



AGENDA

GENERAL COMMITTEE

THE CORPORATION OF THE CITY OF MISSISSAUGA

www.mississauga.ca

WEDNESDAY, FEBRUARY 26, 2014 – 9:00 AM

COUNCIL CHAMBER – 2nd FLOOR – CIVIC CENTRE
300 CITY CENTRE DRIVE, MISSISSAUGA, ONTARIO, L5B 3C1

Members

Mayor Hazel McCallion	
Councillor Jim Tovey	Ward 1
Councillor Pat Mullin	Ward 2
Councillor Chris Fonseca	Ward 3
Councillor Frank Dale	Ward 4
Councillor Bonnie Crombie	Ward 5
Councillor Ron Starr	Ward 6
Councillor Nando Iannicca	Ward 7
Councillor Katie Mahoney	Ward 8
Councillor Pat Saito	Ward 9 (Chair)
Councillor Sue McFadden	Ward 10
Councillor George Carlson	Ward 11

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INDEX – GENERAL COMMITTEE – FEBRUARY 26, 2014

CALL TO ORDER

APPROVAL OF THE AGENDA

DECLARATIONS OF CONFLICT OF INTEREST

PRESENTATIONS - Nil

DEPUTATIONS

- A. Item 1 Ivana Di Millo, Director, Communications and David Ferreira, Project Manager, City Brand Research Project
- B. Jayne Holmes, Manager, Facilities Planning and Development with respect to the implementation of Low Impact Development in City Buildings.

MATTERS TO BE CONSIDERED

- 1. City Brand Research Project – Final Report
- 2. July 8, 2013 Storm – Status Update
- 3. 2014 Services Agreement between the City of Mississauga and the Greater Toronto Marketing Alliance
- 4. Youth Freedom Pass Pilot Program – July and August 2014
- 5. District Energy – Screening Study Findings and Next Steps
- 6. Acknowledgement Agreement between the City of Mississauga and the Regional Municipality of Peel Pursuant to Site Plan Application SP-12/127 (Ward 5)
- 7. Committee of Adjustment Review – Terms of Reference
- 8. City of Mississauga 2013 Annual Report of the Multi-Year Accessibility Plan (2012-2017 Initiatives)
- 9. Security Incidents in City Facilities & Properties, 2013 Annual Summary

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10. Delegation of Authority – Acquisition, Disposal, Administration and Lease of Land and Property – July 1, 2013 to December 31, 2013
11. Property Purchase Agreement between The City of Mississauga and The Ministry of Transportation of Ontario for the Purchase of a Strip of Land from 705 Matheson Boulevard East (Hershey Centre) (Ward 5)
12. Proposed Surplus Land Declaration for the Purpose of Sale to Abutting Owners Located at 854 Fourth Street (Ward 1)
13. Proposed Surplus Land Declaration – City Owned Property Located on Meredith Avenue, south of 1019 Meredith Avenue (Ward 1)

ADVISORY COMMITTEE REPORTS

Accessibility Advisory Committee Report 1-2014 – February 3, 2014

Environmental Advisory Committee Report 1-2014 – February 3, 2014

Public Vehicle Advisory Committee Report 1-2014 – February 4, 2014

Towing Industry Advisory Committee Report 1-2014 – February 11, 2014

COUNCILLORS' ENQUIRIES

OTHER BUSINESS/ANNOUNCEMENTS

CLOSED SESSION

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

- A. Security of the Property of the Municipality & Personal Matters About an Identifiable Individual, Including Municipal or Local Board Employees – Mayor's Memorabilia and Recognition Events (Verbal update from Susan Burt, Director, Strategic Community Initiatives and Ivana Di Millo, Director Communications)

ADJOURNMENT

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- B. Jayne Holmes, Manager, Facilities Planning and Development with respect to the implementation of Low Impact Development in City Buildings.

MATTERS TO BE CONSIDERED

1. City Brand Research Project – Final Report

Corporate Report dated February 12, 2014 from the Commissioner of Corporate Services and Chief Financial Officer with respect to the City Brand Research Project – Final Report.

RECOMMENDATION

That the Corporate Report dated February 12, 2014 from the Commissioner of Corporate Services and Chief Financial Officer entitled “City Brand Research Project – Final Report” be received and staff be directed to implement the new brand.

2. July 8, 2013 Storm – Status Update

Corporate Report dated February 11, 2014 from the Commissioner of Transportation and Works providing a status update on the July 8, 2013 Storm.

RECOMMENDATION

- 1. That a Flood Impact Advisory Panel be struck to provide insight and advice to City of Mississauga staff on flooding-related studies and other initiatives being undertaken by the City as a result of the July 8, 2013 storm according to the proposed Terms of Reference outlined in the report dated February 11, 2014 from the Commissioner of Transportation and Works titled *July 8, 2013 Storm – Status Update*.

2. That a copy of the report dated February 11, 2014 from the Commissioner of Transportation and Works titled *July 8, 2013 Storm – Status Update* be forwarded to the Region of Peel, Credit Valley Conservation and Toronto and Region Conservation Authority for information.
3. 2014 Services Agreement between the City of Mississauga and the Greater Toronto Marketing Alliance

Corporate Report dated February 3, 2014 from the City Manager and Chief Administrative Officer with respect to the 2014 Services Agreement with the Greater Toronto Marketing Alliance.

RECOMMENDATION

That a by-law be enacted to authorize the Mayor and City Clerk to execute a Services Agreement between the City of Mississauga and the Greater Toronto Marketing Alliance (GTMA), substantially in the form attached, (Appendix 1) and as described in the City Manager and Chief Administrative Officer's report dated February 3, 2014.

4. Youth Freedom Pass Pilot Program – July and August 2014

Corporate Report dated February 6, 2014 from the Commissioner of Community Services with respect to the Youth Freedom Pass Pilot Program.

RECOMMENDATION

That the Corporate Report dated February 6, 2014 from the Commissioner of Community Services entitled "Youth Freedom Pass Pilot Program" be endorsed.

5. District Energy – Screening Study Findings and Next Steps

That the Corporate Report dated February 10, 2014 from the Commissioner of Planning and Building with respect to the District Energy – Screening Study Findings and Next Steps.

RECOMMENDATION

1. That the report titled "*District Energy – Screening Study Findings and Next Steps*" dated February 10, 2014 from the Commissioner of Planning and Building be received for information.

(5.)

2. That Strategic Community Initiatives staff be directed to further investigate District Energy (DE) opportunities as outlined in the report titled "*District Energy – Screening Study Findings and Next Steps*", dated February 10, 2014 from the Commissioner of Planning and Building.
6. Acknowledgement Agreement between the City of Mississauga and the Regional Municipality of Peel Pursuant to Site Plan Application SP-12/127 (Ward 5)

Corporate Report dated January 29, 2014 from the Commissioner of Transportation and Works with respect to the Acknowledgement Agreement with the Regional Municipality of Peel.

RECOMMENDATION

That a by-law be enacted to authorize the Commissioner of Transportation and Works and the City Clerk to execute and affix the Corporate Seal to the Acknowledgement Agreement between The Regional Municipality of Peel and The Corporation of the City of Mississauga to the satisfaction of the City Solicitor as outlined in the Corporate Report dated January 29, 2014 from the Commissioner of the Transportation and Works Department.

7. Committee of Adjustment Review – Terms of Reference

Corporate Report dated February 10, 2014 from the Commissioner of Corporate Services and Chief Financial Officer with respect to the Terms of Reference for a review of the Committee of Adjustment.

RECOMMENDATION

That the Corporate Report dated February 10, 2014 from the Commissioner of Corporate Services and Chief Financial Officer titled "Committee of Adjustment Review- Terms of Reference" be received and direction given to staff regarding commencement of this review.

8. City of Mississauga 2013 Annual Report of the Multi-Year Accessibility Plan (2012-2017 Initiatives)

Corporate Report dated February 4, 2014 from the Commissioner of Corporate Services and Chief Financial Officer with respect to the 2013 Annual Report of the Multi-Year Accessibility Plan.

RECOMMENDATION

That the document titled: "City of Mississauga 2013 Annual Report of the Multi-Year Accessibility Plan" attached as Appendix 1 to the Corporate Report dated February 4, 2014 from the Commissioner of Corporate Services and Chief Financial Officer, be adopted.

9. Security Incidents in City Facilities & Properties, 2013 Annual Summary

Corporate Report dated February 12, 2014 from the Commissioner of Corporate Services and Chief Financial Officer with respect to the Security Incidents in City Facilities and Properties, 2013 Annual Summary.

RECOMMENDATION

That the Corporate Report titled "Security Incidents in City Facilities & Properties, 2013 Annual Summary", from the Commissioner of Corporate Services and Chief Financial Officer dated February 12, 2014, be received for information.

10. Delegation of Authority – Acquisition, Disposal, Administration and Lease of Land and Property – July 1, 2013 to December 31, 2013

Corporate Report dated February 5, 2014 from the Commissioner of Corporate Services and Chief Financial Officer with respect to the Delegation of Authority for Acquisition, Disposal, Administration and Lease of Land and Property.

RECOMMENDATION

That the report dated February 5, 2014 from the Commissioner of Corporate Services and Chief Financial Officer entitled "Delegation of Authority – Acquisition, Disposal, Administration and Lease of Land and Property – July 1, 2013 to December 31, 2013" be received for information.

11. Property Purchase Agreement between The City of Mississauga and The Ministry of Transportation of Ontario for the Purchase of a Strip of Land from 705 Matheson Boulevard East (Hershey Centre) (Ward 5)

Corporate Report dated February 3, 2014 from the Commissioner of Corporate Services and Chief Financial Officer with respect to the Property Purchase Agreement with the Ministry of Transportation of Ontario.

RECOMMENDATION

That a by-law be enacted authorizing the Commissioner of Transportation and Works and the City Clerk to execute a Property Purchase Agreement, and all documents ancillary thereto, between The Corporation of the City of Mississauga (the "City") as Vendor and The Ministry of Transportation of Ontario ("MTO") as Purchaser for the purchase of a strip of land from 705 Matheson Boulevard East ("Hershey Centre"), comprising an area of approximately 15,948 square metres (171,662.85 square feet or 3.94 acres), legally described as Part of Lots 4 and 5, Concession 2 EHS, designated as Parts 2 and 3 on Reference Plan 43R-34426, in the City of Mississauga, Regional Municipality of Peel, in Ward 5, at a purchase price of \$1,955,000.00 plus applicable taxes.

12. Proposed Surplus Land Declaration for the Purpose of Sale to Abutting Owners Located at 854 Fourth Street (Ward 1)

Corporate Report dated February 6, 2014 from the Commissioner of Corporate Services and Chief Financial Officer with respect to the Proposed Surplus Land Declaration.

RECOMMENDATION

1. That the City owned parcel of land located on Fourth Street, north of Lakeshore Road East, east of Cawthra Road, be declared surplus to the City's requirements. The lands contain an area of approximately 204 square metres (2,200 square feet) and are legally described as Lot 173, Plan C22, in the City of Mississauga, Regional Municipality of Peel, in Ward 1.
2. That Realty Services staff be authorized to negotiate the sale of the subject surplus lands to the owners of the abutting property at 854 Fourth Street for inclusion in their existing residential property.

(12.)

3. That all steps necessary to comply with the requirements of Section 2.(1) of City Notice By-law 215-08 be taken, including giving notice to the public by posting a notice on the City of Mississauga's website for a two week period, where the expiry of the two week period will be at least one week prior to the execution of an agreement for the sale of the subject lands under Delegated Authority.
13. Proposed Surplus Land Declaration – City Owned Property Located on Meredith Avenue, south of 1019 Meredith Avenue (Ward 1)

Corporate Report dated February 6, 2014 from the Commissioner of Corporate Services and Chief Financial Officer with respect to the Proposed Surplus Land Declaration for City owned property located on Meredith Avenue.

RECOMMENDATION

1. That the City owned parcel of land located on the east side of Meredith Avenue, just south of 1019 Meredith Avenue, containing an area of approximately 426 square metres (4,585.43 square feet), be declared surplus to the City's requirements. The City owned parcel is legally described as Lot 10, PL D19, in the City of Mississauga, Regional Municipality of Peel, Ward 1.
2. That Realty Services staff be authorized to proceed to dispose of the subject lands once they are declared surplus on the open market at fair market value.
3. That all steps necessary to comply with the requirements of Section 2. (1) of City Notice By-law 215-08 be taken, including giving notice to the public by posting a notice on the City of Mississauga's website for a two week period, where the expiry of the two week period will be at least one week prior to the execution of an agreement for the sale of the subject lands under Delegated Authority.

ADVISORY COMMITTEE REPORTS

Accessibility Advisory Committee Report 1-2014 – February 3, 2014
(Recommendation AAC-0001-2014 to AAC-0007-2014)

Environmental Advisory Committee Report 1-2014 – February 3, 2014
(Recommendation EAC-0001-2014 to EAC-0005-2014)

Public Vehicle Advisory Committee Report 1-2014 – February 4, 2014
(Recommendation PVAC-0001-2014 to PVAC-0003-2014)

Towing Industry Advisory Committee Report 1-2014 – February 11, 2014
(Recommendation TIAC-0001-2014 to TIAC-0003-2014)

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ADJOURNMENT



Corporate Report

Clerk's Files

Originator's
Files

DATE: February 12, 2014

TO: Chair and Members of General Committee
Meeting Date: February 26, 2014

General Committee

FEB 26 2014

FROM: Gary Kent
Commissioner of Corporate Services and Chief Financial Officer

SUBJECT: City Brand Research Project – Final Report

RECOMMENDATION: That the Corporate Report dated February 12, 2014 from the Commissioner of Corporate Services and Chief Financial Officer entitled “City Brand Research Project – Final Report” be received and staff be directed to implement the new brand.

**REPORT
HIGHLIGHTS:**

- The City of Mississauga (City) has experienced tremendous growth since it was incorporated in 1974, significantly changing the shape and nature of the City.
- The City has completed a thorough brand research and engagement project to better understand current perceptions of Mississauga; including a brand audit and review of the existing logo.
- Based on stakeholder feedback, the current logo has very little brand recognition and/or equity among residents and businesses.
- Stakeholders agreed it was time to refresh Mississauga's logo and felt this was an opportune time to develop a new brand for the City and the Downtown. A large majority felt that Mississauga is on the cusp of something big.
- Grounded in the foundation of research and best practices of other successful city brands, a new brand story has been developed for the City overall and the Downtown; one that communicates a

compelling, authentic and aspirational story of the dynamic city Mississauga is today. This story is based on three key ingredients: Welcoming World Culture, Naturally Enriching and Inspiring Possibilities.

