.
- Canadian Black Clergies & Allies

# A Unique Approach

The process used a co-design approach to access insights and gain community and stakeholder buy in.

Now, the Black Caucus Alliance (BCA) and the City will need continue the co-design process.

**"Nothing  
About Us  
Without Us!"**



# The Path Forward...

Currently, the report references the Black Caucus becoming an independent non-profit. However, there are several ways that we could proceed. The aim is to find the best path forward that would offer the best chance for the recommendations to be realized at the City.

## Embedded

The City hires the required staff to carry out the recommendations in the report. Thus, all recommendations activities become the City's responsibility and limited to the City's scope and its by-laws and procedures.

## Hybrid

Activities are carried out by City hired staff together with Black Caucus Alliance, and in Community Partnership. With the work that falls outside of City scope being done with Black Caucus Alliance as a working group, or a committee with a trustee to govern the finances while the Black Caucus Alliance works to become a legal entity.

## Independent Nonprofit

### With A Trustee

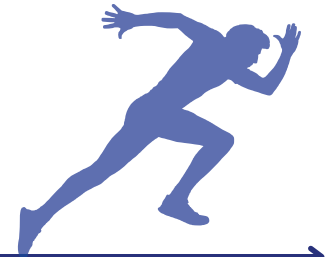
Both the City and Black Caucus will agree on the use of a trustee, meaning a trusted organization that will manage the funding while the Black Caucus Alliance is in its development phase of becoming a legal entity.

### Without A Trustee

The Black Caucus directly seeks to become a legal entity.



# Timeline Forecast



## Early Activities

**April 2022 - March 2023**

- Transforming the BC into BCA
- Launching Operation Black Box (Community Engagement piece)
- Meet & Greets
- Black Women Inclusion Strategy Launch
- BCA identifying an accelerator partner
- Civic training Launched

## Mid-Range Activities

**April 2023 - Sept 2024**

- Implementation of Operation Black Box (Full Implementation)
- Accelerator Program Design
- Conducting the EDI summit
- Activities Celebrating the 2024 International Decade of People of African Descent
- AI Statement of Principles (BCA +CITY + PRP)

## Long Range

**Activities 2025+**

- Black Community Innovation Hub (BCIH)

# UpSurgence.

*Thank  
you!*

[claudia@upsurgence.org](mailto:claudia@upsurgence.org)

[www.upsurgence.org](http://www.upsurgence.org)

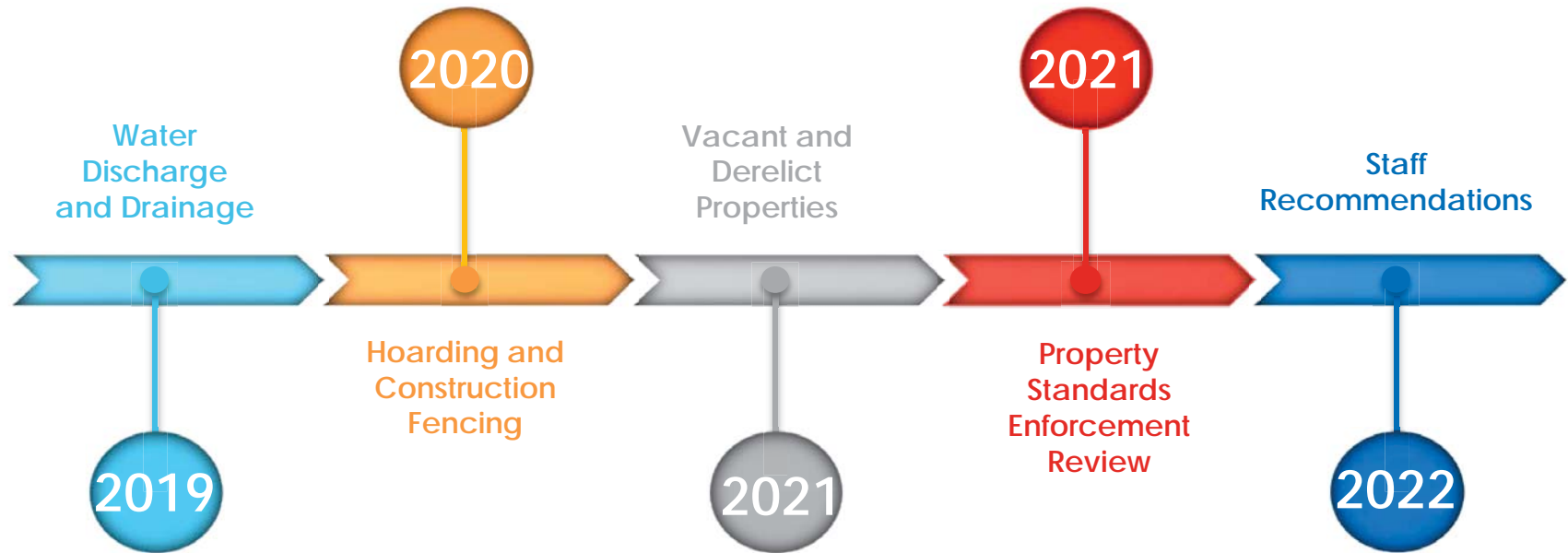
Closing Connectivity Gaps

# Property Standards By-law Enforcement Update

Chris Giles  
Manager, Compliance and Licensing Enforcement



# Background:

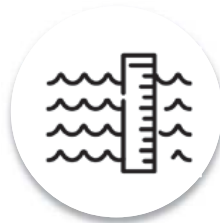


# Recommendation: By-law Amendments

## Drainage

Sump pumps to be discharged to prevent flooding of neighbouring properties

Catch basins to be properly maintained and free of obstructions

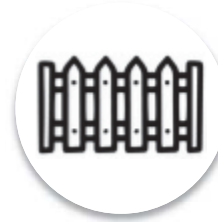


## Vacant Land

30 day timeframe to clear land after demolition activities have taken place

## Hoarding

Be of uniform construction and prevent litter and debris from being blown onto adjoining land



## Fencing

Be of uniform construction and maintained to perform its intended function

Require fencing of vacant properties to prevent illegal dumping and entry

# Enhanced Enforcement: Existing Standards

Enforcement will use existing regulations to implement a directed enforcement strategy to address:

## **Derelict buildings and structures**

- Require all derelict buildings to be finished in an acceptable manner within one year, in accordance with all applicable laws (s. 14)

## **Boarded vacant buildings**

- Require permanent repairs to be undertaken after a building has been boarded for six months (s.14.1)

# Current State: Complaint Investigations

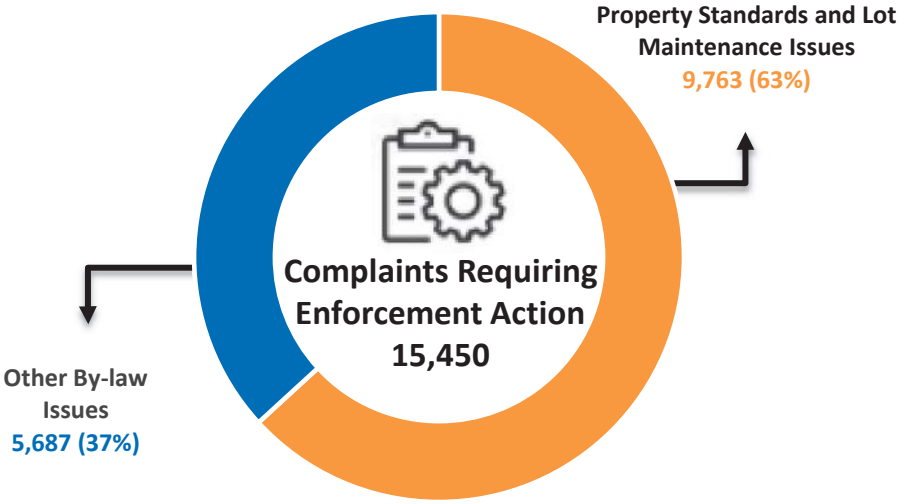
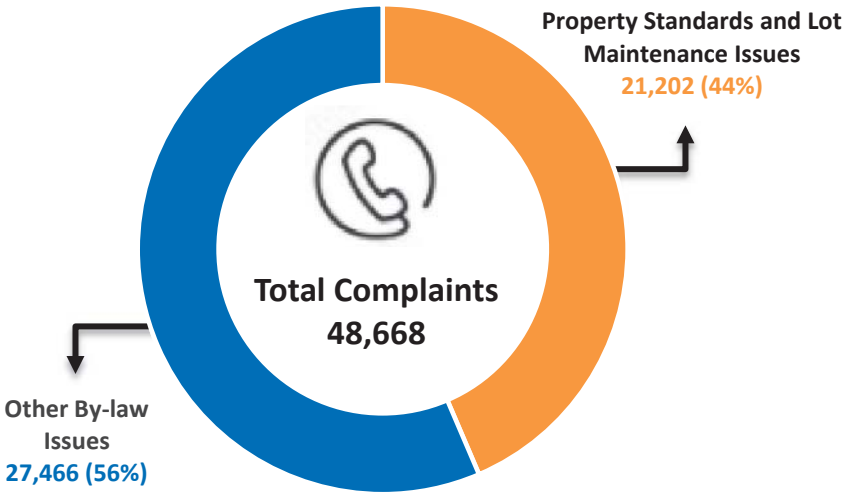
All complaints are investigated reactively; however, staff receive ongoing requests for proactive inspections.

Where a violation is identified, it may result in the issuance of a notice or order to comply

A significant portion of investigations may take multiple 'failed' re-inspections prior to achieving compliance and furthermore, may result in the City undertaking remedial work

The additional resources required for the continued enforcement of non-compliant properties are funded by the general tax base

# Enforcement Statistics (2017-2021)





## Recommendation: Proactive Pilot Project

In response to ongoing demands for enhanced property standards enforcement, staff propose a three year proactive inspection pilot project to address property standards and lot maintenance issues, beginning in 2022

The pilot project will allow staff to determine:

- costs
- benefits
- the feasibility of implementing a permanent proactive service level

# Unreported Property Standards Violations (July-August 2021)



# Approach to Proactive Inspections

## Deployment Model

- Unfinished, abandoned, vacant and derelict properties;
- Properties with a history of non-compliance;
- Areas where an increased frequency of violations are detected; and
- Other properties as determined by Enforcement

When properties no longer meet the proactive inspection criteria, they will be removed from the inspection list

## Frequency

- Perceived public health and/or safety risk;
- Magnitude, nature and duration of the violation; and
- Environmental and community impact

Enhanced tracking mechanisms will be used to evaluate and monitor metrics and trends

# Recommendation: New Enforcement Fees



## Re-Inspection Fee

- Applied when a notice or order has been issued and compliance has not been achieved
- \$350.00 per failed re-inspection



## Administrative Fee

- Applied to property remediation invoices to recover associated costs incurred by the City
- \$430.00 or 15% of the total cost of a remediation invoice, whichever is greater

# Jurisdictional Scan: Service Delivery

Municipality	Re-inspection Fee	Administrative Fee	Proactive Property Standards Inspections
<b>Mississauga</b>	✗	✗	✗
Brampton	✓	✓	✓
Burlington	✓	✓	✗
Hamilton	✓	✓	✓
Oakville	✓	✓	✗
Ottawa	✓	✗	✓
Markham	✓	✓	✗
Toronto	✓	✓	✗

# Operating Budget Impact

The 2022 forecast for the implementation of new enforcement fees for reactive complaints are:

- Gross operating expenditure: \$119,100
- Fees collected: \$165,100
- Excess revenue of \$46,000 to be transferred to the fiscal stability reserve fund

One permanent Full Time Equivalent Licensing Administrative Clerk is required

# Capital Budget Impact

The 2022-2024 forecast for the implementation of a proactive pilot project will be:

- Gross capital budget of \$1,691,600
- Excess revenue from the operating budget in 2023 and 2024 will flow to the proactive pilot project capital cost centre
- Fees collected are projected to offset the capital expenditures and will result in a zero net cost from 2022 to 2024

Six temporary staff are required including, four Municipal Law Enforcement Officers, one Licensing Administrative Clerk and one Business Analyst

# Conclusion

The below recommendations are supported by staff for the following reasons:

**By-law amendments will:**

- maintain regulatory standards that are consistent with other municipalities, and
- help to enhance community standards

**New enforcement fees will:**

- contribute to the City's financial sustainability, and
- bring the City into alignment with our municipal partners that utilize re-inspection and administrative fees

**A proactive pilot project will:**

- utilize a directed enforcement approach that is progressive in nature, and
- result in increased compliance



**Thank You**

Date: March 28, 2022	Originator's files:
To: Chair and Members of General Committee	
From: Paul Mitcham, P.Eng, MBA, City Manager and Chief Administrative Officer	Meeting date: April 13, 2022

## Subject

**Black Community Engagement Report – “First Steps: A Community-Driven Report on Making Mississauga More Equitable for Black Communities”**

## Recommendation

That the recommended approach outlined in the Corporate Report dated March 28, 2022 from the City Manager and Chief Administrative Officer entitled “Black Community Engagement Report – “First Steps: A Community-Driven Report on Making Mississauga More Equitable for Black Communities” be endorsed.

## Executive Summary

- Following Council resolution 207 on June 24, 2020, the Mayor’s Office established a Black Caucus to identify areas for systemic change within the City and support community-led consultations.
- The Black Caucus was established in October 2020 and a series of engagement sessions took place in Spring of 2021. The engagement sessions were led by Claudia McKoy, Principal of UpSurgence, a consultant who has also drafted a final report with 58 recommendations to address systemic anti-Black racism in Mississauga, attached as Appendix 1 to this report.
- City staff attended and presented at the engagement sessions and have met with the consultant and the Chair of the Black Caucus to review the City’s role in the recommendations and provide preliminary comments.
- While the City is supportive of the overall Report, a number of recommendations impacting City business units and services, City by-laws and policies, may not be feasible to implement exactly as recommended in the report. However, staff can work with the Black Caucus group to examine ways to achieve the goals or address the issues identified in each recommendation.

- Staff recommend that a key first step is for the group to establish itself as a formal organization, as the City has a number of programs and services, including funding resources, through the Community Group Registry Program. Formalizing the organization and registering it with the City's program will assist them in addressing a number of the recommendations.
- It is recommended that the Black Caucus continue to provide advice and guidance to the City while the group known as the "Black Caucus Alliance" is being established. Staff recognize there may be changes to group's membership and Terms of Reference during this time of transition.
- It is recommended that Council receive the consultant's report and direct staff to continue working with the group to develop implementation plans for the recommendations, where applicable.

## Background

### The Black Caucus

On June 24, 2020, Mississauga City Council passed resolution 0207-2020 to address anti-Black and Indigenous racism and hate. As part of the resolution, the Mayor's Office committed to establishing a Black Caucus and to hosting a series of community-led consultations on systemic racism, anti-Black racism and discrimination using an intersectional lens. The resolution also committed the Mayor's Office and the Black Caucus to identify areas for systemic change in the community. The Black Caucus was established in October 2020.

### Black Community Engagement Sessions

In the Spring of 2021, assisted by Claudia McKoy, Principal consultant from the firm UpSurgence, the Black Caucus engaged in a series of consultations on the following topics:

- Accessing political power in Canada;
- Accessing Mississauga's resources;
- Policing;
- Well-being: Designing healthy Black communities;
- Accessing an age friendly society; and
- Black economic empowerment.

Each session attracted hundreds of participants. City staff from many divisions attended to not only listen, but present information and take questions on a number of topics from economic development and City programs to human resources practices and policies.

Following these sessions, the Black Caucus engaged in a series of co-design sessions to help inform a final report and recommendations. This report is attached as Appendix 1: First Steps: A Community-Driven Report on Making Mississauga More Equitable for Black Communities. City staff provided information and attended these sessions as requested.

The Mayor's Office convened the Black Caucus and helped to organize the engagement sessions. Staff have engaged in discussions with the consultant, the Chair of the Black Caucus, and the Mayor's Office on the initial recommendations.

## Comments

### **First Steps: A Community-Driven Report on Making Mississauga Equitable for Black Communities**

The Black Caucus shared with staff a draft of the report to Council, as well as the 58 recommendations in early 2022. Staff from affected divisions have provided preliminary feedback where possible to the consultant and the Chair of the Black Caucus on the recommendations.

A number of recommendations impact City business units and services, and may not be feasible to implement exactly as recommended in the report. However, staff can work with the "Black Caucus Alliance" group to examine ways to achieve the goals or address the issues identified in each recommendation. Staff from across the corporation are fully committed to working with the Black Caucus or the Black Community Alliance (future organization), to address each of the recommendations in the Report, including assisting the Alliance to establish itself as an independent organization.

As such, staff recommend the following actions be taken:

1. Council receive the report from the Black Caucus and Consultant; and
2. Council direct staff to:
  - a. Work with the Black Caucus to establish the Black Community Alliance as an independent organization.
  - b. Review the recommendations as they pertain to each division and take action where possible to begin work to implement the recommendations. This will likely require divisions to work with the Black Community Alliance to refine the recommendations and may require more information and clarity.
  - c. Report back to Council on an as needed basis with updates on the implementation of recommendations.

### **Black Community Alliance**

One of the first tasks stemming from the finalization of this Report will see the Black Caucus transition to a new group, the Black Caucus Alliance (BCA). To do this, staff will work with members of the current Black Caucus on the organizational and operating structure of this group. Staff recommend that the Black Caucus Alliance form and become a registered group under the City's current Community Group Registry Program. This program allows groups to access community grants and funding; discounts on space at City facilities; and general liability insurance through the City affiliate insurance program. Staff are also able to provide support to groups within this program and support to developing groups like the Black Caucus Alliance.

Many of the recommendations contained within this Report require the Black Community Alliance to be formed as an organization, which is why staff recommend that the establishment of the BCA be the first priority of the current Black Caucus.

In some cases, staff have already begun the work referenced in the recommendations. For instance, Human Resources staff have just concluded a full review of the City's succession and recruiting processes through an Equity, Diversity, and Inclusion (EDI) lens, which is referenced in the Black Caucus report. The Economic Development Office has already begun work on expanding programming to and promoting Black Businesses. Council has already approved Resolution 0039-2022, seeing the City of Mississauga formally recognize the UN International Decade for People of African Descent. And, through the Sustainable Procurement Program, staff are already working to expand and promote procurements to a wider audience, including Black businesses.

Some of the recommendations address areas outside of the City's jurisdiction, including policing and education. Staff are unable to advance these recommendations. However, the Black Community Alliance, once formed, would be in a strong position to take action on these recommendations.

## Strategic Plan

This report supports the Belong Pillar of Mississauga's Strategic Plan as it seeks to create a more equitable City for Mississauga's Black Communities, and by extension, all residents.

## Financial Impact

There is no financial impact as a result of this report. Any request for funding will be brought forward to Council through future corporate reports.

## Conclusion

The Mayor's Office convened the Black Caucus and helped to organize the engagement sessions. Staff have engaged in discussions with the consultant, the Chair of the Black Caucus, and the Mayor's Office on the initial recommendations. It is recommended that Council receive the report and direct staff to work with the Black Caucus to review the recommendations and develop implementation plans, where applicable, with the first step being to support the group in establishing itself as an independent organization.

## Attachments

Appendix 1: First Steps - A Community-Driven Report on Making Mississauga Equitable for Black Communities



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

Prepared by: *Robert Trewartha, Director of Strategic Communications and Initiatives*

**FIRST STEPS:**  
A Community-Driven Report on  
Making Mississauga More  
Equitable for Black Communities

**Inform! Collaborate! Mobilize!**

**March 2022**

**PRESENTED TO:**  
City of Mississauga  
Council

**PRESENTED BY:**  
Claudia McKoy

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## **We wish to express special thanks to:**

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 Sara Alimardani, Interim Senior Stakeholder Relations Advisor, Mayor's Office

**And to the members of the Black Caucus, it has been an amazing year!  
 Thank you for sharing your brilliance!**

*Thank you all for  
 Your Support!*



# MAYOR'S MESSAGE



Mississauga, I truly believe we are now in the position to make meaningful and lasting change when it comes to addressing anti-Black racism and ensuring equity and inclusion are at the heart of everything we do.

In June of 2020, in the wake of the George Floyd murder and the rise of the Black Lives Matter movement, Mississauga City Council unanimously passed an Anti-Black Racism resolution that called for several actions to be led out of the offices of the Mayor and the City Manager. This resolution represents the City's commitment to make concerted efforts to uproot systemic discrimination and strive for greater equity and inclusion.

We passed this resolution because we knew that we needed to do better.

The first—and most critical—step we took was to better understand the experiences of Black community members through a series of six public consultations and four co-design sessions involving roughly 900 members of the public, City staff, and subject matter experts. This process saw Black community members directly identify the barriers they face in accessing City programs and supports. Community members also provided tangible recommendations on how the City could become more responsive to their needs.

These consultations were the first time the City had dedicated time and resources to have a meaningful dialogue on the steps we needed to take to ensure Black community members have more of a say in the decision making-process here at City Hall.

And I admit, it was long overdue.

The result of these conversations has led to this comprehensive report written by Claudia McKoy, Principal Consultant at UpSurgence, who was recruited to lead this process and represent the voices of the community. We now have over 60 recommendations that will serve as a starting point to empower and create more space for Black community members at the City of Mississauga. These recommendations will serve as a guide for the City and external partners to continue to make progress on their equity, diversity, and inclusion commitments to build a more inclusive city. In order to address anti-Black racism, we will need to think outside the box and be creative and innovative in the solutions we implement.

I want to thank every member of the community who took the time to lend their voice to this report. I am incredibly proud that this process has been led and shaped by Black community members.

To members of the Black Caucus Advisory Group—be proud of what you have achieved. Your dedication and feedback will help shape Mississauga's work on equity and inclusion for years to come. And to Claudia McKoy, our consultant, thank you for your hard work, leadership, passion, and commitment to documenting the voices and recommendations of community members, and directing them into workable solutions.

I also want to assure community members that this will not be a report that is tabled and then put on the back burner. We are committed to taking action on these recommendations because we are fully committed as a City to doing better.

And as the title suggests, these are just the "First Steps." We have so much important work ahead of us. I look forward to taking these first steps, as partners, as we work to build a more equitable City, where members of Mississauga's diverse Black communities feel included, supported, and empowered.

Change starts here.

Mayor Bonnie Crombie

# BLACK CAUCUS CHAIR'S MESSAGE



Over the years we have seen many tragic events and loss of lives that have taken place all across the world due to racial injustice and discrimination. The year 2020 was extremely challenging and heartbreaking. Not only because of the pandemic, but because of all the racial injustices and inequalities that were exposed across North America, globally and right here in our own backyard. The frustrations of racialized people, in particular Black community members, understandably boiled over and sparked protests around the world.

Decades of systemic racial discrimination and practices in our policing, justice, health care, and child care systems are now at the forefront. Moreover, the struggle for equality within institutions remains a constant challenge.

Mississauga is home to a significant number of Black residents. In 2020 it became clear that something needed to be done to bring about the right change for Black communities. I commend Mayor Bonnie Crombie and the Members of Council for their unprecedented decision on June 24, 2020. They unanimously passed an anti-Black racism motion that included the recommendation to create a Black Caucus to advise the Mayor on issues affecting Black communities. As Chair of the Black Caucus, I have proudly worked alongside community leaders with lived experiences and a variety of expertise. Their skill sets comprise community services, finance, policing, arts and culture, advocacy, and information technology. Together, we provided direction on the process for change, identified key themes for City-wide action, and shared our personal stories of facing barriers. Our advice was also sought out by other City departments and initiatives requiring review through an Equity Diversity and Inclusion (EDI) lens.

This year-long process with the community has generated hope, trust, and excitement for what's to come. Moreover, we must maintain this momentum to ensure that systemic changes at the City and the Region of Peel continue to happen. The consultations that formed the basis of this report were a historic first for Mississauga, since they provided space and opportunities to address historical barriers and inequities. Furthermore, they intentionally allowed the voice of communities to be reflected in the overall report structure and key recommendations.

As we begin our First Steps forward in implementation, we will continue to reinforce the mantra "Nothing About Us Without Us."

We need to focus our efforts to eliminate inequities and recognize that it is a shared responsibility to improve better outcomes against racism, intolerance, and oppression.

I would like to thank Mayor Bonnie Crombie and Members of Council for supporting Black communities in addressing racism, discrimination, and systemic changes across Mississauga.

Also, I greatly appreciate all the participants who generously dedicated their time to share their experiences and perspectives. This report would not have been possible without their commitment and impartiality. In addition, I look forward to continuing our work together to empower the Black communities and create a more inclusive Mississauga.

I sincerely thank everyone for their significant contributions.

**Linden King**

# CONSULTANT'S MESSAGE



People of African descent and Indigenous peoples were the only two groups upon the land we now call Canada to have been legally slaves. And when slavery legally ended, political, social, and economic discrimination rose and persisted. Viola Desmond, the Black woman shown on the Canadian \$10 dollar note, is celebrated not because she was a former prime minister or the head of a monarchy, but because she resisted and fought against racial segregation by sitting in a “Whites Only” section of a movie theatre right here in Canada. Such legal racial segregation practices did not formally end in our Canadian schools, housing practices, and hospitals until 1983, when Nova Scotia closed the country’s last segregated school—six years after the passing of the 1977 Canadian Human Rights Act. Sadly, we all know that informal discrimination continues.

Resolution 207 was in fact the City of Mississauga’s acknowledgement of historical wrongs that helped to form today’s system barriers. Resolution 207 was also the City’s hope to begin to dissolve those barriers. Eleven months of community consultations that began in May of 2021 and ended in March of 2022 is in relative terms an extremely limited amount of time to address the vast and prolonged damage that Black communities have endured. Furthermore, given the current connectivity gap that exists between the City and its Black communities, the outreach of the engagement sessions could only begin to scratch the surface. Therefore, First Steps is (and can only be) an advisory document meant to lay the initial foundations required to begin to move the City towards greater cultural cohesion and equity—and cannot address all the needs of the Black communities residing in Mississauga.

While a start, I am still very proud of the work that we have been able to accomplish: six consultation sessions and four community driven co-design sessions that sharpened nearly 60 recommendations that in turn lead to over 40 one-on-one post-recommendation follow-up sessions that yielded a vast and overwhelming support from subject matter experts, corporate stakeholders, community leaders, faith-based leaders, and (most importantly) Mississauga’s Black communities, who were given the opportunity to co-refine the recommendations with me.

With that, some heartfelt thank-yous are in order:

To Linden King, I simply can’t capture the truly exhaustive list of unseen and thankless work you do to advance Black communities. Thank you for your service, Sir. Thank you for your support.

To Her Worship Mayor Bonnie Crombie and the City Councillors, thank you so much for initiating the Black Community Engagement process and committing to equity. I am truly honoured to have served such a worthy cause.

And to those seeking justice and equity, thank you for haunting my thoughts. I hope that I have served you well.

Sincerely,

Claudia McKoy  
Principal at UpSurgence  
Mississauga’s Black Community Engagement Consultant

## 5. SUMMARY OF THE RECOMMENDATIONS

In accordance with resolution 207 and the community feedback garnered from the six consultation sessions held from April to June 2021, a set of recommendations to foster greater equity within the City of Mississauga were formed. Below is a summary of those recommendations, which allow for a quick overview; however, section 10 of this report offers readers greater context and insights into the recommendations and their intended impact.

### 1. The Role of the New Black Caucus Alliance

Currently the Mayor's Black Caucus serves to inform and advise the Mayor on a path forward to address systemic barriers that impact the lives of the members of the various Black communities in Mississauga. The recommendations below call for the current Black Caucus to become a new independent organization empowered to oversee the delivery of activities recommended in this report, as well as serving as a unified force among Black communities within Mississauga to connect those communities to the City. The new version of The Black Caucus and the City are asked to become partners supporting each other to create policies, structures, and initiatives to diminish the systemic barriers to the communal success of Black communities. Therefore, for the purpose of this report, the new Black Caucus with its new structure will be referred to as **The Black Caucus Alliance**. The new organization however, will be free to select a name of its liking.

**1.1.** The current Black Caucus should become an arm's-length nonprofit with a new name that can perform the necessary activities that this report calls for, including those that fall outside the City's scope.

**1.2.** The Black Caucus Alliance should link Black communities to the City's activities and policies on an ongoing basis—offering the communities more access and involvement with the City. In short, the Black Caucus Alliance should bridge the gap between the City and its Black communities. To ensure that the Black Caucus Alliance plays such a role, the Black Caucus Alliance and the City of Mississauga ought to adhere to the following guiding principles that in turn govern this report:

- That together both The Black Caucus Alliance and City work to ensure that the new entity becomes a centralizing force within the Black communities by promoting and fostering a “Black ecosystems approach” where the various complementary and necessary talents, businesses, and/or organizations from within Black communities collaborate to collectively address the needs of the Black communities, as well as empower those communities with new opportunities and support systems. In this way, The Black Caucus Alliance will facilitate a process where Black communities are empowered to address key issues within them.
- That together both the Black Caucus Alliance and City continuously advocate for and pay competitive rates for work done to carry out the recommendation within this report by individuals, businesses, and organizations from within the Black communities.
- That together both the Black Caucus Alliance and City advocate and support Black representation rather than mere Black participation by carrying out the necessary community engagement strategies that will ensure that Black individuals who in decision-making roles on city boards, committees, and Committees of Councils are connected to the Black communities.

- 1.3.** The structure of the new organization will need to correspond with the activities called for in this report. Therefore, it is recommended that the current Black Caucus establish a new board for the new Black Caucus Alliance, along with subcommittees such as Governance, City Relations, Economic Inclusion, Civic Inclusion, Community Engagement, Operations Team, Black Community Innovation Hub Development Team, and Diasporic Relations. Each subcommittee corresponds with the key activity areas that are laid out in this report.
- 1.4.** Once the members of the governing board have been established, the City and the new Black Caucus Alliance must develop a memorandum of understanding.
- 1.5.** To launch the Black Caucus Alliance as an organization, the City of Mississauga should cover the start-up cost as well as fund the new entity's operational costs annually for no less than four years at an amount to be negotiated by the City's representatives and the current Black Caucus.
- 1.6.** The Black Caucus Alliance in partnership with the City should lead and oversee the implementation of the recommendations outlined in this report. It is also recommended that the Black Caucus Alliance meet and present to Council semi-annually. Therefore, Council should have a standing agenda item to receive the Black Caucus Alliance every March and October of every calendar year. Thus, semi-annually, the Black Caucus Alliance will report back to the City to present its own progress report and community feedback. Similarly, the City should report back semi-annually to the Black Caucus Alliance on its progress on carrying out the activities and the inclusion strategies outlined in this report.
- 1.7.** In addition, it is recommended that the newly formed Black Caucus Alliance work with the City's Equity Office to develop the key performance indicators for the new organization, as well as the activities laid out in this report. Those key performance indicators should be reflected in the reports the City and the Black Caucus Alliance present to each other.

## 2. Inclusion and Engagement Strategies

The recommendations below include data acquisition and engagement strategies which aim to heighten the City's connectivity to its Black communities while offering those communities more social and political access within the City of Mississauga.

**2.1.** To fill the connectivity gap the City has with its Black communities, a community data acquisition campaign, **Operation Black Box** is recommended. Operation Black Box would assist the City in identifying and connecting with its Black residents and Black businesses in Mississauga. The database would also be a knowledge hub that residents could be directly connected to in order to receive targeted information on City resources, events, and updates. The knowledge hub would offer the users information regarding external resources offered by Black community organizations as well. Connecting Black residents with Black organizations and City resources will attract users and encourage partnerships among community groups. To develop Operation Black Box, the City's Smart City initiative, the City's IT department, and its Economic Development Office should work alongside the Black Caucus Alliance.

To promote the Operation Black Box in accordance with the main missions of this report, it is recommended that the City and the Black Caucus Alliance should utilize social media and community and ethnic media, as well as legacy media partnerships to deliver PSA (Public Service Announcement) campaigns based on the following themes (**City Resources, Black Business Identification, and Political Awareness and Inclusion**) that correspond with the inclusion strategies outlined in Section 2 of this summary of recommendations:

**2.1.1. City Resources PSAs:** Create and launch “resources” awareness campaigns along with inclusion strategies designed to promote and connect Black communities to the City and the Regional services, programs, and grants they offer. These measures will help to make the City’s resources and activities more accessible to Black communities.

**2.1.2. Black Business Identification PSAs:** Create a local Black business identification campaign that would attract Black entrepreneurs to register their businesses with the Operation Black Box database.

**2.1.3. Political Awareness and Inclusion PSAs:**

Create targeted political awareness and inclusion PSAs that would invite Mississauga’s Black residents to participate in the City of Mississauga’s Committee of Council, groups, and boards. In addition, political awareness and inclusion PSAs would also inform the communities on the nonprofits, as well as on ongoing opportunities to participate in the local political structures on all levels of political and civic life within the City of Mississauga.

## Political Inclusion Strategy

In accordance with the communities’ call for a path towards greater political inclusion and empowerment, the following are recommended.

### Committees of Council Inclusion:

**2.2.** To ensure the Black Caucus Alliance has the required access to the City, the City’s Council should appoint no less than one member of the Black Caucus Alliance to the following key Committee of Councils: Accessibility Advisory Committee, Committee of Adjustment, Committee of Revision, Election Campaign Finance Committee, Environmental Action Committee, Governance Committee, Heritage Advisory Committee, Incidents in City Facilities Committee, Library Board, Mississauga Appeal Tribunal, Mississauga Cycling Advisory Committee, Property Standards Committee, Public Vehicle Advisory Committee, Road Safety Committee, and Traffic Safety Council. Akin to the Committee of Councils, any City advisory bodies that includes local non-elected individuals, such as the City’s Economic Committee of Council, also should include one Black Caucus Alliance representative.

**2.3.** However, in the case of the Diversity and Inclusion Advisory Committee (DIAC) and/or the new creation of a Council of Committee that addresses anti-racism, anti-Black racism, or cultural and/or ethnic inclusion in its terms of reference, the City’s Council *should* appoint no less than two members of the Black Caucus Alliance.

**2.4.** The Black Caucus Alliance shall be responsible for the merit-based recruitment of its Committee of Council representative. It shall also provide a list of potential candidates with full bios to the City councillors and relevant staff supporting these committees. The City would thus be responsible for presenting to the Black Caucus Alliance its requirements for each of the Committee of Councils named above in section 2.2 of this report’s summary of recommendations.

**2.5.** The Black Caucus Alliance would also be responsible for conducting community meetings. These meetings will include its Committee of Council representatives to provide updates to the Black communities. Those communities could in turn offer feedback to the Committee of Council representatives. Thus, the representation of Black Caucus Alliance members on Committees of Council will not merely be an individualistic role, but rather a community role as well.

### **General Political Inclusion:**

**2.6** It is recommended that the Black Caucus Alliance and the City work together to introduce Black communities to local political structures and officials. Together, they should build relationships with members of City Council and representatives of the Region of Peel, as well as local Members of Provincial Parliament (MPPs) and Members of Parliament (MPs). The Black Caucus and the City should also host meet and greets to ensure political figures engage Black cultural and business leaders. This activity will naturally be promoted with the support of the activities outlined in recommendation 2.1.3.

### **Civic Skills Development:**

**2.7.** The City ought to support the Black Caucus Alliance as it seeks to inform the community on political rules of engagement by offering civics training workshops that include topics such as:

- Introduction to Robert's Rules and Carver Board Governance Model
- How to delegate at the City of Mississauga
- How to join local riding associations

**2.8.** In addition, it's recommended that the City of Mississauga develop and host an online video series explaining and clearly illustrating the various responsibilities and roles of the various levels of government.

### **Social and Cultural Inclusion Strategies**

To celebrate and further integrate Black communities into the City of Mississauga's cultural landscape, the following is recommended:

**2.9. In accordance with the City's Resolution 0039-2022,** the City ought to work with the Black Caucus Alliance to create events and activities to mark the concluding year of the **United Nations' International Decade for Peoples of African Descent in 2024**. The events and activities should aim to celebrate the many cultures within Black communities and promote cultural cohesion within the City by working across a wide range of communities, ethnic groups, and organizations to foster greater understanding and partnerships among them. To do so, it is recommended that the Black Caucus Alliance work with local impresario, promoters, cultural leaders, artists, and stakeholders within the entertainment and tourism sectors. This cultural inclusion initiative would also have a great impact on helping our local Black cultural enterprises and independent artists of the City. For that reason, it is recommended that the City uses the activities of 2024 to launch an annual celebration of local Black talent, businesses, and achievements within the City.

**2.10. In accordance with the City's Resolution 0039-2022,** to promote the activities linked to the celebration of the **United Nations' International Decade for Peoples of African Descent in 2024**, it is recommended that an online virtual series exploring key people and issues that impact Black communities and lives be launched no less than six months prior to the celebration. The Black Caucus Alliance and the City should again work with community leaders as well as mainstream and ethnic media to promote the series. The online promotion will help to build the Black Caucus Alliance's profile and its reach into Black communities. Such online presence will also help to promote Operation Black Box on an ongoing basis.

**2.11.** To celebrate the closing year of the **United Nations' International Decade for Peoples of African Descent in 2024**, it is recommended that the Black Caucus Alliance work with the City and private and public funders to conduct cultural and trade missions within the international Black diaspora, specifically those located in the Caribbean and the

continent of Africa. Those missions would aim to strengthen cultural and economic ties with local businesses (regardless of ethnicity) to the international Black diaspora. Therefore, the Black Caucus Alliance and the City should explore foreign direct investment opportunities, strategic partnerships, and markets for the City of Mississauga. These activities should be integrated into the activities discussed in sections 4.12 and section 5 of this summary.

**2.12.** In addition to the United Nations' International Decade for Peoples of African Descent in 2024 programs and initiatives, The Black Caucus Alliance should work together with the relevant Community Services departments (Culture, Libraries, Parks, Forestry and Environment, Recreation, Tourism) to develop targeted programming that goes beyond Black History Month. Such programming should extend to the City's local museums, art galleries, and cultural centres.

### **3. Support For Black Communities**

The development of economic empowerment and opportunities are essential to ensuring greater connectivity and growth of Mississauga's Black communities. To advance such ambitions, the following recommendations are offered:

#### **Black Health and Well-Being**

**3.1** The Black Caucus Alliance, the City, the Region of Peel, and health and well-being organizations should work together to host a Black Health and Well-Being Summit. This will be a forum to identify challenges and opportunities and explore and develop a Black Health and Well-Being Strategy. The Health and Well-Being Strategy must be holistic and include issues such as access to affordable housing, City resources, and quality education, as well as improving health and mental health care resources for Black communities. Special attention ought to be paid to the intersectionality of Black identities, including those who are older adults, those from 2SLGBTQ+ communities, and those who live with one or more disabilities. Such a summit ought to be held on City property at no cost.

**3.2** The Black Caucus Alliance should work with the City and the Region of Peel to explore the feasibility of establishing a senior's home for the Black communities.

**3.3** The Black Caucus Alliance should work with the City and the Region of Peel to offer Caribbean and Afro-centric representation in child welfare and long-term care facilities, especially relating to culturally specific food.

**3.4** The Black Caucus Alliance should work with the City, Peel Health, and community health groups to explore developing medical advocacy support programs for isolated and single adults within Black communities.

#### **Supporting Black Talent**

**3.5** The Black Caucus Alliance should support and work with the City's Human Resources department to promote the City's job opportunities to individuals from Black communities. These activities should include the development of targeted recruitment strategies.

**3.6** In addition, it is recommended that the Black Caucus Alliance work with the City to establish next generation mentorship programs for Black youth by establishing internship programs at the City. Such mentorship programs ought to include all departments at the City. Currently the City's HR Department has been working on a pilot to do just that with the Onyx Initiative. They now have four Black youth in intern positions and coop placements at the City.



**3.7** Along with mentorship programs, the City's HR department and the Black Caucus Alliance should create sponsorship programs for young Black adults. This will refer to individuals who have leadership roles at the City, who will then sponsor young Black adults by both mentoring and advocating for them to advance into paid positions at the City.

**3.8** The Black Caucus Alliance should work with HR as well as all other internal stakeholders to establish key performance indicators to measure the progress of its recruitment and talent management processes.

**3.9** The City should support The Black Caucus Alliance as it seeks to work with universities, corporations, nonprofits, and high schools to help Black Students apply for and obtain loan-free funding to attend post-secondary education.

**3.10** The City should support The Black Caucus Alliance as it seeks to work with Peel Regional Police, parents, Children's Aid, Peel District School Board, and Dufferin-Peel Catholic District School Board to identify at-risk students and then offer those students coop placements, internships, and job opportunities in partnership with the private and public sectors.

## **4. Black Business Inclusion Strategies**

Sections 4 and 5 of this summary of recommendations offer a path for the City to better support Black entrepreneurship. To ensure greater synergy, the majority of Black inclusion strategies outlined in this report follows the Economic Development Office's upcoming accelerator structure.

### **City's EDO Accelerator Inclusion Strategy**

**4.1.1.** The City's Economic Development Office (EDO) is establishing an accelerator program that offers various support for businesses as they scale up. With the support of the Operation Black Box initiative, it is recommended that the Black Caucus Alliance work with EDO to invite Black businesses into the City's accelerator program by creating targeted initiatives for them. These initiatives must provide financial services and mentorship programs, as well as networking and administration support for Black entrepreneurs. These services should be offered on a vertical axis to follow the classic scaling path of successful companies. This vertical design structure reinforces the aim of the City's EDO accelerator, which is to identify and foster the growth and scalability of businesses. See the chart "Black Business Inclusion Program's Scale Ready: A Proposed Support System For Local Black Businesses" on page 39. As the program develops, those new tested channels of opportunities could be enjoyed by all entrepreneurs, regardless of their ethnicity.

**4.1.2.** It is recommended that the Black Caucus Alliance work with high commissioners, the private sector, provincial and federal governments, as well as the City's EDO to establish the International Integration & Expansion Initiative as a unique program for Black entrepreneurs within the EDO accelerator program. The International Integration & Expansion Initiative will link local Black businesses to the greater Black diaspora, allowing Black entrepreneurs the ability to leverage their ancestral homelands and histories to attract international partnerships. In turn, such activities will help the City promote itself abroad as a place to do business. Naturally, the launch of the International Integration & Expansion Initiative should coincide with the 2024 activities outlined in recommendations 2.3–2.5.

To further promote the inclusion of Black businesses into the City's economic ecosystem, it is recommended that:

**4.2.** The Black Caucus Alliance should work with the City and its Economic Development Office (EDO) and the Region of Peel to ensure that its COVID-19 strategic Economic Recovery Framework as part of the City's wider Recovery Plan includes targeted support for Black businesses.

**4.3.** The Black Caucus Alliance should work with the City and its Economic Development Office and community leaders to develop targeted messaging to ensure that Black female entrepreneurs are made aware of and are explicitly invited to access and participate in all the City's business programs. Again, data generated from Operation Black Box will be useful in this process.

**4.4.** The Black Caucus Alliance and the City's Strategic Communications and Initiatives Department should work to host an Equity, Diversity, and Inclusion Summit (EDIS). EDIS will bring together staff working in the Equity, Diversity, and Inclusion departments from various corporations operating within the City of Mississauga to explore strategic corporate partnership opportunities with the Black Caucus Alliance, as well as making introductions to Black talent, innovators, and entrepreneurships.

**4.5.** The City's EDO should work with the Black Caucus Alliance to connect Black businesses to the greater financial ecosystems by hosting targeted events on an ongoing basis for Black entrepreneurs to meet and engage with decision-makers within organizations, such as the Business Development Bank of Canada (BDC), Export Development Canada (EDC), as well as other financial institutions.

**4.6.** The City's EDO ought to work with the Black Caucus Alliance and The Canadian Aboriginal and Minority Supplier Council (CAMSC) to co-design and develop targeted strategies to include more local Black businesses in the competitive diverse supply chain.

**4.7.** The Black Caucus Alliance should support and work with the City in building its supplier diversity program and the City's own CAMSC corporate membership as part of the City's sustainable procurement practices.

**4.8.** The Black Caucus Alliance should explore the idea and feasibility of establishing a local Black Chamber of Commerce in Mississauga by collaborating and partnering with Mississauga Board of Trade.

## 5. Innovation Inclusion Strategies

To ensure greater participation of Black communities in the achievement of City's innovation goals, the following recommendations are offered:

**5.1** The City should assist the Black Caucus Alliance as it seeks to work with tech-based and innovation-related companies to host a City-wide hackathon. This hackathon will invite local Black innovators from the global Black diaspora to find tech-based solutions, as well as services or products to address commercial or social challenges of the City and/or its Black communities. This hackathon should be an event included as a part of the 2024 celebration outlined in section 2 of this summary of recommendations.

**5.2** To attract top quality talent from the greater Black diaspora to high-demand skilled positions within the technology and innovation sectors, the Black Caucus Alliance ought to first partner with a Black-owned incubator with a Start-up Visa designation and/or seek to obtain a Start-up Visa designation for itself. Again, recruited talent will have skill sets that help to deliver advanced manufacturing, smart logistics, life sciences, and high-value business services. Of course, the promotion of local Black talent and businesses should continue to be prioritized.

**5.3** It is also recommended that the City's EDO work with the Black Caucus Alliance to connect Black local Business and talent to the wider innovation ecosystem on an ongoing basis.

**5.4** In addition, to include local Black-owned businesses that are not tech-based in the City innovation narrative, it's recommended that the Black Caucus Alliance work with the City to establish a technology and innovation assessment program to help those companies identify the technologies and tech integration processes that will enhance their companies' operations.

## **6. The Establishment of a Black Community Innovation Hub (BCIH)**

To further foster community collaboration and economic development, especially with the innovation sector, the following is recommended:

**6.1** The City and the Black Caucus Alliance should work to establish a Black Community Innovation Hub (BCIH) to foster collaboration among Black communities and the wider communities at large. Thus, the BCIH would play an integral role in developing the ongoing political, social, and economic inclusion initiatives outlined above. The BCIH could also allow the Black Caucus Alliance to pursue unique activities that would support Black businesses.

**6.2** Recommendation 6.1 will require the City to lease one of its properties like that of Bussell House, with a standing structure and enough land to build the hub onto the Black Caucus Alliance for the amount of one dollar annually for a hundred years.

**6.3** The City and Black Caucus Alliance should work with all levels of government as well as the private sector to raise the funds needed to address any restoration and construction needs to establish the hub. The funding model would mirror that of the Tamil Community Centre, which garnered \$26.3 million.

**6.4** As the targeted activities and recommendations outlined in section 4 of this summary mature and become a fully functioning program, it is highly recommended that the Black Caucus Alliance integrate the program into the BCIH.

**6.5** It is recommended that while the BCIH is being developed, the City should offer the Black Caucus Alliance office space free of charge.

## 7. Policing and Community Engagement

To offer more opportunities for collaboration between Black communities and Peel Regional Police, it is recommended:

**7.1** That the Mayor and Council work with the Black Caucus Alliance to continue to encourage the province of Ontario to legally advance more of **Justice Tulloch's recommendations** on policing.

**7.2** That the Mayor and Council work with the Black Caucus Alliance to continue to urge the Province of Ontario to appoint Black representation on the Peel Regional Police Service Board.

**7.3** That the Mayor and Council work with the Black Caucus Alliance, the Peel Regional Police, and other community leaders across Mississauga's ethnic landscapes to encourage the province of Ontario to address the legal and financial barriers to enable community agencies to respond to mental health crisis calls where a police presence is not required, in keeping with the goals and objectives of its **Community Safety and Well-Being (CSWB) framework**.

**7.4** That the Black Caucus Alliance work with the Peel Regional Police's EDI Service Board and community leaders to facilitate engagements with Black families as a whole.

**7.5** That the Black Caucus Alliance collaborate with the City, including its Smart City project, along with Peel Regional Police to lead the residents of Mississauga in an inclusive exploration of AI and technologies within policing. The process will result in the establishment of a statement of principle on which an AI and policing policy could be built.

## 8. The City's Corporate Security

To ensure that the residents and visitors of the Black communities feel safe and welcomed on all of the City of Mississauga's properties, the following recommendations are offered:

**8.1** The City and the Black Caucus Alliance review the City's corporate security policies and treatment of Black residents on City properties. To do so, it is recommended that the City and the Black Caucus Alliance review corporate security's incident reports starting from the previous five years and on an ongoing basis to uncover whether or not Black individuals have been overrepresented in those reports.

**8.2** If Black individuals are found to be overrepresented in those reports, or the City's corporate security has not sufficiently documented the race or ethnicity of those it comes into contact with, then the City Corporate Security, the Black Caucus Alliance, and the City's Strategic Communications and Initiatives Department ought to work together to develop strategies and policies to address the concerns some Black residents have regarding entering City property.

**8.3** It is recommended that the City's Equity Office work with all the stakeholders including the Black Caucus Alliance to develop key performance indicators to measure the progress of the City's Corporate Security in relation to the treatment of Black individuals on City properties.

## 6. BLACK COMMUNITY ENGAGEMENT METHODOLOGY

*“AND WHEREAS racism and discrimination, and in particular anti-Black racism and discrimination, are historic, pervasive, institutional and systemic issues in Mississauga that must be addressed”*

**- Resolution 02072020**

Mayor Bonnie Crombie brought [Resolution 0207-2020 \(“Resolution 207”\)](#) to Council on June 24, 2020. The resolution came just one month after the brutal murder of a handcuffed Black man by a white police officer. In broad daylight and in the presence of horrified pedestrians, the police officer pressed his knee into the man’s neck for over eight minutes. George Floyd was left begging for his dead mother as he was losing his own life, unable to breathe. The horrific attack on humanity rightfully sparked worldwide protests in Berlin, Bristol, Brussels, Cardiff, Cologne, Dublin, Edinburgh, Frankfurt, Lausanne, Liege, Luton, Maastricht, Madrid, Manchester, Melbourne, Paris, Porto, Pretoria, Pristina, Rio de Janeiro, Rome, Seoul, Sofia, Stuttgart, Sydney, Tokyo, Tunis, and Westminster. No less than sixty cities in Canada also held protests. On June 7, right here in Mississauga, demonstrators marched from Celebration Square, calling for police officers in the Region of Peel to wear body cameras.

Whether one angrily took to the streets or remained quietly bewildered at home, we were collectively asked to reflect upon the failed promise of civil equality that the murder of Mr. George Perry Floyd Jr. symbolized. We were also left to answer the question: How can we do better? In the midst of such reflections, Resolution 207 was born. With Resolution 207, the Mayor asked Council to not only recognize the social injustice that Black communities face, but also to set a course of action to address systemic barriers and racial discrimination. Council voted unanimously in favour of the motion.

Resolution 207 called for the Mayor to establish the Black Caucus. In accordance with the Black Caucus’ terms of reference (Appendix 2), its members were selected to advise the Mayor on how to begin to tackle anti-Black racism within the City. The Black Caucus had to identify how anti-Black racism uniquely manifests itself in Mississauga. The Black Caucus then decided to host a series of consultations. These consultations were required to gain unique insights to better understand the impact of anti-Black racism and systemic barriers within Mississauga. The consultations were also needed to help identify the best course of action to take to make the City a more equitable and inclusive place for its Black residents and communities.

In March of 2021, UpSurgence—an engagement firm—submitted the winning proposal in the City’s RFP process for the creation of community engagement sessions to consult with Mississauga’s Black communities. Those sessions were to be known collectively as the Black Community Engagement (“BCE”). UpSurgence’s principal is a Black woman and an entrepreneur based in the Region of Peel. Claudia McKoy stressed with the Mayor's staff that the BCE activities needed to be impactful and not merely a shelved report. All agreed. On Thursday March 25, 2021, the consultant was introduced to the Mayor’s Black Caucus. Please see Appendix 3 for full bios of the Black Caucus. Collectively, the team established the BCE sessions’ objectives:

1. To better understand the lived experiences and challenges of the Black communities in Mississauga, as well as identifying opportunities to improve access to City and Regional resources, including:

- Social, library, and recreational services
- Employment and housing
- Local, provincial, and federal political institutions
- Positive promotion of Black history and culture

2. Identify pathways that will lead to better social outcomes through effective political engagements, as well as resolving systemic challenges relating to:

- Economic development
- Housing, health care, mental health, and well-being
- Child and youth welfare, and older adult services and care
- Policing, justice, and law enforcement

3. Improve the lived experiences and the well-being of members of Black communities within Mississauga and the Region of Peel.

## 7. THE BLACK COMMUNITY ENGAGEMENT SESSIONS

Six 2.5-hour virtual engagement sessions were conducted and opened to the public. These sessions were used to generate greater mutual understanding, trust, and partnership between the City and its Black residents. They were also meant to support Mississauga's Black communities in gaining more insights and access to the City's resources, as well as its social and political institutions. The feedback provided allowed the City to learn more about the Black communities' concerns and insights. To ensure that the sessions supported passionate-yet-impactful constructive discussions, the BCE consultant initially created two-and-a-half sessions with five main segments:

**Introduction:** The use of poll questions and the rules of engagement, as well as the sessions' mantra: *Inform. Collaborate. Mobilize!* This mantra reinforced both the function of the sessions and the spirit in which they were made.

**Subject Matter Expert Segment:** A subject matter expert (SME) is an individual with extensive knowledge on a particular issue, topic, or subject matter. The SME segments were then designed to create a framework for each consultation's discussion. The SMEs' presentations then set the stage for the evening's community discussions on a particular topic. For the full bios of each of the subject matter experts, please see Appendix 4.

**Breakout Sessions:** The breakout sessions were designed to give feedback regarding the evening's topic. The virtual breakout sessions allowed participants to move from one breakout session to another with ease.

**Open Mic:** These segments were launched with a representative from each breakout session. They outlined what was discussed and what recommendations were presented. After revisiting the outcomes of the breakout sessions, the participants were free to discuss, explore, and offer recommendations regarding the intersections between racism and the evening's specific topic. Poll questions were used throughout the sessions to gather additional feedback from the session's participants. The fix questions were used to identify the participants' ethnicity and if they were a Mississauga resident. The variable questions explored the values, desires, and views of the participants.

"We need to deliver strategies that will make positive impact for our youths"



Leo Bailey, Diversity & Inclusion Director, Interac  
A Mississauga Resident

## 7.1 Session #1: “Accessing Political Power in Canada”

On May 6, the session for “Accessing Political Power in Canada” aimed to empower Black communities. Its goal was also to gain insights into their views about Canada’s political structures to enrich Black communities in Mississauga. The Mayor acknowledged the historical challenges Black communities have had accessing political institutions and offices within Mississauga. The session hosted presentations given by SMEs who discussed each level of government, explained what they oversaw, and how best to access them. The “Accessing Political Power in Canada” SME presenters were:

**Mayor Bonnie Crombie**, who explored the responsibilities and limitations of a municipality.

**Nando Iannicca**, the Region of Peel’s Chair, who discussed the political powers and the limitations of the Region of Peel.

**Michael Coteau**, MPP of Don Valley East, who talked through the responsibilities and limitations of the Government of Ontario.

**Greg Fergus**, MP of Hull–Aylmer, examined the responsibilities and limitations of the Government of Canada.

Participants were offered the opportunity to respond to and interact with the SMEs to express their thoughts on how to gain better access to Canada’s political institutions throughout three breakout sessions:

### **Political Engagement as an Economic Tool**

MPP Michael Coteau and ammanuel melles led the community discussion on how Black communities can use political engagement as an economic tool.

### **The Role of Faith-Based Leaders in Black Political Empowerment**

Bishop Walker and Bishop Ransford Jones led the community discourse on how faith-based leaders can elevate Black political power in Mississauga.

### **Black Youth Political Empowerment**

Agapi Gessesse, the Executive Director of CEE Centre for Young Black Professionals, helped to guide the conversation on how can Black youths could find empowerment through political engagement.

As a result, the team received a lot of useful information. For example:

- 33 percent of respondents believed that the Government of Ontario was the government body that most impacted the lives of Black communities.
- 88 percent of the respondents believed that it is extremely important to encourage Black youths to become civically and/or politically engaged.



**Regarding the question, “*In what areas do you think better government supports are necessary to improve access for Black communities?*”**

- 28 percent of respondents believed that better government support was needed in ensuring financial and administrative support for Black businesses.
- 28 percent of respondents believed that better government support was needed in ensuring increased accessibility to higher education.
- 16.6 percent of respondents believed that better government support was needed in ensuring better access to quality housing.
- 11.6 percent of respondents believed that better government support was needed in ensuring better access to social services.
- 11.6 percent of respondents selected “other” as their answer.
- 3 percent of respondents believed that better government support was needed in accessing better childcare.

In addition:

- Nearly 93 percent of respondents said that they would like to see faith-based leaders work together to expand political reach for Black communities.
- 95 percent of respondents said yes to the question, “*Would you like to be more socially and/or politically engaged?*”

**The community feedback focused on several main themes:**

- Participants called for more Black representation within the City’s and Region of Peel’s political infrastructures.
- Participants sought more Black elected officials.
- The community called for more Black representation and appointments to the City’s Committee of Councils, as well as on its boards.
- Community members wanted to be more politically engaged, but encounter challenges when trying to access the City’s political landscapes.
- Community members called for Black community groups—including faith-based organizations—to leverage their relevance and influence to help expand the communities’ political reach.

"As a city-builder and recipient of the City's Phil Green Award, I would like to see the City of Mississauga support Black communities through land use planning, in policy and practice."



Nicole N. Hanson, MES(Pl.), RPP, MCIP  
Co-Founder, Black Planner's and Urbanist Association  
A Mississauga Resident

## **7.2 Session #2: “Accessing Mississauga’s Resources”**

On May 20, the session for “*Accessing Mississauga’s Resources*” informed Black communities on how to better access the key resources and programs that the City currently offers. The session also sought to uncover how the City could deliver those services in a way that would better serve Black communities. It gave Black communities a chance to share their recommendations, as well. The SME session involved three presentations by City staff members who shared information about the City’s resources:

**Paul Damaso**, the City’s Director of Culture, discussed how the City currently identifies and creates partnerships. **Kristina Zietsma**, the City’s Director of Recreation, explored the various services and programs at the City. **Rona O’Banion**, the City’s Director of Library Services, and **Tamara Stojakovic**, the City’s Library Manager, illustrated innovative ways to use the City’s libraries and their resources.

Following the SME presentations were three breakout sessions. Each one was focused on different themes: resources for nonprofit organizations, celebrating Black cultures, and removing the systemic barriers when accessing resources in Mississauga:

### **Strategies for Inclusive Programming at the City of Mississauga**

Paul Damaso led the community discussion on how the City could make programs and grants supportive of Mississauga’s Black nonprofit organizations.

### **Strategies for Promoting and Celebrating Black Cultures at the City**

Kristina Zietsma led the community discussion on how the City could better support and promote Black cultures.

### **Strategies for Increasing Access to City Resources**

Rona O’Banion led the community discussion on how the City can decrease barriers to increase Black communities’ access and engagement with the City’s services.

**When asked, “How could the City make programs and grants supportive of Mississauga’s Black nonprofit organizations?”**

- 31 percent of respondents said that designing more grants and programs with the needs of Black communities in mind would better support Black nonprofit organizations.
- 51 percent of respondents believed that Black nonprofit organizations should be involved in the design phase of Mississauga’s grants and programs.
- 18 percent of respondents thought that hosting more information sessions for Black communities would better support Black nonprofit organizations.

**When asked, “How could the City decrease barriers to increase Black communities’ access and engagement with City services?”**

- 32 percent of respondents said creating stronger ties with Black communities could decrease barriers to access and engagement with City services.
- 68 per cent of respondents felt that Black communities needed to be involved in the development of engagement strategies to help decrease barriers to accessing the City services.
- None of respondents felt the City was doing a good job of including Black communities in accessing City services and engagement.