- A new and dynamic logo has been internally developed by Communications Creative Services staff to reflect and visually communicate Mississauga's brand story and promise for the future.
- Both the brand story and logo were further tested and validated through focus group testing with key resident audiences. Reaction for both the story and logo was positive with feedback from the groups being addressed and incorporated in the final logo design.
- A brand launch plan – supported by a separate implementation and marketing plan – has been developed to introduce and build awareness of the new brand among residents and key audiences.
- It is also recommended that the use of Mississauga's Coat of Arms be strengthened and expanded and become the symbol for the Mayor and Council as part of the City's overall Visual Identity Program.
- Mississauga's new brand story and logo will help the City tell the world the key elements that make it a unique and dynamic location, while at the same time, sharing its bold vision for the future as a place where people choose to be.

BACKGROUND:

The City of Mississauga has seen tremendous growth and change since it was first established as a City in 1974. In that year, the newly incorporated City of Mississauga had a population of less than 222,500 residents. The narrative of Mississauga's defining brand identity was just beginning. Over the last 40 years Mississauga's population has more than tripled and in the process, it has become Canada's 6th largest city.

During that time, the City's reputation has largely been shaped around an iconic mayor, cultural diversity, and a solid reputation for providing high quality programs, services, and facilities, positive fiscal management and strong economic fundamentals.

Current Visual Identity Program

The current visual identity program was developed through a consultant-led process approved by Council in October of 1986. At the time, the objectives were:

1. Present a consistent visual image which will assist the City in achieving recognition by the general public, corporations, etc.
2. Reinforce a strong corporate image while allowing individual departmental recognition, and
3. Provide guidelines for use by staff in the form of a manual.

The result was the present-day civic mark which was approved in June of 1987. At the time, the consultant commented “the civic mark is a symbol of the 80’s and with the moving of the (municipal) offices to the new Civic Centre it was time to develop a cohesive solid image.” The civic mark was a product of its time and was successful in providing an identifier for a young city in search of a unifying image. The slogan “Leading Today for Tomorrow” was introduced to the civic mark in 1996, as a result of a staff competition and without research and citizen feedback.

Realizing Mississauga’s Strategic Vision

Today, Mississauga is a mature, confident, urban municipality with a population of 745,000. It is also home to 54,000 businesses, 62 leading Fortune 500 companies, 2 leading community hospitals, and 2 post-secondary institutions.

At the same time, the Downtown has both grown and transformed. In 1985, housing and population records were not tracked for the Downtown (source: City of Mississauga, Population and Housing Study 1985). Today, over 26,000 residents call the Downtown home and this figure is estimated to nearly double by 2031. Guided by the principles of the Downtown 21 Plan, the Downtown is now home to an expanding Sheridan College Campus, award-winning residential developments (eg. Absolute World, also known as the Marilyn Monroe Towers), innovative parks and open spaces as well as Mississauga Celebration Square.

The City has an ambitious vision and Strategic Plan for the future to:

- Develop a transit-oriented city
- Ensure youth, older adults and new immigrants thrive
- Complete our neighbourhoods
- Cultivate creative and innovative businesses
- Promote living green

Mississauga's vision is to: *Inspire the world as a dynamic and beautiful global city for creativity and innovation, with vibrant, safe and connected communities; where we celebrate the rich diversity of our cultures, our historic villages, Lake Ontario and the Credit River valley. A place where people choose to be.* Mississauga is consciously and deliberately making this vision a reality through a number of strategic actions, projects, and partnerships.

However, external perceptions of a municipality once formed are difficult to change and often lag current realities. Many people still view Mississauga as a suburban bedroom community. Leveraging the momentum and success of the Strategic Plan and other engagement and visioning sessions, the time is right for Mississauga to review, revitalize, and refresh its visual identity and brand reputation to better reflect and promote the dynamism and change that is taking place in Mississauga and its Downtown.

Change in Political Landscape

In 2014 Mississauga will also experience a significant change in its political landscape. Most notably, Mayor Hazel McCallion has declared she will not seek re-election after 36 years in office. As one of the key elements entrenching the City's current reputation this will have a sizeable impact on how local, national and international audiences view and perceive Mississauga in the future. At the same time, a transition in leadership also presents an opportunity to reassess and reaffirm the City's vision and brand story.

PRESENT STATUS:

Mississauga must ensure that the story it communicates to the world reflects the values, attributes and realities of Mississauga today, while at the same time promotes its brand promise for the future as outlined in the Strategic Plan. Council requested and approved staff to

1d

complete a Brand Research Project as part of the 2013 business plan. This was also a key recommendation of the Communications Master Plan (which was approved by Council in May of 2012). The summary report for the Master Plan identifies the need to develop a strong, unified brand reputation for the City that is rooted in its strategic vision.

Project Objectives

Staff led a Brand Research Project which had two broad-based complementary objectives:

1. To review and refresh the overall brand strategy for the City based on qualitative and quantitative research and detailed stakeholder engagement.
2. The creation of a new distinct, complementary Downtown brand; promoting it to local, national and international audiences, as a dynamic and vibrant location to live, work and play in the heart of Mississauga.

Project Structure

The City's Leadership Team served as the Steering Committee and provided insight and guidance to the cross-departmental project team led by David Ferreira, the Project Manager for the City Brand Research Project. A working staff team was also established to provide operational support to the Project Manager.

As part of a request for proposal process that attracted six proposals, Trajectory was awarded the contract as the successful vendor for the project to manage research and stakeholder engagement. The Trajectory team are leaders in the field of brand strategy, design, and stakeholder engagement strategies with a demonstrated expertise in 'placemaking' and city branding. In recent years, they have worked on a number of innovative municipal/regional branding and rebranding projects in North America, such as; Destination DC, Crystal City, VA, and the Niagara Region.

Project Methodology

The initial phase of the project, launched in early May, was to conduct an assessment of the City's current visual identity program to better

understand the channels and messaging currently being used. It also helped determine the organization's brand and marketing requirements. At the same time, the consultant and project team carried out an extensive review and analysis of the City's current plans, policies, strategies, data and research.

The next step involved identifying and engaging key stakeholders for input on what the prevailing thoughts, opinions and perceptions of Mississauga are today. This group of both internal and external stakeholders formed a Brand Advisory Panel that participated in a series of four half-day workshops. These sessions were an integral part of the process and helped identify and refine Mississauga's core brand characteristics, attributes and points of differentiation that make the City unique. Finally, the Panel also helped test and validate the final brand positioning and strategy for the City overall and the Downtown.

Once the brand positioning was validated by both internal staff and external stakeholders groups, the new logo and visual identity was developed. This process was carried out and completed internally by Corporate Communications Creative Services staff with the support from Trajectory's design team.

Project Timelines

Timeframe	Project Phase
May 2013	Project organization and kick-off
May – Jul 2013	Research, analyze and assess existing brand reputation and perceptions of Mississauga
May – Sep 2013	Engage residents, stakeholders and City staff for input and validation
Aug – Sep 2013	Develop brand position and brand story
Sep – Dec 2013	Create logo and visual identity
Nov – Dec 2013	Validate brand story and visual identity with residents and stakeholders
Dec – Jan 2014	Develop implementation and marketing strategy
Feb 2014	Final report to Council for approval
Mar – Jun 2014	Brand launch and implementation

COMMENTS:

The research and engagement phase was one of the most important aspects of the project; helping uncover and refine Mississauga's unique features and distinctive attributes and characteristics. It was also crucial in helping to ensure that the new brand story was authentic and genuinely resonated with residents and key audience groups. Overall, the input and perceptions of residents and stakeholders helped shape the new brand story, logo and final recommendations of the project.

The project team and consultant also conducted a thorough review and analysis of a number of the City's strategic documents, including; the Strategic Plan, the 2013 Business Plan, and the Downtown 21 Master Plan. In addition, the project team and consultant have reviewed relevant case studies, industry standards and best practices.

Three key elements of the research and engagement strategy stand out:

1. Resident and small business survey.
2. Stakeholder interviews.
3. Brand Advisory Panel workshops.

The following is a summary of these efforts and the primary findings of each. A full summary of the entire research and engagement strategy can be found in the Final Report, attached as Appendix 1.

1. Resident and Small Business Survey

The brand survey was completed by 494 Mississauga residents and 101 small to medium sized business owners. Conducted in July 2013, via telephone and online methods. The questions were designed to better understand the thoughts and impressions these two groups had with respect to Mississauga; its strengths and weaknesses as well as their overall satisfaction with the City. Below is a list of some of the key results of the survey:

- 93% are generally satisfied living in Mississauga
- 77% are proud to say they live in Mississauga
- 69% believe they have a better quality of life than people who live in Toronto
- 84% would recommend Mississauga as a place to raise a family

This high degree of resident satisfaction seems to be associated with the belief that Mississauga is both family friendly and a place with a strong sense of community. This is evidenced in the words they felt best described Mississauga (see chart below), with words such as; safe, family friendly, community-oriented and welcoming, all scoring highly. Conversely, respondents did not believe that Mississauga had a rich history or that it was sophisticated, young, charming or naturally beautiful.

Top 8 Words that Best Describe Mississauga	Top 8 Words that Least Describe Mississauga
Growing (37%)	Surprising (26%)
Family Friendly (33%)	Rich History (25%)
Safe (33%)	Sophisticated (24%)
Culturally Rich (21%)	Hi-Tech (21%)
Neighbourhood Feel (18%)	Young (15%)
Welcoming (17%)	Charming (13%)
Balanced Lifestyle (15%)	Visionary (13%)
Community-oriented (12%)	Natural Beauty (12%)

The survey also gauged the level of satisfaction that respondents had with various amenities in Mississauga. The chart below provides a highlight of the results of key attributes. The number represents the percentage of people who gave the attribute an excellent or good rating. A score over 75% was considered a strong attribute while a score of 60% or less was considered an area that may require additional attention and/or improvement.

Attributes with High Ratings of Satisfaction	Attributes with Lower Ratings of Satisfaction
Geographic Location (87%)	Accessibility (58%)
Cleanliness (85%)	Downtown (56%)
Parks and Green Space (83%)	Transit (51%)
Safe Streets (82%)	Seniors Activities (46%)
Infrastructure (79%)	Traffic Congestion (43%)
Recreation Activities (77%)	Night Life (43%)
Economic Prosperity (74%)	Affordability (39%)

In addition, respondents also felt Mississauga had good facilities and amenities for shopping (88%), education (80%) and health care (77%). One final observation was that while almost 2 in 3 residents are excited about the City's future, over half said they are worried about how fast the City is growing.

2. Stakeholder Interviews

Another element of the research and engagement strategy for this project was a series of 30-45 minute one-on-one interviews with key stakeholders, including; City of Mississauga Council, members of the City's Leadership Team, members of the Region of Peel's Executive Team, and community organizations and partners. While the responses from the interviews echoed the diversity of the City, a number of common findings and themes did emerge.

First, there was broad recognition that now is an ideal moment in the City's history to refresh and develop a new brand identity for the City and the Downtown. Many felt that Mississauga is at a unique moment in its history; that the city was on the cusp of something big that will shape its future in new and exciting ways.

One of the most common themes was the realization that the City's current brand is very much associated and shaped by Mayor McCallion. There was a strong respect for what the Mayor has achieved and the effort and success she has had in promoting Mississauga. However there was a consensus that, with her declaration that she will not stand for re-election that the brand needed to be refreshed and evolve into a true Mississauga brand focused more on the City and its unique attributes and characteristics.

The impact and importance of Mississauga's component villages and their particular histories and role in building the overall character of the City was also frequently mentioned. This was identified by some as a unique point of differentiation for Mississauga; namely that it wasn't built outward from a central location but rather woven together from a group of distinct communities. Related to this was a sense that residents feel a high degree of civic pride but that at times it is directed more towards their particular community or neighbourhood rather than the City as a whole.

There was also recognition of the strong and rich diversity of the people of Mississauga. The City is home to a wide range of socio-cultural communities and groups that contribute a distinct vibrancy and variety to daily life in Mississauga.

One of the key strengths that was often mentioned during the interviews was that of the City's location. Its proximity to Toronto and the United States along with access to the airport, major rail links and extensive highway connections make Mississauga an attractive location for both residents and businesses.

Mississauga's rich natural history and landscape was also a consistent theme in the interviews. The City has an abundance of natural assets such as; the Riverwood Conservancy, the Credit River Valley, the City's waterfront along with its many other parks and natural areas. However, these destinations often lack broad public awareness.

This often led to discussion on the need for the City to find more efficient ways to promote what it has to offer and the inherent challenges in doing so. The most significant barrier mentioned being the lack of major media outlets (newspapers, radio, television, etc.) based in Mississauga.

One question posed to all interviewees was around which cities they admired and that Mississauga could strive to emulate in developing an overall brand and one for the Downtown. Nationally, the cities most often cited were; Vancouver, Ottawa, Halifax, and Montreal. Internationally, the cities identified were; Seattle, Chicago, Boston, Portland, Denver, Melbourne, Copenhagen and Hammerby, Sweden.

3. Brand Advisory Panel Workshops

Another key element of the project's research and engagement strategy was the Brand Advisory Panel workshops. Over the summer four half-day workshops were held, attracting over 100 participants. The Panel was comprised of residents, businesses, community partners and organizations as well as City staff. These sessions were critically important in helping shape, refine and validate many of the projects assumptions and recommendations. Below is a summary of the purpose and outcome of each of the four workshop:

Workshop 1

Purpose: To understand Mississauga's current reputation and aspirations for the future.

Outcome: There was recognition and agreement that the City's current identity is generic; out-of-date and a not reflective of Mississauga today.

Workshop 2

Purpose: To identify the City's personality and attributes that are most relevant to audiences.

Outcome: The group identified what audiences felt were basic expectations associated with being a great city and the 10 attributes that best distinguished and described Mississauga. The 10 attributes were:

1. Community of communities
2. Connected hub
3. Cultural vitality
4. Future-smart
5. International perspective
6. Natural beauty
7. Next economy
8. Place for living well
9. Positive growth
10. Quality options

Workshop 3

Purpose: To consolidate the attributes into a few essential brand ingredients that define Mississauga in order to begin to tell its brand story.

Outcome:

The group identified three brand ingredients that were at the core of telling Mississauga's brand story.

Workshop 4

Purpose: To review the brand story, supported with messaging and proof points for each stakeholder group.

Outcome: There was agreement and broad consensus on both the Mississauga and Downtown brand stories and positioning; allowing the project to move into visual identity development.

Taken together, and supported by extensive research, this engagement process helped identify, articulate and refine the three core brand ingredients of Mississauga brand story.