**When asked, “What are the services or programs that you are most interested to access?”**

- Nearly 38 percent of respondents said they were most interested in accessing cultural events.
- 27 percent of respondents said they were most interested in accessing skills training.
- Nearly 22 percent of respondents said they were most interested in accessing library services.
- 13 percent of respondents said they were not sure of all the City's programs and services.
- No respondents said they were most interested in accessing sports programs.

**When asked, “Are you interested in partnering with the City to deliver new services or cultural programs that will benefit Black communities?”**

- 72 percent of respondents said that they would collaborate with the City to deliver new services or cultural programs that benefit Black communities.
- 25 percent of respondents said that they were not sure that they would collaborate with the City to deliver new services or cultural programs that benefit Black communities.
- 3 percent of respondents said they would not partner with the City to deliver new services or cultural programs that benefit Black communities.

**The community feedback focused on three main themes:**

- The need to review the City’s corporate security policies and treatment of Black residents on City properties.
- The need for a Black advisory body to facilitate better inclusion of Black voices into the City’s decision-making process in developing City programs and grants. This will better promote Black history and culture at the City and Mississauga.
- The need for an awareness campaign to promote the City’s programs and resources for its Black residents.

### **7.3 Session #3: “Policing”**

On May 27, the “Policing” session took place. The session’s purpose was to consult with Black communities to identify ways to restore faith in the Peel Regional Police, given their history. (Discuss the key happenings that created tension between Black residents of Mississauga and the Police.) The Mayor acknowledged the ongoing challenges Black communities have faced building collaborative relationships with the Peel Regional Police. The session then offered a series of SME presentations that explored racism, new technologies, the justice system, and policing.

The SMEs who explored different ways to reimagine policing included:

#### **The Honourable Justice Michael H. Tulloch**

**Gerry McNeilly**, the former Director of the Office of the Independent Police Review (OIPRD)

**Dr. Akwasi Owusu-Bempah**, an assistant professor at the University of Toronto who studies race, crime, and criminal justice, with a particular focus in the area of policing

The SMEs who discussed policing from the inside out, the current realities of modern policing, and recent lessons learned in engaging diverse communities were:

**Deputy Chief Marc Andrews**, Peel Regional Police

**Chair Ahmad Attia**, Peel Regional Police Service Board

**Superintendent Hubert Hiltz**, Community Safety and Well-Being Services, Peel Regional Police

The SMEs who discussed the impact of artificial intelligence (AI) and new technologies on policing and Black communities were:

**Deputy Chief Anthony Odoardi**, a specialist in new technologies at Peel Regional Police

**Brenda McPhail**, Director of Privacy, Technology & Surveillance Program at the Canadian Civil Liberties Association

Three breakout sessions explored the main themes from the presentations. They included community advocates, civil liberties groups, and members from the Peel Police Services:

#### **“Making Room for Black Voices in Peel Policing Strategies: A Pathway to Collaboration”**

This session included the former OIPRD director Gerry McNeilly, Peel Regional Police Deputy Chief Marc Andrews, Peel Regional Police Chair Ahmad Attia, and Black Caucus’ Chair Linden King. They led a discussion centred around the question, “What do you think would be needed to ensure effective policing that supports community trust and collaboration?”

#### **“Policing, AI, and Black Communities”**

This session included the Director of the Privacy, Technology & Surveillance Program at The Canadian Civil Liberties Association, Brenda McPhail, Peel Regional Police Deputy Chief Anthony Odoardi, and BCE consultant Claudia McKoy. They led a discussion that explored the question, “How should we balance privacy and policing within a world of new emerging technologies?”

**“Strategies for Improving Black Youth and Police Engagement”**

This session included Professor Akwasi Owusu-Bempah, Superintendent Hubert Hiltz, community advocate Dave D’Oyen, and Black Caucus Alliance member Audrey Campbell. They guided the discussion on how to develop strategies for improving Black youth and police engagement.

The **“Policing”** session was the most intense of the six consultations. The aim of the consultations was to listen to the communities to find collaborative solutions to any of the barriers Black communities faced in accessing equity. Some of the insights included:

- 57 percent of respondents stated that if they had to make a hard choice, they would choose privacy over security.
- 97 percent of respondents said that they were willing to work with law enforcement to create new strategies for better Black communities’ engagement.

**The community recommendations centred on the following themes:**

- Black representation on the Peel Regional Police Service Board
- The Honourable Michael H. Tulloch’s recommendations being implemented
- More transparency regarding the use of AI and new technologies in policing
- Amendments made to the provincial legislation to allow for additional first responders to respond to a mental health crisis

## **7.4 Session #4: “Well-Being: Designing Healthy Black Communities”**

On June 8, the session for “*Well-Being: Designing Healthy Black Communities*” asked Black communities to tell the City what they needed to achieve greater health and well-being. The Mayor acknowledged challenges that Black communities have faced accessing housing and healthcare in Mississauga. Several SMEs then shared information on the status of healthcare and housing, as well as its impact on Black communities.

On the topic of health, the following subject matter experts conducted presentations:

**Dr. Lawrence Loh**, Medical Officer for Peel Public Health, who offered insights on key issues impacting Peel Region’s medical system and its connection to race.

**David Smith**, CEO of the Canadian Mental Health Association Peel Dufferin, who explored the need for more support to deliver mental health care services, and how the lack of services has negatively impacted Black communities.

**Dianne Fierheller**, Co-lead for Co-Design an Equitable and Inclusive Health System in Peel, who reported on the ongoing process of developing a wellness strategy for Black communities.

**Paul Bailey**, Executive Director at Black Health Alliance, who examined how Black communities could transcend the current systems to deliver better care to our Black residents.

**Hope Ramsay**, Executive Director at Moyo Health & Community Services, who explained how a new funding model could allow for more collaborations among organizations that focus on the intersection of health and anti-Black racism.

On the topic of housing, the following subject matter experts presented:

**Aileen Baird**, Director of Housing Services at the Region of Peel, explored various housing services that the Region of Peel offers.

**Victoria Nelson**, President of Camille’s Place, discussed the historical difficulties many Black communities have faced in accessing quality housing and resources.

The breakout sessions offered were:

### **“Strategies to Ensure Black Communities’ Access to Affordable Housing”**

Aileen Baird, Director of Housing Services at the Region of Peel, Victoria Nelson, the president of Camille’s Place, and the BCE consultant, Claudia McKoy, launched the community discussion on, **“How could the City assist Black communities to access better affordable housing?”**

### **“Strategies for Equitable and Inclusive Health Systems in Peel”**

David Smith, CEO of the Canadian Mental Health Association Peel Dufferin, Dianne Fierheller, co-lead for Co-Design an Equitable and Inclusive Health System in Peel, Hope Ramsay, Executive Director at Moyo Health & Community Services, and the Chair of the Black Caucus, Linden King, joined the community in a discussion on, **“How to develop strategies to support a more equitable and inclusive mental and public health system in the Region of Peel.”**

**Through the polling responses, the team learned that:**

- Nearly 79 percent of respondents were home owners, while 21 percent were renters.
- 19 percent of respondents were in need of affordable housing.
- Nearly 72 percent of respondents knew someone in need of affordable housing.

**When asked, “What do you think is the top health issue facing Black communities?”:**

- 23.5 percent of respondents said hypertension.
- Nearly 59 percent of respondents said diabetes.
- Nearly 2 percent of respondents said sickle cell disease/anemia.
- Nearly 2 percent of respondents said cancer.
- 14 percent of respondents said COVID-19.

**When asked, “How important is it to address mental health in Black communities?”:**

- 96 percent of respondents believed that it is very important to address mental health.
- 4 percent of respondents believed that it is somewhat important, but that there are other health challenges to be prioritized within Black communities.
- All respondents believed that mental health is an issue that needs to be addressed in Black communities.

**When asked, “Are you aware that the Region of Peel receives 50 percent less per capita health funding from the Government of Ontario compared to other jurisdictions?”** 42 percent of respondents said that they did not know that the Region of Peel receives 50 per cent less per capita compared to other jurisdictions in Ontario.

**When asked, “How can we support healthier Black communities?”, participants suggested:**

- More consultations to identify the specific needs regarding access to affordable housing and better healthcare.
- Increasing provincial and federal funding for both health and housing, as they are greatly underfunded in Peel Region per capita.
- Consistent race-based data collection to understand the facts and learn the stories behind the facts. More mental health resources for Black communities and families experiencing mental health crises.
- A comprehensive Black Health Strategic Plan.
- More sustainable “2–3 year” funding for community partners within a collaborative and non-competitive funding model.

"The Black community in Malton needs safe and affordable spaces to foster family and community building"



Clovalyn Wilson, President of Malton Black Development Association  
A Mississauga Resident

## 7.5 Session #5: “Accessing an Age-Friendly Society”

On June 17, the session for “Accessing an Age-Friendly Society” launched with the Mayor acknowledging the historical challenges that Black communities have faced accessing services in Peel Region for different life stages. The session was an opportunity to discover the current quality of access Black communities have to key services.

Childcare was explored by:

**Lori Nicholls-Kerec**, Manager, Early Years and Child Care Services at the Region of Peel

**Dawn Fullington**, Supervisor, Ontario Works at the Region of Peel

**Chima Nsitem**, Director of Diversity, Inclusion and Service at the Children Aid Society of the Region of Peel

Education and its impact on Black communities were explored by:

**Laura Mae Lindo**, MPP of Kitchener-Centre and NDP Black Caucus

**Donna Ford**, Superintendent of Indigenous Education, Anti-Racism,

Anti-Oppression and Community Partnerships, Peel District School Board

Older Adults services and their impact on Black communities were explored by:

**Jennifer Cowie Bonne**, Manager of Community and Neighbourhood Development at the City of Mississauga

**Anne-Marie Case-Volkert**, Interim Director of Long-Term Care and Health Services at the Region of Peel

**Jennifer D’Amico**, Adult Day and Community Services Supervisor at the Region of Peel

**Kathleen Millar**, Interim Manager, Practice, Innovation & Education (PIE) Team and Long-Term Care, Health Services at the Region of Peel

Accessibility, disability, and race were explored by **Irene Paul** of Abilities at Work.

The breakout sessions were:

### “Strategies to Access Better Child and Youth Care Services”

Lori Nicholls-Kerec, Manager, Early Years and Child Care Services at the Region of Peel, Chima Nsitem, Director of Diversity, Inclusion and Service at the Children Aid Society of the Region of Peel, **Kemesha Alli**, CEO and founder, Patches 360 Inc., along with the Black Caucus’ Chair, Linden King, led the community discussion on “How could the City assist Black communities to access better child and youth care services as well as educational programs?”

### “Strategies to Access Better Services for Older Adults and Those Living with Disabilities”

**Irene Paul** of Abilities At Work, Jennifer Cowie Bonne, Manager of Community and Neighbourhood Development at the City of Mississauga, **Jerry Halliday** of 55+ Can-Afro Seniors Group, and the BCE consultant launched the community discussion. It focused on, “How could the City assist Black communities as they attempt to access better services and programs for older adults and those living with disabilities?”



**During the session, the team discovered that:**

- 14 percent of respondents stated that they use either the Region of Peel’s Children’s Services, subsidies through Early Child and Family Centres, or special needs supports.
- 22 percent of respondents stated that they were the primary caregiver for an aging parent or relative.
- Nearly 21 percent of respondents stated that they care for someone living with a disability.
- 40 percent of respondents stated that they would like more help caring for young children, a disabled person, or an aging adult.
- 34 percent of respondents have a retirement plan for their caretaking.

**Respondents also expressed that they wanted additional information about City and Region of Peel services:**

- 27.5 percent of respondents wanted more information on services and programs for older adults.
- 25 percent of respondents wanted more information on children’s services and programs.
- 15 percent of respondents wanted more information on Ontario Works.
- 12.5 percent of respondents wanted more information on services and programs for long-term care.
- 10 percent of respondents wanted more information on services for individuals living with disabilities.
- 22.5 percent of respondents wanted more information on all of the above.

**The recommendations from the community included:**

- The creation of a Caribbean and Afro-centric representation in child welfare & long-term care facilities, especially relating to culturally specific food.
- The use of an intersectionality lens to serve those within the Black community living with disabilities better.
- The launch of an awareness campaign targeted to Black communities to better promote the City and regional resources.
- The need for a comprehensive strategic plan to promote more equity in both the City’s own educational programs as well as those designed by Peel District School Board.

“...I want to see Mississauga championing Black innovations in Science, Technology, Arts and Culture.”



Ben Idowu, CEO of LightCone Technology  
A Mississauga Resident

## 7.6 Session #6: “Black Economic Empowerment”

On June 29, the session for “Black Economic Empowerment” invited Black communities to share their insights on accessing the resources required in building successful Black businesses, entrepreneurs, employment opportunities, and wealth. The Mayor acknowledged the historical challenges that Black communities have had in building and accessing economic development resources within the City and across the Peel Region. The SMEs explored strategies on how to nurture Black economic empowerment in Mississauga:

**The Honourable Ahmed Hussen**, Member of Parliament for York South–Weston and the Minister of Families, Children and Social Development, discussed the recent Government of Canada initiatives to support Black businesses.

**Mawutor Alifo**, Minister and Acting High Commissioner for the Republic of Ghana, discussed the opportunities and benefits for local Black businesses to collaborate with African businesses to both strengthen their businesses and ancestral ties.

**Derick Pearson**, President, Centre for Black Innovation (Miami, USA), offered insights on how Mississauga can support, attract, and develop Black innovation.

**Chelsea Prescod**, Regional Manager for Client Diversity at Business Development Bank of Canada (BDC), discussed BDC programs to support Black entrepreneurship.

**Earl R. Davis**, CFA, MBA, Managing Director–Head of Fixed Income and Money Markets, Bank of Montreal and Former Director, Head of Fixed Income and Currencies at the Ontario Teachers’ Pension Fund, explored the necessary elements for establishing successful businesses and how Mississauga could support Black entrepreneurs.

**amanuel melles**, Executive Director, the Network for the Advancement of Black Communities asked, “*Is funding enough?*” He then advocated for a systemic change approach to tackling economic inequalities.

Two leaders of community-based organizations also discussed the work they do to promote Black wealth and offered recommendations:

**Colin Lynch**, Co-Founder of Black Opportunity Fund & VP Global Assets Management at TD

**Melloney Campbell**, Board Member & Peel Lead, StartUp Canada

The City’s Economic Development Office (EDO) highlighted the division’s initiatives on supporting local Black businesses. The EDO Staff that presented were:

**Harold Dremin**, Business Investment and Sector Development Manager

**Donna Heslin**, Entrepreneurship and Innovation Manager

**Stephanie Dunbar**, Global Business Consultant

**Aleksandra Allen**, Business Initiatives and Planning Manager

**Tamara Bangura-Pagan**, Business Analyst

**Michelle Browne**, Business Analyst

The segment also included a discussion on how to access partnership and procurement opportunities the City offers. The segment was led by **Andrea Westfall**, Sustainable & Materiel Management Procurement Coordinator. In addition, community members shared their ideas, concerns, and solutions about strengthening Black wealth through breakout sessions:

***“Strategies for Build Black Wealth—How could Mississauga be a better ally to the building of Black wealth?”***

**Earl R. Davis**, Managing Director–Head of Fixed Income and Money Markets, Bank of Montreal

**Colin Lynch**, Co-Founder of Black Opportunity Fund & VP Global Assets Management at TD

**amanuel melles**, Executive Director, the Network for the Advancement of Black Communities

**Craig Wellington**, Executive Director of the Black Opportunity Fund

**Linden King**, Black Caucus Chair

***“Strategies for Supporting Black Innovation—How could Mississauga better support and attract Black businesses and innovation?”***

The City’s Economic Development Office joined **Melloney Campbell**, Board Member and Peel Lead, StartUp Canada, **Derick Pearson**, President, Centre for Black Innovation, and **Claudia McKoy**, BCE Consultant and UpSurgence’s Principal

The “*Black Economic Empowerment*” session highlighted the need for greater community building between the City and its Black communities. Out of more than the 130 people who attended, only eight identified themselves as Black business owners living in Mississauga. **The session offered the following insights:**

- 42 percent of respondents said that they owned a business in Ontario.
- 75 percent of respondents believed that they needed more support growing their current business or starting a new one.
- 50 percent of respondents would like to help the City better support and develop Black innovation, businesses, and wealth in Mississauga.

**The following are the communities’ recommendations:**

- Develop and support the growth of Black innovation
- Include Black businesses in the wider financial ecosystem
- Establish a market/entertainment district that includes Black businesses
- Develop a program to assist Black businesses in owning their commercial spaces
- Establish funding for mentorship programs
- Help Black businesses access local and international markets
- Establish support for older Black entrepreneurs
- Create targeted financial literacy programs for Black communities
- Launch an awareness campaign to inform the communities of City resources, networks, and programs
- Facilitate a deeper “ally culture” within Mississauga’s business ecosystem for Black businesses

## COMMUNITY ENGAGEMENT SESSIONS' SUMMARY

Throughout May and June 2021, the Black Community Engagement sessions saw hundreds of Black community members and more than fifty SMEs come together to discuss pressing issues facing Black communities.

Throughout the BCE sessions, several key themes emerged:

- The need to address the connectivity gap that poses barriers for Black communities to access the City and its resources
- The need for integration and inclusion into the City's political and social infrastructure
- The need to develop a framework from which Black communities and Peel Regional Police can work collaboratively from
- The need for the City to provide culturally specific programs, services, and events for Black communities
- The need for targeted messaging to ensure that Black women are invited to participate in City programs targeted to women
- The need for targeted support of local Black businesses

These overarching themes need to be distilled down into actionable items. After consultations, some Black residents, Black entrepreneurs, SMEs, and City staff who participated in the sessions were asked to provide additional insights, feedback, and clarifications to their statements and views. In addition to the consultation sessions, four co-design sessions with key external and internal stakeholders, SMEs, and community stakeholders were conducted to determine how best to convert the communities' recommendations into actionable items.

### Co-Design Sessions

Four co-design sessions invited representatives from all the key stakeholders to come together to defend their interests, express their insights, and collaborate to find solutions to complex issues. ***“Nothing About Us Without Us”*** is the mantra that rules the sensibilities of co-design. To be clear, the use of co-design sessions was to obtain the necessary feedback from the key stakeholders and to set the stage for greater collaborations among them. Accordingly, the consultant then designed the co-design sessions for each of the four main areas that the communities' recommendations fell into: ***“Accessing Services & Better Care,” “Inclusion,” “Black Economic Empowerment,”*** and ***“Policing.”***

Prior to each session, the consultant prepared a co-design kit and held one-on-one meetings with each participant as well as with City staff to prepare them for the meeting. For each community recommendation, the co-designers were asked to answer the following questions:

***“Given current realities, is a recommendation possible?”***

- If not, what realities would need to change for it to be possible?
- If yes, how should this recommendation be accomplished?
- What needs to be the key feature(s) of the recommendation?

***“Who is the lead to carry out the recommendation?”***

***“What is a reasonable timeline to achieve the recommendation?”***

### **9.1 “Co-Design Session #1: Accessing Services & Better Care”**

On August 11, the co-design session for “Services and Better Care” reviewed recommendations from the “Accessing An Age-Friendly Society,” “Designing Healthy Black Communities,” and “Accessing Mississauga’s Resources” sessions. This process helped create potential action plans related to those recommendations. The “Services and Better Care” co-design team was comprised of the following people:

#### **Black Caucus Members:**

Lori Brotherton

Shelly Scott-England

Heather Relf

Lisa Smalls

Len Carby

#### **Health Subject Matter Experts:**

**Paul Bailey**, Executive Director at Black Health Alliance

**Hope Ramsay**, Executive Director at Moyo Health and Community Services

#### **Other Services and Community Representatives:**

**Veroy Clarke**, Community Development Coordinator (Library Services) at the City of Mississauga and Mississauga resident

**Ben Idowu**, Mississauga entrepreneur in the technology industry

**Father Vernal Savage**, a faith leader at Mississauga's St. Francis of Assisi Anglican Church

In addition, the **Housing** subject matter expert was Victoria Nelson, President of Camille’s Place.

## 9.2 “Co-Design Session #2: Black Economic Empowerment”

On August 18, the co-design session for “*Black Economic Empowerment*” reviewed the recommendations from the BCE Black Economic Empowerment session held on June 29, 2021. Also included in the session:

### **Business Development Bank of Canada representatives:**

**Mary Ann Wenzler-Wiebe**, Vice President of GTA at Business Development Bank of Canada

**Ogie Ifoga**, Senior Account Manager at Business Development Bank of Canada

### **Canadian Aboriginal and Minority Supplier Council (CAMSC):**

**Cassandra Dorrington**, President, Canadian Aboriginal and Minority Supplier Council

**Christina Rodrigues**, Director of Business Development, Canadian Aboriginal and Minority Supplier Council

### **Royal Bank of Canada:**

**Alecia Aquino**, Director of Business Owner Planning and Women in Business, Royal Bank of Canada

**Tyson Jones**, Director of Financial Advisory Services, Royal Bank of Canada

### **Black Caucus Members:**

Linden King, Chair

Craig Wellington

Mel Botembe

Shelly Scott-England

### **Community Business Owners:**

**Ben Idowu**, CEO at LighCone Technology Inc.

**Lawrence Olsei-Antoh, Importer and**

**Akin Oladeji**, Founder of FB Services Canada Exporter Inc and Orchard Sloane Trading LTD

**Jeannie Buckley**, Founder of Jeanie’s Bakery

**Sharon Bailey**, Founder of SAB Fruit Cake & Food Market

**Dorothy Vernon-Brown**, Business Coach

**Rose Streete**, Community Leader

**Nicole Hansen**, Environmental Planner

**Dwania Peele**, Founder of Canada Small

**Gladys Osei-Antoh**, Founder of Business Women geleesspices.ca

**Josh Dung**, Logistic Specialist

### **Other International and Canadian Leaders:**

**Mawutor Alifo**, Minister and Acting High Commissioner for the Republic of Ghana

**Earl R. Davis, CFA, MBA**, Managing Director—Head of Fixed Income and Money Markets, Bank of Montreal, and

**Former Director**, Head of Fixed Income and Currencies at the Ontario Teachers’ Pension Fund

**Leo Bailey**, Diversity & Inclusion Director, Interac

**Penny Cromwell**, Revenue and Operations Team Member at Rogers

**City's Economic Development Office:**

**Bonnie Brown**, Economic Development Office Director

**Harold Dremin**, Business Investment and Sector Development Manager

**Stephanie Dunbar**, Global Business Consultant

**Aleksandra Allen**, Business Initiatives and Planning Manager

**John Lam**, Entrepreneurship and Innovation Specialist

**Michelle Browne**, Business Analyst

**City Elected Officials and City Staff:**

**Ward 9 Councillor Pat Saito**, City of Mississauga

**Sara Alimardani**, Interim Senior Advisor, Stakeholder Relations, Mayor's Office

**Uzma Shakir**, Strategic Leader, Diversity and Inclusion, City of Mississauga

**Andrea Westfall**, Sustainable Procurement Coordinator, City of Mississauga

### **9.3 “Co-Design Session #3: Black Inclusion Strategies”**

On August 19, the co-design session for “*Black Inclusion Strategies*” reviewed recommendations from all six BCE consultant sessions. The co-design team included:

#### **Black Caucus Members:**

Linden King, Chair

Len Carby

#### **Mississauga’s Community Representatives**

**Bishop Ransford Jones**, Chair of Canadian Black Clergies & Allies

**Joycelyn Callender**, member of The Congress of Black Women of Canada -- Mississauga and Area Chapter

**Antoinette Clarke**, Executive Director at Peel Family Mediation Services

**Loris Thomas**, Administrative Management Professional

**Hans Poppe**, Graphic Designer

**Kemesha Alli**, Founder of Patches 360 Inc.

**Clovalyn Wilson**, President of Malton Black Development Association

**Faye Schepmyer**, member of The Congress of Black Women of Canada -- Mississauga and Area Chapter

#### **City Elected Officials and City Staff:**

##### **Ward 9 Councillor Pat Saito**

**Sara Alimardani**, Interim Senior Advisor, Stakeholder Relations, Mayor’s Office

**Uzma Shakir**, Strategic Leader, Diversity and Inclusion, City of Mississauga



## 9.4 “Co-Design Session #4: Policing”

On August 23, the co-design session for “Policing” focused on the recommendations that were derived from the BCE “Policing” session. In addition, throughout several BCE sessions, members from Black communities expressed feeling unwelcome and targeted by City security staff. The following participants included:

### **Black Caucus Members:**

Linden King, Chair  
Audrey Campbell  
Lori Brotherton

### **Subject Matter Experts:**

Brenda McPhail, Director of the Privacy, Technology & Surveillance Program at The Canadian Civil Liberties Association  
Gerry McNeilly, the former Director of the Office of the Independent Police Review (OIPRD)

### **Peel Regional Police:**

Deputy Marc Andrews  
Former Superintendent Hubert Hiltz  
Deputy Anthony Odoardi

### **City Representative:**

**Daniel Ulrich**, Manager Security Services, City of Mississauga

After the session, further meetings were conducted with Deputy Anthony Odoardi and Brenda McPhail to explore initiatives about new technologies, AI, and their impact on Black communities.

## 10. THE RECOMMENDATIONS

Once the feedback, comments, concerns, hopes, and recommendations from members of the Black communities were collected from the BCE sessions, the team sought to conduct co-design sessions to convert the communities' recommendations into actionable items in addition to obtaining the necessary buy-in from the key stakeholders. The entire process was a collaborative negotiation. In turn, the initial negotiations with stakeholders proved fruitful. The following has been a result of the stakeholder's engagement:

- The Peel Regional Police now seeks to include Black Caucus member to sit on its Anti-Racism Advisory Committee
- Internal City support for the establishment of a Black Hub has been developed
- The City's Economic Development Team has committed to be more intentional in how it engages with Black businesses
- The foundation for greater collaboration between Black businesses and key financial corporations such as BDC, EDC, and Interac have been laid
- The foundation for greater inclusion of Mississauga's Black businesses in the diverse supply chain industries have been made
- The City's Economic Committee of Council will in next session include a Black representative

**All Wins.** While the post-consultation engagements indeed helped us to map a way to convert the communities' recommendations into a set of actionable missions, two pressing questions remained:

Now that we were eighteen months removed from the George Floyd murder and six months removed from the trial's guilty verdict—*"What role would the City want play?"*

*"Did the City's internal stakeholders still have the will to carry out the required tasks or stand as steadfast allies for those activities that were outside of its legal sphere?"*

No longer being "important" was a persistent worry of the City's Black communities. History has taught them that initial outcries of injustice invite big promises of reform, but then the spotlight inevitably changes to another storyline, and then those promises were forgotten. In the world of justice, Black communities have unfortunately become used to their concerns being reduced to sensationalized news items.

Fortunately, Mayor Crombie has remained committed. In addition, members of the Peel Regional Police have also remained open to building paths to better collaborations with the City's Black communities. Yet, the plain truth is, to gain the political power needed to better enforce what they want, the Black communities will need to unify and collectively rally. Additional social-political negotiations will indeed need to continue between the City and the Black communities on an ongoing basis to ensure greater future success of Black communities accessing the City and its resources. The activities and the recommendations outlined in this document aim to begin to position the Black communities in Mississauga in such a way that they can become better self-advocates. To assist this proactive repositioning of the City's Black communities, the following initiatives are recommended.

## The New Black Caucus Alliance

Currently, the Mayor's Black Caucus serves to inform her on a path forward to address systemic barriers that impact the lives of Mississauga's Black communities. The recommendations below call for the current Black Caucus to become a new independent organization empowered to oversee the delivery of activities recommended in this report. Being a legal entity would also allow The Black Caucus Alliance to carry out the recommended activities that fall outside of the City's scope, as well as increase the fundraising capacity for those activities. This legal status would also enable The Black Caucus Alliance to better serve as a unified force among Black communities, creating collective partnerships and procurement opportunities for organizations and businesses within Black communities to carry out many of the recommendations cited in this report. Therefore, a key role of The Black Caucus Alliance will be to empower and collaborate with organizations and businesses from within Mississauga's Black communities to then connect them—as well as the local Black communities as a whole—to the City.

### The Guiding Principles

Three principles have governed the formation of the recommendations of this report. Those principles must also govern the City and the Black Caucus Alliance activities as they carry out the recommendations outlined in this report to ensure that the activities in fact benefit the Black communities.

The first principle asks the question, 'What would be the most effective model to address systemic barriers that would allow for the greatest level of empowerment of the Black communities?' Repeatedly community leaders, such as amanuel melles of The Network for the Advancement of Black Communities, call for the “Black Ecosystems Approach” to be utilized. “Black ecosystems approach” occurs when the various complementary and necessary talents, businesses, and/or organizations from within Black communities collaborate to collectively address the needs of the Black communities, as well as empower those communities with new opportunities and support systems. In this way, The Black Caucus Alliance will facilitate a process where Black communities are empowered to address key issues within them. Therefore, the Black Caucus Alliance and City must work to ensure their activities, including the formation of the new entity, all become centralizing forces within the Black communities to promote and foster a “Black Ecosystems Approach.”

The second principle is straightforward. In our society, inequality inevitability is expressed through unequal compensation. To ensure that through the process of delivering the recommendations in this report breaks the cycle of inequality, the City and The Black Caucus Alliance will need to continuously advocate for and pay competitive rates to individuals, businesses, and organizations from within the Black communities.

The third principle aims to strengthen the communication channels within Black communities by carrying out the necessary community engagement strategies to support Black individuals in decision-making roles on city boards, committees, and Committees of Councils to connect back to the Black communities. By doing so, Black individuals in decision-making roles will not merely be participants. Instead they will have the means to engage and gather feedback from the communities to ensure that the community voice impacts the individual's decision-making process to become a representative.

### The Black Caucus Alliance Governance and Structure

The new version of the Black Caucus and the City are thus asked to become partners supporting each other to create policies, structures, and initiatives to diminish the systemic barriers to the communal success of Black communities. Therefore, for the purpose of this report, the new Black Caucus with its new structure will be referred to as The Black Caucus Alliance. Yet, the new organization, however, will be free to select a name of its liking if it so chooses.

As alluded to earlier, there will be an ongoing need to call upon and rally a diverse body of allies and partners to carry out the recommendations laid out in this document. To address this need to unify and rally the communities, it is recommended that The Black Caucus Alliance in partnership with the City lead many of the recommended initiatives in this report. The City will offer both the legitimacy to mobilize its internal stakeholders and the resources to attract the confidence of external stakeholders. The Black Caucus Alliance will work to be a centralizing force within Mississauga's Black communities and connect those communities to the City and its activities. In addition, The Black Caucus Alliance will carry activities set out in this report that fall outside of the City's scope.

To foster the transformation of The Black Caucus Alliance and its role at the City, it is recommended that the current Black Caucus should become an arms-length nonprofit with a new name that can perform the necessary activities that this report calls for. For continuity, the new entity should be formed under the leadership of the current Black Caucus Chair. The new Black Caucus Alliance will need a working board to launch the organization. The young organization will also need to attract individuals with the skills and time to serve. Therefore, in early 2022, it is recommended that the current Black Caucus spend no more than three months developing the new governance and operational structure for the new organization, as well as creating the timelines for its activities. During this three-month period, the City and the Black Caucus must develop a memorandum of understanding between itself and the new Black Caucus Alliance. By the end of this process, the original Black Caucus ought to conclude.

Regarding the new governing structure of The Black Caucus Alliance, it is recommended that the current Black Caucus establish a new board for the new Black Caucus Alliance along with subcommittees such as Governance, City Relations, Economic Inclusion, Civic Inclusion, Community Engagement, Operations Team, Black Community and Innovation Development, and Diasporic Relations. Each subcommittee will correspond with a key activity area that is laid out in this report. These committees can then serve as working groups to steer the various activities this report calls for.

It is also strongly recommended that The Black Caucus Alliance work with the City's Strategic Communications and Initiatives Department to develop all the necessary key performance indicators to track the advancement of Black communities within the City, and also measure the impact the recommendations outlined in this report are having on an ongoing basis. For The Black Caucus Alliance to be impactful and successful at carrying out the duties asked of it in this report, it will need to have a high level of access to the City, as well as City support. In exchange, The Black Caucus Alliance would serve as the City's gateway to the Black communities by conducting community engagement initiatives that would also serve to galvanize the communities to link them to the City activities and policies on an ongoing basis.

To achieve this aim, The Black Caucus Alliance in partnership with the City should lead and oversee the implementation of the recommendations outlined in this report. Both The Black Caucus Alliance's and the City's progress reports on carrying out the activities and the inclusion strategies outlined in this report should be presented semi-annually at Council. To ensure succinct and synchronized reporting, it is recommended that the newly formed Black Caucus Alliance work with the City's Strategic Communications and Initiatives Department to develop the key performance indicators for the new organization as well as the activities called for in this report. Those key performance indicators will then be reflected in the reports the City and the Black Caucus Alliance present to each other.

To launch The Black Caucus Alliance as an organization, the City of Mississauga should cover the start-up cost as well as fund the new entity's operational costs annually for no less than four years at an amount to be negotiated between the City's representatives and the current Black Caucus.

## **Inclusion and Engagement Strategies**

Throughout the consultations, it was revealed that strategies to bridge the connectivity gap between the City and its Black residents were needed. The recommendations below, therefore, outline key activities designed to foster better communications between the City and its Black communities, as well as the ways that the City could connect its Black communities to the greater social and political ecosystems.

### **Operation Black Box: Data Acquisition and Integration Strategy**

Consistently, members from the Black communities noted that they were not aware of various City activities and programs. It became apparent that the City first needs a means to identify members of the Black communities to then build better relationships with them. Therefore, it is recommended that the City launch a community data acquisition campaign, Operation Black Box, to identify and connect with Black residents and Black businesses in Mississauga.

Named after the "black box" in airplanes, Operation Black Box would be a knowledge hub that gathered key community data. The knowledge hub would be where Black residents could sign up for and/or register their businesses to then receive targeted information about the City's resources and activities. The knowledge hub would also offer the users information regarding external resources offered by Black community organizations. Connecting Black residents with Black organizations and other external resources will be a feature that will both attract users as well as community partners. Black organizations and businesses would enjoy the promotion the knowledge hub could offer them, and would then have an incentive to promote Operation Black Box within the community.

In fact, partnering with community groups will be an important promotional tool for Operation Black Box to garner initial users. It would be the responsibility of The Black Caucus Alliance to rally the communities' support. The Black Caucus Alliance will therefore engage Black organizations, communities, and faith-based leaders to create an engagement strategy that would encourage the City's Black residents to use the knowledge hub. The City, on the other hand, will be responsible for the development of the technical structures of Operation Black Box. The Black Caucus Alliance should therefore work with the City's Smart City initiative, the City's IT department, and its Economic Development Office to develop the project.

The information flow of Operation Black Box will move in two directions. The users of the knowledge hub will have access to information on services, resources, businesses, events, jobs, and grants, as well as funding and procurement opportunities, while users will offer the knowledge hub key data on an ongoing basis by responding to the surveys that will be hosted on the platform. Therefore, the City and The Black Caucus Alliance will gain the contacts needed to have greater reach into the communities, and through thorough data analysis, they will continually gain insights into the views, needs, and wants of the Black communities. The Ownership of Operation Black Box will be shared equally between the City and The Black Caucus Alliance.

In year one, it is recommended that The Black Caucus Alliance and the City promote Operation Black Box in accordance with the main missions of this report by utilizing social media as well as community and legacy media partnerships to present local public services announcements (PSAs) that:

- Create a targeted resource awareness campaign to promote the services, programs, and grants that the City and the Region of Peel offers.
- Launch a local Black Business identification campaign that attracts Black entrepreneurs to register their business in the Operation Black Box database.
- Launch a targeted political awareness campaign in partnership with local community leaders to further inform members of the Black communities and to invite them to participate in all levels of political life within the City. This campaign would in turn support the political inclusion strategies outlined in this report.

Thus, each campaign will highlight the importance of the communities' participation in Operation Black Box. In addition to the initial Operation Black Box data acquisition and engagement campaigns, the following activities and campaigns are recommended to further foster the inclusion of Black communities in Mississauga's political, social, cultural, and economic life.

Finally, as mentioned to earlier, the name Operation Black Box is a play on the nickname used for the flight data recorder founded in airplanes. However, the name of the initiative can be changed if The Black Caucus Alliance and the City see fit.

## Political Inclusion Strategy

Political inclusion is measured by the extent members of a given community have access to that society's decision-making structures. Any audit of the political infrastructure of the City that includes Council, Committee of Council, and the City's regional governance will reveal the lack of Black inclusion. Identifying the root causes of the lack of Black participation in the City's political structures are complex and may or may not be intentional. Yet to address the matter, the City needs to become intentional. Intentionally, The Black Caucus Alliance and the City need to work together to introduce Black communities' members to local political structures and official ones as well.

## Black Representation Committees of Council

Repeatedly, the participants of the BCE process called for more social and political inclusion at the City level. A review of the membership of the City's Committees of Council reveals that only a small fraction of the nearly 130 people appointed by Council to the 16 committees listed below are Black individuals. The low inclusion rate of Black representation on the City's Committees of Councils highlights that Black communities' members have little to no representation during the decision-making process across the top key issues that shape the activities of the City.

Being marginalized from the City's decision-making process keeps Black communities in a reactionary—or worst—a silent role in the City of Mississauga. To ensure that The Black Caucus Alliance links Black communities to the City's decision-making policies, the City Council should appoint no less than one member of The Black Caucus Alliance to the following key Committee of Councils:

**Accessibility Advisory Committee**  
**Mississauga Appeal Tribunal**  
**Traffic Safety Council**  
**Committee of Revision**  
**Election Campaign Finance Committee**  
**Environmental Action Committee**  
**Governance Committee**  
**Heritage Advisory Committee**

**Library Board**  
**Committee of Adjustment**  
**Mississauga Cycling Advisory Committee**  
**Property Standards Committee**  
**Public Vehicle Advisory Committee**  
**Road Safety Committee**  
**Incidents in City Facilities Committee**

Akin to the Committee of Councils, any City advisory bodies that includes local non-elected individuals, such as the City's Economic Committee of Council, also should include one Black Caucus Alliance representative. However, in the case of the Diversity and Inclusion Advisory Committee ("DIAC") and/or on any new creation of a Council of Committee that addresses anti-racism, anti-Black racism, or cultural and/or ethnic inclusion in its term of reference, the City's Council should appoint no less than two members of The Black Caucus Alliance. Equity should be at the forefront of the composition of Mississauga's Council Committees in order to ensure cultural cohesion. Thus, the structure of such a Committee of Council ought to be constructed in a balanced way to ensure that no cultural group is given any numerical advantages. This means that all members from various ethnicities, abilities, cultures, and cultural intersectionalities would need to truly negotiate.

To reverse the low inclusion rate of Black representation on the City's Committees of Councils, it will be incumbent on The Black Caucus Alliance to recruit high-quality representatives from Mississauga's Black communities with the talent, skills, will, and time to be effective members of a given Committee of Council. The Black Caucus Alliance will also be responsible for conducting community meetings that include its Committee of Council representatives to present City updates back to the Black communities, and those communities will in turn offer their feedback to the Committee of Council representatives. Thus, The Black Caucus Alliance Committee of Council representatives will not merely be an individualistic role, but rather a collective role. Therefore, current Black individuals on any one of the Committee of Councils can choose to remain as an individual or opt to join The Black Caucus Alliance to become a representative for Black communities by engaging with them on an ongoing basis. Therefore, to be clear, the City Council need not limit Black participation on the Committee of Council to those from The Black Caucus Alliance.

In addition to including Black representatives on the Committee of Council, the City of Mississauga should ensure that The Black Caucus Alliance build relationships with City Council members, representatives of the Region of Peel, as well as local MPPs, and MPs. The Black Caucus Alliance and the City should host meet and greets to ensure that political figures and Black communities' cultural and business leaders engage one another. Town halls could be used to appeal to a broader audience from within the Black communities. Such activities are naturally the practical extension of recommendation 2.1.3. Bridging the gap between Black communities and their local political officials and structures complements the appointment of members of The Black Caucus Alliance to the key Committee of Councils, as recommended in 1.8 of this report's summary of recommendations.

Finally, The Black Caucus Alliance and the City ought to develop programs that will support greater understanding of the political infrastructures, how to navigate them, and how to function within them by conducting civic classes and workshops on Robert's Rules—the procedural handbook that form the basics on conducting board meetings. In addition, workshops should be held on how to delegate at the city of Mississauga.

## Social and Cultural Inclusion Strategies

Throughout the consultations, members of the Black communities expressed that they wanted more representation within the City of Mississauga's social and cultural infrastructures. Therefore, to help to increase the Black communities' social and cultural footprint in Mississauga, it is recommended that The Black Caucus Alliance and the City work together to celebrate the initial concluding year of the **United Nations' International Decade for Peoples of African Descent** in 2024.

The event should aim to celebrate the many cultures within Black communities as well as promote cultural cohesion within the City by working across a wide range of cultures, ethnic groups, and organizations to foster greater understanding and partnerships among them. To do so, The Black Caucus Alliance should work with local cultural promoters, artists, and stakeholders within the entertainment and tourism sectors. This cultural inclusion initiative would also have a great impact on helping our local Black cultural enterprises and independent artists of the City, many of whom are currently financially suffering in the face of Covid-19. For that reason, it is recommended that activities targeting the celebration of the closing year of United Nations' International Decade for Peoples of African Descent becomes a legacy event that kicks off an annual celebration of local Black talent, businesses, and achievements within the City.

To promote the event, it is recommended that an online virtual series exploring the people and issues that impact Black communities and lives be launched no less than six months prior to the celebration. The Black Caucus Alliance and the City should again work with community leaders as well as mainstream and ethnic media (online and offline) to promote the series. Such activities could also be used to increase the public's awareness of Black Caucus Alliance and Operation Black Box.

In addition, to celebrate the closing year of the United Nations' International Decade for Peoples of African Descent, it is recommended that the City and The Black Caucus Alliance seek private and public financial support to conduct cultural and trade missions to and with African and Caribbean nations. Currently, there is an opportunity to collaborate with the federal government of Canada as it states that it is committed to "[Developing] a strategy for economic cooperation across Africa, including support for the African Continental Free Trade Agreement, facilitation of increased infrastructure investment, and expanding partnerships in research and innovation."

Aiming to carry out the activities and initiatives in 2024 not only allows for sufficient preparation time, but also the easing of the negative impact Covid-19 has had on in-person events. It is hoped by 2024, many of the activities and events could be done in person. If this is not possible due to a resurgence of the virus, then the events list above ought to be done virtually.

Outside of the activities surrounding the celebrations and of United Nations' International Decade for Peoples of African Descent, the City together with The Black Caucus Alliance ought to work with local City Boards and boards of nonprofits on an ongoing basis to encourage them to include Black representatives. This initiative should coincide with the awareness-and-inclusion campaign that would be designed to inform for Black communities of and invite them to participate in relevant social, nonprofits, and City Boards.



## Economic Support For Black Communities

Mississauga has a vibrant economy. According to its Economic Strategic Plan 2020–2025, the City generates \$55 billion per annum of economic output. That translates into \$77,000 per person, versus the province’s average of \$56,000 of economic output per person. Clearly, Mississauga has been an economic success story. Yet the passing of resolution 207 points to the acknowledgement that not every community has had equal access to the City’s economic success. Since the City’s overall economic strategies appear to be working, a reasonable tactic would be to find ways to connect the city’s economic strategy in a targeted and intentional way to allow it to better support the well-being of Mississauga’s Black communities. Therefore, the recommendations below are meant to promote the greater economic inclusion of Black communities in the Mississauga success story.

To do so, the recommendations outlined below have two main parts. The first part addresses ways to enrich the lives of Black communities as a whole. The second part of the recommendations is aimed at assisting the survival and growth of Black local businesses who have faced historical challenges due to systemic discrimination. For many local Black entrepreneurs, systemic discrimination has now been coupled with the current economic obstacles posed by COVID-19. To begin to address this reality, the recommendations will attempt to connect local Black businesses to Mississauga’s lucrative innovation strategic plan and ecosystems, as well as the City’s economic programs for its local businesses. The following is therefore recommended:

### Black Health and Well-Being Summit

The Black Caucus Alliance and the City ought to work with the Region of Peel, Peel Health, and health-related organizations such as Black Health Alliance, Moyo Health & Community Services, Trillium Health Partners, and Toronto Academic Health Sciences Network Research (TAHSNR) that are attempting to address anti-Black racism to host a Black Health and Well-Being Summit to then establish a Health and Well-Being Strategy for Black communities in the City. The Health and Well-Being Strategy must be holistic to include ways in which Black communities could access high-quality housing, health care, and education. Special attention ought to be paid to the intersectionality of those who are both Black and live with one or more disabilities, as well as those who are seniors. This initiative should also aim to identify and address underlying barriers that Black communities and families face when building wealth and/or aiming to access personal security.

The Black Caucus Alliance and the City should also engage with (and incorporate) current community initiatives such as Mississauga’s Cities Changing Diabetes (CCD) Initiative to support the summit. The City ought to work with the Region to develop a Black Health and Well-Being Summit to address the prevalence of diabetes, as well as chronic and cardiovascular diseases among Black communities. It is recommended that this initiative is launched in the second year of The Black Caucus Alliance engagement activities to ensure that it benefits from at least one year of community data from Operation Black Box. As a result, the completed Health and Well-Being strategy for Black communities should be delivered during the third year of The Black Caucus Alliance’ initiatives.

In addition to the Black Health and Wellbeing Summit, it is recommended that:

- The Black Caucus Alliance should work with the City and the Region of Peel to explore the feasibility of establishing a senior’s home for the Black communities
- The Black Caucus Alliance should work with the City and the Region of Peel to offer Caribbean and Afro-centric representation in child welfare and long-term care facilities, especially relating to culturally specific food
- The Black Caucus Alliance should work with the City, Peel Health, and community health groups to explore developing medical advocacy support for isolated and single adults within the Black communities

Finally, many participants of the BCE consultations felt that Black communities would benefit from greater financial insights. Therefore, to further support the Black communities' well-being, it is recommended that The Black Caucus Alliance work with organizations such as the Canadian Association of Urban Financial Professionals (CAUFP) to offer financial literacy programs for the Black residents of Mississauga.

### **Supporting and Recruiting Black Talent**

Currently, the City's HR department is working with the consultant firm KPMG to establish a strategy to diversify its hiring practices in hopes that its hiring outcomes will become more diverse. In light of the upcoming KPMG report: "Human Resources Recruitment and Leadership Succession Planning Process Review and Recommendations with an Equity, Diversity and Inclusion Lens.", The Black Caucus Alliance ought to support and work with the City's Human Resources department to promote the City's job opportunities within Black communities and develop targeted recruitment strategies for Black communities. These activities will complement the City's current commitment to reverse the underrepresentation of Black employees at the City. In addition, it is recommended that the City apply an equity lens at every stage of employment—including, recruitment, hiring, promotions, demotions, as well as exits and terminations.

Furthermore, it is recommended that The Black Caucus Alliance work with the City to establish next generation mentorship programs for Black Youths by establishing internship programs at the City. Such mentorship programs ought to span across all departments at the City. Recently, the City's HR Department has been working on a pilot to do just that with the Onyx Initiative. This Initiative aims to "expand the Black Talent pipeline by fostering cohesive, mutually beneficial partnerships to close the systemic gap in the recruiting and selection of Black university and college students and recent graduates for roles in corporate Canada." The collaboration has currently secured four intern positions for Black youths. Such activities out to expand to include all City departments. Furthermore, such activities should serve as a temple for the near-future inclusion of Indigenous youths.

To further remove systemic barriers that Black youths face in obtaining higher education and employment, it is recommended that:

- The Black Caucus Alliance and the City works with community leaders, universities, corporations, nonprofits, and high schools to help Black Students apply for and obtain loan-free funding to attend post-secondary education.
- The Black Caucus Alliance and the City work with the Regional of Peel, Children's Aid, Peel District School Board and Dufferin-Peel Catholic District School Board to identify at-risk students who are Black to offer those students internships and job opportunities in partnership with the private and public sectors.

## Black Business Inclusion Strategies

To support local Black businesses, it is recommended that The Black Caucus Alliance work with the City and its EDO to design programs and initiatives that specifically support Black entrepreneurs, as well as connecting them to the greater financial and innovation ecosystems.

### EDO Accelerator Inclusion

It is recommended that within the EDO's upcoming accelerator program that targeted support for Black communities and entrepreneurs be established. These services will be offered on a vertical axis to follow the classic scaling path of successful companies. This vertical design structure reinforces the aim of the City's upcoming accelerator.

The upcoming EDO-led IDEA Mississauga: The Mississauga Innovation District accelerator will reside in Mississauga's Square One. The accelerator will offer programs for businesses that fall within one of two categories. Either a business will be considered to be in its start-up phase or in its commercialized scale-up phase, earning revenues from 100 thousand to 2 million dollars. Traditionally, EDO has been committed to helping local businesses as well as attracting foreign businesses to establish themselves and invest in the City. Throughout the Black Economic Empowerment consultations, however, there were calls for more targeted support systems that include financial literacy programs as well as initiatives that will give Black entrepreneurs greater access to national and international markets—especially those within the greater global Black diaspora.

To provide the wide a range of unique programs and initiatives needed to better serve Black businesses, The Black Caucus Alliance will need create those programs and the initiatives to bridge the gaps between the communities' needs and activities the City currently can and traditionally offer. Therefore, the financial literacy programs along with the national and international expansion support systems and initiatives will be led by The Black Caucus Alliance in partnership with the community, corporate, and public support. The City too shall play a supportive role in those The Black Caucus Alliance led programs by offering networking support, advocating, and promoting them to the appropriate provincial and federal ministers and ministries. In addition, the City shall also play a supportive role in The Black Caucus Alliance led economic development initiatives by participating in virtual trade, cultural, and FDI missions that The Black Caucus Alliance will host to support the International Integration & Expansion program and its related initiatives. The chart "Scale Ready: A Targeted Support System for Local Black Businesses" seen on page 48 offers an initial outline of the various programs being called for. Such initial outlines will need to be further developed and defined through the use codesign sessions with the City as well as with private, corporate, and public stakeholders. For example, exploratory virtual trade missions could be conducted in partnership with a community partner such as the Mississauga Board of Trade. Such missions would in turn offer the insights necessary to create the business case for the City to explore and conduct FDI within African and Caribbean nations.

In addition, with the assistance of further engagement work with local Black businesses as outlined under Operation Black Box Initiative, it is recommended that The Black Caucus Alliance and EDO identify Black enterprises to be invited to participate in the EDO's accelerator program, that will include The Black Caucus Alliance complementary and targeted initiatives mentioned earlier.

Under such initiatives, it is also recommended that The Black Caucus Alliance and the City’s EDO support and foster the growth of Black businesses by:

- Working with industry leaders such as Business Development Bank of Canada (BDC), Export Development Canada (EDC), and Canadian Aboriginal Minority Supplier Council (CAMSC) to co-design and develop strategies to include more local Black Businesses in the competitive diverse supply chain
- Providing mentorship programs for Black entrepreneurs
- Providing targeted grants for Black entrepreneurs
- Hosting events with successful and inspiring Black entrepreneurs
- Working with the Mississauga Board of Trade, high commissioners, the private sector, provincial and federal governments, as well as the City’s EDO to establish the International Integration & Expansion Initiative as a unique program for Black entrepreneurs within the EDO accelerator program.

The International Integration & Expansion Initiative will link local Black businesses to the greater Black diaspora, allowing Black entrepreneurs the ability to leverage their ancestral homelands and histories to attract international partnerships. Such activities are shown within the *Scale Ready: A Proposed Support System For Local Black Businesses chart* as a part of the International Integration & Expansion section. This promotion of linking the talents, innovations, and businesses of the Black diaspora within the accelerator could and should partner with the diaspora activities previously mentioned under the recommended social and cultural inclusion strategies section. Therefore, such a program ought to be launched as a feature of the City celebration of the United Nations’ International Decade for Peoples of African Descent in 2024.

To further promote the inclusion of Black businesses in the City economic ecosystem, it is also recommended that:

- The Black Caucus Alliance should work with the City and its Economic Development Office to ensure that its strategic Economic Recovery Framework as part of the City's wider Recovery Plan includes targeted support for Black businesses.
- The Black Caucus Alliance should work with the City and its Economic Development Office to develop targeted messaging to ensure that Black female entrepreneurs are made aware of and are explicitly invited to access and participate in all the City’s business programs—especially those that are designed to help women in general overcome systemic barriers. Again, the data generated from Operation Black Box will be useful in this process by helping to attract and identify Mississauga's Black women who are entrepreneurs.
- The Black Caucus Alliance should work with the City’s Strategic Communications and Initiatives Department to host meet and greets with directors and managers of organizations across commercial sectors to explore strategic partnership opportunities to promote or support Black talent, innovators, and businesses.
- The EDO ought to work with The Black Caucus Alliance to connect Black businesses to the greater financial and innovation ecosystems. The Black Caucus Alliance and Equity Office should work to host an Equity Diversity and Inclusion Summit (“EDIS”). EDIS will host D&I staff from various corporations to participate in the summit. This will help The Black Caucus Alliance and the City expand their reach into corporate Canada to then develop partnerships with them and connect those corporations to Mississauga’s Black entrepreneurs.
- The Black Caucus Alliance and the City should invite organizations such as BDC, EDC, and CAMSC to co-design inclusion strategies to ensure more local Black Businesses are included in the competitive local and global diverse supply chain.
- The Black Caucus Alliance should explore the idea and feasibility of establishing a local Black Chamber of Commerce through collaboration and partnership with Mississauga Board of Trade.

# Scale Ready: A Targeted Support System for Local Black Businesses

## International Integration & Expansion

This accelerator program will be led by the Black Caucus Alliance in collaboration with community leaders, various levels of government assists, high commissioners, international officials, corporate partners, and businesses to create robust pathways for local Black businesses to access the greater Black diaspora's markets and communities locally and internationally to establish strategic partnerships within it.

## Mature

At maturity, enterprises are characterized as having the capacity to attract revenues, investors, and capital at competitive rates from quality financial institutions to expand operations. Thus, at this stage, the main programs will be led by the City while The Black Caucus Alliance offers targeted expansion readiness initiatives.

## Early Commercialization

At this stage enterprises are earning revenue but not profits. The accelerator should provide collective administrative support services in collaboration with community partnerships. This stage will also include programs designed to advance businesses to the intermediate stage. Again, programs will be led by the City, Black Caucus Alliance support.

## Concept

The accelerator's conception level activities will be geared for those desiring to become entrepreneurs. These early-stage programs will stress-test business ideas to identify those concepts that are viable. Candidates with viable ideas will then advance into the Start-Up program of the accelerator. Programs will be led by the City, with Black Caucus Alliance support to ensure activities are effective and targeted.

## National Expansion

The accelerator programs will be designed to guide entrepreneurs as they explore expansion models to access more of the local and national markets. The design of any national expansion support programs will be led by The Black Caucus Alliance along with community and corporate partnerships as the City play a support role.

## Intermediate

At this stage, the accelerator will begin to wean the enterprises off the collective administrative support services program. Instead, City-led support programs will be geared towards advancing the businesses to full maturity, where profits are achieved and earnings meet or exceed 2 million.

## Start up

This stage of the accelerator program will be devoted to developing blossoming entrepreneurs and their business concepts so that they can eventually become market ready and commercialized. Programs will be led by the City with Black Caucus Alliance support.

## Community Level

Financial literacy and basic skill training programs will be led by the Black Caucus Alliance with corporate and community partners.

## Innovation Inclusion Strategies

One of the contributing factors to Mississauga's economic success is its commitment to innovation. To ensure greater participation of Black communities in the achievement of City's innovation goals, it is recommended that the City assist The Black Caucus Alliance as it seeks to work with tech-based companies, innovation organizations, and institutes, as well as colleges and universities to promote and support the innovation sector within the City's Black businesses. To do so, the City and The Black Caucus Alliance should work together to attract top-quality talents from the Black diaspora with high-demand skills within the technology and innovation sectors. The Black Caucus Alliance therefore ought to first partner with an incubator with a Startup Visa designation and/or seek to obtain a Startup Visa designation for itself. Again, recruited talent will have skill sets that help to deliver advanced manufacturing, smart logistics, life sciences, and high-value business services. Of course, the promotion of local Black talent and business will be prioritized. The City's EDO and The Black Caucus Alliance will also need to work together to connect Black local Black Business and talent to the wider Innovation ecosystems. Encouraging talented and financially secure individuals in the City of Mississauga not only supports the City's goal to achieve its innovation aims, but such newcomers will help expand the City's tax base as well.

To assist in the identification and attraction of Black innovation, it is recommended that The Black Caucus Alliance and the City host a City-wide *hackathon* that invite local Black innovators as well as those from the greater Black diaspora to find tech-based solutions for commercial and social challenges, especially those that Black businesses and communities face. This activity should be incorporated into the overall 2024 celebratory activities mentioned in the Social and Cultural Inclusion Strategies section of this report.

In addition, to include local Black-owned businesses that are not tech-based into the City innovation narrative, it's recommended that The Black Caucus Alliance work with the City to establish a technology and innovation assessment program to help those companies identify the technologies and tech integration processes that will enhance their companies' operations. Such an initiative could be an excellent feature of the City's Economic Recovery Framework as part of the City's wider Recovery Plan to assist businesses facing the negative economic impacts of COVID-19.

## The Establishment of a Black Community Innovation Hub (BCIH)

The work of the new Black Caucus Alliance needs a home to truly flourish. The BCIH would therefore aim to be a place to centralize many of the activities presented in this report. The BCIH will also celebrate the diversity of culture and excellence within Black communities, as well as attract both local and international Black innovators to nurture and encourage the growth of Black innovation within the City of Mississauga.

It is thus recommended that the City and The Black Caucus Alliance work together to establish a Black Community Innovation Hub (BCIH) to foster collaboration among Black communities and the wider communities at large. Thus, the BCIH would play an integral role in developing the ongoing political, social, and economic inclusion initiatives outlined above. The BCIH would allow The Black Caucus Alliance to pursue unique activities that would support Black businesses. One such activity requested by small Black food producers during the consultations included working with the City and its Economic Development Office to establish partnerships with institutions like Seneca or Sheridan, and retailers to develop a shared production facility. Such a facility would need to be Good Manufacturing Practice (GMP) compliant, and Hazard Analysis Critical Control Point (HACCP) certified to enable small to medium-size food producers within Black businesses to scale up their production capacity within the facility to then hopefully advance their businesses into channel marketing within our local grocery stores and thus allowing local food producers to expand.

To establish the Black Community Innovation Hub (BCIH):

- The City should lease one of its properties, like that of Bussell House, with a standing structure and enough land to develop the hub, for the amount of one dollar annually for a hundred years. BCIH should be maintained by the City as it would any other City property.
- The City and The Black Caucus Alliance should work with all levels of government as well as the private sector to raise the funds needed to address any restoration and construction needs to establish the hub. Such a funding method would mirror the collective impact model used to develop the Tamil Community Centre that has garnered over \$35.8 million from all three levels of government and private supporters.
- Once the BCIH is launched and the City's targeted accelerator initiatives for Black entrepreneurs outlined above mature and become fully tested and functioning programs, it is highly recommended that The Black Caucus Alliance integrate those initiatives into the BCIH. While the initiatives will move over to the BCIH, the partnership between The Black Caucus Alliance and EDO ought to continue on an ongoing basis.

While the Black Community and Innovation Hub is being developed, the City should offer an office space free of charge.

## Policing and Community Engagement

Within the Region of Peel, three levels of government impact policing: provincial, regional, and municipal. Most direct authority rests at the provincial government level. In addition, there are several advocacy and community groups currently working with the Peel Regional Police (PRP) to address the ongoing shortcomings that governs policing and Black communities in Peel. Representatives from the PRP acknowledge this fact. While the current advocacy work is encouraged to ensure that ongoing systemic discrimination in policing is put to an end, this report seeks to assist that process by creating platforms upon which the City could support Black communities and PRP engaging each other in a progressive and collaborative way. Therefore, all the recommendations regarding policing focus on transforming the current adversarial relationship between PRP and the Black communities into one of allyship and partnership. To lay the foundation to materialize this ambition, five foundational activities have been identified. Those five activities and initiatives fall under two main categories.