Mississauga's Three Brand Ingredients

Brand ingredients are the attributes of a place that are most important to the intended audience, whether it's residents, visitors, staff, students, investors or a combination of all of them. It is the foundation of a clear and compelling message that a place wants to communicate as part of its brand story. As defined through this project, Mississauga's three brand ingredients are:

Welcoming world culture

Mississauga's welcoming world culture is rooted in the rich mosaic of our communities. We hail from every part of the world. We call Mississauga home but our global connections and diverse talents create a vitality that helps the city prosper.

Naturally enriching

Mississauga offers a balanced and enriching lifestyle. Vibrant culture, excellent parks, green spaces, and recreation and leisure facilities provide residents and visitors a wide range of options to enjoy unique Mississauga moments.

Inspiring possibilities

It's the inspiring possibilities that make us so passionate about Mississauga. We have a shared vision for the City. Even more important, we've always had the kind of "can do" spirit and commitment to excellence that makes great things happen.

Mississauga's brand story weaves together these three ingredients into a powerful, compelling and authentic narrative. It communicates the key qualities that define the dynamic city it is today, its vision for the future, and why it is relevant to a wide range of audiences. It answers the question: Why choose Mississauga?

Mississauga's Brand Story

People choose Mississauga for many reasons but three qualities knit the social, cultural and economic life of our city together in a unique way.

Mississauga's welcoming world culture is rooted in the rich mosaic of our communities. We hail from every part of the world. Our diverse energy and talents help fuel the city's role as an international hub. In North America, Mississauga enjoys the kind of global connections and cultural diversity of cities more than twice its size. That's a huge advantage for our historic villages, our businesses and our people.

Mississauga offers its own naturally enriching lifestyle. Nature is so close here with more than 520 parks and woodlands. Our green jewels are the Credit River and one of Lake Ontario's best waterfronts. We celebrate our local heritage, arts and culture and enjoy being in the heart of one of North America's most vibrant, prosperous regions.

It's the inspiring possibilities that make us all so passionate about Mississauga. We've got a strong shared vision and we have the kind of "can do" spirit and commitment to excellence that makes great things happen. We're an economically prosperous community of people and businesses eager to embrace new and emerging technologies and innovations.

These three ingredients create a one-of-a-kind place we call home – Mississauga.

Downtown Brand

Another key objective of this initiative was the creation of a new distinct, Downtown brand that could be used to promote the Downtown to local, national and international audiences as a dynamic and vibrant location to live, work and play in the heart of the Mississauga. The brand position was formulated in parallel with the overall brand utilizing the same engagement and research methods. However, to further test, refine and validate the Downtown brand position, the project team held two additional workshops.

1m

The Downtown story leverages the overall City brand ingredients – *welcoming world culture, naturally enriching and inspiring possibilities* – in unique ways to create a distinct brand story for the Downtown.

Mississauga's Downtown is the vibrant, growing heart of the city.

With a vibrant and ever expanding arts and culture scene, education options and great open public spaces, the downtown is naturally enriching for visitors, residents, students, employees, and businesses. It is the innovative hub for the social and economic exchange of ideas, cultures and commerce.

The Downtown is attracting the attention of people inspired by the opportunities for its future to deliver on the promise of being North America's next great urban centre.

Messaging for Downtown must appeal to all of the City's many stakeholders including, but not limited to: residents, newcomers, businesses, investors, youth/students, and visitors.

Visual Identity Development

The logo and visual identity system must also tell Mississauga's story in a graphic way and express boldly the realities of the City today and the possibilities for its future. *Welcoming world culture, Naturally enriching, Inspiring possibilities*, and resulting brand story have informed the design development phase for a new logo.

In order to ensure that the brand positioning resonated with external stakeholders, a series of six focus groups were held over two weeks in early November comprising of specific sub-sets of key target audiences for the City of Mississauga.

The main purpose of the focus groups was to test reaction to the brand positioning and new logo and visual identity against a series of criteria, including:

- comparison to the existing logo
- distinctiveness and general appeal
- degree to which the logo reflects and communicates the Mississauga personality and brand story

Current Logo and Visual Identity

The key insight from the discussion was that the current logo had very little equity in that very few recall what it looks like. A majority agreed it was time to refresh Mississauga's logo. Reactions to the current City logo included words such as:

- industrial
- conservative
- boring
- about work

New Logo and Visual Identity

The new logo represents a bold and modern new visual identity for the City. It reflects the growth, openness and imagination of a **young city on the cusp of something big.**

In testing the new logo with residents and key audiences participants generally expressed positive reaction to the new logo (this was especially true among newcomers); some had a moderate reaction to the new identity, while still others felt the change was too dramatic. A number of participants described the proposed logo as:

- modern, futuristic
- flexible, open to a range of interpretations
- imaginative and creative
- interesting, distinctive and unique

Most participants, including many who had a mixed or negative first impression of the new logo, still indicated that the new logo was more reflective of Mississauga today, and the three brand ingredients.

Most recommended moving to the new logo even if they didn't find it appealing on first blush. In fact, a few participants who began with mixed to negative reactions to the new logo began to have a more positive reaction to it over the course of the focus group.

As is common with any new brand the City should expect some questions and negative reaction, as is most often the case whenever new or refreshed brands are launched. As the new logo together with the brand story become more familiar and used more commonly, it will begin to develop a greater meaning and resonate to a greater degree with; residents, businesses and other key target audiences.

Validation research has also been vital in allowing the project team to test the proposed brand positioning and visual identity among different target audiences to further refine the recommendations to better reflect the views of these groups.

Expanding the Use of the Municipal Coat of Arms

One final element of the new visual identity guidelines is the recommendation for the expanded use of the Municipal Coat of Arms. Currently, the Coat of Arms is used infrequently, primarily for ceremonial events and other special purposes such as the corporate seal.

Moving forward it is proposed that the Coat of Arms be reserved as the emblem used by the Mayor and Members of Council. The Coat of Arms is representative of Mississauga's past, present and future. As official representatives of the City and its residents, it is fitting that the symbol be used to represent the Mayor and Members of Council in their official business.

The application of the Coat of Arms should be extended to Council business cards, letterhead, etc.

Implementation Plan and Recommendations

Successful brand strategies are by definition long-term initiatives. However, the first 3-5 years are critical to creating a foundation for sustainable success. A great deal of elements must be considered when developing and implementing a strong brand, including:

- Rolling out the new logo and visual identity across all city facilities, documents, digital media and marketing channels
- Creating and maintaining consistency and alignment of brand messaging
- Developing, nurturing and maintaining external brand partnerships to extend the reach and awareness of the brand
- Measuring and monitoring brand reputation metrics to ensure that promotional and marketing tactics are effectively raising brand awareness among key stakeholders
- Exploring and developing new opportunities – both internally and externally – to promote and extend brand awareness

1p
The Final Report outlines 11 recommendations as well as a 4-year implementation and marketing plan for the new brand. The recommendations in the report are based on six critical success factors:

1. Senior leadership stewardship and support
2. Internal engagement and alignment
3. City to act as a catalyst for brand collaboration
4. Plan for the long-term
5. Coordination of all messaging and marketing efforts
6. Measurement of impact
7. Celebrate successes

To implement a brand program effectively, staff recommend:

1. Create a new logo and visual identity
2. Launch of the brand strategy
3. Create an internal “experience master planning” process
4. Create an internal “idea incubator” process
5. Develop a cross-functional identity design advisory group
6. Create an internal on-brand recognition program
7. Support marketing and communications with on-brand messages and tools
8. Create a Mississauga Brand Partnership with key external stakeholders
9. Develop a process for identifying “signature” initiatives
10. Monitor and Report Brand Metrics

Together these recommendations will help create a focused and effective approach to promoting, marketing and communicating about Mississauga. It provides the tools to proactively manage and strengthen Mississauga’s reputation and promote itself as a dynamic and growing city.

STRATEGIC PLAN:

The City Brand Research Project is in many ways a natural extension of the strategic planning process. The objective of *Our Future Mississauga* was to develop a shared forward-looking vision for the City and to provide direction for future strategic initiatives. The intent of this project is to ensure that the values, goals and aspirations that

came out of the strategic planning process are effectively incorporated and reflected in the story we communicate to local, national, and international audiences. A strong and compelling brand identity for both Mississauga and the Downtown will support many of the plan's strategic goals, such as: attracting and retaining youth, celebrating our community, creating a vibrant Downtown, strengthening arts & culture and attracting innovative business.

Direction for the City Brand Research Project was also provided by the Communications Master Plan. Key themes of the Plan are: communicate to build reputation; creativity and innovation; branding and standardization; research; thinking from customer's perspective; social media; education; and implementation. The Plan recommended the City develop a strong and unified brand to support the City's communications efforts and to achieve its strategic objectives as laid out in the Strategic Plan.

FINANCIAL IMPACT: A one-time budget of \$170,000 was allocated for the development and testing of the new Mississauga brand. One-time funding for the project was shared equally between the Strategic Community Initiatives budget and the Communications Division. The project budget was used to engage a consultant to support the project team in conducting research, stakeholder engagement, brand positioning, and validation for both the City and Downtown brands.

For comparison, below is a list of recent municipal brand positioning and development exercises.

City (Year)	Population	Development Costs
Ottawa (2001)	883,000	\$200,000
Toronto (2005)	2.6 million	\$1,000,000
Montreal (2008)	1.6 million	\$487,000
Regina (2008)	193,000	\$320,000
Melbourne (2009)	4.2 million	\$234,000
Edmonton (2012)	812,000	\$455,000
Gold Coast (2013)	590,000	\$172,000
Brantford (2013)	93,000	\$100,000

The scope of these brand initiatives varied based on the municipality's population and particular requirements; however it demonstrates that the approach of the City's project is cost effective and effectively leverages internal staff resources.

The launch of the brand will be achieved through existing resources identified in the 2014 budget. At the same time we will align and leverage existing events and promotional efforts wherever possible. The application of the new logo will be carried out in a phased and cost-effective manner i.e. as new materials are ordered, the logo will be introduced. The plan also includes 11 key recommendations for launching the brand and proactively managing the City's reputation. In future, additional resources, if required, to implement the recommendations will be addressed through the annual Business Planning process.

CONCLUSION:

Long-term planning and coordination are critical to managing a successful brand. A city's brand reputation is influenced by many factors – both internal and external. Coordinated, long-term planning and management are crucial for Mississauga to be able to effectively promote itself to key audiences, both locally and globally, in a manner that is clear, consistent and compelling; articulating why they should choose Mississauga to live, work, study, visit and play.

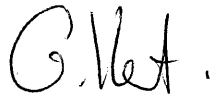
Finally, as always, it is important to monitor, review and measure the impact of various branding activities and initiatives. This is essential to maintaining support for brand-building activities by demonstrating the positive impact of these efforts. At the same time it allows for the City and its key community partners to celebrate their successes; and creates an ongoing dialogue with the community that helps nurture and sustain the brand in the views and perceptions of key audiences.

At the core of all successful city brands is an understanding of the values and perceptions of its residents, businesses, community partners and key stakeholders. The new Mississauga brand story and visual identity are rooted in extensive research and the views of these key audiences – as gained through robust engagement.

As a result, the Mississauga's new brand story and logo will help communicate and promote Mississauga's unique personality and its bold vision for the future as a place where people choose to be.

ATTACHMENTS:

Appendix 1: Final Report – Our Future Mississauga, Growing our Brand – *Please note, this report will be distributed under separate cover.*



Gary Kent

Commissioner of Corporate Services and Chief Financial Officer

Prepared By: Ivana Di Millo, Director, Communications

Our Future Mississauga *Growing our Brand*

FINAL REPORT – February 26, 2014



MISSISSAUGA

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Acknowledgements /

The Brand Research Project for the City of Mississauga is the culmination of a thorough process of resident and stakeholder engagement and input, supported by extensive quantitative and qualitative research. Residents and community partners have been instrumental in guiding and shaping the brand recommendations found in this report. The Communications Division along with the City Strategy & Innovation Division would like to acknowledge all of those who participated in the process and thank them for their commitment, engagement and contribution to the project.

City Council

Mayor Hazel McCallion, C.M. LL.D.; Councillors: Ward 1, Jim Tovey; Ward 2, Patricia Mullin; Ward 3, Chris Fonseca; Ward 4, Frank Dale; Ward 5, Bonnie Crombie; Ward 6, Ron Starr; Ward 7, Nando Iannicca; Ward 8, Katie Mahoney; Ward 9, Pat Saito; Ward 10, Sue McFadden; Ward 11, George Carlson.

Leadership Team

City Manager and Chief Administrative Officer, Janice M. Baker; Commissioner, Corporate Services & Chief Financial Officer, Gary Kent; Commissioner, Planning and Building, Ed Sajecki; Commissioner, Transportation and Works, Martin Powell; Commissioner, Community Services, Paul Mitcham.

Core Team

Project Manager, David Ferreira; Project Champion and Director, Communications, Ivana Di Millo; Manager, Strategic Talent Management, Lori Kelly; Director, Transportation Project Office, Geoff Wright; Manager, Corporate Communications, Sonja Banic; Manager, Creative Services, Tina Mackenzie; Manager, 311 Citizen Contact Centre, Denise Prue; Graphic Designer, Alex Lo-Basso.

Consultant – Trajectory

The Trajectory team are leaders in the field of brand strategy, design, and stakeholder engagement strategies with a demonstrated expertise in 'placemaking' and city branding. Trajectory brings with them a wealth of strategic brand knowledge, with the core Trajectory team bringing over 200 years of combined experience in the field. In recent years, they have worked on some of the most dynamic and innovative municipal/ regional branding and rebranding projects in North America, such as Destination DC, Crystal City, VA, and the Niagara Region. Some of their current clients include the Art Gallery of Ontario (AGO), Toronto 2015 Pan Am Games, Scotiabank, Ryerson University and YMCA Canada.

A special thank-you for their commitment and hard work on the Brand Research Project goes to:

Vice-President, Jeannette Hanna; Director, Brand Development, Stephen Weir; Creative Director, Paul Hodgson; Research Support, Bindhu Shah; Founding Director, Place Matters, Malcolm Allan; Partner, The Strategic Council, Donna Nixon.

Communications Division

For their participation and input throughout the development of the brand recommendations. In particular, the Creative Services team for their inspired and collaborative approach to developing a new refreshed brand for the City of Mississauga and the Downtown.

The Brand Advisory Panel was instrumental in exploring the prevailing thoughts, opinions and perceptions of Mississauga today and its aspirations for the future. This group of key internal and external stakeholders participated in a series of workshops that helped uncover Mississauga's core brand ingredients, attributes and points of differentiation that make Mississauga unique. The Brand Advisory Panel also helped test, refine and validate the final brand positioning for both the City overall and the Downtown.

Brand Advisory Panel

Susan Amring	Celia Coculuzzi	Sheila McWatters, Dufferin-Peel Catholic District School Board	Catherine Hollande, Mississauga Sports Council	Brian Spratley, Morguard	Sudarshan Bangalore, MYAC
Sharon Willock	Laura Piette			Melanie Kurzuk, Morguard	Mary Simpson, TOPCA
Howie Dayton	Raj Sheth				
Shawn Slack	Darren Headricks	Paul Mountford, Peel District School Board	Nicholas Panou, Pricewaterhouse Coopers	Teresa Burgess-Ogilvie, Safe City Mississauga	Elena Price, Square One Shopping Centre
Mary-Lou Johnston	Geoff Marinoff	Bruce Campbell, Dufferin-Peel Catholic District School Board	Dorothy Tomiuk, MIRANET	John Filipetti, Oxford Properties	Dev Hubraj, Holt Renfrew
Ryan Cureatz	Bonnie Brown		Donna Metcalfe, Mississauga Real Estate Board	Jayne Gaspar, Heritage Mississauga	Sheldon Leiba, MBOT
Clara Grassia	Bruce Williams	Macarena Sierra, UTM			Dona Silva, Sheridan Early Child Care Centres
Paul Damaso	Stefan Szczepanski	Jaclyn Qua-Hiansen, AGM	Krista Murray, Peel Children and Youth Initiative	Steven Offer, FNF Canada	Matthew Wilkinson, Heritage Mississauga
Michael Cleland	Susan Burt	Stuart Keeler, AGM	Maggie Mercer, Peel Seniors' Link	George Hanus, Greater Toronto Marketing Alliance	Shamini Sellvaratnam, UTM Student
Sharon Chapman	Ingrid Keuper-Dalton	Luiza Sadowski, Mississauga Arts Council	Andrea Davis, Sheridan Early Child Care Centres	Beryl Chamberlain, Applewood Acres Ratepayer Association	Shaalini Sellvaratnam, UTM Student
Heather A. MacDonald	Kevin Carr	Rob Hart, Living Arts Centre	Matthew Butler, MYAC	Kaila Varianitis-Sugeng, Sir John Homestead Ratepayer Association	Destina Okanovic, Sheridan College Student
Andrea J. McLeod	Joe Pitushka	Margo Sheppard-Hebert, Visual Arts Mississauga	Jeff Zabudsky, Sheridan College	Jennifer Dale, Friends of the Museum	Bianca Del Vecchio, Sheridan College Student
Tracey Martino	Brenda Osborne	Ashley Lyons, Safe City Mississauga	Ulli Krull, UTM	Mathusan Thanabalasingam, MYAC	Odecca Ordonez, Sheridan College Student
Steven Bell	Jayne Holmes	Maureen Pogue, Credit Valley Conservation	Irene McCutcheon, Region of Peel		
Lorenzo Ruffini	Ruth Marland	Brad Hutchinson, Mississauga Public Library Board			
Robert Stickel	Melissa Agius				
Jacquelyn Hayward-Gulati	Robert Cox				
Amr Merdan	Anne Farrell				
Rose Vespa	Natalie Korobaylo, Daniels Corporation				

Executive Summary /

Mississauga Has A Story To Tell

Mississauga is a successful city with a lot going for it. People from around the world are attracted by its high quality of life, excellent programs and services and its welcoming atmosphere. At the same time, Mississauga is a key economic centre bringing international talent and investment to the city. Mississauga has been effective in growing into a city that is envied by many around the world. All of this success and yet, Mississauga is a young and modern city with its defining brand story just beginning.

Mississauga has an ambitious and aspirational vision for the future, to develop a transit-oriented city, ensure youth, older adults and new immigrants thrive, complete our neighbourhoods, cultivate creative and innovative businesses and promote living green. The city is becoming increasingly urban while maintaining a strong sense of community.

Mississauga continues to grow and transform itself in new and exciting ways. Perceptions, though, once formed, can lag behind reality and can be difficult to change. Many people continue to view Mississauga as a suburban bedroom community.

Mississauga must refresh its brand story to communicate to local, national and international audiences the dynamic city it is today, where it is going and why it matters. It must answer one question:

Why choose Mississauga to... live, work, study, visit and play?

Why Now?

Mississauga is a very different municipality than it was in 1974, when it was first formed. Then the city's population was less than 222,500. Today, Mississauga's population has tripled to 745,000, becoming Canada's 6th largest city and one of its most culturally diverse. It is home to 54,000 businesses, 62 leading Fortune 500 companies, 2 leading community hospitals, and 2 post-secondary institutions. It is critical that Mississauga's brand story communicate a clear and compelling story that is reflective of the city today.

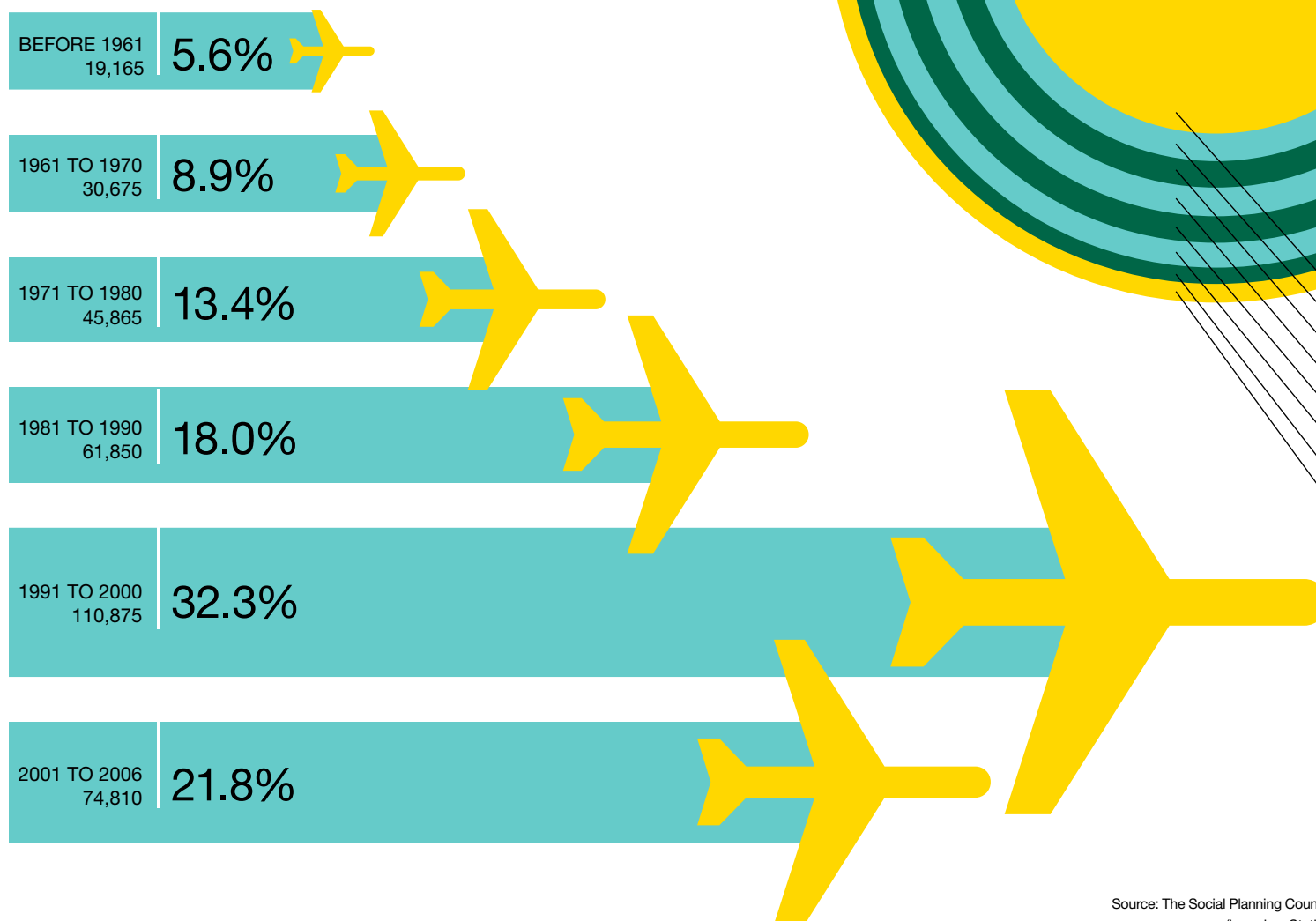
This was a key recommendation of the Communications Master Plan, approved by Council in May of 2012. The summary report for the Master Plan identified the need to develop a strong, unified brand reputation for the City that is rooted in its strategic vision.

Finally, in 2014 Mississauga will also experience a significant change in its political landscape. Notably, Mayor Hazel McCallion has declared that she will not be seeking re-election after more than 35 years in office. As a key part of the City's current reputation this change will have a sizeable impact on how local, national and international audiences view Mississauga in the future. At the same time, a transition in leadership also presents an excellent opportunity to reassess and reaffirm the City's key attributes, characteristics and brand identity.

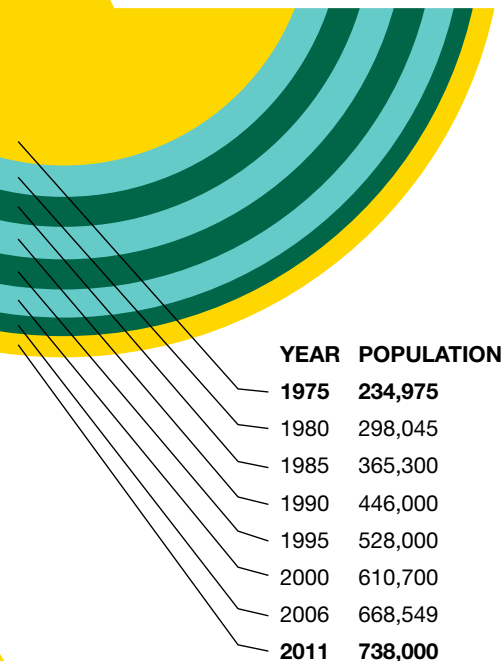
Mississauga's first 40 years have been very successful. In order to maintain and build on this strong foundation it is crucial that Mississauga promote itself to key audiences around the world in a focused and targeted manner that articulates why they should choose Mississauga.

IMMIGRANTS BY PERIOD OF IMMIGRATION

TOTAL 343,245

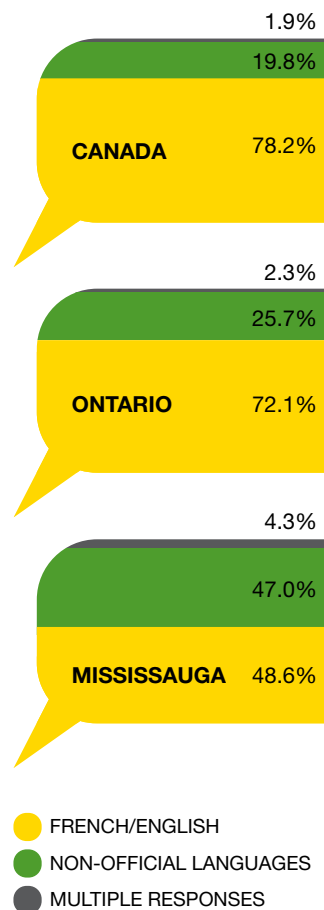


MISSISSAUGA POPULATION GROWTH



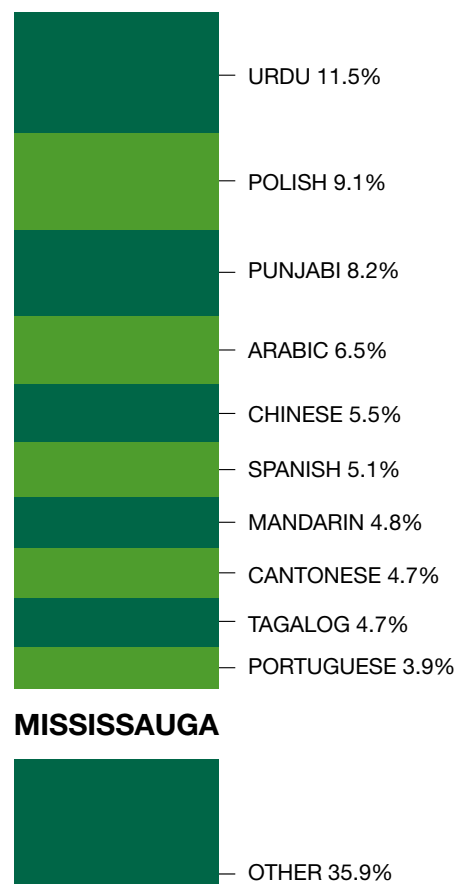
Source: The Social Planning Council of Peel and Mississauga Planning and Building
(based on Statistics Canada, Census of Canada, 2006 and 2011)

MOTHER TONGUE

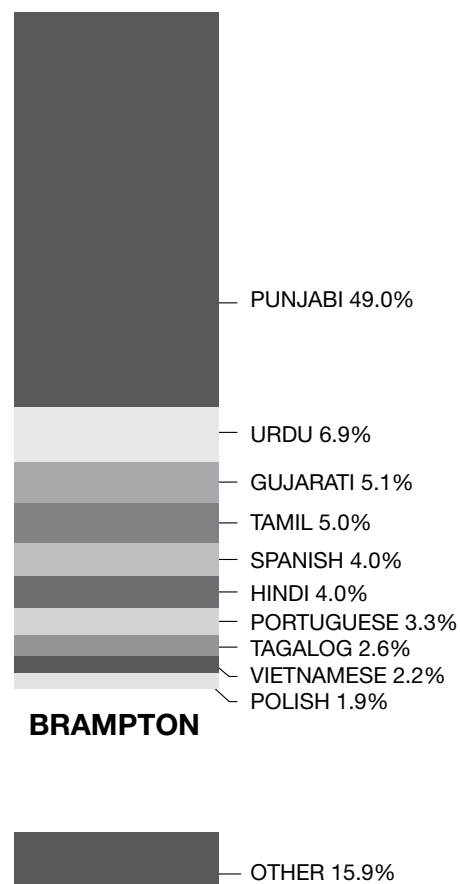


Source 1 & 2

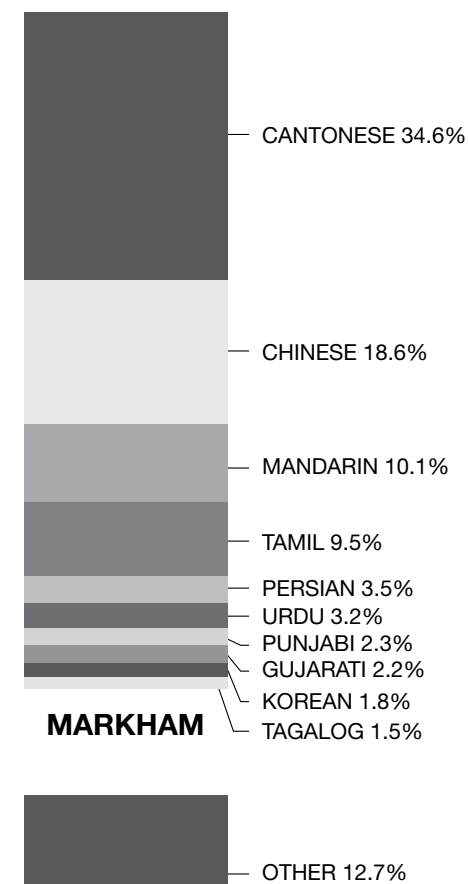
TOP 10 NON-OFFICIAL LANGUAGES SPOKEN AT HOME



Source 2



Source 3



Source 4

Source 1: Statistics Canada. 2012. Mississauga, Ontario (Code 3521005) and Canada (Code 01) (table). Census Profile. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. Released October 24, 2012.