### Policing Police Advocacy

Since much of the authority of the PRP is held at the provincial level, the first category is advocacy—where The Black Caucus Alliance and the City work together to lobby the Province of Ontario to carry out several key activities. Therefore, it is recommended:

- That the Mayor and Council work with The Black Caucus Alliance to continue to encourage the Province of Ontario to legally advance more of Justice Tulloch’s recommendations on policing.
- That the Mayor and Council work with The Black Caucus Alliance to continue to encourage the Province of Ontario to appoint a Black representative on the Peel Regional Police Service Board. To support such a representative, The Black Caucus and the City out to work together to connect that representative to Mississauga’s Black communities by carry out ongoing community consultation to inform those communities of relevant updates and to gather their feedback. It thus ought to be mandatory that the future Black representative on the Peel Regional Police Service Board engage Black communities within the City on monthly basis through his/her/their tenure.
- That the Mayor and Council work with The Black Caucus Alliance, Peel Regional Police, and other community leaders across Mississauga’s ethnic landscapes to encourage the Province of Ontario to address legal and financial barriers to enable community agencies to respond to mental health crisis calls where a police presence is not required, in keeping with the goals and objectives of its **Community Safety and Well-Being (CSWB) framework.**



## Peel Regional Police and Black Communities Engagement Strategies

The second category is community engagement—where Peel Regional Police and Black communities are encouraged to work together to affect change by fostering greater collaboration and building greater understanding. Therefore, the first engagement recommendation hopes to right past mistakes. Wounded from the SRO experience, where Black children were over-policed within our schools, Black community leaders within the consultation process made it clear that the PRP ought not work with Black children without their parents’/guardians’ presence. However, positive engagement between Peel Regional Police and Mississauga’s Black communities is necessary to encourage healing and greater understanding. Therefore, it is recommended that The Black Caucus Alliance work with Peel Regional Police’s EDI Service Board and community leaders to jointly facilitate engagements with Black families.

In contrast, the second engagement recommendation takes a more futurist lens. While local and international physical altercations between Black individuals and the police currently captures headlines and sparks outrage, increasing the unseen use of data and new technologies are having profound impacts on our society—especially on those within our society that are from Black and marginalized communities. For example, Joy Buolamwini, an Edmonton woman born of Ghanaian descent and the co-founder of Algorithmic Justice League, successfully convinced Microsoft, IBM, and Amazon to pause their facial recognition tools intended for US police departments due to inherent programming biases that negatively impacted those who were not white.

In light of such realities, the question is: “*How are new technologies being used here in the Regional of Peel?*” How can all community stakeholders work together to ensure that new technologies in policing keep us all safe with accurate data while our privacy is also protected? To explore the impact AI and new technologies are having on policing locally, it is recommended that The Black Caucus Alliance collaborate with Peel Regional Police to lead the residents of Mississauga in an inclusive discussion regarding the exploration of AI and new innovations and technologies within policing. This process will result in the establishment of a framework on which an “*AI and Policing*” policy can be built.

Together, The Black Caucus Alliance along with Peel Regional Police should lead Canada into its first community-driven *Statement of Principle* regarding AI-led predictive policing. Such an initiative aims to transfer the current communities’ distrust into partnership by first initiating a City and/or regional discussion that will include all (transcending ethnicity, class, and gender) to establish a progressive and timely document on how we can protect our civilian privacy and trust while empowering our police officers as they work in the era of AI and other disruptive innovations and technologies.

The *Statement of Principle* will then form the foundation of AI-led predictive policing policy that PRP can then use to guide its adoption of new technologies. Such an initiative could not only allow for a long-standing social impact in the Region of Peel, but it could also finally see to the existence of a culturally neutral initiative led by Black communities—putting them in progressive role instead of a reactionary one. Thus, the initiative will also allow Black leadership to embark on a cultural cohesion project while working with the PRP outside of a reactive adversarial context to offer a platform of mutual respect and collaboration for Black communities and PRP.

Hosting such a forward-oriented initiatives would place the City of Mississauga at the forefront of the North American discussion regarding AI and policing. To date, no City in North America has yet to establish such a guiding principle. This is mainly due to the fact that many cities including Montreal tried to tackle the impact of AI and policing legally, as opposed to collaboratively. In contrast, the City of Mississauga’s *Statement of Principle* would not be adversarial in nature, but a co-design document that currently has the buy-in from the Canadian Civil Liberties Association and Peel Regional Police.

## City's Corporate Security

By working on strategies to promote equity, diversity, and inclusion among members of its Corporate Security Office, the City has begun to address the Black communities' concerns regarding not feeling welcomed on City properties. To resolve the matter, three recommendations are offered:

First, it is recommended that the City and The Black Caucus Alliance review the City's corporate security policies and treatment of Black residents on City properties. To do so, the City and The Black Caucus Alliance ought to review the corporate security's incident reports starting from the previous five years and then on an ongoing basis to uncover whether or not Black individuals have been (or are) overrepresented in those reports.

Second, it is recommended that if Black individuals are found to be overrepresented in those reports, or the City's corporate security has not documented the race or ethnicity of those it comes into contact with, then the City Corporate Security, The Black Caucus Alliance, and the Equity Office ought to work together to develop strategies and policies to address the concerns some Black residents have regarding entering City property.

Finally, it is recommended that the City's Strategic Communications and Initiatives Department work with a stakeholders including The Black Caucus Alliance to develop key performance indicators to measure the progress of the City's Corporate Security in relation to the treatment of Black individuals on City properties.

All the recommendations regarding the City's corporate security aim to ensure that at the very least, the City of Mississauga's properties are and feel safe for everyone that enters them.

## 11. OVERVIEW OF RECOMMENDATIONS

Overall, the recommendations fall within one of four major overarching themes: Inclusion, Governance, Economic Empowerment & Wellness, and the development of the BCIH. Since the First steps in building any relationship begins with an introduction, the inclusion strategies are the most pronounced ones in this report and overlap with all the other clusters of recommendations. As a result, many of the activities in this report ask the City simply to connect with Black communities to then connect those communities to the greater political, social, financial, and innovation ecosystems.

However, to effectively carry out such inclusion strategies, a good governance framework will have to be established for the new Black Caucus Alliance, along with a memorandum of understanding that will govern its relationship and activities it will have with the City. In addition, in alignment with good governance, the development of KPIs is vital to measure the development of City's engagements with Black communities in both qualitative and quantitative terms to ensure accountability and transparency. The process of establishing an accountability framework aimed at tackling anti-Black racism and systemic barriers will inevitably lead to a very important yet complex question: Can such work be done without the use of race-base-data? The short answer is no.

In this report, the gathering of the communities' data via Operation Black Box, the tracking of incidents report via the City's Corporate Security, the measuring of the City's ability to recruit, retain, and promote Black talent in addition to the calls for equity KPIs in this report all speak to the need for race-based data. Yet, calling for the use of race-based data is not done lightly. Race-based data is a double-edged sword. While it can be a useful tool, it can also be rigged. In the wrong hands race-based data can be sanitized or weaponized to distort reality and reinforce traditional biases. How data is gathered, stored, and framed will need the greatest of transparency, community oversight, and care to ensure that the data used is clean, honest, and thus effective.

Clean and effective data is also needed to drive the Economic Empowerment & Wellness recommendations seen most predominantly in Section 3: Support For Black Community and Section 4: Black Business Inclusion Strategies. The call for a Black Health and Well-Being summit is based on the knowledge that more community engagement is needed to capture the insights needed to elevate the Black communities' overall well-being within the City of Mississauga.

Meanwhile, the recommendations seen in Section 4: Black Business Inclusion Strategies and Section 5: Innovation Inclusion Strategies support existing Black businesses while nurturing the development of a fresh pipeline of innovative local and international talent within the Black communities for the City. As a result, in partnership with the Black Caucus Alliance, the City of Mississauga will have the ability and the all perquisites needed to attract the brightest and the best within the Black diaspora who will in turn contribute to the building of a more prosperous Mississauga. Thus, all of Mississauga's local entrepreneurs will benefit, especially those from within its Black communities who will gain access to new opportunities and markets. These new opportunities and markets will not only strengthen the City as a whole, they will strengthen the Black ecosystems--thus, empowering Black communities to empower themselves through enterprise and innovation. And it will be such enterprise and innovation born out of collaboration that will be the heartbeat of the Black Community Innovation Hub.

Now that there is a body of recommendations and related activities, the next natural question is when should these the delivery of recommendations occur. The precise timeline of the delivery of the activities outlined in this report will need to be negotiated between the City and the Black Caucus Alliance as the two develop a work plan during the memorandum of understanding development phase. That being said, below outlines a temporal guideline:

### **Quick Wins: April 2022 – March 2023**

- Recommendations being passed by Council
- The transformation of the Black Caucus into The Black Caucus Alliance
- The launch of Operation Black Box's community engagement strategies
- The launch of City-led targeted meet and greets for Black community leaders and businesses
- The launch of targeted inclusion strategies for Black women
- The Black Caucus Alliance identifying a Black incubator/accelerator program
- The launch of City-led civic training
- Hosting a celebratory event for the early wins

### **Mid-Range Wins: April 2023 – Sept 2024**

- Implementation of Operation Black Box (Fully developed)
- The launch of a target acceleration program designed for Black businesses
- Hosting the Equity Diversity Inclusion Summit
- Hosting the 2024 celebratory activities, including virtual trade missions

### **Long Range Wins: 2025+**

- The full launch of the Black Community Innovation Hub
- City conducts Foreign Direct Investment missions to African and Caribbean nations

The next step in the process of realizing the recommendations is to create a work plan that will put the recommendations into action. To do so, as mentioned earlier, additional, co-design, and working sessions will be required between The Black Caucus Alliance and City. Yet, bureaucratically speaking, from the City's point of view, not all of the recommendations may have been created equally—nor were they meant to be. The recommendations were meant to serve equity.

Therefore, as seen in this report, some recommendations sit outside the legal jurisdiction of the City. If that is the case, then the report has explored ways that the City could best advocate for a given recommendation to the correct governing body, which includes the Region of Peel, the Province of Ontario, and/or the Federal Government of Canada. For example, matters pertaining to the Peel Regional Police or the Peel District School Board are the domain of the province's Ontario government—not the municipalities that make up the Region of Peel: Mississauga, Brampton, and Caledon. In such a case, the City can only lobby the governing body to advocate for a particular recommendation, but cannot directly enforce it.

If, however, a recommendation does fall within the jurisdiction of the City, three main questions will need to be asked:

- **What department at the City would oversee or be directly impacted by a given recommendation? And what implementation insights could it offer?**
- **Did those City stakeholders have the will or capacity to make the necessary changes?** Before becoming a nonprofit, the Black Caucus' will need engage with the City staff to assess if there are barriers to achieving the City's full buy-in to support implementing a particular recommendation. If there are, additional out-of-the-box approaches will need to be designed and deployed to overcome those barriers.
- **How should a set of recommendations be implemented to ensure that Black communities were positioned in progressive and collaborative roles?**

Such recommendations that fit within the City's scope should naturally be led by the City with Black Caucus Alliance oversight. While playing an oversight role, The Black Caucus Alliance need not be a fully independent organization. Instead, to ensure those activities that fit within the City's scope can be launched as soon as possible, the Black Caucus Alliance could be a working and/or advisory group. The hosting of meet and greets for example, need no delay.

To carry out the initiatives that do not fall within another governing jurisdiction yet do not quite currently fit within the "normal" scope of the City's activities, The Black Caucus Alliance and the City will need to develop unique out-of-the-box community friendly approaches and solutions to implement them. Such recommendations should be led by the Black Caucus Alliance, who in turn will hire the appropriate community talents to carry out those required activities. Acquiring such talents will require City funding.

For example, to launch the development of the BCIH, The Black Caucus Alliance, while still in its early advisory phase, should identify the individuals that will make up the BCIH committee that would work with the City to co-design a path forward for the initiative. The early BCIH committee and City planning phase should take place if the Black Caucus transforms into The Black Caucus Alliance (a legal non-profit) or has appointed a trustee that both it and the City trust to oversee any financial activities. Subsequently, the City then ought to fund the appointment of BCIH committee's fundraiser, who then would identify private, corporate, and public funding, such as the Community, Culture and Recreation Infrastructure Stream (CCRIS) of the Investing in Canada plan to ensure that conversion of a City property into the communities' Black Community Innovation Hub.

As seen in the BCIH example, to quickly launch the initiatives in this report, an early-stage advisory committee could be formed under the leadership of the Black Caucus chair that can then be absorbed into the non-profit, Black Caucus Alliance, once it is fully established. By using such an evolutionary model to establish itself, The Black Caucus Alliance can move from initially being an advisory body into working committee committed to offering oversight over City activities and then in a non-profit that continues the work of former stages to also be a community aggregator facilitating the construction of local led Black ecosystems with the City's support. Such organizational adaptability will be a necessary feature of The Black Caucus Alliance to ensure that initiatives are created in alignment with the community needs in a manner that transcends the City's traditional procedural realities if need be.

Therefore, The Black Caucus Alliance will serve as a vehicle that allows the City to better connect with its Black communities while exploring new out-of-the-box means to do so. By using such an approach, the recommendations that do not neatly fit inside the City's traditional activities, bi-laws, or procedures, need not be discarded. Instead the Black Caucus Alliance must be utilized and supported to do precisely "such sort of work" to produce fresh solutions. For that is the "sort of work" the Black communities have clearly called for and endorsed.

## 12. Conclusion

In conclusion, these first set of consultations with Black communities did what we set out to do. Throughout the consultations, the BCE team gained greater understanding of the lived experiences and challenges of our Black communities in Mississauga. By employing a co-design sensibility, the BCE team, subject matter experts, City staff, as well as community and stakeholder representatives, used the heightened insights to identify opportunities to improve the lived experiences and the well-being of members of the Black communities that reside in Mississauga. The process also uncovered the way that the City could assist its Black residents to better access its resources. In addition, community and subject matter experts' recommendations were utilized to create new pathways to resolve systemic challenges that have undermined Black communities' access to economic and political inclusion, housing, health care, essential services, and justice within policing.

Over and over again, the reality of Black communities being stuck in a reactionary role became apparent throughout the BCE process. From the recommendation to include a unified Black presence on the City's Committee of Councils to the proposal to have the Peel Regional Police collaborate with the Black communities, the recommendations all aim to reposition the Black communities into progressive roles.

Being in proactive, progressive roles would allow Black communities to leap forward to be among those receiving and creating the knowledge that informs the City's—and its allies—activities and policies. Proactive roles, then, would demand Black communities' participation to ensure success. This new position of progressive leadership will redesign the current balance of power to challenge those who—from within and outside the communities—who have come to bank on the absence of Black communities' representation.

Of course, the development of progressive leadership within the City is only one of numerous tools required to address the social, political, and economic wrongs that anti-Black racism has created. By committing to placing Black communities in proactive roles, the recommendations in this report echo the calls being made by Canadian organizations advocating for improving the lives of those from Black communities, such as Network for the Advancement of Black Communities and Black Opportunity Fund: ***Nothing About Without Us!***

Yet, the recommendations outlined in First Steps—while extensive—are insufficient to address all the negative impacts that racism has had—and continues to have—on Black communities. There is so much more that needs to be done. Instead, the recommendations attempt to lay the foundation for further community empowerment. In the end, this report is best described by the words of Lao Tzu: “The journey of a thousand miles begins with one step.”

# THE BLACK CAUCUS



**Linden King** is The Chair of the Black Caucus and has a long and successful track record advocating for Black communities. Mr. King is the president for Safe City Mississauga, Chair of the United Way Greater Toronto Black Community Advisory Council, director for The Canadian Mental Health Association Peel Dufferin, former Co-chair for the Peel Region Police Black Community Advisory, Community and Stakeholder liaison for the Toronto Caribbean Carnival, and on the Board of Directors for the Mississauga Arts Council. In addition, Mr. King is also an advisor with the Region of Peel Community Safety and Well-being System Leadership Table, as well as the Systemic Discrimination Action Table. Mr. King also volunteered with the Ontario Trillium Foundation Halton-Peel Grant Review Team, was a director with Mississauga Youth Games, served on the Mississauga Cycling Advisory Committee, and was an advisor to the Peel Multicultural Council.



**Melanie Botembe** is a Business Advisor with 17 years of industry and consulting experience building best-in-class, inclusive organizations. Melanie is a proven leader in running large-scale operational excellence transformations focused on people, process, and technology. Melanie is well-known for leadership coaching, problem-solving, and leading high-performing teams in complex and ever-changing environments. Melanie is also the co-founder of Botembe Tulloch Group, a boutique professional services advisory firm whose mission is to help clients build best-in-class, inclusive organizations. Outside of the office, Melanie uses her business acumen to serve and advocate for marginalized communities. In her spare time, she enjoys spending time with her family and friends and teaching fitness classes in the community; she is a part-time fitness instructor for the City of Mississauga. Melanie holds a Certificate in Diversity and Inclusion from Cornell University, an MBA in Finance from Howard University, and a BCom in Finance from McGill University. She is also a Certified Lean Six Sigma Master Black Belt and a Change Management professional.



**Lori Brotherton** manages a corporate governance research centre at the Rotman School of Management at the University of Toronto. She leads and oversees the execution of all research projects and centre programming. Lori has built a wealth of experience in corporate governance over the past several years. Her career, drawing on specialized expertise and training, focuses on equipping board directors and organizations with tools to embody good governance and effectiveness.

While at the Institute of Corporate Directors (ICD), she led a board education portfolio, researching and developing a curriculum on director and corporate governance issues. Subject areas included executive compensation, audit committees, human capital management, strategy, and enterprise risk. Her professional portfolio also includes leading stakeholder engagement initiatives to improve boardroom diversity and inclusion at OnBoard Canada (at Ryerson University), and launching advanced not-for-profit director education at the Canadian Board Diversity Council.

# BLACK CAUCUS



**Audrey Campbell** is a passionate community advocate. She is the Co-chair of the Toronto Police Service's Police and Community Engagement Review (PACER) Advisory Committee, which is a civilian and police committee that works on community and police models that addresses the underlying issues of public trust, accountability, and transparency. She has recently been appointed to the RCMP Management Advisory Board currently assigned to the taskforce reviewing education and training for new recruits.



**Len Carby** is a Financial Planner with RBC Wealth Management, where he helps Mass Affluent clients and Business Owners with Investment, Retirement, Tax and Estate Planning advice. With a sterling record of over twenty years of community service in Canada and abroad, Len is driven to serve his community by bringing practical and innovative social leadership. He believes in offering new ideas to make his community more caring, inclusive, and welcoming.

He holds a Master's Degree in Business Administration (MBA), the Personal Financial Planner (PFP) designation, a Fellowship of the Life Management Institute (FLMI), and several professional qualifications for the Canadian Financial Services industry.

Len is passionate about volunteering with several community initiatives including:

- Strategic Resource Development Committee—United Way Greater Toronto
- Black Community Advisory Council (Chair 2012-2018)—United Way Greater Toronto
- Co-Founder/Board Member (2016-2019)—Federation of Black Canadian
- We Rise Together Steering Committee —Peel Public School Board
- Black Community Advisory Committee—Peel Regional Police
- Mississauga Mayor's Black Advisory Committee
- Mentors with LEAD Organization and Stand-Up Conference

In addition, Mr. Carby has earned the 2018 Community Leadership Award from the United Way Greater Toronto as well as the 2018 and 2019 RBC Royal Bank - Community Service Awards.



**Dion Carter** works in the diversity, inclusion, and accessibility space, and has focused on how to operationalize inclusion through various initiatives at the University of Windsor, CAMH, and Hamilton Science. Mr. Carter has also worked on HIV initiatives within racialized communities. He belongs to the Ontario Black Teachers' Association.



# BLACK CAUCUS



**Tobi Ogude**, aka "Amad Freeman" works on investment and artistic initiatives that focus on the promotion of Black and Queer artists and entrepreneurs. By working closely with both land developers and music industry moguls, Mr. Ogude is determined on creating initiatives for affordable housing, as well as new and creative music platforms for racialized communities.



**Martin Reid** has extensive experience working with at-risk youths. He also explores the cross-sectionality of fitness and anti-racism and is a strong proponent of body-positivity and creating spaces of inclusivity and accessibility. Martin Reid is a Ward 9 Resident in the City of Mississauga and he celebrates the rich heritage of the descendants of the Mississaugas of the Credit, upon whose land we tread. He and his wife Alexandra are in a blended family with four teenagers. With his Master's Degree in Counselling from Tyndale University, he started working in the Social Services sector, connecting with the Community as a Housing Coordinator at The Dam - Develop, Assist, and Mentor, and still he serves as a board member for this non-profit organization. Due to his direct community impact, Martin Reid was selected to be one of 12 members of Mayor Crombie's Black Caucus to advise on what the City could do to diminish systemic barriers to promote greater well-being within Black communities and throughout the City as a whole. Holding a degree in Counselling along with 20 years of experience in the fitness industry, he understands the importance of building healthy homes and cities. Currently, Martin is a Movement Specialist, and in 2020, he launched The Core Conversations Podcast, which speaks to the intersectionality of race and fitness. He also opened a The Reid Method Pilates Studio.



**Heather Relf** has served on the Mississauga Traffic Safety Council for 12 years in a variety of roles including Vice-Chair and the Mississauga Library Board for four years as a committee member. She is also a Dr. Arthur Wood Award Recipient for her dedication and worked with the Mississauga Traffic Safety Council. She is the former President and Treasurer of the Mississauga Girls Hockey League, serving for 11 years, with a focus on increasing the accessibility of hockey to not only the Black community but increasing overall diversity.

# BLACK CAUCUS



**Shelly Scott-England** immigrated to Canada as an education and business professional in 2014. As a resident of Mississauga, she co-owns and operates a small family business specializing in digital signage deployment. She has extensive experience working on initiatives pertaining to early childhood education, Black youths, and community development in North America and the Caribbean from both the public and private sectors. She is involved in various community groups committed to promoting respect for human rights and sustainable community welfare. Shelly has over 20 years of government service and business experience, as well as over 30 years of active civic engagement.



**Lisa Small** is an anthropological archeologist with a specialization in African diasporic history and culture who has lectured on race relations at universities across Canada. Ms. Small sits on Mississauga Heritage Advisory Committee and is a Board Member for Museum of Ontario Archeology.



**Craig Wellington** is currently the Executive Director of the Black Opportunity Fund, which aims to establish a sustainable pool of long-term funding to help combat the impact of systemic, anti-Black racism and promote social and economic empowerment. Wellington has held progressive leadership positions in not-for-profit organizations for almost 30 years, with extensive experience working in partnership with corporate Canada, educational institutions, and all three levels of government.

Craig is an experienced DE & I consultant delivering thought-provoking presentations on diversity, equity and inclusion, and helping organizations to develop impactful DE & I strategies. He was recently a member of the Toronto Chief of Police's Black Community Consultative Committee, is a current member of the City of Mississauga's Mayor's Black Caucus, and an advisory board member of the Black Community Action Network of Peel Region (BCAN).

# UpSurgence.



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Date: March 28, 2022	Originator's files:
To: Chair and Members of General Committee	
From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works	Meeting date: April 13, 2022

## Subject

**Property Standards By-law Enforcement Updates**

## Recommendation

1. That the Property Standards By-law 0654-1998 be updated and amended, as outlined in the report from the Commissioner of Transportation and Works dated March 28, 2022 entitled 'Property Standards By-law Enforcement Updates'.
2. That a three year proactive property standards pilot project be approved, effective April 13, 2022.
3. That a Compliance and Licensing Enforcement (CLE) re-inspection fee of \$350.00 and an administrative fee of \$430.00 or 15% of total costs of the invoice, whichever is greater, be approved and added to Schedule B-1 of the User Fees and Charges By-law 0247-2021.
4. That the 2022 complement for CLE be increased by one permanent Full-Time Equivalent (FTE) Licensing Administration Clerk and six new temporary contract capital FTE positions.
5. That a new cost centre 22654 'Property Standards Enforcement' be created with a gross expenditure budget of \$119,100 offset by a revenue budget of \$119,100 for 2022.
6. That the fees described in Recommendation 3 be deposited in cost centre 22654 Property Standards Enforcement.
7. That a new capital project PN 22-093 'Proactive Property Standards Pilot Project' be established with a gross budget of \$1,691,600 and net budget of \$0.00.
8. That staff report back to General Committee in Q3/2024, as outlined in the report from the Commissioner of Transportation and Works, dated March 28, 2022 entitled 'Property Standards By-law Enforcement Updates'.
9. That all necessary By-laws be enacted.

## Executive Summary

- Staff received direction to review the Property Standards By-law 0654-1998 (the "By-law") provisions relating to construction site hoarding and fencing, the management of abandoned, vacant and derelict properties, along with water drainage requirements.

- Staff conducted a property standards enforcement review, which included a jurisdictional scan of seven comparable municipalities' property standards by-laws, enforcement service delivery models and enforcement fees.
- Staff recommend By-law amendments to the fencing, hoarding, land clearing and drainage provisions be implemented synchronously with a directed enforcement strategy to address vacant buildings that are derelict or boarded.
- Staff recommend the implementation of a three year proactive property standards pilot project that will require six temporary FTE Enforcement staff, commencing in Q2 2022.
- Staff recommend that a CLE re-inspection and administrative fee be approved as a cost recovery measure. One additional permanent FTE Licensing Administration Clerk is required to administer and process these new fees.
- The Regulatory Services Operating Budget impact is projected to be fully recovered from the fees collected in year 2022 and in subsequent years.

## Background

Since 2019, numerous Councillor enquiries relating to property standards have been received by staff. Reports were brought forward to General Committee in 2020 on grading and drainage as well as on the enforcement of property standards. The subsequent resolutions resulted in direction to Enforcement staff to report back on potential By-law amendments and heightened enforcement practices relating to construction site hoarding and fencing, the management of abandoned, vacant and derelict properties, along with water drainage requirements.

In order to address widespread deterioration and repeated lot maintenance concerns, Councillors regularly request that Compliance and Licensing Enforcement (CLE), conduct proactive property standards inspections. These requests have been specific to vacant and occupied properties, including both commercial and residential land.

In response to Council direction and ongoing enquiries, CLE conducted a property standards enforcement review. This report summarizes staff findings and provides recommendations related to:

1. The Property Standards By-law (the By-law);
2. Enforcement Service Delivery; and
3. Proposed Enforcement Fees.

## Present Status

### 1. PROPERTY STANDARDS BY-LAW

Property standards by-laws are limited to prescribing standards for the maintenance and occupancy of property pursuant to the *Building Code Act, 1992*, S.O. 1992, c. 23.

### Construction Site Hoarding and Fencing

The By-law prescribes minimum maintenance standards that include the requirement for fencing to be structurally sound, free from defects and maintained in a good state of repair (section 25). In the case of hoarding, the By-law also requires that it be secure and free of unauthorized signs and posters (section 29). The By-law does not currently prescribe standards for fencing to be of uniform construction or require hoarding to be constructed in a manner to prevent litter or debris from blowing onto adjacent properties.

### Abandoned, Vacant and Derelict Properties

The By-law contains a general provision that requires all buildings or structures, or parts thereof that are unfinished to be finished in an acceptable manner within a reasonable timeframe and in accordance with all applicable laws (section 14). Currently, CLE undertakes progressive enforcement to address property standards complaints relating to abandoned, vacant and derelict properties, which often results in properties being boarded to protect against unauthorized persons, the entrance of elements and the infestation of pests.

The By-law identifies minimum maintenance standards with respect to the boarding and demolition of vacant or damaged buildings to protect the building and adjoining properties against damage (section 14.1). The By-law outlines temporary and progressive boarding requirements relating to vacant and damaged buildings including, the application of wood, metal and brick or concrete block. Currently, there is a wide variance between complaint files for the duration of time that CLE allows abandoned, vacant and derelict properties to remain boarded.

The By-law also prescribes that all exterior property areas, including vacant land, shall be maintained in a clean and reasonable condition so as to prevent fire, accidents or health hazards (section 28). Currently, the By-law does not prescribe a specific timeframe for properties to be cleared of debris resulting from demolition activities.

With respect to properties that are subject to an active building permit, there is no prescribed timeline for a proponent to complete all work for which the permit has been issued. The *Building Code Act* prescribes that such work be commenced within six months of date of permit issuance, and that the period of time not exceeding one year elapses between permit related work activities. Failure to meet these requirements may result in revocation of the building permit by the Chief Building Official.

### Water Drainage

The By-law contains provisions that require low lying or excavated land to be graded or filled to prevent ponding (subsection 28(2)). Furthermore the By-law prescribes that water run-off from roof surfaces be discharged and contained on the property that it originates from so as to prevent flooding of neighbouring lands (subsection 37(3)). Currently, the By-law provisions do not address sources of water drainage such as sump pumps or privately owned catch basins that, if discharged improperly or are damaged or obstructed, may contribute to the flooding of neighbouring land. Residents that are affected by these concerns may choose to initiate civil litigation in an effort to resolve them.

## **2. ENFORCEMENT SERVICE DELIVERY**

Currently, CLE does not conduct proactive inspections related to property standards or lot maintenance concerns, except when a health and safety risk is identified during the course of a reactive inspection. All complaints are investigated within five days of receipt and once compliance has been achieved, complaint files are closed. Currently, CLE does not conduct proactive follow up inspections after compliance has been reached. CLE requires a subsequent public complaint in order to initiate a new complaint investigation.

## **3. ENFORCEMENT FEES**

A considerable amount of CLE resources are dedicated to escalated enforcement and file management for non-compliant properties. The *Municipal Act, 2001* (section 391), authorizes a municipality to impose fees or charges on persons to recover certain costs. Currently, CLE does not utilize any cost recovery methods for enforcement of non-compliant properties.