Source 2: Statistics Canada. 2012. Mississauga, Ontario (Code 3521005) and Ontario (Code 35) (table). Census Profile. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. Released October 24, 2012.

Source 3: Statistics Canada. 2012. Brampton, Ontario (Code 3521010) and Ontario (Code 35) (table). Census Profile. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. Released October 24, 2012.

Source 4: Statistics Canada. 2012. Markham, Ontario (Code 3519036) and Ontario (Code 35) (table). Census Profile. 2011 Census. Statistics Canada Catalogue no. 98-316-XWE. Ottawa. Released October 24, 2012.

What The Project Will Achieve

The objective of this project was to first review, refresh and revitalize the City's overall brand, ensuring that it is reflective of Mississauga today and its vision for the future. Second was to review the current logo and, if required, design a new logo and visual identity to promote the City's brand story.

At the same time a new complementary Downtown brand strategy and identifier was created to better promote the area as it continues to develop into a thriving and vibrant community.

This is the first time the City of Mississauga has completed a thorough review of its brand story and reputation and the first time in almost 30 years that it has refreshed its visual identity program.

How Other Cities Tell Their Story

The project team conducted extensive analysis and research, reviewing a number of municipal examples, case studies, industry standards and best practices. This was carried out to understand how cities can best promote themselves to key audiences. Overall we found that the most successful cities:

- Start with a clear and compelling idea of what defines their particular character as a city
- Focus on key facts that differentiate them from others
- Highlight key landmarks and natural assets – ie. waterfronts, parks, mountains, historic buildings, etc.
- Target the message for key audiences
- Encourage residents to be proud and make them ambassadors for their brand story

On the whole cities that effectively communicate their story are focused, authentic, consistent and bold.

Ask The Experts – Residents and Local Businesses

Residents were also engaged to ensure the brand story would be authentic and meaningful. The involvement and input of all stakeholders was instrumental in shaping Mississauga's story and the recommendations of this project. The engagement phase of the project included:

- 500 resident and 100 small business surveys
- 23 one-on-one interviews
- Brand workshops with over 100 participants, comprised of residents, businesses, community partners and City staff

Time is Right to Update Mississauga's Brand

There was broad agreement that the current brand and visual identity of Mississauga is generic, out-of-date and not reflective of the City today. Also the current logo was seen to be too corporate and not inclusive or representative of the city overall. There was near unanimous agreement that it was time for the City to introduce a new brand and visual identity to tell Mississauga's story and promote the exciting changes that are happening and the possibilities for its future.

What People Think of Mississauga

The overall perceptions were very positive, both in terms of it being an excellent place to live and in terms of economic prosperity. Residents, business owners and stakeholders identified a number of key advantages that they felt made Mississauga an attractive location, including:

- Open and welcoming communities
- Ideal place to raise a family
- Culturally diverse and globally connected
- Located in the heart of one of North America's most vibrant regions
- Offers residents and visitors a high quality, balanced lifestyle
- Surrounded by natural beauty and open spaces
- Economically prosperous with a strong base of employment
- Young city on the cusp of something big
- Exciting opportunities for growth, for the city and its residents

They also mentioned areas they felt Mississauga could focus and improve on in the future. One primary area was the need to enhance and expand transit options to increase mobility and alleviate traffic congestion. Other areas mentioned were the need to further develop the downtown, increasing the scope of seniors' activities, and improving night life and entertainment options. One final concern mentioned was the need to ensure that Mississauga maintains and develops a broader range of affordable housing options in the future.

Mississauga's Brand Story Ingredients

The culmination of this research and input from residents, businesses and key stakeholders was the development of three core brand ingredients:

- Welcoming World Culture
- Naturally Enriching
- Inspiring Possibilities

These three elements were then brought together to create a story that is clear, concise, compelling and uniquely Mississauga.

In terms of the Downtown brand, it will leverage the same three core ingredients but will refocus them to reflect the realities, experiences, and proof points of the downtown. It will also articulate the vision for the downtown as a vibrant, multi-use, connected and innovative community.

Welcoming World Culture

Mississauga's welcoming world culture is rooted in the rich mosaic of our communities. We hail from every part of the world. We call Mississauga home but our global connections and diverse talents create a vitality that helps the city prosper.

Proof points:

- 52% of population born outside Canada
- Number of foreign languages spoken in Mississauga
- Socially well-integrated communities
- Consistently high resident satisfaction ratings
- Toronto Pearson International Airport and transport infrastructure
- 62 Fortune 500 headquarters; strength of core economic clusters

Naturally Enriching

Mississauga offers a balanced and enriching lifestyle. Vibrant culture, excellent parks, green spaces, and recreation and leisure facilities provide residents and visitors a wide range of options to enjoy unique Mississauga moments.

Proof points:

- Mississauga Celebration Square has attracted over one million visitors
- Active participation by residents in cultural programs, with over 500,000 hours in support of City-organized culture festivals and events
- Strong cultural institutions such as the Living Arts Centre, Meadowvale Theatre, Visual Arts Mississauga, Mississauga Arts Council and the Art Gallery of Mississauga
- Breadth of shopping and leisure options
- Over 175,000 registered recreation and leisure programs along with over 1.25 million hours of recreational drop-in classes
- The City conserves and proactively plans and maintains its major natural assets such as the Credit River Valley and Lake Ontario waterfront areas
- Over 520 parks and green spaces and 225 km of trails

Inspiring Possibilities

It's the inspiring possibilities that make us so passionate about Mississauga. We have a shared vision for the city. Even more important, we've always had the kind of "can do" spirit and commitment to excellence that makes great things happen.

Proof Points:

- Selected #1 Overall City of the Future by fDi in their 2013 ranking. Mississauga also ranked first for business friendliness and second for economic potential
- Mississauga is home to the 3rd largest life sciences cluster and 4th largest ICT sector in Canada
- Strong economic fundamentals with 54,000 businesses providing 413,000 jobs
- 100,000 people engaged in Strategic Plan development helping to create the City's vision statement
- Progressive, integrated planning for downtown, transit, waterfront, green living and employment
- Creative programs and partnerships to support youth, newcomers, seniors, entrepreneurs, and innovation
- Growth and expansion of post-secondary programs and facilities

Together, these ingredients tell a powerful, authentic and compelling story for both the city overall and the downtown.

The Mississauga Brand Story

People choose Mississauga for many reasons, but three qualities knit the social, cultural and economic life of our city together in a unique way.

Mississauga's welcoming world culture is rooted in the rich mosaic of our communities. We hail from every part of the world. Our diverse energy and talents help fuel the city's role as an international hub. In North America, Mississauga enjoys the kind of global connections and cultural diversity of cities more than twice its size. That's a huge advantage for our historic villages, our businesses and our people.

Mississauga offers its own naturally enriching lifestyle. Nature's so close here with more than 520 parks and woodlands. Our green jewels are the Credit River and one of Lake Ontario's best waterfronts. We celebrate our local heritage, arts and culture and enjoy being in the heart of one of North America's most vibrant, prosperous regions.

It's the inspiring possibilities that make us all so passionate about Mississauga. We've got a strong shared vision and we have the kind of "can do" spirit and commitment to excellence that makes great things happen. We're an economically prosperous community of people and businesses eager to embrace new and emerging technologies and innovations.

These three ingredients create a one-of-a-kind place we call home – Mississauga.

The Downtown Brand Story

Mississauga's Downtown is the vibrant, growing heart of the city. With a vibrant and ever expanding arts and culture scene, education options and great open public spaces, the downtown is naturally enriching for visitors, residents, students, employees, and businesses. It is the innovative hub for the social and economic exchange of ideas, cultures and commerce.

The Downtown is attracting the attention of people inspired by the opportunities for its future to deliver on the promise of being North America's next great urban centre.

How To Implement The New Brand

In order to successfully launch and implement the new brand this report identifies 11 key recommendations:

- 1. Create a new logo and visual identity**
- 2. Launch the brand strategy**
- 3. Create an internal “experience master planning” process**
- 4. Create an internal “idea incubator” process**
- 5. Develop a cross-functional identity design advisory group**
- 6. Create an internal on-brand recognition program**
- 7. Support marketing and communications with on-brand messages and tools**
- 8. Create the Mississauga Brand Partnership with key external stakeholders**
- 9. Develop a process for identifying “signature” initiatives**
- 10. Monitor and report brand metrics**

Brand Promotion and Awareness

A successful brand strategy requires deliberate planning and execution across a wide range of internal and external marketing and communications efforts. The alignment of these efforts is critical to the long-term building of a strong brand reputation. Below is a list of four key principles to help guide the brand implementation and marketing strategy:

- Proactively manage all relevant promotional tactics and brand touch points to ensure alignment and consistency
- Support and encourage internal and external marketing and ensure communication efforts are ‘on-brand’ to increase the strength of the brand overall
- Develop new tools, templates, and systems to improve the effectiveness of the brand’s reach to target audiences
- Enable residents, visitors and other key stakeholders to advocate and share their unique Mississauga moments and experience, nurturing a higher degree of excitement and civic pride

Successful brand strategies are by definition long-term initiatives. However, the first 3-5 years are critical to creating a foundation for sustainable success. This report outlines a 4-year launch and implementation plan for the Mississauga and Downtown brands.

Together, the initiatives outlined in the plan will create an integrated, focused and targeted approach to promoting, marketing and communicating about Mississauga. It will provide the City and its strategic partners with the tools and framework to proactively manage and strengthen Mississauga’s reputation and promote it as a dynamic growing city. This will help ensure the city’s continued success in attracting residents, talented young people, businesses, investment and tourists in an ever more competitive landscape.

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Project Overview

Why Brand Cities /

According to the US-based advocacy group, CEO for Cities, “A brand – clear, compelling and unique – is the foundation that helps to make a place desirable as a business location, visitor destination or a place to call home. Development of a brand strategy for a city or downtown leverages the features of that place to provide a relevant and compelling promise to a target audience. It is not an ad campaign or a tagline. Rather, the branding strategy is a deeper, more emotionally shared vision that influences actions.”

For a municipality, a place brand creates

- The promise of a kind of experience or offer
- The story of who we are, where we’re going and why it matters
- A shorthand for trust (we deliver on our promise)
- A differentiator (why choose here?)
- An identifier that makes us easy to recognize

A strong city brand will enable Mississauga to

- Build and improve the City’s already strong reputation
- Nurture civic pride and engagement
- Enhance the city’s ability to catch the attention of local, national and international audiences
- Encourage innovative, sustainable development and experiences that support our vision
- Support and complement efforts to recruit and attract investment, businesses and talent in the “new economy”
- Promote the city’s downtown as a dynamic place to live, learn, work, and play

The ultimate goal of city branding is to articulate the reasons to choose a place as a location to live, work, invest, play, study, visit, etc. At the same time, a city brand helps foster and support civic pride and loyalty among residents, businesses, stakeholders and other key audiences.

The role of a place brand is to guide the way the city inspires, acts, engages and delivers its experiences to new and current residents, employers, investors, and visitors.



Project Purpose /

Mississauga has seen tremendous growth and change since it was first established as a City in 1974. In that year, the newly incorporated municipality had a population of less than 222,500. Over the last 40 years Mississauga's population has more than tripled and in the process, it has become Canada's 6th largest city. During that time, the City's reputation has largely been shaped around an iconic mayor, cultural diversity, a solid reputation for providing high quality programs, services, and facilities and a focus on strong fiscal management.

Today, Mississauga is a mature, confident, urban municipality with a population of 745,000. It is also home to 54,000 businesses, 62 leading Fortune 500 companies, 2 leading community hospitals, and 2 post-secondary institutions. Mississauga has an ambitious and aspirational vision for the future, to: develop a transit-oriented city, ensure youth, older adults and new immigrants thrive, complete our neighbourhoods, cultivate creative and innovative businesses and promote living green. Mississauga is consciously and deliberately making this vision a reality through a number of strategic actions, projects, and partnerships.

Mississauga's vision is

To inspire the world as a dynamic and beautiful global city for creativity and innovation, with vibrant, safe and connected communities; where we celebrate the rich diversity of our cultures, our historic villages, Lake Ontario and the Credit River valley. A place where people choose to be.

Mississauga continues to grow, evolve and transform itself in a number of exciting and unique ways. However, once formed, external perceptions of a municipality are difficult to change and often lag behind current realities. Many people still view Mississauga as a suburban bedroom community.

Mississauga must ensure that the story it communicates to the world reflects its values, attributes and the realities of Mississauga today, while at the same time promotes its brand promise for the future as outlined in the Strategic Plan. This was one of the key findings and recommendations stemming from the Communications Master Plan (which was approved by Council in May of 2012). The summary report for the Master Plan identifies the need to develop a strong, unified brand reputation for the City that is rooted in its strategic vision.

Successful cities and downtowns proactively manage and market their people, location, history, quality of place, lifestyle, culture, diversity and more.

Objectives and Strategic Alignment /

Objectives

To articulate Mississauga's compelling brand story the City conducted a comprehensive brand research study. The project had two broad complementary objectives. The first was to develop a new, refreshed overall brand strategy for the City based on qualitative and quantitative research and detailed stakeholder engagement. This new brand will build on the strong reputation and history of Mississauga, positioning it for continued growth and success in the future. The second objective was to create a new, distinct, complementary Downtown brand to promote to local, national and international audiences, as a dynamic and vibrant location to live, work, study and play in the heart of Mississauga.

Leveraging the momentum and success of the Strategic Plan and other engagement and visioning sessions, the time is right for Mississauga to review, revitalize, and refresh its visual identity and brand reputation to better reflect and promote the dynamism and change that is taking place in Mississauga and its downtown.

In the near future, Mississauga will also experience a significant change in its political landscape with the election of a new mayor. As a key part of the City's current reputation, this will have a sizeable impact on how local, national and international audiences will view Mississauga in the future. At the same time, a transition in leadership also presents an opportunity to reassess and reaffirm the City's core values and brand identity.

Strategic Alignment

The City of Mississauga's Strategic Plan has been central to the brand development process. Its vision, strategic pillars and guiding principles provided the project with a future-focused and comprehensive foundation from which to build Mississauga's brand story.

Strategic Alignment

The City of Mississauga is guided by a long-term Strategic Plan that involves the following pillars:



Move:

Developing a transit-oriented city



Belong:

Ensuring youth, older adults and new immigrants thrive



Connect:

Completing our neighbourhoods



Prosper:

Cultivating creative and innovative businesses



Green:

Living green

“Community-based brands must withstand a level of public debate that consumer brands rarely endure. A city brand must stand the test of time, public debate, political scrutiny, media questions, and the analysis of marketing partners and residents. The best way to insulate the brand from this scrutiny is to generate buy-in and involvement through an open consultative process.” Bill Baker, Destination Branding for Small Cities

Project Methodology /

Project Methodology

Phase 1 – May-September 2013

Research and Engagement

The first step of the project was to conduct an assessment of Mississauga's Visual Identity Program to understand what is currently being utilized, and help determine the organization's brand and marketing requirements.

At the same time a comprehensive study of the City's current plans, policies and strategies was completed. This was done to ensure that the refreshed brand is built on a foundation that is reflective of the City's strategic direction and promotes the vision and promise outlined in the Strategic Plan.

The project team also carried out a great deal of research into Mississauga's history as well as an extensive review of city branding, both nationally and internationally, to determine branding best practices in a municipal context.

Finally, the project team completed a thorough resident and stakeholder engagement process. Central to this was the creation of a Brand Advisory Panel. This group of residents, stakeholders, community partners and internal staff was comprised of over 100 people and included representatives of more than 30 external City partners. Members of the panel participated in a series of workshops that helped determine and refine Mississauga's brand attributes and the points of differentiation that make the city unique.

Other aspects of the engagement strategy included 23 one-on-one interviews and a survey of 500 residents and 100 small to medium-sized businesses to garner their opinions, thoughts and perceptions of Mississauga's reputation. Together this formed the basis for the development of the final brand positioning.

Phase 2 – September-October 2013

Develop New Identity System

Once the brand positioning was confirmed and validated – by both internal staff and external stakeholder groups – the current logo and visual identity were tested to determine whether they accurately reflected Mississauga's brand story.

The Brand Advisory Panel overwhelmingly felt that the current logo did not resonate with them, was too corporately focused and did not represent the city overall. They also expressed that the current visual identity didn't effectively portray the city's defining attributes and experiences, nor its aspirations for the future.

As a result it was necessary to design a new logo and visual identity program. Creative Services staff worked with the support, as required, of the consulting firm's design team to create a new program that better represents Mississauga and its brand story.

Once developed, the brand position and visual identity program were further validated by residents through a series of online and in-person focus groups. This was done to confirm that the final recommendations successfully communicated and accurately reflected the City's brand story, and that it resonated with residents, businesses and other key audiences.

Project Methodology (Cont.)

Phase 3 – October-December 2013

Create An Implementation Strategy

The next step was to produce a 4-year brand implementation plan. This document identifies recommended actions and timelines for launching and rolling-out the new Mississauga and Downtown brands. The plan details a broad range of priorities and recommendations that are key to introducing a new brand strategy, including:

- Marketing strategies and tactics to promote and increase the awareness of the refreshed brand
- Public relations strategy to capture the tone and character of the brand and establish a consistent brand message
- Delivery, alignment and promotion of unique Mississauga experiences to residents and visitors

Also included are a series of principles and guidelines related to the transition of existing signage, uniforms, marketing and promotional materials, etc. to the new visual identifier. All of the recommendations are developed to balance fiscal responsibility with the need to deliver and promote a strong, consistent message to all audiences.

To be meaningful, the brand strategy for Mississauga must also be reflected in offers and experiences that bring the ideas to life for a range of different audiences. Successful brands are aligned with all aspects of a place and represented in every contact point or interaction an individual has with a particular city. As such, brands are a long-term investment in the future and consistency of the brand message is critical to their ultimate success. Delivering the brand implementation plan will be an opportunity for diverse internal and external stakeholder groups to collaborate on relevant, new and existing initiatives.

Phase 4 – January-April 2014

Brand Launch and Implementation

The launch of the refreshed Mississauga brand and new complementary Downtown brand will represent the beginning of a new phase in the project and indeed for the city overall. Effective brands require constant, proactive management in order to be successful. In addition, to build strong brand awareness a brand strategy must have the long-term support of all key stakeholders.

Successful brands maintain their core brand ingredients and essence for a number of years. Indeed, to alter or deviate from a brand that is truly authentic could cause serious harm to an organization's reputation. The tactics and manner in which the brand message is communicated to audiences will most likely, and should, change to address changes in the competitive landscape and to take advantage of new trends and emerging technologies. However, the fundamental essence of the brand must remain consistent.

Finally, the brand strategy should be shared and supported by external community partners and City champions. This allows the City to leverage its efforts and expertise in order for Mississauga's brand story to reach as broad an audience as possible.

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**Research and
Engagement**

Summary /

A great deal of research and engagement was completed and a number of concepts and themes have become apparent. These perceptions will ultimately help shape the brand strategies and final recommendations of this project. The consultant and project team have studied and analyzed a number of the City's strategic documents, including the Strategic Plan, the 2013-2016 Business Plan, and the Downtown21 Master Plan. A full list of the documents reviewed by the consultant can be found in Appendix A.

Brand Audit

This audit included a review of print and digital City marketing and communication tools and a synopsis of previous studies and reports. Part of this process also involved a review of the many attributes and brand assets the City of Mississauga has to support its image.

Municipal Best Practices

In addition, the project team researched relevant case studies and best practices. This included a review of 11 comparable cities and downtowns, and interviews with two international experts.

Stakeholder Interviews

The project team also conducted 23 one-on-one interviews with key community stakeholders to explore Mississauga's current brand and reputation. These interviews provided important insights into the strategic direction of the City, as well as the needs, wants and perceptions of influencers and key community partners.

Resident and Small Business Survey

One of the other techniques employed to engage residents was a 15-minute online survey. The survey was completed by 500 Mississauga residents and 100 small businesses with the intent of gaining a better understanding of their thoughts and opinions of Mississauga, its strengths and weaknesses, as well as their overall satisfaction with the City.

Brand Workshops

Finally, as part of the research and engagement process, we held four brand workshops with a Brand Advisory Panel. These facilitated sessions followed a framework to gain a better understanding of Mississauga's current reputation, in terms of both its positive attributes and what Mississauga must improve in the future in order to continue to be successful.

These city-wide brand workshops were supplemented with two additional Downtown brand workshops. The purpose of these sessions was to enable a small group of downtown stakeholders to further explore, in greater detail, the distinct elements of the brand story for the downtown.

Taken together, this process resulted in a thorough fact and research-based approach that was the foundation of the overall brand exploration and development process of this project.

Brand and Marketing Material Audit

As part of a materials audit the project team reviewed Mississauga's current web site as well as its marketing and communication programs. These are developed by/for various service areas to communicate information and/or promote available programs and services. While many of the individual programs are very professional and effective in their own right, generally there is little that connects them across service areas other than the current Mississauga corporate identifier.

What is lacking in the existing system is any consistent messaging about the City and what it offers. Within some departments and areas there are linking devices (e.g. colour palette, typography, visual style) on a portion of materials that help create a "family" look. But, overall, the effect is fragmented and inconsistent.

Mississauga Brand Attributes and Assets

In developing Mississauga's brand story, the project team explored the breadth of the city's many advantages and defining attributes. These included, but were not limited to:

- Canada's 6th largest city¹
- Excellent fibre optics network²
- Top employer for young people and newcomers³
- Best Overall Mid-sized City of the Future⁴
- 3rd largest municipal transit system in Ontario¹
- Bicycle-Friendly Community Award⁵
- Gold Youth-Friendly Community Builder Designation⁶
- Home to 62 Fortune 500 Canadian Head Offices¹

Mississauga is also one of the most diverse cities in Canada, located in one of the most vibrant regions in North America with proximity to Canada's largest city and the US border.

1. 2014-2016 City of Mississauga Business Plan and Budget
2. 2009 City of Mississauga Strategic Plan
3. 2012 Mediacorp Canada Inc.'s "Canada's Top 100 Employers" nation-wide competition
4. 2013 Foreign Direct Investment (FDI) Magazine's American Cities of the Future
5. 2012 Bronze Designation from the Share The Road Cycling Coalition
6. 2012 Playworks and the Ontario Partnership for Active Engaged Youth

Municipal Branding Best Practices /

Municipal Branding Best Practices

To provide a context for the development of the brand strategy for Mississauga, we conducted a review of recent and current comparator place branding and destination marketing initiatives in Canada and internationally – with an emphasis on downtown and waterfront destinations.

Municipal Comparators Reviewed

Canada

Edmonton, Ottawa, and Vancouver

North America

Boston, San Francisco, Washington DC, and Portland

International

Dublin, Stockholm, Sydney, and London

Best Practice Insights

Through a survey of the listed cities and other past city brand initiatives, a number of best practices and success factors have been identified.

1. A Clear and Compelling Idea

First, successful city brand strategies are most often driven by a powerful, clear and compelling idea, for example Boston as an 'Innovation City,' San Francisco as a well-connected place that makes things possible, Portland (Oregon) as a place for creative businesses. These singular ideas help establish the city's identity and reputation while differentiating them from other cities and regions.

Cities that promote and brand their initiatives separately without a single overall brand proposition – Dublin, for example – create confusion with residents and visitors, and weaken and dilute their overall image and reputation. By comparison, cities with an established and strong brand reputation, like London, find it easier to expand their message in ways that are aligned with their brand characteristics, in this case being a creative and innovative global city.

2. Focus on the Facts

When constructing a city brand it is important to start with the known facts, focusing on a small number of key attributes, assets and attractions that, in combination, truly differentiate it from other locations. Choosing too many is a common pitfall and will ultimately result in a brand that is too difficult and complicated to communicate effectively.

3. Highlight the Waterfront

Cities with large and accessible waterfronts, such as Sydney and Stockholm, have been careful to develop these as key brand assets. Waterfronts are key drivers for tourists and residents alike. Promoting activities and experiences that are aligned with and supportive of the overall city brand in waterfront areas is a key success factor for these cities.

4. Target your Message... But Keep It Authentic

When creating marketing campaigns and tactics be clear on who the target audience is and keep what they value in mind. Ensure the brand story reflects this while at the same time differentiating the city in their minds. However, it must remain aligned with the overall brand promise and message – maintaining authenticity is key.

5. Get Citizens Proud and Involved

Enabling residents and local communities to participate in brand development and promotion helps nurture and strengthen civic pride. Digital open-source platforms, such as “Change By Us,” adopted in a number of cities including New York City and Philadelphia, are examples of how technology can facilitate self-organization on key initiatives and help the public bring the brand to life.

Storytelling is also a powerful tool in building and communicating strong city brands in an authentic way. An excellent example of this is Edmonton Stories Project website which has attracted visitors from 192 countries. These types of initiatives provide depth, history and character to a brand, while at the same time celebrating its people, neighbourhoods, events, and heritage.

6. Ownership is Key

The development and management of a city or downtown requires strong brand stewardship and a recognized custodian of the brand. Examples of this include the More London Partnership, and the Marketing Manchester and Marketing Edinburgh Partnerships.

7. Nurture Partnerships

Another important success factor is to build active partnerships with key stakeholders to create City Champions. A network of City Champions allows both the city and the organization to better realize common or complementary objectives. For example, an educational institution attracting a greater number of foreign students is beneficial for both the school (higher enrolment and tuition fees) and the city (attracting young, educated and talented youth). It also allows both to leverage and combine greater resources to promote the city.

8. Monitor and Measure for Success

Finally, measure progress in a consistent and robust way. City brand development is a continuous and time-consuming process. Strong reputations take time to build and need to be managed and refreshed regularly.

A summary of the municipal brand benchmarking exercise can be found in Appendix B.

Stakeholder Interviews /

Another element of the research and engagement strategy for this project was a series of 30-45 minute one-on-one interviews with key stakeholders, including:

- City of Mississauga Council
- Members of the City's Leadership Team
- Members of the Region of Peel's Executive Team
- Community Organizations and Partners

While the responses from the interviews echoed the diversity of the city, a number of common findings and themes did emerge.

Overall Key Findings

1. There was broad recognition that now is an ideal moment in the city's history to refresh and develop a new brand identity for the City and the downtown. Many felt that Mississauga is at a unique moment in its history that will significantly shape its future for many years to come. The interviewees felt an excitement of what Mississauga can achieve, but there was also a hesitation of how growth and change should and will occur.
2. The impact and importance of Mississauga's component villages and their unique histories and attributes in building the overall character of the city was frequently mentioned. This was identified by some as a unique point of differentiation for Mississauga; namely that it wasn't built outward from a central location but rather woven together from a group of distinct communities.
3. Related to this was a sense that residents feel a high degree of civic pride, but that at times it is directed more towards their particular community or neighbourhood than the city as a whole. Civic pride and community involvement are strong in Mississauga. However, they are often strongest towards one's community or village. At times there is an overall lack of connectedness to the city as a whole.
4. One of the most common themes was the realization that the City's current brand is very much associated with and shaped by the Mayor. There was a strong respect for what the Mayor has achieved and the effort and success she has had in promoting Mississauga. However, there was a consensus, with her declaration that she will not stand for re-election, that the brand needed to be refreshed and evolve into a true Mississauga brand focused more on the city and its core ingredients.
5. There was a recognition of the strong and rich diversity of the people of Mississauga. The city is home to a wide range of socio-cultural communities and groups that contribute a distinct vibrancy and variety to daily life in Mississauga.

6. Respondents expressed that they were anxious for Mississauga to break free from the label of “suburbia” and the outdated perceptions and misconceptions of Mississauga that still exist.
7. One of the key strengths that was often mentioned during the interviews was that of the city’s location. Its proximity to Toronto and the United States along with access to the airport, rail links and extensive highway connections make Mississauga an attractive location for both residents and businesses.
8. Mississauga’s rich natural history and landscape was a consistent theme in the interviews. The city has an abundance of natural assets such as the Riverwood Conservancy, the Credit River Valley, the city’s waterfront along with its many parks and natural areas. However, it was regularly noted that these destinations often lack broad public awareness and should be promoted to a greater degree to both visitors and residents.
9. When asked to describe Mississauga, physical assets and places were often listed and usually top of mind. When asked to articulate the personality, character, and aspirations of Mississauga, interviewees found it difficult to express their thoughts on the city.