# **Comments**

## **1. PROPERTY STANDARDS BY-LAW**

### Jurisdictional Scan: Property Standards

Staff conducted a jurisdictional scan of seven other municipalities' property standards by-law regulations including, the Town of Oakville and the Cities of Brampton, Burlington, Hamilton, Ottawa, Markham and Toronto (Appendix 1).

### Recommendation: Property Standards By-law Amendments

Staff are proposing six By-law amendments that will support the enhancement of community standards and align By-law requirements with those of comparable municipalities (Table 1).

Table 1: Recommended Property Standards By-law Amendments

Item	Relating To	Provision	Recommendation
1	Fencing	Amend Existing	A provision for a fence to be uniform in appearance and be maintained to properly perform its intended function
2	Fencing	New	A provision to enclose a building or land that is unoccupied, abandoned or otherwise vacant beyond a reasonable timeframe to prevent unauthorized entry or dumping
3	Hoarding	Amend Existing	A provision for hoarding to be constructed in a uniform manner and to prevent all litter and debris from blowing onto adjoining property
4	Land Clearing	New	A provision for a 30 day timeframe for a site to be cleared after a building, structure or fence has been demolished
5	Sump Pumps	New	A provision to prohibit water from sump pumps from being discharged from a building in a manner that causes ponding or flooding of neighbouring lands
6	Catch Basins	New	A provision to mandate that privately owned catch basins are maintained in good repair and free of debris and obstructions which may prevent them from functioning properly

### Directed Enforcement Strategy: Existing Regulations

CLE addresses property standards violations at vacant buildings through progressive enforcement. Once an order to secure a building has been complied with the complaint is closed. CLE does not regularly require vacant boarded buildings to undergo permanent repairs such as the replacement of damaged or missing windows or doors, provided the building remains boarded.

In order to address concerns regarding deteriorating property standards at abandoned, vacant and derelict properties, CLE will implement a directed enforcement strategy using the existing By-law regulations and definitions to:

- Require all derelict buildings be finished in an acceptable manner within one year, in accordance with all applicable laws (section 14). CLE will enforce this provision using the By-law definition of “Reasonable timeframe”, which means a short period of time deemed to be acceptable by a Property Standards Officer, not exceeding one year (section 2).
- Require permanent repairs be made to buildings after they have been boarded for six months (section 14.1). CLE will enforce this provision using the By-law definition of “Temporary”, which means a period of time that is not to exceed a six month period (section 2).

## **2. ENFORCEMENT SERVICE DELIVERY**

### Jurisdictional Scan: Enforcement Service Delivery

Of the seven jurisdictions surveyed (Appendix 2), staff found that the Cities of Brampton, Hamilton and Ottawa all implement a proactive service delivery relating to property standards and lot maintenance issues.

### Proactive Service Delivery

A proactive service delivery model uses a directed enforcement strategy to ensure that staff resources are deployed in a manner that is consistent with community needs. Proactive inspections require the use of dedicated resources for the provision of early identification, education and enforcement of municipal standards.

### Recommendation: Proactive Property Standards Pilot Project

In response to ongoing demands for enhanced property standards enforcement, staff recommend the implementation of a three year proactive property standards pilot project, commencing in Q2 2022. The pilot project will allow staff to determine costs, benefits and the feasibility of a permanent proactive service delivery model.

### Proposed Approach to Proactive Inspections

Dedicated staff will proactively patrol the city to identify and resolve property standards and lot maintenance related violations that constitute a health or safety risk to members of the public or that are egregious in nature. Additionally, staff will utilize existing data to compile an inventory of specific properties and geographic areas where deteriorating maintenance standards exist, to inform proactive inspection deployment.



The proposed proactive inspection model will include:

- Unfinished, abandoned, vacant and derelict properties;
- Properties with a history of non-compliance;
- Areas where an increased frequency of violations are detected; and
- Other properties as determined by Enforcement.

The frequency of inspections will be determined by:

- Perceived public health and/or safety risk;
- Magnitude, nature and duration of the violation; and
- Environmental and community impact.

### Monitoring and Assessment

A pilot project is recommended for 2022-2024 because of several variables that will impact both fees collected and operating costs. These variables include:

- **Violation Rates:** These rates are based on historical complaint data, however deploying MLEOs into the field is the optimal means to validate these projections. The number of violations will ultimately inform the future resourcing needs to sustain a proactive service level.
- **Compliance Rates:** If a proactive model is effective, then compliance rates should increase over time and positively impact the violation rates.
- **Fees:** The re-inspection and administrative fees that will be introduced in Item 3 of this report have a wide potential range for recovery amounts and are linked to the other variables identified above. The fees collected would be used to fund a permanent service level increase.

In addition to measuring these variables, the three year monitoring and assessment period will also serve to:

- Measure service levels including: initial response, average staff time per file and complaint resolution times in order to determine the effectiveness of a proactive approach.
- Evaluate new enforcement tools such as enhanced by-law regulations and the use of the Administrative Monetary Penalty System for violations.
- Evaluate other jurisdictional frameworks and monitor changes.

### Pilot Project Staffing

A proactive service delivery model will result in an increase in the number of complaint files, sanctions issued, and remedial actions undertaken by the City. A total of four Municipal Law Enforcement Officers (MLEOs), one Licensing Administration Clerk and one Business Analyst will be required to develop, implement and assess this new service delivery. All six temporary capital FTE staff positions are being requested for a three year period.

In order to implement a proactive inspection pilot project without requiring funding from the general tax base, the cost recovery strategies identified in Item 3 of this report are recommended to be implemented simultaneously.

### **3. ENFORCEMENT FEES**

#### **Jurisdictional Scan: Enforcement Fees**

Of the seven jurisdictions surveyed (Appendix 2), staff found that all municipalities applied between one and three fees for repeated non-compliance of municipal by-law regulations. The majority of the jurisdictions impose fees that may be combined. These fees may be applied at various stages of an investigation, in accordance with relevant standard operating procedures.

The most common types of enforcement fees utilized by the jurisdictions examined were:

- **Re-inspection Fees:** Applied to recover costs associated with the additional resources allocated to the inspection of non-compliant properties where a mandated compliance date has passed and the deficiency or violation remains (All seven jurisdictions utilize this type of fee).
- **Administrative Fees:** Applied to recover costs associated with property remediation undertaken by the City, including, staff resources allocated to arrange, attend and process files that are required to be remediated (Six jurisdictions utilize this type of fee).

Of the jurisdictions examined, it was found that the City of Toronto imposes the highest combination of fees, consisting of a re-inspection fee of \$502.28 and an administrative services fee of \$211.26. Additionally, the City of Toronto imposes a remedial work fee, which ranges from \$100.00, up to \$2,000.00, which is determined based on the total remediation contract cost. Staff also found that the City of Ottawa charges a re-inspection fee of \$500.00.

#### **Recommendation: Enforcement Fees**

In order to recover costs related to the re-inspection and remediation of properties in instances of repeated non-compliance, staff recommend that a re-inspection fee and administrative fee be approved and added to Schedule B-1 of the User Fees and Charges By-law 0247-2021.

Table 2: Recommended Enforcement Fees

<b>Enforcement Fee</b>	<b>Amount</b>
<b>Re-Inspection Fee</b>	\$350.00
<b>Administrative Fee</b>	\$430.00 or 15% of total remediation costs, whichever is greater

Fees collected from the proposed enforcement fees will be utilized to fund the expenditures relating to the pilot project that is proposed in Item 2 of this report.

#### **Re-Inspection Fee**

The introduction of a re-inspection fee will allow for cost recovery where the City expends significant time and resources in investigating repeat violations of municipal by-laws.

CLE will continue the current practice of responding to service requests and conducting investigations as a service offered by the City and funded through the general tax base. No re-inspection fee will be imposed for the initial inspection to identify a violation or for the final inspection to confirm compliance and close the file. A re-inspection fee will only be applied when a Notice or Order has not been complied with and subsequently requires additional staff time to re-inspect, manage and resolve the identified violation(s). The frequency of re-inspections resulting in a fee will be assessed based on factors such as health and safety risk and environmental and community impact.

#### Administrative Fee

The introduction of an enforcement administrative fee will allow the City to recover costs resulting from the increased resources dedicated to property remediation undertaken by the City in instances of repeated non-compliance.

When administering property remediation undertaken by the City, there are several variables that may impact actual costs, including but not limited to the size and nature of a violation. In instances involving larger and more complex property remediation, it is estimated that administrative costs incurred by the City may exceed the fixed fee of \$430.00. In these cases a fee of 15% of the total remediation costs will be applied as a method of cost recovery.

CLE will continue to undertake property remediation upon expiration of a notice or order where there is continued non-compliance. The costs incurred for any remediation will continue to be billed to the person responsible for the violation(s); however, CLE will also add the administrative fee as a separate charge on each invoice.

#### Fee Administration

CLE will provide notification on notices and orders that enforcement fees will be applied in the event of non-compliance. The proposed fees will be billed directly to the violator and, if unpaid, will follow the City's Collections policies as applicable.

#### Forecast: Complaint Files

CLE's five year average reactive complaint volume for property standards and lot maintenance related matters is 4,234 files per year (Table 3). Staff forecast that if the proposed city-wide proactive pilot project is implemented, it will result in an increase of approximately 3,599 property standards and lot maintenance files (85%) per year. Staff analysis revealed a reduction of these complaints in 2020 and 2021 due to the impact of COVID-19. Staff project that complaint volume will increase as the City moves towards recovery.

#### Forecast: Failed Re-inspection Rates (Re-inspection Fees)

Currently, failed re-inspection rates are not a performance metric tracked by CLE. A sample of data found that on average, a non-compliant property will be re-inspected four times prior to being brought into compliance. If the proposed re-inspection fee is introduced, it is expected that the number of failed re-inspections will be reduced. As a result, staff project a reduction of failed

re-inspections from four to one for reactive complaint files. However, staff project an increase in the number of failed re-inspections from one to one and one half per file from the pilot project. This will be attributed to directed enforcement addressing problematic properties with a history of non-compliance. Staff forecast that the proposed pilot project will result in an average of 731 additional failed re-inspections where a re-inspection fee is applicable (Table 3).

#### Forecast: Remediation Rates (Administrative Fees)

CLE's five year average for City led property remediation is 236 files per year (Table 3). CLE ceased non-emergency property remediation on several occasions in 2020 and 2021, due to the impact of COVID-19. Staff forecast that the proposed pilot project will result in an average increase of 540 files per year requiring the City to undertake remedial action. The projected increase in property remediation will be a result of frequent proactive inspections of properties with a history of non-compliance.

Table 3: Property Standards & Lot Maintenance Yearly Forecasts (Based on 2017-2021 Data)

Activity	Yearly Volume: Reactive	Yearly Volume: Proactive	Yearly Volume: Total
<b>Files to be Investigated</b>	4,234	3,599	7,833
<b>Re-Inspection Fees Applied</b>	234	731	965
<b>Administrative Fees Applied</b>	236	540	776

#### Administrative Staffing Requirements

One additional permanent FTE Licensing Administration Clerk will be required to administer and process the recommended fees generated from reactive service requests during and following the pilot project period.

#### Report Back to General Committee

Staff will report back to General Committee in Q3/2024 with recommendations regarding the suitability of adopting a permanent proactive enforcement service delivery model. These recommendations will be based on actual fees collected, operating costs and compliance rates.

## **Financial Impact**

Staff forecast that there will be no additional pressure to the City's property tax rate as a result of implementation of the proposed fees and capital pilot project.

#### Operating Budget Impact: Reactive Complaints with Fees

In order to administer the proposed enforcement fees, this report is requesting one permanent FTE, Licensing Administration Clerk, salary grade C, to be filled upon approval. The financial impact is projected to have a net revenue of \$46,000 in 2022 and \$118,500 in year 2023 (Table 4). In 2022, the excess fees collected of \$46,000 will be transferred to Fiscal Stability Reserve fund, account # 30125.

Table 4: Proposed Operating Budget Impact

Expense Categories	2022 Operating Budget (Apr-Dec)	2023 Operating Budget	2024 Operating Budget	3 year Operating Budget
<b>Operating Labour Costs</b>	\$ 48,600	\$ 74,000	\$ 75,200	\$ 197,800
<b>Operating Costs</b>	\$ 24,500	\$ 1,400	\$ 1,400	\$ 27,200
<b>Transfer to Reserve Fund</b>	\$ 46,000			\$ 46,000
<b>Other Operating Expenses</b>	\$ 70,500	\$ 1,400	\$ 1,400	\$ 73,200
<b>Total Gross Expenditure</b>	\$ 119,100	\$ 75,400	\$ 76,600	\$ 271,000
<b>Re-Inspection Fee</b>	\$ 51,200	\$ 83,400	\$ 84,900	\$ 219,500
<b>Administrative Fee</b>	\$ 67,900	\$ 110,500	\$ 112,400	\$ 290,800
<b>Total Revenues</b>	\$ 119,100	\$ 193,900	\$ 197,300	\$ 510,300
<b>Net Cost/(Revenue)</b>	\$ -	\$ (118,500)	\$ (120,700)	\$ (239,300)

Capital Budget Impact: Pilot Project

In order to implement the proposed pilot project, this report is requesting six temporary capital FTE positions; four MLEOs, salary grade E one Licensing Administration Clerk, salary grade C and one Business Analyst, salary grade F, to be filled upon approval. The financial impact resulting from the implementation of capital pilot project (PN 22-093) is projected to have a gross budget of \$1,691,600 over the three year period (2022-2024). The fees collected from proactive inspections are projected to offset the capital expenditures and will result in a zero net cost from 2022 to 2024 (Table 5). The expenditures are related to six temporary contract capital FTE staff, costs for equipment, IT support, and associated inspection and mileage expenses.

Table 5: Proposed Capital Budget Impact

Expense Categories	2022 Proposed Capital Budget (Apr-Dec)	2023 Proposed Capital Budget	2024 Proposed Capital Budget	3 year Proposed Capital Budget
<b>Labour and Benefits</b>	\$ 389,400	\$ 594,300	\$ 604,600	\$ 1,588,300
<b>Other Operating Costs</b>	\$ 49,900	\$ 25,600	\$ 27,800	\$ 103,300
<b>Total Gross Expenditure</b>	\$ 439,300	\$ 619,900	\$ 632,400	\$ 1,691,600
<b>Re-Inspection Fee</b>	\$ 239,700	\$ 390,300	\$ 397,100	\$ 1,027,100
<b>Administrative Fee</b>	\$ 155,100	\$ 252,500	\$ 256,900	\$ 664,500
<b>Total Revenues</b>	\$ 394,800	\$ 642,800	\$ 654,000	\$ 1,691,600
<b>Net Cost/(Revenue)</b>	\$ 44,500	\$ (22,900)	\$ (21,600)	\$ -

## Conclusion

In response to Council direction and enquiries related to property standards concerns, staff reviewed the By-law requirements, enforcement service delivery, and enforcement fees. The recommendations contained within this report will support the enhancement of community standards.

Updated By-law requirements will align property standards regulations with those of comparable municipalities. The proposed proactive pilot project will utilize a progressive and directed enforcement approach, resulting in increased responsiveness to municipal by-law violations. Furthermore, the adoption of new enforcement fees will contribute to the City's financial sustainability by recovering enforcement costs and also funding the proposed pilot project.

## Attachments

Appendix 1: Jurisdictional Scan of Property Standards By-law Provisions

Appendix 2: Jurisdictional Scan of By-law Enforcement Service Delivery and Fees



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

Prepared by: Chris Giles, Manager, Compliance and Licensing Enforcement

By-law Provision	Brampton	Burlington	Hamilton	Oakville	Ottawa	Markham	Mississauga	Toronto
<p><b>Relating to fencing / hoarding or quality of fencing / hoarding</b></p>	<p>The provision and maintenance of a surrounding fence in a yard must be appropriate to the nature of the adjacent uses to minimize the visual impact of nuisance to people at grade adjacent to property. (s. 9(c))</p> <p>All fences must be kept in good repair, free from hazards and, if required, protected by paint, preservative or other weather resistant material.</p> <p>All fences must be constructed to prevent all cartons, wrappers, paper, rubbish and debris from blowing onto adjoining property. (s. 11)</p> <p><i>Minimum Maintenance By-law 104-96 (Property Standards), s. 9(c) &amp; s. 11</i></p>	<p>All fences must be erected and maintained to be structurally sound, free of safety hazards and be in a “good state of repair”. A “good state of repair” means the fence is completely built, securely anchored, standing in a vertical position, free from components in disrepair and peeling paint or stain. (subs. 4.4)</p> <p><i>By-Law Number 28-2009, s. 4.4</i></p>	<p>All fences are required to be made of material which resist deterioration by weather and have resistant coatings. Fences must also be free from loose or insufficiently secured materials, and not comprised of rotten or broken materials. (s. 8)</p> <p>Fences must be maintained “so as to properly perform its intended function”. (subs. 22(1))</p> <p>A property with a building containing 3 or more dwelling units, used as a dwelling or used for commercial, institutional or industrial purposes is required to install and maintain a visual barrier between their property and adjoining property if the property is used for parking, operation of equipment, storage of goods or an exterior bulk or roll-off container disposal system and if such uses can be seen from the finished ground level of the adjoining property. No visual barrier required if adjoining property is a commercial, institutional or industrial use (excluding home business), or within 3 m of a front property line. (subs. 22(2))</p> <p><i>Property Standards By-Law 10-221, ss. 8, 22(1) &amp; 22</i></p>	<p>Unless granted an exemption, a person issued a building or demolition permit under the Building Code, for work other than internal building work, must erect and maintain a construction fence to enclose the construction or demolition site, including areas where equipment is operated or equipment / material is stored. (subs. 5.5.1)</p> <p>Hoarding (“construction fencing”) must be maintained in a structurally secure manner and neatly painted or otherwise treated. No posters, signs, notice and advertising material, words, pictures or drawings, graffiti or other defacements. General requirements for height, enclosures, visual barriers, gates, as well as maintenance, and be removed upon request, or no later than 30 days after construction or demolition work is completed. (subs. 5.5.2-5.5.9)</p> <p><i>Property Standards By-law 2017-007, s. 5.5.1-5.5.9</i></p>	<p>Fences around or on residential, non-residential property, and vacant building or land must be kept in good repair, free from accident hazards, protected by weather-resistant material, be stable, vertical, free of barbed wire, and not present an unsightly appearance. (subs. 10, 44, 74 &amp; 84)</p> <p>A fence must be installed around the parking lot of drive-in eating establishments (except at private approaches), around outdoor storage, outdoor salvage yards, and where litter may blow onto adjoining property. (s. 44)</p> <p><i>Property Standards By-Law 2013-416, s. 10, 44, 74 &amp; 84</i></p>	<p>Fences, barriers and retaining walls located on residential property shall be kept in good repair, free from hazards and properly protected so as not to present an unsightly appearance. No fence shall be erected in a location which may constitute a hazard to vehicular or pedestrian traffic. (Part I, s. 12)</p> <p>A fence located on non-residential property shall be installed around the parking area of drive-in eating establishments and where conditions exist where litter is blown onto adjoining property and constructed in a manner to prevent cartons, wrappers, paper, rubbish and debris from being blown on to adjoining property. All fences, barriers and retaining walls located on non-residential property shall be kept in good repair, free from hazards and properly protected so as not to present an unsightly appearance. Where a business requires outdoor storage for any purpose, the area shall be defined and enclosed with a fence which has a minimum height of 1.2 metres. (Part II, s. 29)</p> <p><i>Property Standards By-law 2017-26, Part I, s. 12 &amp; Part II, s. 29</i></p>	<p>Fences must be structurally sound, not cause or create an unsightly appearance, and be in a condition free from safety hazards and in “good state of repair”. (s. 25)</p> <p>“Hoarding” is defined as a fence or similar structure used to enclose a property or part thereof which is or intended to be under development. (s. 2)</p> <p>Hoarding must be structurally secure, neatly painted or treated and free of unauthorized signs and posters, unless signs and posters are authorized by the City. (s. 29)</p> <p>Where there is a deep precipice, deep water or other dangerous place. Where the installation of such fencing is required, the area is required to be enclosed by a fence of a type and height satisfactory to the City to eliminate the hazardous situation. (Debris and Anti Littering By-law 0219-85 s. 7).</p> <p><i>Property Standards By-law 654-98, s. 2, 25 &amp; 29 &amp; Debris and Anti Littering By-law 219-85, s. 7</i></p>	<p>All fences, screens and other enclosures around or on a property must be maintained in a structurally sound condition and plumb, unless specifically designed to be other than vertical, with a uniform construction, in good repair and free from hazards. (s. 629-13)</p> <p>Properties that create a nuisance to others must be buffered with a visual screen or fence to minimize the visual impact of the nuisance by the provision and maintenance of: a barrier / deflectors to prevent lighting from shining directly into a dwelling; a barrier to prevent wind-blown waste from littering adjacent properties; a visual screen or fence, of uniform construction and appropriate to the nature of the adjacent use, to minimize the visual impact of nuisances to persons at grade on adjacent properties or a public highway; and barrier sufficient in size and strength to prevent dumping of debris or refuse in yards or vacant property. (s. 629-17)</p> <p><i>Toronto Municipal Code Chapter 629, Property Standards, s 629-13. Enclosures &amp; s. 629-17, (Buffering)</i></p>

By-law Provision	Brampton	Burlington	Hamilton	Oakville	Ottawa	Markham	Mississauga	Toronto
<p><b>Relating to construction or demolition of abandoned/vacant or derelict properties</b></p>	<p>No specific provisions in regards to demolition/repair of abandoned/vacant or derelict buildings.</p> <p><i>Minimum Maintenance By-law 104-96 (Property Standards)</i></p>	<p>An Officer has authority to order the demolition of a building if it does not comply with the standards in the by-law. An officer may order a site to be “cleared of all buildings”, but does not expressly state “demolish”. (subs. 7.3.1)</p> <p><i>By-Law Number 28-2009, s. 7.3.1</i></p>	<p>The owner of any property that fails to conform to the standards of the by-law can be compelled by the City to repair or demolish said property. (subs. 3(2))</p> <p>If an officer is of the opinion that there has been no substantial progress on the construction or demolition of a building, structure or portion thereof for more than one year, that building, structure or portion thereof can be demolished or required to be completed within a reasonable time as specified, all in accordance with applicable laws. (subs. 5.1(1))</p> <p>A statement certified by the Chief Building Official (CBO) or an officer that a permit issued under the Building Code Act, 1992, was revoked under clause 8(10)(c) of that Act is proof, in the absence of evidence to the contrary, that there has been no substantial progress on the construction or demolition of the building, structure or portion thereof that was the subject of the permit for a period of more than one year. (subs. 5.1(2))</p>	<p>All buildings or structures, or parts thereof that are unfinished must be finished in an acceptable manner within a reasonable amount of time and in accordance with all relevant legislation and by-laws. (subs. 7.2.1)</p> <p>If a building or structure is being demolished, every reasonable precaution must be taken to protect adjoining property and members of the public, which may include erection of fences barricades, covered ways for pedestrians. (subs. 11.1.1)</p> <p>If a building, structure, fence is demolished, the site must be cleared of all undesirable material brush, recyclable material and unsightly storage and left in a graded and levelled condition within 30 days. (subs. 11.1.2)</p> <p><i>Property Standards By-law 2017-007, s. 7.2.1, 11.1.1 &amp; 11.1.2</i></p>	<p>Officers have authority to serve both an informal “notice of violation” and a formal order stating that a property owner’s site should be cleared of all buildings. (s. 95)</p> <p><i>Property Standards By-Law 2013-416, s. 95</i></p>	<p>No specific provisions in regards to demolition/repair of abandoned/vacant or derelict buildings.</p> <p>Temporary storage of materials or refuse resulting solely from the construction, demolition or alteration of a building or part thereof may be placed on the property, provided that it is removed frequently and in its entirety from the property, does not pose a health or safety risk and is not stored in an unsightly manner. (subs. 9(4))</p> <p><i>Property Standards By-law 2017-26, Part I s. 9(4)</i></p>	<p>If the owner or occupant of a property fails to comply with a final and binding property standards order, the City may cause the property to be repaired or demolished in accordance with such order. (s. 5)</p> <p>Requires all buildings or structures, or parts thereof that are unfinished to be finished in an acceptable manner within a reasonable timeframe and in accordance with all applicable laws. (s. 14)</p> <p>“Reasonable timeframe” is defined as a short period of time deemed to be acceptable by the Property Standards Officer, not to exceed 1 year (s. 2)</p> <p>The owner of a building that is vacant or is damaged by accident, storm, fire, neglect or otherwise must comply with maintenance standards applicable to exterior doors, windows, trim or other openings, as well as exterior walls and other surfaces of a building. (subs. 14.1)</p> <p>Notwithstanding subsection 11(1), where the exterior doors, windows, trim or other openings of vacant buildings, partially vacant buildings, buildings</p>	<p>Imposes standards upon owners of vacant or unoccupied building. Namely, they must be protected against the risk of fire or other dangers, and effectively prevent the entrance of said building by unauthorized persons. (s. 629-24)</p> <p>No specific provisions relating to derelict buildings or demolition in this Chapter of the Code.</p> <p><i>Toronto Municipal Code, Chapter 629, Property Standards, s. 629-24 (Vacant Buildings and Property)</i></p>



By-law Provision	Brampton	Burlington	Hamilton	Oakville	Ottawa	Markham	Mississauga	Toronto
			<p>Vacant or damaged buildings can be demolished if it is not feasible to repair the building in the opinion of the CBO or an officer, and the owner must demolish the building or portion not repairable within one year. (subs. 6(8))</p> <p><i>Property Standards By-Law 10-221, s. 3(2), 5.1(1), 5.1(2) 6(8)</i></p>				<p>damaged by accidents, storm, fire, neglect or otherwise, or abandoned buildings or structures are broken, improperly fitted or otherwise in disrepair in the City may order the property owner to board the building or structure as a temporary repair measure so as to protect such building and adjoining properties against damage arising from the entry of unauthorized persons by closing and securing openings to the building, prevent the entrance of the elements, or the infestation of pests in compliance with this By-law (subs. 14.1(2))</p> <p>“Temporary” is defined as a period of time that is not to exceed a six month period. (s. 2)</p> <p>Standards applicable to boarded buildings on heritage properties. (s. 14.2)</p> <p><i>Property Standards By-law 654-98, s. 2, 5, 14, 14.1 &amp; 14.2</i></p>	
<b>Relating to water discharge and drainage</b>	Storm water, sump or swimming pool discharge, and water artificially brought on the land, shall be drained from the yard so as to prevent recurrent ponding or the entrance of water into a basement, cellar, or onto adjacent lands. (subs. 8(3))	Downpipes need not be connected to a storm sewer when arranged to discharge water runoff and shall be at least 0.6 metres from the building or at a distance acceptable to the officer and conveyed in an acceptable flow path away from the property. (subs 3.5.3)	Where features, including but not limited to building design and placement, site access and servicing, waste storage, parking, loading, landscaping, grading, drainage and storm water management, have been required by the City as a condition of	Storm water run-off shall be drained from the grounds of a property, and any area below exterior grade, so as to prevent excessive ponding, erosion or the entrance of water into a building or structure. (subs. 5.9.1)	Roof drainage or storm water, swimming pool or sump pump water discharge shall, be drained from the lands so as to prevent recurrent ponding or entrance of water into a basement or cellar; and not be discharged on walkways, stairs, or	Roof drainage or surface water shall be drained from the lands so as to prevent recurrent ponding or entrance of water into a basement or cellar; and not be directly discharged on sidewalks, stairs, or neighbouring Property. (subs. 10.3)	Downpipes need not be connected to a storm sewer when arranged to discharge water run-off at least three feet from the building and contained and directed within the property so as to prevent the flooding of neighbouring lands (subs. 37(3))	All yards shall be graded and have suitable ground cover to prevent recurrent ponding of water, unstable soil conditions or erosion, and so as to direct the flow of surface water away from the walls of all buildings. (subs. 629-11.A.)