Finally, one question posed to all interviewees was which cities they admired that Mississauga could strive to emulate in developing an overall brand and a downtown brand. Nationally, the cities most often cited were Vancouver, Ottawa, Halifax, and Montreal. Internationally, the cities identified were Seattle, Chicago, Boston, Portland, Denver, Melbourne, Copenhagen and Hammarby, Sweden.

Downtown Comments

When discussing the downtown, two distinct sentiments emerged. The first was that the development and positioning of the downtown is vital to the future success of Mississauga. Those that expressed this viewpoint strongly believed that developing the downtown was a significant opportunity for Mississauga to make a statement.

The other viewpoint questioned the strategic focus and need to develop the downtown core, along with what role it should play in promoting or describing the city overall.

However, there was general consensus that the downtown should be more walkable with more open public spaces and restaurants, as well as a variety of arts and culture attractions and events.

Resident and Small Business Survey /

Survey Methodology

A 15-minute online survey of 500 Mississauga residents and 100 small and medium-sized businesses was carried out. This further strengthened the project team's understanding of the prevailing thoughts and opinions of Mississauga, its strengths and weaknesses, as well as overall satisfaction with the city. The residential survey was proportionate to the Mississauga population in terms of age and gender.

Key Satisfaction Findings



Satisfaction Ratings*

Overall, 93% of residents said they are generally satisfied living in Mississauga, with 72% being satisfied or very satisfied. Similarly, those employed in Mississauga also demonstrated a high degree of satisfaction with 92% saying they are satisfied with the city as a place to work.

Residents also demonstrated a strong sense of pride, with 77% saying they are proud to say they live in Mississauga and 69% believing they have a better quality of life than those who live in Toronto. However, while 2 in 3 respondents are excited about the city's future, a little over half said they are worried about how fast the city is growing.

This high degree of resident satisfaction seems to be associated with the belief that Mississauga is both family-friendly and a place with a strong sense of community. Fully 84% of resident respondents indicated they would recommend the city as a place for people to raise a family.

In terms of the quality of various activities and attributes in the city, residents provided high ratings for:

- Geographic Location – 87%
- Parks and Green Space – 83%
- Infrastructure – 79%
- Recreation Activities – 77%
- Economic Prosperity – 74%

Residents also feel Mississauga is clean (85%) and safe (82%) with excellent shopping (88%), education (80%) and health care facilities (77%). These factors seem to support the earlier findings with respect to quality of life and sense of community.

* Figures presented in this section are a combination of both resident and business respondents.

Satisfaction Ratings (Cont.)*

The survey also identified a number of areas where residents felt the quality could improve. One such area was around transit and traffic congestion with only 51% and 43% of respondents providing positive scores, respectively. Other low scores included the downtown (56%), accessibility (58%), seniors' activities (46%), night life (43%), and affordability (39%).

A final insight from the survey was that while residents felt the city is prosperous (75%), they also felt it didn't offer good opportunities for employment or investment with only 56% and 49% of respondents scoring these highly, respectively.

Words That Describe Mississauga

The words residents feel best and least describe Mississauga are listed to the right. The list of the words that best describe Mississauga include attributes that drive and support a high quality of life, cultural diversity and the family-oriented community feeling that resonated so highly with respondents in the earlier section of the survey.

On the other hand, residents don't associate Mississauga with having a rich history or as being surprising or sophisticated. This is not necessarily saying that these characteristics are not present or do not exist in Mississauga. Rather it merely says these elements do not currently resonate with residents.

* Figures presented in this section are a combination of both resident and business respondents.

Top 8 Words that **Best** Describe Mississauga

- | | |
|-----------------|--------------------|
| Growing | Neighbourhood Feel |
| Family-Friendly | Welcoming |
| Safe | Balanced Lifestyle |
| Culturally Rich | Community-oriented |

Top 8 Words that **Least** Describe Mississauga

- | | |
|---------------|----------------|
| Surprising | Young |
| Rich History | Charming |
| Sophisticated | Visionary |
| Hi-Tech | Natural Beauty |

Overall Findings

Mississauga clearly has a lot going for it. Residents and business owners appreciate the high quality of life and balance of features that a large city is expected to offer; but Mississauga still maintains a strong sense of community.

There is no single aspect of Mississauga that stands out as a defining characteristic. Instead it is the combination and balance of a number of elements that create the appealing and unique Mississauga lifestyle.

However, as the city continues to grow it must ensure that this balance is preserved and improved. In particular, respondents mentioned a need to focus on affordable housing options, expanding public transit, as well as improved traffic congestion and accessibility. They also indicated that the city needs to improve its downtown and create more entertainment options, activities for seniors and a more vibrant night life.

Mississauga must also carefully navigate the path forward in terms of economic opportunity. While a large majority of respondents described the city as prosperous, many didn't feel that it offered strong enough employment options or opportunities for investment.

Summary of Overall Strengths

- Culturally diverse, vibrant and welcoming people
- City that is effective, forward-looking and moving in the right direction
- Safe, family-focused community with a strong sense of connectedness
- Balanced lifestyle with a wide variety of leisure and recreation options
- A growing and economically prosperous city

Brand Workshops /

Over four half-day workshops the Brand Advisory Panel, led by the project core team and supported by the extensive research summarized in this report, helped develop the draft positioning and Mississauga brand story.

Workshop Format

The Brand Advisory Panel was comprised of a diverse group of individuals representing many of Mississauga's numerous stakeholders, including various communities, age groups, neighbourhoods, business sectors, cultural and community groups as well as internal City staff and others. In all, over 100 people participated in the workshops with 33 external groups and organizations being represented.

This broad-based consultative approach followed a detailed process to uncover, refine and distill the key ingredients of Mississauga's story. The following is a brief summary of each workshop, its objectives and primary outcomes.

Workshop 1

Review project goals and discuss research findings to understand Mississauga's current reputation, and aspirations for the future. Answer the questions:

What makes Mississauga a great place?

What makes it unique?

What will its future story be?

Outcome: There was a recognition and agreement that Mississauga is on the cusp of an exciting and important change. People felt that it was time for Mississauga to more boldly communicate this story to local, national and international audiences. The group also agreed that it was necessary to develop a new logo and visual identity to promote this story, as the current one was seen to be generic, out-of-date and not reflective of Mississauga today.

Workshop 2

Next, the group discussed and identified key attributes that are most relevant to a range of audiences. Some elements are basic expectations, while others can be claimed by many comparable cities. It is important when developing a city brand to determine which aspects of the city differentiate the place and are relevant to the intended audience.

Once identified, these attributes were consolidated to form ten concepts that will be the basis for the Mississauga brand, articulating the essence of what makes the city different and attractive. These concepts were then discussed and prioritized.

Outcome: Identified and prioritized the ten key building blocks of the Mississauga brand story.

Mississauga's Brand Story Building Blocks

1. **Community of communities**
2. **Connected hub**
3. **Cultural vitality**
4. **Future-smart**
5. **International perspective**
6. **Natural beauty**
7. **Next economy**
8. **Place for living well**
9. **Positive growth**
10. **Quality options**

Workshop 3

The Brand Advisory Panel then worked to refine the ten building blocks into three essential Mississauga brand ingredients. These will form the basis of a clear, compelling and concise narrative for the city's future brand story. The full detail and description of the ingredients and Mississauga's brand story are discussed in the next section of this report.

The groups also analyzed Mississauga's character attributes. The tone of a message is as important as the content of the message in conveying information to an audience. The following five character attributes were agreed to be those that best distinguish Mississauga's unique voice:

- Open and Engaging
- Vibrant
- Optimistic
- Collaborative
- Effective

Outcome: Consensus on the three ingredients of the Mississauga story. Developed and identified Mississauga characteristics.

Workshop 4

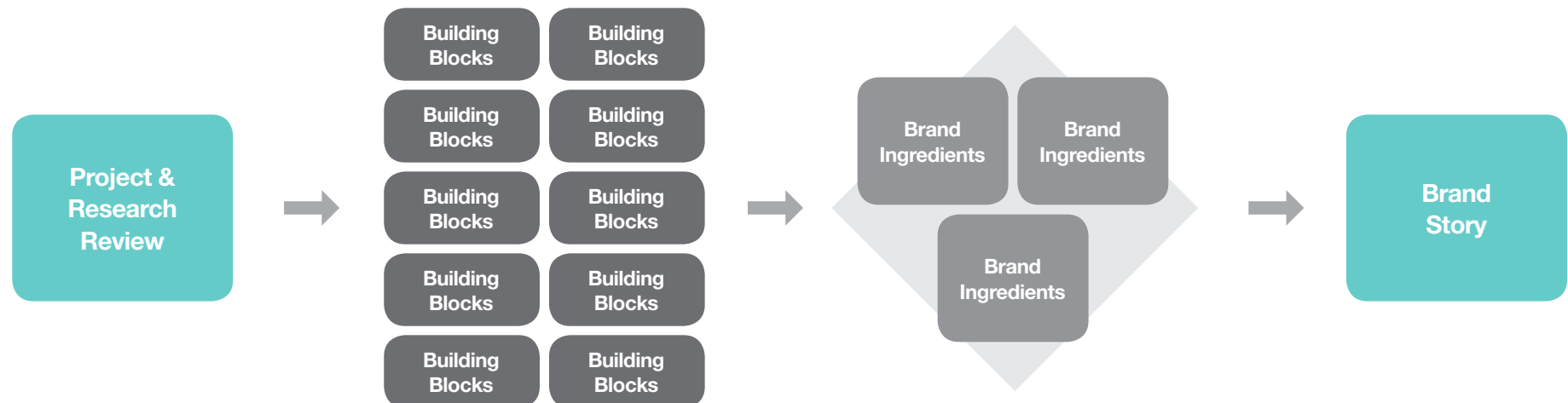
In the final session, the Brand Advisory Panel reviewed the brand story – for both the city and the downtown – supported by messaging and proof points for each stakeholder group.

Outcome: Consensus on draft brand story for the city and the downtown for visual identity development and further validation.

Downtown Workshops

These four workshops were supplemented with two additional sessions with a small group of downtown stakeholders. The format of the sessions mirrors that of the overall process. However, it allowed the group to explore, in greater detail, the distinct proof points and focus of the downtown brand story.

Outcome: The downtown group agreed that the ingredients of the overall Mississauga brand story were compelling and relevant to the downtown story.





Mississauga's Brand Story

Brand Ingredients /

Mississauga's Brand Story

As described in the previous section, the process to develop Mississauga's brand story was a thorough one involving detailed research and in-depth engagement. This was crucial to ensure the brand story was authentic and that it resonated with all audiences.

The foundation of the story is the three brand ingredients that were one of the principal outcomes of the overall research and engagement process. They were then further developed, refined and validated through the Brand Advisory Panel.

What are Brand Ingredients

Brand ingredients are the attributes of a place that are most important to the intended audience, be that residents, businesses, investors, students, visitors, or a combination of all of them. It is the foundation of a clear and compelling message that a place wants to communicate as part of its brand story.

To be effective, a brand story should have two to three brand ingredients to ensure a focused message. Communication can, and should, be targeted and positioned to address various audiences, but the core elements of the brand story will remain the same. The ingredients aren't intended to be used word-for-word in marketing and communication, but rather as a guide.

Many cities will have a number of positive attributes and not all of them can be included in the brand ingredients. Excluding a particular element does not mean that it is not valuable. However, it is not possible to communicate all things to all people, all of the time. Instead it is a conscious decision to focus on the attributes that differentiate and resonate most with residents and other key audiences.

Once the brand ingredients are established it is critical to empower all residents, community partners, staff and all city champions to become brand ambassadors.

Mississauga's Brand Ingredients

Welcoming world culture

Mississauga's welcoming world culture is rooted in the rich mosaic of our communities. We hail from every part of the world. We call Mississauga home but our global connections and diverse talents create a vitality that helps the city prosper.

Naturally enriching

Mississauga offers a balanced and enriching lifestyle. Vibrant culture, excellent parks, green spaces, and recreation and leisure facilities provide residents and visitors a wide range of options to enjoy unique Mississauga moments.

Inspiring possibilities

It's the inspiring possibilities that make us so passionate about Mississauga. We have a shared vision for the city. Even more important, we've always had the kind of "can do" spirit and commitment to excellence that makes great things happen.

Welcoming World Culture /

Overview

Mississauga is one of the most multi-cultural cities in Canada. Not only does it attract a highly diverse and growing population, it also actively celebrates and promotes diverse lifestyles and international cultural connections. Compared to other North American cities, Mississauga enjoys the kind of global connections and cultural diversity of cities more than twice its size. This offers many advantages for residents, businesses, tourists, etc.

There is a strong sense of community in Mississauga – one that is open, welcoming and inclusive – that is not often felt in other cities of comparable size. It offers everyone a clean, safe and friendly place to grow and prosper. By extension, this atmosphere helps foster a high degree of civic pride among residents.

Mississauga's global connectedness is a differentiator and competitive advantage. Mississauga is home to Pearson International Airport and is in the heart of one of North America's key economic and commercial regions, with easy highway and rail access. At the same time, Mississauga can leverage the best in global talent, experience and research, creating a vital economic engine for the city and its residents.

“In many ways, Mississauga's international connectivity is unmatched in Canada, based on the presence of Canada's busiest international airport and a business community made up of some of the largest multinationals in the world. Mississauga has the potential to become Canada's Global Investment Destination.”

International Marketing Strategy, 2011

What it means

- Welcoming the world for living, employment, business, study, leisure and tourism
- Open community of communities that celebrates the rich diversity of its people and enables their energy and talents to flourish
- Fosters strong, personal, global relationships and experiences
- Globally connected, thriving hub of commerce

Proof points

- 52% of population born outside Canada
- Number of foreign languages spoken in Mississauga
- Socially well-integrated communities
- Consistently high resident satisfaction ratings
- Pearson International Airport and transport infrastructure
- 62 Fortune 500 headquarters; strength of core economic clusters

Overview

Mississauga is located in the heart of one of North America's most vibrant, prosperous regions. But Mississauga offers its own naturally enriching lifestyle with a wealth of arts, culture and leisure options at the city's doorstep. Not only does Mississauga attract a highly diverse and growing population, it also celebrates diverse lifestyles and international cultural connections.

With 6,700 acres of green space, nature is always close by in Mississauga with many parks, green spaces, and woodlands, including 'green jewels' such as Lake Ontario and the waterfront, the Credit River and the Riverwood Conservancy.

Mississauga offers all of the conveniences of a major urban city but with a way of life all its own. Residents enjoy a balanced and high quality of life with exceptional programs, services and facilities; it's a place where people choose to be.