By-law Provision	Brampton	Burlington	Hamilton	Oakville	Ottawa	Markham	Mississauga	Toronto
	<p>Vacant land shall be graded, filled up, or otherwise drained so as to prevent ponding of storm water except on land used for agricultural purposes. (subs. 50(5))</p> <p><i>Minimum Maintenance By-law 104-96 (Property Standards), s. 8(3) &amp; 50(5)</i></p>	<p>Eaves troughs, gutters, downpipes and storm sewer connections are not required when the roof is designed to prevent water runoff from causing deterioration to the building or creating a nuisance to persons on or adjacent to the property. (subs. 3.5.4)</p> <p><i>By-Law Number 28-2009, s. 3.5.3 &amp; 3.5.4</i></p>	<p>development or redevelopment approval or, in the case of grading or drainage, by an approved grading plan, such features shall be repaired or maintained so as to ensure continuous compliance with the City development or redevelopment approval requirements or the approved grading plan. (subs. 18(1))</p> <p>Storm water, including storm water discharged from a roof, shall be drained so as to prevent recurrent standing water, erosion or other damage on the property or on an adjoining property. (subs. 21(1))</p> <p>Discharge from a sump pump or an air conditioner shall not be permitted to discharge on adjoining property, a sidewalk, road allowance or stairway. (subs. 21(2))</p> <p><i>Property Standards By-Law 10-221, s. 18(1), 21(1) &amp; 21(2)</i></p>	<p>Sump pump discharge lines shall be designed, provided and maintained to prevent discharge water run-off from ponding on the town's road allowance. (subs. 5.9.3)</p> <p><i>Property Standards By-law 2017-007, s. 5.9.1 &amp; 5.9.3</i></p>	<p>neighbouring property. (subs. 7.3.b)</p> <p>Where eavestroughs and downspouts are installed, the roof drainage shall be discharged onto the ground at least 1.2 m (4 ft) from the building when it is physically possible. (subs. 7.5)</p> <p>Catch basins shall be kept in good repair and free of debris and obstructions which would prevent them from functioning properly. (subs. 7.8)</p> <p><i>Property Standards By-Law 2013-416, s. 7.3.b, 7.5 &amp; 7.8</i></p>	<p>Where eaves trough and downspouts are installed, the roof drainage shall be discharged onto the ground at least 1.2 metres from the building where physically possible. (subs. 10.5)</p> <p>Catch basins shall be kept in good repair and free of debris and obstructions which would prevent them from functioning properly. (subs. 10.7)</p> <p><i>Property Standards By-law 2017-26, Part I, s. 10.3, 10.5 &amp; 10.7</i></p>	<p>All exterior property areas, including vacant land, shall be maintained in a clean and reasonable condition so as to prevent fire, accidents or health hazard, and more particularly: Any part of a yard that is low lying or has been excavated so that it accumulates water, shall be drained, filled and graded so that water drains to a storm sewer or ditch. Swimming pools, ornamental pools and agricultural ponds shall not be included in this requirement. (subs. 28(2))</p> <p><i>Property Standards By-law 654-98, s. 37(3) &amp; 28(2)</i></p>	<p>All catch basins, storm drains, ditches and swales shall be maintained free from defects and obstructions. (subs. 629-11.B.)</p> <p>Any above-ground discharge from a downpipe or pipe shall be directed to discharge and be contained on the property in a manner that is not likely to cause damage to any adjoining property or create a hazardous condition on any stairway, walkway, street or boulevard. (subs. 629-20.C.2)</p> <p>All areas of a yard that are used for vehicular traffic or the parking or storage of a vehicle or that are surfaced with a material impervious to water shall be: Adequately graded and drained to prevent ponding of water and to direct the flow of water away from the walls of all buildings; (subs. 629-20.F.3)</p> <p><i>Toronto Municipal Code Chapter 629, Property Standards, s. 629-11.A., 629-11.B., 629-20.C.2 &amp; 629-20.F.3,</i></p>

Category	Brampton	Burlington	Hamilton	Oakville	Ottawa	Markham	Mississauga	Toronto
Are vacant or derelict properties being tracked?	No	No	Yes	No	Yes	No	No	Yes
Do Enforcement Officers conduct proactive inspections for property standards or lot maintenance concerns?	Yes  Proactive inspections are conducted when investigating a zoning complaint	No	Yes  Proactive inspections are conducted for apartment buildings and certain residential areas. These are informed by inspection history, complaints made, and violations found	No	Yes  Proactive inspections are conducted twice a year for vacant properties that have received violations	No	No	No
Are administrative fees charged to recover costs associated with property remediation?  (HST not included)	Yes  \$250.00 enforcement administrative fee  or  15% of the invoice, whichever is greater  +  \$50.00 tax administrative fee	Yes  \$125.00 enforcement administrative fee for invoices less than \$250.00  or  40% of the invoice if greater than \$250.00	Yes  \$100.00 enforcement administrative fee for invoices less than \$600.00  or  \$225.66 enforcement administrative fee for invoices greater than \$600.00	Yes  \$100.00 enforcement administrative fee	No	Yes  7% of the invoice	No	Yes  \$211.26 enforcement clerical administrative services fee

Category	Brampton	Burlington	Hamilton	Oakville	Ottawa	Markham	Mississauga	Toronto
Are re-inspection fees charged for non-complaint properties after a failed follow-up inspection is conducted? (HST not included)	Yes \$100.00	Yes \$121.44	Yes 1 <sup>st</sup> failed re-inspection \$302.65 Subsequent failed re-inspection \$154.87	Yes \$208.00	Yes \$500.00	Yes 1 <sup>st</sup> failed re-inspection \$134.00 Subsequent failed re-inspection \$276.00	No	Yes \$508.28
Are re-inspection fees applied consecutively in instances of continued non-compliance?	No	No	Yes	Yes	Yes	No	N/A	Yes
Are any other fees applicable for non-compliant properties? (HST not included)	No	No	No	Yes Escalated fees are applied for contraventions of the same provision within a 24 month period:  1 <sup>st</sup> Order \$0 2 <sup>nd</sup> Order \$100 3 <sup>rd</sup> Order \$250 4 <sup>th</sup> Order \$500 Subsequent Orders \$500	No	Yes First inspection fee \$65.00	No	Yes Remedial work fee ranging from \$100.00 to \$2,000.00 based on contract cost
Are Administrative Monetary Penalty System (AMPS) fines issued for property standards or lot maintenance related concerns?	No Intend to utilize AMPS in the near future	No Intend to utilize AMPS in the near future	Yes Fines ranging from \$50.00 - \$200.00 for 157 offences	Yes Escalated APS fines are applicable for contraventions of the same provision within a 24 month period:	No	No Intend to utilize AMPS in the near future	No	No

Category	Brampton	Burlington	Hamilton	Oakville	Ottawa	Markham	Mississauga	Toronto
				1 <sup>st</sup> AMPS \$300 2 <sup>nd</sup> AMPS \$400 3 <sup>rd</sup> AMPS \$500 Subsequent AMPS \$500				

Date: March 22, 2022	Originator's files:
To: Chair and Members of General Committee	
From: Jodi Robillos, Commissioner of Community Services	Meeting date: April 13, 2022

## Subject

**Provision of Free Menstrual Products in City of Mississauga Facilities**

## Recommendation

1. That the Corporate Report dated March 22, 2022 entitled "Provisions of Free Menstrual Products in City of Mississauga Facilities" from the Commissioner of Community Services be approved.
2. That staff be authorized to purchase and install menstrual product dispensers and provide free menstrual products in identified city-operated public-facing facilities through existing purchasing contracts and funded through operating cost centres within various departments and/or through grants, sponsorship or other partnership opportunities.

## Executive Summary

- Several municipalities including Brampton, Toronto, London, St. Catharines, Guelph and Kitchener are providing free menstrual hygiene products in public washrooms. Council has requested that staff provide a plan for how this operational standard could be implemented in the City of Mississauga.
- The initial operational guideline is to have free menstrual hygiene products available in at least one universal and/or female washroom in approximately 100 city-operated, public-facing facilities including community centres, arenas, golf courses, libraries, culture facilities, parks washrooms and MiWay terminals.
- The term "free" in this case means there is no cost to recipients of products. There is a cost to the City for products and the purchase and installation of product dispensers, for which procurement will be in accordance with the Procurement By-law # 0013-2022.
- Products will be purchased and dispensers purchased and installed in a phased approach starting at the earliest available interval based on the parameters of existing contracts with an aim to meet the operational guideline by Fall 2022.

- The provision of free menstrual products will be funded through operating cost centres within applicable City departments including Recreation, Parks, Forestry & Environment, Culture, Library, Facilities & Property Management and MiWay. The estimated cost to launch and implement this initiative in 2022 is approximately \$165,000. Ongoing annual operating costs are estimated at \$100,000 annually.
- Opportunities for grants sponsorship and other supporting partnerships will be explored to support future implementation and sustainability of this initiative.

## Background

Cities across Canada and around the world are providing free menstrual hygiene products in public washrooms in an effort to provide welcoming and inclusive public spaces. In Ontario, municipalities including Brampton, Toronto, London, St. Catharines, Guelph and Kitchener have initiated the provision of free menstrual hygiene products in city-operated facilities. Rationale for these types of initiatives includes convenience, equity, and poverty reduction.

The Government of Ontario recently announced that free menstrual hygiene products will also be available in schools across the province as a result of a partnership with Shoppers Drug Mart. While this initiative will help to improve access for students in Mississauga and Peel Region, there is still a noticeable gap in access to menstrual hygiene products. Menstrual products are not currently available in City of Mississauga facilities and personal hygiene products including menstrual products are consistently identified as a “most needed item” by the Mississauga Food Bank.

A deputation was received at General Committee on March 9, 2022 from the Red Mvmnt which provided additional rationale and called for Mississauga to join this growing global movement. Council has requested that staff provide a plan for how this operational standard could be implemented in the City of Mississauga.

## Comments

The initial approach for the provision of free menstrual hygiene products in City of Mississauga facilities is based on the following operational guidelines:

- Products will be available in at least one universal and/or female washroom per city-operated, public-facing facility.
- City-operated, public-facing facilities included in the initial approach include:
  - Recreation facilities including all community centres, golf courses and arenas
  - All library stand alone locations
  - Park washrooms in year-round locations identified by parks operations
  - Culture facilities including Meadowvale Theatre, Small Arms Inspection Building, Bradley Museum and Benares Historic House

- Paramount Fine Foods Centre
- Civic precinct facilities including the Civic Centre, Living Arts Centre, Central Library, and Mississauga Celebration Square
- MiWay Transit Terminals in locations identified by MiWay staff
- Courthouse (950 Burnhamthorpe)

With the exception of the Recreation Division, Civic Precinct and the Courthouse, public facing washroom facilities are maintained through third party contractors who provide products and cleaning services as part of their contracts. As these contracts were competitively bid, a separate competitive bid process would not be required at this time as authority is currently available to accommodate additional costs for purchase and related services of these products in 2022. This will significantly reduce the lead time required to get this initiative off the ground. Requirements for the ongoing provision of products will be addressed as appropriate through future procurement processes.

Products will be purchased and installed in a phased approach starting at the earliest available interval based on the parameters of existing contracts with an aim to meet the minimum operational guideline to have products available by Fall 2022 in approximately 100 city-operated public-facing facilities. As there will be multiple third party contractors involved, the type of products available and service levels for restocking and maintenance may vary by facility.

Staff have expressed some concerns about the potential for vandalism especially in facilities where there is no staff supervision such as the parks washrooms and MiWay terminals. A phased approach to implementation will be used to provide an opportunity to identify, monitor and mitigate risks. In addition, steps will be put in place to monitor implementation across various departments involved to share learnings and to scale this service over time.

A strategic communication plan will be developed to ensure awareness of this service among residents and external stakeholders. Facility signage will also be available to direct facility users to where products are available.

Opportunities for engagement and collaboration will be explored with community stakeholders including the Region of Peel, school boards, food banks and others to ensure alignment with related initiatives underway.

## Financial Impact

The provision of free menstrual products will be funded through operating cost centres within applicable City departments including Recreation, Parks, Forestry & Environment, Culture, Library, Facilities & Property Management and MiWay. The estimated cost to launch and implement this initiative in 2022 is \$165,000. This includes the purchase of dispensers, disposal units (where required) products and related services for approximately 100 city-operated public-facing washroom facilities as well as staffing costs for installation of dispensers, repairs and



communications. Ongoing annual costs for product purchase and related services are estimated at \$100,000 annually.

Service areas have indicated they are able to support within existing operating budgets. In addition, opportunities for grants, sponsorship and other supporting partnerships will be explored to support future implementation and sustainability of this initiative.

## Conclusion

Providing free access to menstrual hygiene products in city-operated facilities will provide equitable access to menstrual products for residents in City facilities and allow Mississauga to make a positive contribution to a growing global movement.



Jodi Robillos, Commissioner of Community Services

Prepared by: Jennifer Cowie Bonne, Manager, Community Neighbourhood & Development

Date: March 21, 2022	Originator's files:
To: Chair and Members of General Committee	
From: Jodi Robillos, Commissioner of Community Services	Meeting date: April 13, 2022

## Subject

**Naming of new Malton youth hub located at 3545 Morning Star Drive as “The Malton Youth Hub” and dedication of a part of that facility as “The Jonathan Davis Centre” (Ward 5)**

## Recommendation

1. That for a period of 30 days, the naming of the new Malton youth hub located at 3545 Morning Star Drive as “The Malton Youth Hub” be considered as outlined in the corporate report dated March 21, 2022 from the Commissioner of Community Services entitled “Naming of new Malton youth hub located at 3545 Morning Star Drive as “The Malton Youth Hub” and dedication of a part of that facility as “The Jonathan Davis Centre” (Ward 5)”.
2. That for a period of 30 days, the dedication of a part of “The Malton Youth Hub” as “The Jonathan Davis Centre” be considered as outlined in the corporate report dated March 21, 2022 from the Commissioner of Community Services entitled “Naming of new Malton youth hub located at 3545 Morning Star Drive as “The Malton Youth Hub” and dedication of a part of that facility as “The Jonathan Davis Centre” (Ward 5)”.
3. That Community Services staff be directed to provide notice as set out in the City’s Facility Naming Policy 05-02-02 of the proposed naming of the new Malton youth hub as “The Malton Youth Hub” and dedication of a part of that facility as “The Jonathan Davis Centre”.

## Executive Summary

- The subject report outlines the recommended naming of the new Malton youth hub located at 3545 Morning Star Drive as “The Malton Youth Hub” and dedication of a part of that facility as “The Jonathan Davis Centre”.

- The requested naming of the facility as “The Malton Youth Hub” and dedication of a part of that facility as “The Jonathan Davis Centre” is in accordance with the City’s Facility Naming Corporate Policy 05-02-02.
- The City’s interim Equity, Diversity and Inclusion (EDI) Asset Naming Review Committee has been consulted on the proposed name and supports the recommendation.
- The new Malton youth hub is the result of converting the former Lincoln M. Alexander Secondary School pool. Construction has begun and is anticipated to be completed in Fall 2023.

## Background

In accordance with the City’s Facility Naming Corporate Policy 05-02-02, the Community Services Department is directed to present names for the General Committee and Council’s consideration for the purposes of naming parks, trails, and facilities in the City of Mississauga. Following the policy, General Committee is requested to consider the recommended name presented by the Community Services Department for a period of 30 days, after which the Committee is asked to make a final recommendation to Council.

Dedications are limited to part of a Facility, such as a room within a community centre or specific garden or feature within a park. Generally, a Dedication is an honour reserved for those actions or achievements that meet the policy criteria.

The subject report outlines the request for the new Malton youth hub located at 3545 Morning Star Drive to be named “The Malton Youth Hub” with a part of that facility (a room) to be dedicated as “The Jonathan Davis Centre”.

The naming and dedication request was presented and is supported by the Ward 5 Councillor Carolyn Parrish.

## Comments

The proposal to name the Malton youth hub as “The Malton Youth Hub” is in accordance with the City’s Facility Naming Corporate Policy, the recommended naming is also consistent with the selection criteria which gives preference to names that “have a direct relationship with the Facility - i.e. reflect the geographical location of the Facility”, in this case in Malton.

The new Malton youth hub is the result of converting the former Lincoln M. Alexander Secondary School pool. Construction has begun and is anticipated to be completed in Fall 2023. The Malton Youth Hub will provide services and programs that reflect the local youth needs. It will be a welcoming and inclusive space that provides youth access to community kitchen and cafe for teaching, food production, breakfast and lunch programs, music recording studio, youth dedicated space, multi-purpose room for meetings, events, classes and dedicated space for community agencies to offer programs and services.

The proposal to dedicate a room in the Malton youth hub as “The Jonathan Davis Centre” is to recognize the life of Jonathan Shayne Davis, a young member of the Malton community who was an innocent victim of a shoot out that took place on September 14, 2019. At the time of the incident, Jonathan was waiting to be picked up by his parents. He was only 17 years old.

In accordance with the policy, a bio was submitted for Jonathan that can be summarized as follows:

Jonathan was born to Raechon Elahie and Linton Davis on December 7, 2001. He lived in Malton for over 10 years. He attended Brandon Gate Public School, Morningstar Middle School and Lincoln M Alexander Secondary School where he was completing his high school years. He often attended the Malton Community Centre to participate in recreational activities and enjoyed playing basketball with his friends on the basketball court at Morningstar Middle School.

Jonathan really treasured spending time with his family. Besides his parents, Jonathan left behind siblings Richard, Shira, Jahshai, Barbara, Lasmin and Kaydian. His sisters were extremely close to him. After school, Jonathan would pick up his baby sister Jahshai from daycare. His dedication to his sisters was very important to him. His mother and father were both able to depend on him.

Jonathan was naturally curious, he participated in the after-school program at Morningstar Middle School and enjoyed taking electrical objects apart and putting them back together. His passion for electronics came from his practical learning with his dad, who is a licensed electrician. Most of all, he enjoyed playing video games. Jonathan would prefer to spend his last dollar on buying a new game instead of buying lunch. He enjoyed playing against his friends online to wee hours of the morning. Minecraft was Jonathan’s favorite video game before he started others like Forza, Warfame, GTA, and Assassins creed. He liked to collect Pokémon and Yogi Cards. He had a passion for cars and enjoyed going to car shows on field trips with his school and would always bring home posters and hang them on the wall in is room.

Jonathan has been often described as a gentle and humble soul who was always minding his own business and trying to help others. He was friendly which would usually make others gravitate towards him.

Jonathan had great sensitivity for the world around him. He was kind, generous and remarkably polite. He was an amazing and beloved young man who was taken away from his family and community too soon.

The request to name the Malton youth hub as “The Malton Youth Hub” and dedicate a part of the Malton youth hub as “The Jonathan Davis Centre” is in accordance with the City’s “Facility Naming” Corporate Policy. The City’s interim Equity, Diversity and Inclusion (EDI) Asset Naming Review Committee has been consulted on the proposed name and supports the recommendation. The Ward 5 Councillor supports the recommended naming and dedication.

## Financial Impact

As per the Corporate Policy and Procedure for Official City Openings/Events, this event falls under Category B: Small-scale Projects with Capital Budgets. The timing and type of ceremony is to be determined.

If an official opening event is planned for the Fall 2023, it would have a budget of up to \$5,000 for a plaque including its installation, and an additional \$5,000 for supporting the opening ceremony event. These costs will be absorbed through the existing capital budget of the site conversion project, PN 19-425.

## Conclusion

The proposed naming of the new Malton youth hub located at 3545 Morning Star Drive as “The Malton Youth Hub” and dedication of a part of that facility as “The Jonathan Davis Centre” are in accordance with the City’s “Facility Naming” corporate policy and should be considered by General Committee for 30 days as per policy.

## Attachments

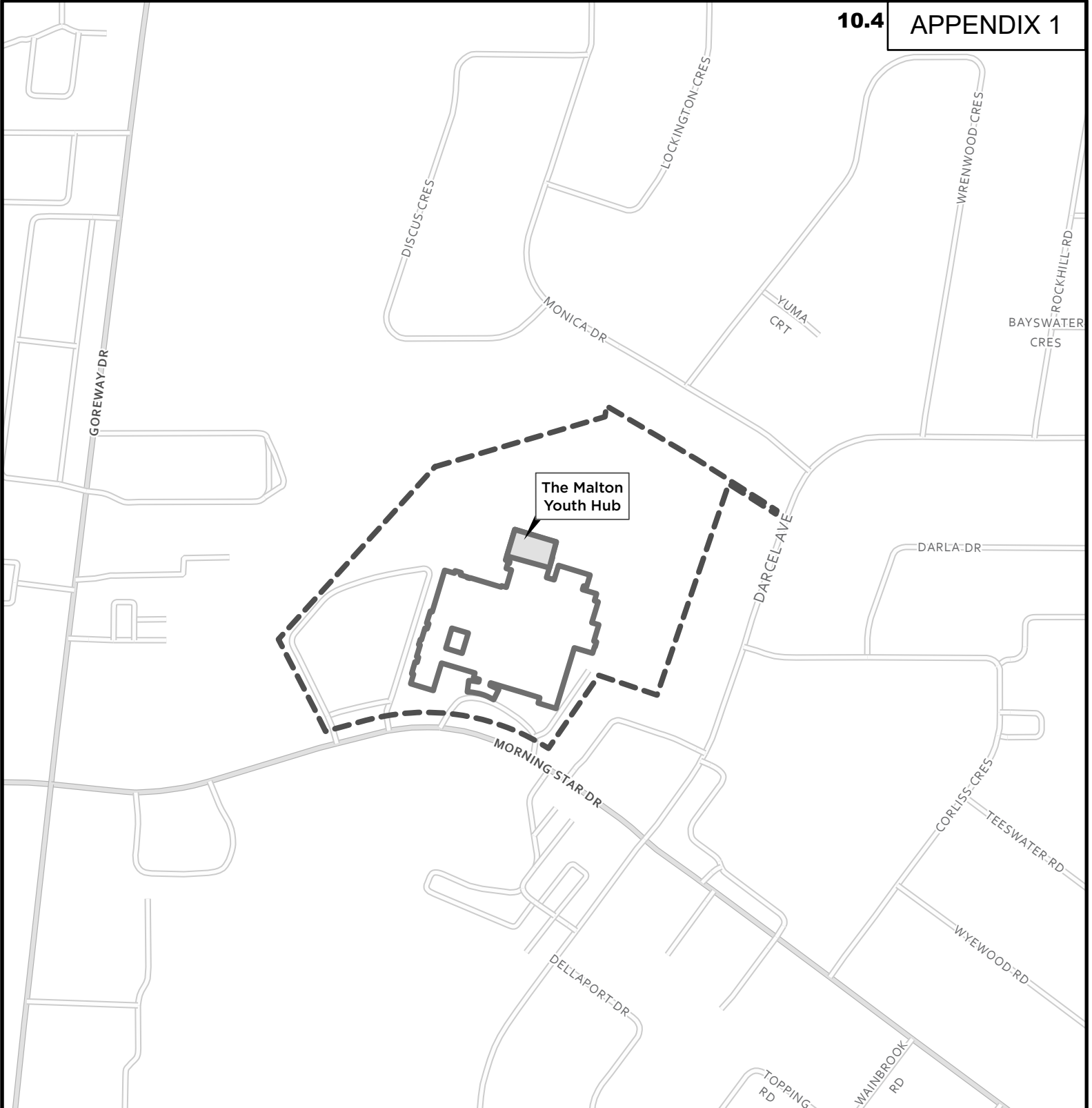
Appendix 1: Location map of The Malton Youth Hub

Appendix 2: Proposal to Dedicate a Room as “The Jonathan Davis Centre”






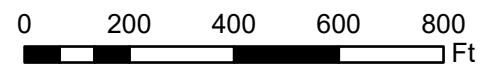
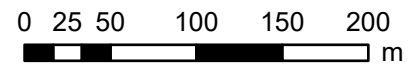
Jodi Robillos, Commissioner of Community Services

Prepared by: Olav Sibille, Team Leader, Long-Term Planning, Park Planning



### Location of The Malton Youth Hub

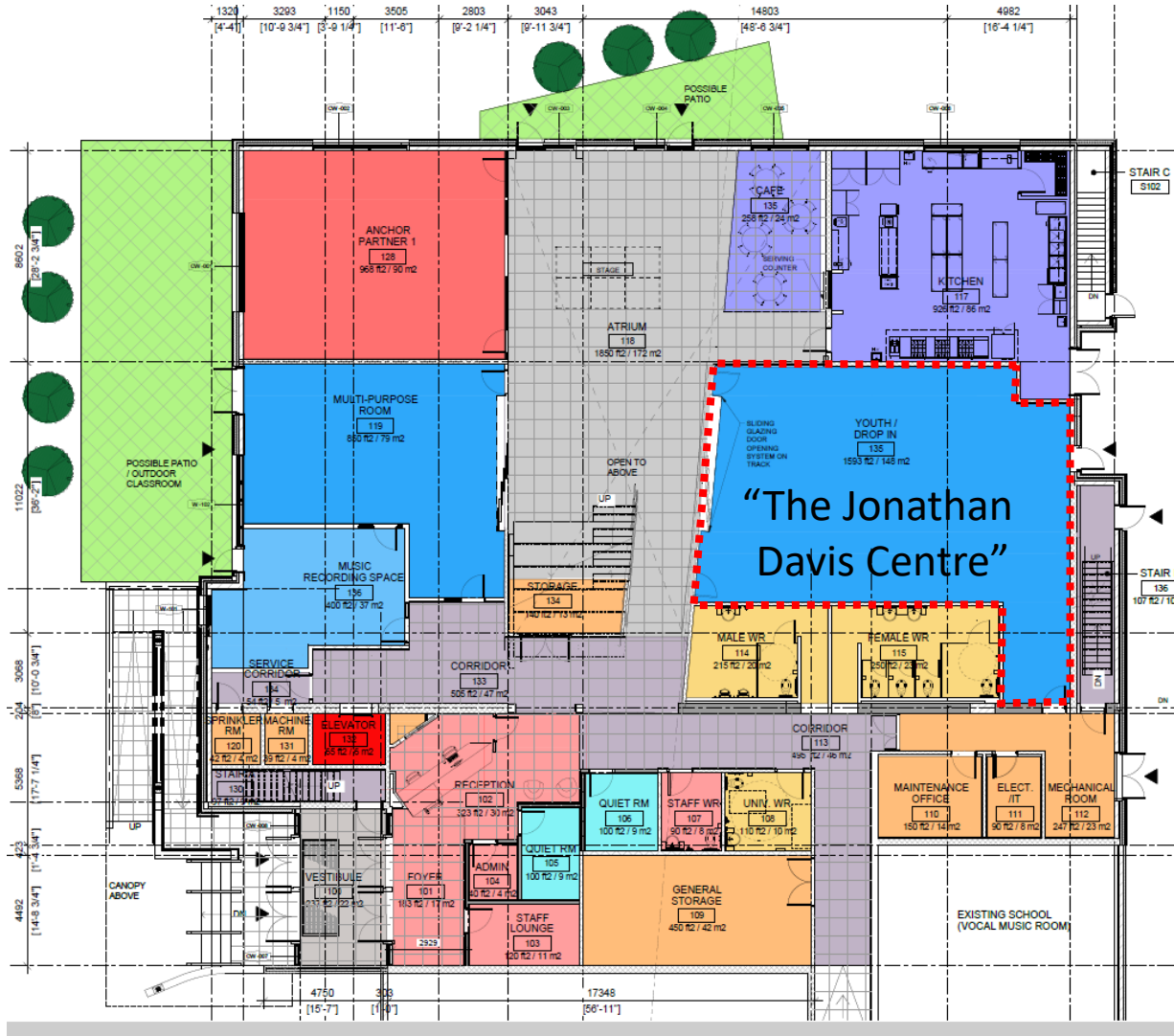
-  Malton Youth Hub
-  Lincoln M. Alexander Secondary School Building
-  Lincoln M. Alexander Secondary School Boundary



**MISSISSAUGA**

Produced by: CPS-IT, Geospatial Solutions

APPENDIX 2



Proposal to Dedicate Room as “The Jonathan Davis Centre”



First Floor of the Malton Youth Hub



Room Proposed for Dedication

Date: March 22, 2022	Originator's files:
To: Chair and Members of General Committee	
From: Jodi Robillos, Commissioner of Community Services	Meeting date: April 13, 2022

## **Subject**

**Agreement with Landmark Sports Group Inc. for the Mississauga Marathon 2022-2026**

## **Recommendation**

1. That the Commissioner of Community Services or designate, be authorized to negotiate and execute a 5 year agreement between The Corporation of the City of Mississauga and Landmark Sports Group Inc. for hosting the Mississauga Marathon during each of the years 2022-2026 inclusive, including authority to execute any necessary ancillary documents, amending or renewing agreements to the said agreement in subsequent years, all in a form satisfactory to Legal Services as outlined in the corporate report dated March 22, 2022 from the Commissioner of Community Services entitled "Agreement with Landmark Sports Groups Inc. for the Mississauga Marathon 2022-2026".
2. That all necessary by-laws be enacted.

## **Background**

Landmark Sports Group Inc. is an event marketing company founded in 1987. Landmark Sports Group has hosted the Mississauga Marathon since 2004. The event attracts over 5000 participants annually including elite runners from around the world, Boston Marathon qualifiers, local athletes going after a personal best, and residents of all ages who are looking for a fun recreational opportunity in their community. Traditionally held annually on the first weekend of May, the Mississauga Marathon has events for a range of ages and experience including a full marathon, half marathon, 5 and 10 kilometre runs, a 2 kilometre fun run, school and corporate challenges, a Health and Wellness Expo and an Awards Ceremony. Details of the race location and route are outlined in Appendix 1.



## Comments

A Relationship Agreement between the City and Landmark was put in place for the period of 2016-2020. This agreement expired at the end of December 2020. Due to the pandemic, the Mississauga Marathon shifted to a virtual run format in both 2020 and 2021 but are anticipating resuming in-person events in 2022.

Landmark Sports Group Inc. has requested to renew their relationship with the City and enter into a new agreement for an additional 5 year period 2022-2026 inclusive. A by-law is required to authorize the Commissioner of Community Services or designate, to execute a new agreement of this nature and any necessary ancillary documents, amending or renewal agreements in subsequent years.

The new agreement will outline roles and responsibilities of Landmark and the City for the execution of the annual events including the following:

- The agreed upon routes (Appendix 1) and City facilities will be reserved for the Mississauga Marathon on the agreed upon dates (i.e. first weekend of May) during each of the years 2022 to 2026 inclusive with necessary modifications made as required, and has been agreed to by the applicable facility directors, and as will be confirmed through permits on an annual basis as per the Use of City Facilities Policy (05-01-12).
- Key facilities include: Mississauga Celebration Square, Mississauga Civic Centre, Lakefront Promenade Park, A.E. Crookes Park, Jack Darling Park, Richards Memorial Park, J.C. Saddington Park, Ben McCree Park, Adamson Estate, S.t Lawrence Park, Credit Village Marina, Lakeside Park, Tall Oaks Park, RK McMillan Park, Douglas Kennedy Park, Marina Park, Carmen Corbasson Community Centre and Port Credit Arena.
- Landmark shall obtain and maintain all annual permits, licenses or approvals by dates specified by the City and other parties including Peel Regional Police required to hold each annual event and shall comply strictly with all term and conditions relating thereto.
- Landmark shall solely be responsible for all City fees and charges and additional costs associated with the administration and promotion of the Mississauga Marathon. Landmark will be charged the Community Group Rental Rate for the rental of City facilities.

The City is under no other obligation to provide financial or in-kind support to the Mississauga Marathon. The Mississauga Marathon has a track record and additional potential to attract tourism to the City. Landmark is encouraged to pursue additional support including marketing and funding opportunities through Tourism Mississauga.

## Financial Impact

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

## Conclusion

The Mississauga Marathon provides an opportunity for residents to be active, healthy and engaged in their community and has continued to build its reputation as a sport tourism attraction for the City. City support of the Marathon in the form of an agreement will assist Landmark Sports Group Inc. in attracting investment for the event and to support the continued growth of this event into the future.

## Attachments

Appendix 1: Mississauga Marathon Route Maps

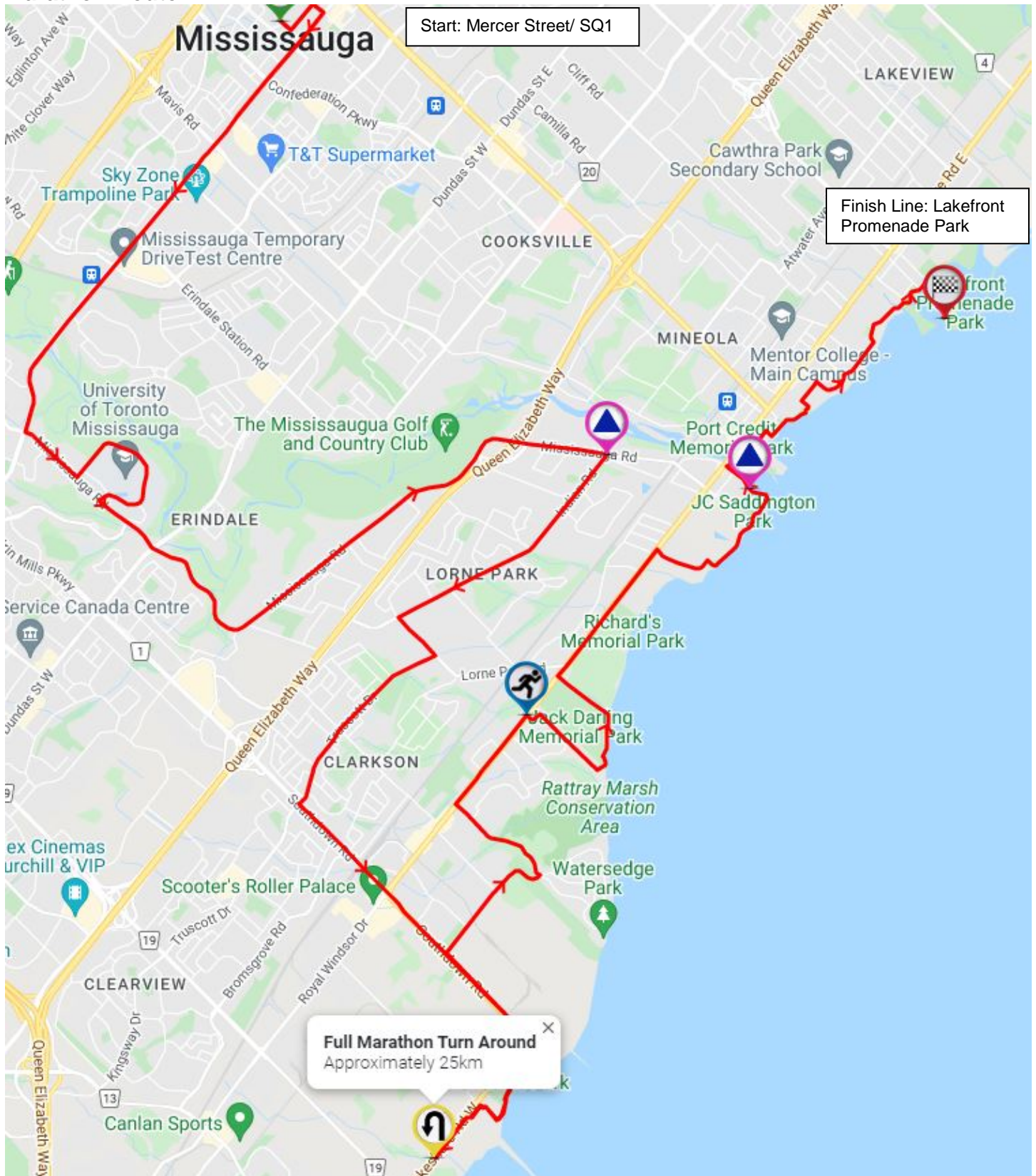


Jodi Robillos, Commissioner of Community Services

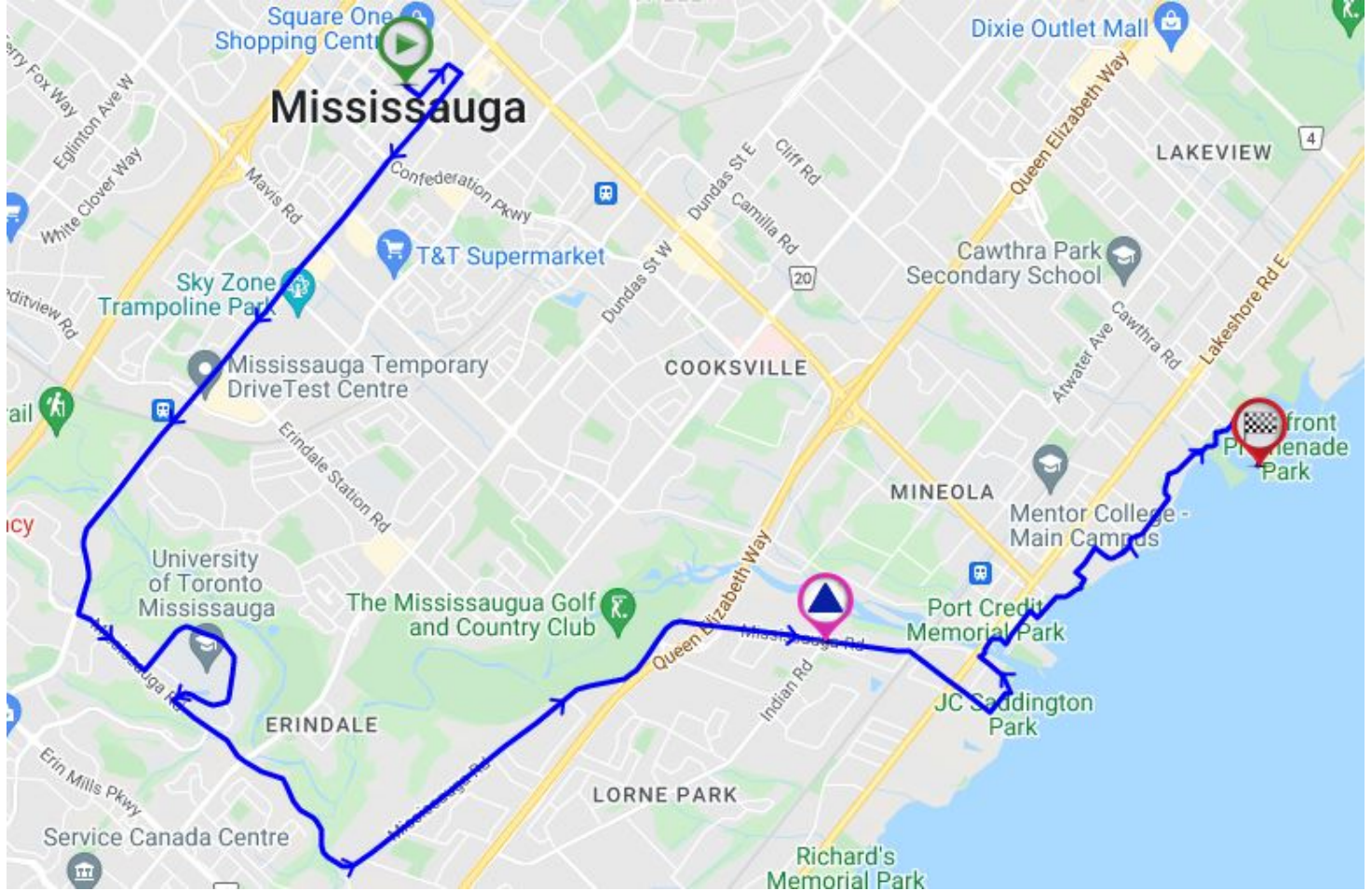
Prepared by: Jennifer Cowie Bonne, Manager, Community and Neighbourhood Development

## Mississauga Marathon Route Maps

### Marathon Route



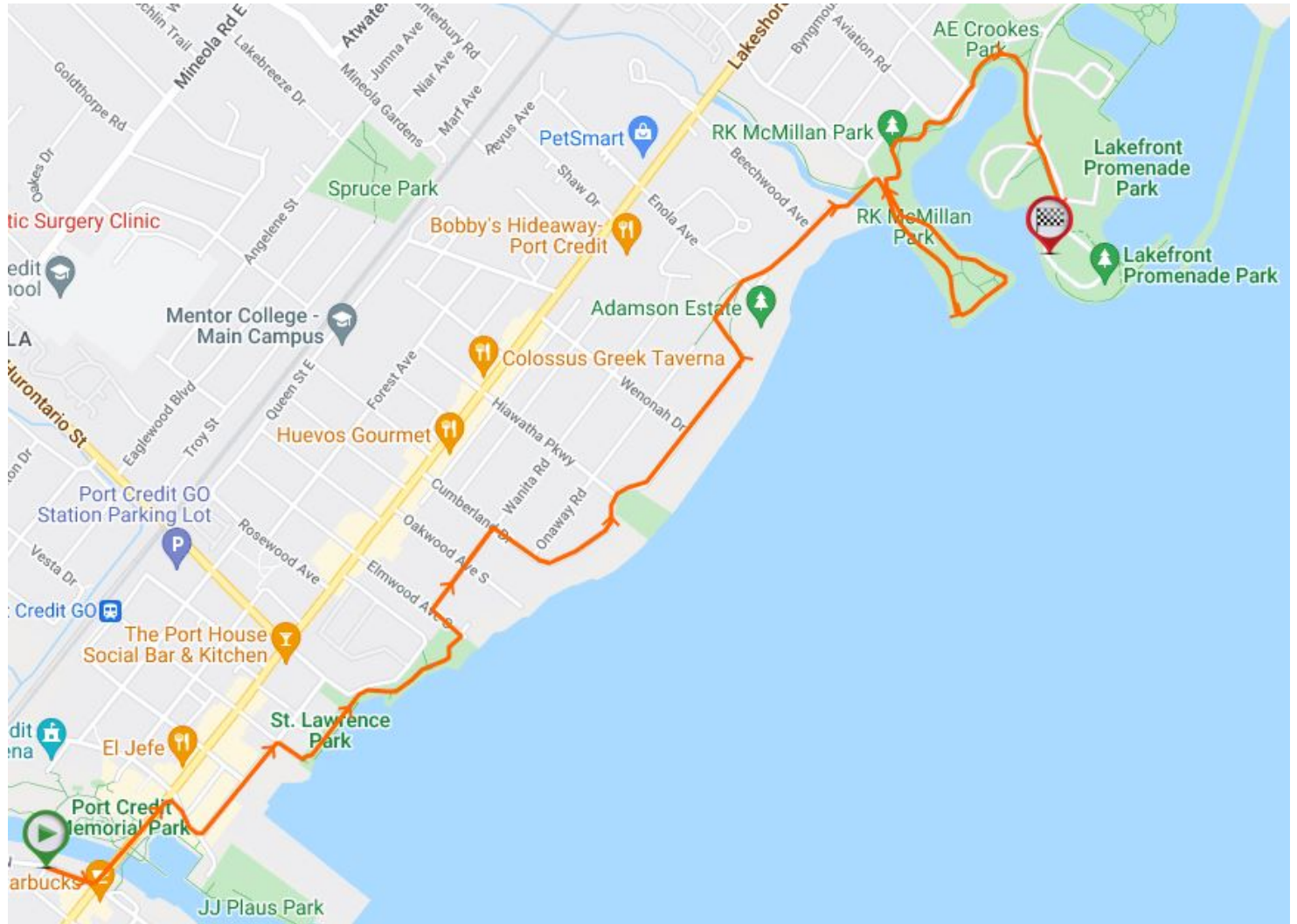
### Half Marathon Route



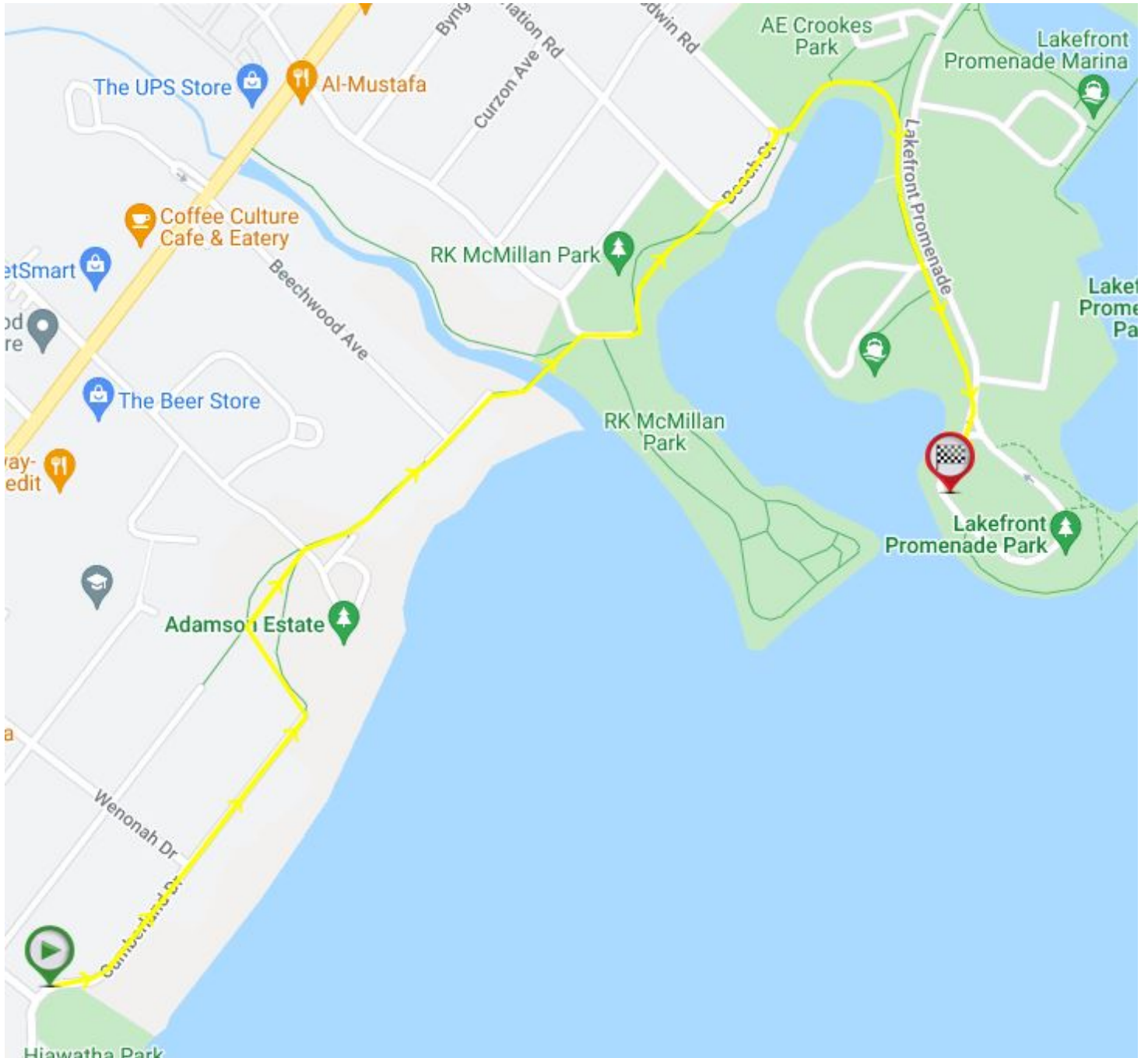
### 10 Kilometre Route



### 5 Kilometre Route



## 2 Kilometre Route



Date: March 21, 2022	Originator's files: PO.13.HYD
To: Chair and Members of General Committee	
From: Shari Lichterman, CPA, CMA, Commissioner of Corporate Services and Chief Financial Officer	Meeting date: April 13, 2022

## Subject

**Tax Exemption for a Municipal Capital Facility, being a portion of the property municipally known as 800 Hydro Road, Tax Roll #21-05-07-0-998-00201**

## Recommendation

1. That a by-law be enacted to classify the License Agreement dated February 3, 2022 between Lakeview Community Partners Limited and the City of Mississauga, as a municipal capital facilities agreement made pursuant to section 110 of the Municipal Act, 2001, SO 2001, c.25, as amended, and to hereby exempt a portion of 800 Hydro Road, consisting of a soccer field, the east and west parking lot, comprising an area of 4.39 acres as shown in Appendix 1 attached to the report dated March 21, 2022 from the Commissioner of Corporate Services and Chief Financial Officer titled "Tax Exemption for a Municipal Capital Facility, being a portion of the property municipally known as 800 Hydro Road, Tax Roll #21-05-07-0-998-00201" (the "Licensed Lands") from taxation for municipal and school purposes.
2. That By-law 0434-2004, being "A By-law to provide for Municipal Capital Facilities", be amended with necessary modifications by adding the Licensed Lands' tax roll number #21-05-07-0-998-00201 to the list of properties described in said By-law, for the purposes of declaring it to be a Municipal Capital Facility.
3. That the Clerk be directed to notify the Minister of Education, the Municipal Property Assessment Corporation, the Regional Municipality of Peel and the secretary of any school board which includes the land exempted, of the enactment of the By-law.
4. That all necessary by-laws be enacted.

## Executive Summary

- By-law 0434-2004 provides that Council for the City of Mississauga may exempt facilities which are leased or licensed to the City from taxation by declaring those facilities as Municipal Capital Facilities.



- Municipal Capital Facilities are those facilities which are made available for public use by the City.
- A portion of 800 Hydro Road comprising of a soccer field and the east and west parking lots, with an area of 1.78 hectares (4.39 acres), are currently licensed by Lakeview Community Partners Limited to the City.
- By declaring the Licensed Lands as a Municipal Capital Facility, the estimated savings in property taxes based on the 2021 tax year is \$28,957, subject however to the Municipal Property Assessment Corporation's (MPAC) assessment.

## Background

By way of delegated authority under By-law 0148-2018, the City entered into a License Agreement with Lakeview Community Partners Limited dated as of plus February 3, 2022 to use the Licensed Lands for a period of two (2) years with options to renew for three (3) additional terms of two (2) years each (the "License Agreement"). The City entered into the License Agreement to use the Licensed Lands for public recreational purposes and ancillary parking. The License Agreement is effective as of February 3, 2022.

Property that is owned and occupied by the City is exempt from taxation pursuant to section 3(9) of the *Assessment Act*, RSO 1990, c A.31. However, where the City leases or licenses space for municipal purposes from a private party who is subject to taxation, the City would be responsible for payment of property taxes depending on the lease or license agreement.

Section 110 of the *Municipal Act*, 2001, SO 2001, c 25, permits the council of a municipality to exempt from taxation for municipal and school purposes leased or licensed lands on which municipal capital facilities are or will be located. Municipal capital facilities are defined by the legislation to include, among other things, facilities used for recreational purposes and parking.

When municipal capital facilities are located on just a portion of land, the remainder of the lands that are not designated as municipal capital facilities continue to be taxed for municipal and school purposes.

The City will use the Licensed Lands to provide the public with access to additional recreational facilities.

## Comments

The City has entered into a license agreement to license a portion of 800 Hydro Road consisting of a soccer field, the east and west parking lot, and comprising an area of 1.78 hectares (4.39 acres) as shown in Appendix 1 attached to this report, effective as of February 3, 2022. Under the terms of the License Agreement, the City is to be exempt from taxation, so long as a by-law is enacted declaring the Licensed Lands a municipal capital facility for the purposes of the *Municipal Act*, 2001, as amended. Should Council adopt the recommendations herein, the

Licensed Lands would become tax exempt. This exemption is only applicable so long as the City has a right to use the Licensed Lands. Upon the end of the license term, any renewal term or termination of the License Agreement, By-law 0434-2004 will be amended removing the municipal capital facility and all parties will be notified. MPAC will then re-class the property to resume the applicable taxation.

The Licensed Lands comprise an area of 1.78 hectares (4.39 acres) of the total area of the property municipally known as 800 Hydro Road (the "Property"). Designating the Licensed Lands as a municipal capital facility will only exempt the portion of the Property comprising 1.78 hectares (4.39 acres) from payment of property taxes. The remainder of the Property, containing an area of 69.78 hectares (172.44 acres), will continue to be subject to property taxes.

## Financial Impact

Should Council adopt the recommendations noted herein and exempt the Licensed Lands from taxation for municipal and school purposes, the City will not be required to pay property taxes on the Licensed Lands. While the License Agreement contemplates the possibility of the Licensed Lands as being a municipal capital facility, the enactment of a by-law declaring it as such is required under the *Municipal Act*, 2001, as amended. Once enacted, MPAC will determine the assessment value of the lands being exempt resulting in an adjustment to the taxes payable for this property. Based on the current use of the lands and applicable property taxes, the estimated portion of taxes for the 1.78 hectares (4.39 acres) is \$28,957 for the 2021 tax year.

## Conclusion

While ordinarily exempt from taxation, the City is obligated to pay its proportionate share of property taxes on properties, which have been leased or licensed, from private parties. Exempting the Licensed Lands from taxation in accordance with the municipal capital facilities provisions of the *Municipal Act*, 2001, as amended and would result in savings to the City.

## Attachments

Appendix 1: The Proposed Tax Exempt Portion of 800 Hydro Road



Shari Lichterman, CPA, CMA, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Janeth Huab, Project Leader, Realty Services

Appendix 1: The Proposed Tax Exempt Portion of 800 Hydro Road



## **REPORT 2 - 2022**

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Governance Committee presents its second report for 2022 and recommends:

GOV-0004-2022

That the following item(s) were approved on the Consent Agenda:

- 10.2 Status of the Governance Committee Work Plan (CONSENT)
- 12.1 The Council Code of Conduct - Update Under the Complaint Protocol Section (CONSENT)

(GOV-0004-2022)

GOV-0005-2022

That the corporate report dated November 5, 2021 from the Commissioner of Corporate Services and Chief Financial Officer entitled "Proxy Voting at Council - Update", be received, and; that Council not implement proxy voting for the remainder of the term.

(GOV-0005-2022)

GOV-0006-2022

That the status of the Governance Committee Work Plan items, updated for March 28, 2022 Governance meeting, be received.

(GOV-0006-2022)

GOV-0007-2022

That the verbal update regarding the Integrity Commissioner - Investigation Report Update, be received.

(GOV-0007-2022)

GOV-0008-2022

That the Council Code of Conduct - Update Under the Complaint Protocol Section, be received.

(GOV-0008-2022)

GOV-0009-2022

That the verbal discussion regarding Certificates of Recognition Presented on Behalf of the City or City Council to Persons or Organizations, be received.

(GOV-0009-2022)

GOV-0010-2022

That the verbal discussion regarding Speakers and the Order of Speaking at City Events, be received and that staff be directed to review including the protocol for the order of speaking at city facilities in rental and grant funding agreements.

(GOV-0010-2022)

## **REPORT 2 - 2022**

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Traffic Safety Council presents its second report for 2022 and recommends:

TSC-0017-2022

That the deputation from Sirena Liladrie, Resident, Regarding Sora Drive Concerns for Students Attending Vista Heights Public School be received.

(TSC-0017-2022)

TSC-0018-2022

That the deputation from Laura Zeglen, Active Transportation Coordinator regarding the School Walking Routes Program and School Streets be received.

(TSC-0018-2022)

TSC-0019-2022

That the correspondance from Sheelagh Duffin, Supervisor, Crossing Guards regarding the Request for School Streets Pilot Program Volunteers be received.

(TSC-0019-2022)

TSC-0020-2022

1. That the school crosswalk remain at its present location just north of Whitehorn Public School exit driveway to accommodate students accessing the school from both south and north of the crosswalk.
2. That the request for a second crossing guard at Whitehorn Public school exit driveway be denied as one crossing guard functions well on this two lane road and the warrants are not met for the implementation of a second crossing guard.
3. That Transportation and Works, Road Safety staff be requested to review the feasibility of installing a raised crosswalk at the existing school crosswalk just north of the Whitehorn Public School exit driveway and review the feasibility of installing speed bumps on Whitehorn Avenue between Duval Drive and Pickwick Drive in the vicinity of Whitehorn Public School and St. Raymond Catholic Elementary School.
4. That the Principal and staff of Whitehorn Public School be commended for encouraging walking to school and continuing to promote active transportation.

(TSC-0020-2022)

(Ward 6)

## TSC-0021-2022

1. That Transportation and Works be requested to add a "no U-turn" sign on the east side of Sawmill Valley Drive just north of the entrance to the Kiss and Ride at St. Mark Catholic Elementary School.
2. That once the "no U-turn" sign is in place, that Peel Regional Police be requested to enforce the "no U-turn" signage on Sawmill Valley Drive in front of St. Mark Catholic Elementary School, 3675 Sawmill Valley Drive between the peak time period of 8:10-8:35AM, as time and resources permit.
3. That Active Transportation be requested to provide the Principal of St. Mark Catholic Elementary School with newsletter ready promotional material encouraging students and parents to walk to school where possible.
4. That Dufferin-Peel Catholic District School Board be requested to relocate the stop sign at the school exit driveway to the adjacent pole, remove the "no left turn" sign from the pole, add a second stop sign to the south side of the exit driveway and paint a stop bar.

(TSC-0021-2022)

(Ward 8)

## TSC-0022-2022

1. That Transportation and Works be requested to add a "no U-turn" sign on the north side of Castlebridge Drive West of the Castlebridge Public School exit driveway.
2. That Transportation and Works be requested to crosshatch the edge lanes on Castlebridge Drive in front of Castlebridge Public School in the "no stopping" zones at the school entrance and exit driveways, preferably in coloured paint.
3. That Parking Enforcement be requested to enforce the "no stopping" zones in the Castlebridge Public school area on Castlebridge drive once part 2 of this recommendation is completed between the peak times of 8:15 - 8:35AM and 3:20 - 3:40PM.
4. That Peel Regional Police be requested to enforce the "no U-turn" zones once the additional "no U-turn" sign is installed between the peak times of 8:15 - 8:35AM and 3:20 - 3:40PM, as time and resources permit.
5. That the Principal, staff and students of Castlebridge Public School be congratulated for continuing promoting and walking to school in such large numbers.

(TSC-0022-2022)

(Ward 9)

## TSC-0023-2022

That the email dated February 17, 2022 from Seema Ansari, Technical Analyst, Region of Peel regarding the Region of Peel 2020 Vision Zero Road Safety Strategic Plan Update be received.

(TSC-0023-2022)

TSC-0024-2022

That the Site Inspection Statistic Report for March 2022 be received.  
(TSC-0024-2022)

TSC-0025-2022

That the email dated March 24, 2022 from Reanne Kassar, Legislative Coordinator, regarding the Status of Virtual Meetings be received.  
(TSC-0025-2022)

TSC-0026-2022

1. That the warrants have not been met for the implementation of a school crossing guard at the intersection of Gooderham Estate Boulevard and Crawford Mill Avenue for the students attending David Leeder Middle School as the students do not fall within the kindergarten to grade 5 age range to meet the warrant for a crossing guard.
2. That the warrants have not been met for the implementation of a school crossing guard at the intersection of Gooderham Estate Boulevard and Crawford Mill Avenue for the students of Meadowvale Village Public School as there are numerous safe gaps in traffic at the Meadowvale Village Public School entry and dismissal times.
3. That Transportation and Works be requested to review the "no stopping" corner prohibitions on Gooderham Estate Boulevard and Crawford Mill Avenue replacing any "no parking" with "no stopping".
4. That once the corner "no stopping" prohibitions are in place, that Parking Enforcement be requested to provide enforcement at the David Leeder Middle School entry time of 7:50- 8:10 am and dismissal time of 2:05 - 2:25 pm.
5. That Student Transportation of Peel Region (STOPR) be requested to remind all school bus drivers for David Leeder Middle School to queue while waiting for space to drop off and pickup on the school driveway, behind the stop signs on Crawford Mill Avenue and Gooderham Estate Boulevard where it is legal to stop to provide safe sight lines for pedestrians and vehicles at the all way stop.
6. That school bus drivers be requested to move up in the school driveway of David Leeder Middle School to allow space for more school busses to unload/load.

(TSC-0026-2022)

(Ward 11)



## TSC-0027-2022

1. That the warrants have not been met for the implementation of a school crossing guard at either intersection of Copenhagen Road and Joliette Crescent as there are ample safe gaps in traffic for students to cross the road and the all way stop at Joliette Crescent, North leg provides protection for crossing pedestrians.
2. That Transportation and Works be requested to replace the faded signage in the school zone "WC1" and "no stopping" on the east side of Copenhagen Road, at the south end of St. Richard Catholic Elementary School.
3. That Transportation and Works be requested to review the feasibility of adding zebra markings on the north leg of Copenhagen Road and Joliette Crescent on the south side of the intersection at the all way stop.

(TSC-0027-2022)

(Ward 9)

## TSC-0028-2022

That the email dated March 29, 2022 addressed to Councillor C. Fonseca regarding Children Safety be received.

(TSC-0028-2022)

## TSC-0029-2022

That the Parking Enforcement in School Zone Report for January 2022 be received.

(TSC-0029-2022)

## TSC-0030-2022

That the Parking Enforcement in School Zone Report for February 2022 be received.

(TSC-0030-2022)

## TSC-0031-2022

That the Transportation and Works Action Items List for January 2022 be received.

(TSC-0031-2022)

## **REPORT 2 - 2022**

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Environmental Action Committee presents its second report for 2022 and recommends:

EAC-0005-2022

That the deputation and associated presentation from Carrah Bullock, Climate Change Specialist regarding the Public EV Chargers, be received.

(EAC-0005-2022)

EAC-0006-2022

That the deputation and associated presentation from Diane Gibson, Supervisor, Environmental Sustainability, regarding a presentation on Advancing Circular Economy and Litter Mitigation - Waste Management Update, be received.

(EAC-0006-2022)

EAC-0007-2022

That the Environmental Action Committee Work Plan be approved at the April 5, 2022 EAC meeting.

(EAC-0007-2022)