What it means

- Variety and quality of recreation and leisure programs, services and facilities
- Strong promotion of arts and culture
- Dedication to preserving Mississauga's heritage
- Extraordinary natural assets including the Credit River system, Lake Ontario and green spaces
- Commitment to green living and development
- Located in the heart of one of North America's most vibrant, prosperous regions

Proof points

- Mississauga Celebration Square has attracted over one million visitors
- Active participation by residents in cultural programs, with over 500,000 hours in support of City-organized culture festivals and events
- Strong cultural institutions such as the Living Arts Centre, Meadowvale Theatre, Visual Arts Mississauga, Mississauga Arts Council and the Art Gallery of Mississauga
- Breadth of shopping and leisure options
- Over 175,000 registered recreation and leisure programs along with over 1.25 million hours of recreational drop-in classes
- The City conserves and proactively plans and maintains its major natural assets such as the Credit River Valley and Lake Ontario waterfront areas
- Over 520 parks and green spaces and 225 km of trails

Inspiring Possibilities /

Overview

The city's bold vision and ability to engage stakeholders in helping to shape its future is a powerful attractor for many audiences, including residents, youth, newcomers and business partners.

Mississauga has always attracted pioneering, entrepreneurial people; from fur trading to the mills along the Credit River to a pioneering aviation industry its residents have pushed the frontiers of innovation.

Today, Mississauga continues to be progressive and forward-looking. It has a robust economic base in new and emerging sectors such as pharmaceuticals, biotechnology, and information and communication technologies. Mississauga continues to attract employment and investment opportunities from around the world.

However, city-building is never complete; it is a continuous process. New and exciting initiatives are happening all the time at the waterfront, downtown, with transit and so much more. Mississauga has demonstrated the focus and commitment to move forward strategically to realize its vision for the city.

What it means

- Bold, shared vision for the future of Mississauga
- Strong history of community engagement
- Robust economic base and employment opportunities
- Young city with the potential for exciting transformational future growth
- Excellent reputation for operational effectiveness and fiscal management
- Pioneering spirit and “can do” attitude
- World-renowned learning and research institutions

Proof Points

- Selected #1 Overall City of the Future by fDi in their 2013 ranking. Mississauga also ranked first for business friendliness and second for economic potential
- Mississauga is home to the 3rd largest life sciences cluster and 4th largest ICT sector in Canada
- Strong economic fundamentals with 54,000 businesses providing 413,000 jobs
- 100,000 people engaged in Strategic Plan development helping to create the City's vision statement
- Progressive, integrated planning for downtown, transit, waterfront, green living and employment
- Creative programs and partnerships to support youth, newcomers, seniors, entrepreneurs, and innovation
- Growth and expansion of post-secondary programs and facilities

Mississauga's Brand Story /

Together, these ingredients tell a powerful, authentic story...

People choose Mississauga for many reasons, but three qualities knit the social, cultural and economic life of our city together in a unique way.

Mississauga's welcoming world culture is rooted in the rich mosaic of our communities. We hail from every part of the world. Our diverse energy and talents help fuel the city's role as an international hub. In North America, Mississauga enjoys the kind of global connections and cultural diversity of cities more than twice its size. That's a huge advantage for our historic villages, our businesses and our people.

Mississauga offers its own naturally enriching lifestyle. Nature's so close here with more than 520 parks and woodlands. Our green jewels are the Credit River and one of Lake Ontario's best waterfronts. We celebrate our local heritage, arts and culture, and enjoy being in the heart of one of North America's most vibrant, prosperous regions.

It's the inspiring possibilities that make us all so passionate about Mississauga. We've got a strong shared vision and we have the kind of "can do" spirit and commitment to excellence that makes great things happen. We're an economically prosperous community of people and businesses eager to embrace new and emerging technologies and innovations.

These three ingredients create a one-of-a-kind place we call home – Mississauga.

Targeting the message for key audiences

This compelling brand story has a number of relevant messages for a number of key audiences. Below are a few examples:

Newcomers

Mississauga is home. Everyone's welcoming and supportive. This is an open-minded city with a global outlook, a city with a strong cultural diversity but with a neighbourhood feel.

Businesses and Employers

The high quality of life makes Mississauga attractive to highly-skilled and talented employees. Located in one of North America's key economic regions, it is an attractive place for employment and investment.

Residents

Mississauga is a welcoming global city, committed to enriching the quality of life for residents, through celebrating diverse cultures, promoting its natural assets, and creating the knowledge, skills and jobs of the future.

Youth and Students

Everything you need to succeed is here in Mississauga. It is an open-minded place with a real global culture, where you can grow and thrive both personally and professionally. Mississauga, like you, is young, and together we can make great things happen here.

City Employees

We are a dynamic and inclusive team of dedicated individuals who constantly aspire to exceed the expectations of residents, customers, and community partners. The City of Mississauga has a culture of innovation and success that places a high value in supporting and developing the talents of its people.

The Downtown Brand Story /

Another key objective of this initiative is the creation of a new, distinct, Downtown brand that will be used to promote the downtown to local, national and international audiences as a dynamic and vibrant location to live, work and play in the heart of Mississauga.

The Downtown brand was developed as an extension of the overall City brand – to ensure consistency and alignment – but it is refocused to speak to the unique realities and opportunities of Mississauga's downtown.

Downtown21 Development Principles

- Catalysing employment
- Build multi-modal
- Create an urban place
- Create a green place/environment
- Establish a focus for development
- Create a predictable development framework

Importance of Downtowns

Downtowns are drivers for tourism, retail, business and investment. Mississauga's Downtown21 Master Plan positions the downtown as a "liveable, compact, sustainable downtown centre for the entire city, which will enhance Mississauga's competitive advantage." Numerous research studies support the importance of a vibrant urban core that will attract and retain younger professionals, students, families and workers who value the convenience and accessibility of a walkable, human-scale city centre.

Strong downtown brands can strengthen and drive city-wide brands. But, if a city's downtown brand is at odds with its overall brand story then it will dilute, diminish and weaken both the downtown and the city brand.

Mississauga's Downtown

Over the last 30 years, Mississauga's downtown has seen a dramatic transformation. In 1985, housing and population records were not even tracked for the downtown.¹ Today, over 26,000 residents call it home, and this figure is estimated to nearly double by 2031. Guided by the principles of the Downtown21 Plan, the downtown is now home to an expanding Sheridan College Campus, award-winning residential developments (eg. Absolute World, also known as the Marilyn Monroe Towers), innovative parks and open spaces as well as Mississauga Celebration Square.

The City has an ambitious vision to develop a community that will attract residents, entertainment and employment to a thriving and sustainable multi-use downtown core. As this vision continues to develop, a clear, focused brand story can help bring to life and promote a distinct downtown experience.

Positioning the Downtown

This brand position was formulated in parallel with the overall brand, utilizing the same engagement and research methods. However, to further test, refine and validate the downtown brand position, the project team held two additional workshops comprised of downtown businesses, stakeholders and community partners.

1. City of Mississauga, Population and Housing Study 1985

The downtown story can leverage the overall city brand ingredients – welcoming world culture, naturally enriching and inspiring possibilities – in unique ways to create a distinct brand story for the downtown...

Mississauga's Downtown is the vibrant, growing heart of the city. With a vibrant and ever expanding arts and culture scene, education options and great open public spaces, the downtown is naturally enriching for visitors, residents, students, employees, and businesses. It is the innovative hub for the social and economic exchange of ideas, cultures and commerce.

The Downtown is attracting the attention of people inspired by the opportunities for its future to deliver on the promise of being North America's next great urban centre.

Messaging for the downtown must appeal to all of the city's many stakeholders, including, but not limited to residents, newcomers, businesses, investors, youth/students, and visitors.

Targeting the message for key audiences

The downtown brand story also has a number of messages that can be catered to key audiences. Below are a few examples:

Employees

In the downtown, the possibilities are endless. It is home to over 20,000 jobs and growing. It is the home of major industries and a growing centre for the "new economy." After work, the downtown is the place to relax and socialize with people from across the city, the region, and the world.

Businesses and Employers

The downtown is a vibrant, urban neighbourhood that attracts creative and highly talented people to live, work and play. It is located in the heart of Mississauga with easy connections to the entire city and the world beyond.

Residents

Downtown Mississauga welcomes and encourages people to live, work and visit this vibrant and connected neighbourhood. The downtown offers a wide range of housing, employment, retail, culture, entertainment and transit options right at your doorstep.

Youth and Students

Everything you need to live, work and play is right at your doorstep. Downtown Mississauga is the heart of a global city, where you can enjoy a balanced urban lifestyle, and inspire and be inspired by the possibilities Mississauga has to offer.

Logo and Visual Identity /

In order to communicate and promote this compelling brand story to audiences – both locally and globally – Mississauga needs a bold, fresh new logo and visual identity. This was substantiated and reaffirmed through both the engagement process and through brand validation testing (which is described in the following sections).

Logo Development Process

The proposed new logo was developed by the City of Mississauga's Communications - Creative Services team through a robust collaborative process. First, the team held a brainstorm workshop to review and distill the key words and concepts that best represent the three brand ingredients. The concepts had to be simple but at the same time capture the broad meaning of the overall brand story – focusing on Mississauga's promise of a bright future as well as its openness to change and vibrant cultural landscape.

This was followed by an extensive design exploration. The common visual themes that emerged from this process were the 'M' letter form, the representation of the brand ingredients, and concepts noted above. Over a two month time period the design team researched and developed a large number of designs, largely based on the letter 'M'. This included extensive creative discussions, critiques, and a thorough environmental scan for comparable designs. Designs that were too familiar or similar to other logos were eliminated in order to ensure the final design would be distinctive. The final design is a strong, open and bold logo that will be the core of a new flexible visual identity; one that will communicate the excitement, diversity and promise of Mississauga's story in an innovative and unique way.

Explaining the Logo

The three triangles form an open, bold, modern and future-focused 'M'. The open spaces in the design embody the spirit and possibility of a young city that continues to build and shape its story and future.

The visual identity system will offer greater options and flexibility in its print and digital applications. The logo will be used in a variety of appealing ways and often appear white on various colour backgrounds. A range of geometric styles will be applied with colour and photography in a myriad of marketing and communication formats.

Mississauga's New Logo

Guided by Mississauga's Past

Streetsville



Port Credit

Mississauga

Inspired by Mississauga's Brand Ingredients

welcoming
world culture

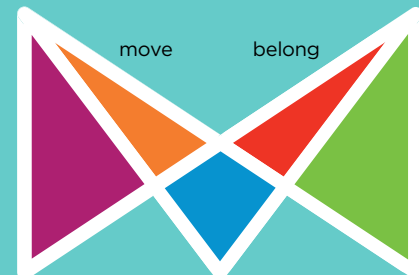


naturally
enriching

inspiring
possibilities

Representing Mississauga's Strategic Pillars and Vision

connect



green

prosper

Logo Font

The Gotham typeface was chosen because it is bold, open, friendly, modern and accessible. These traits are fundamental elements of Mississauga's brand story and character. The new logo has a mix of upper and lower case in order to make it unique, diverse, inclusive and friendly.



Infinite Possibilities

The new logo and visual identity celebrates the optimism of a young city on the cusp of something big. It is the visual expression of the authentic and compelling brand story that Mississauga will communicate to the world.



Brand Story and Visual Identity Validation

Finally, the brand story and new visual identity were further validated through a series of online and in-person focus groups. This was completed to ensure that they better reflected the Mississauga of today while at the same time resonated with both residents and other stakeholders. The format and methodology of these focus groups were as follows:

Online Validation

The online portion was comprised of two focus groups, each 90 minutes in length, with 20 participants invited to each session. These two sessions concentrated on testing the reaction to the three brand ingredients and the brand story overall. Information was shared with the participants along with the key proof points and rationale for them. A moderated discussion was then carried out to capture their feedback and comments.

The first session consisted of a group of Mississauga residents. Efforts were made to ensure that the group was reflective of the diversity of Mississauga's residents in terms of age, gender, ethnicity, education level, etc.

The second group involved individuals who owned and/or operated a small or medium-sized business in Mississauga. Again it was important to have a range of sectors and sizes of business represented in the group to ensure a variety of perspectives were included in the validation process.

Focus Group Research Methodology

The in-person focus groups had two objectives. The first was to validate the brand story in a similar manner to the online sessions. The second was to test the proposed new logo and visual identity against a series of criteria, including:

- comparison to Mississauga's existing logo
- distinctiveness and general appeal
- extent to which the new logo reflects the Mississauga of today and where the city is headed in the future
- degree to which the logo reflects and communicates the Mississauga brand story

Six in-person focus groups were held, again with each lasting 90 minutes. Ten people were recruited for each session with the groups designed to ensure they were representative of Mississauga's population. Each group focused on a unique audience:

- 1 group of youth and young adults, ages 18-34
- 1 group of adults and older adults, ages 56+
- 1 group of immigrants/newcomers who have lived in Mississauga for less than 10 years
- 1 group of immigrants/newcomers who have lived in Mississauga for more than 10 years
- 1 group of small and medium-sized business owners who also live in Mississauga
- 1 group of small and medium-sized business owners who did not live in Mississauga

Overall the validation process allowed for additional insight and feedback from residents and stakeholders. This helped refine and affirm that the brand ingredients and logo are reflective of the key drivers and attributes of Mississauga's brand story.

Brand Story Validation

Overall, the three brand ingredients were largely well-received; most participants felt that they were positive and accurately reflected the character and personality of Mississauga. The ingredients, “Welcoming World Culture” and “Inspiring Possibilities” were both very well received by the vast majority of participants and created strong positive reactions. With respect to the term “Naturally Enriching,” it was not initially seen as intuitive to some participants. However, once the proof points and narrative were introduced to the ingredient it began to resonate with the groups and they were able to better understand the term.

The combination of the three concepts inspired pride in the participants and was seen as a powerful and compelling portrait of the city. Most thought that the concepts reflected the reality and benefits of living and/or working in Mississauga. They also felt that the message in its entirety would be appealing to those seeking to live or start a business in Mississauga. Finally, when asked if there were any components missing, most felt that there weren’t, and that the story encompassed the overall story of Mississauga.

Finally, there is some question – among business owners in particular – as to whether or not this story is unique to Mississauga. A small group of participants felt that, while this story was both accurate and compelling, it could also describe a number of other cities. However, many participants felt that, while some other locations could lay claim to one or two of the ingredients, when put in combination the three ingredients did create an authentic, aspirational and distinctly Mississauga story. Ultimately, difference of perception seems to be primarily a question of awareness; highlighting the need for the City to proactively and more clearly promote these unique Mississauga characteristics and experiences in a compelling way to a broader audience.

Current Logo and Visual Identity

In terms of the logo and visual identity, it was determined that there was very little awareness and equity in the current logo; very few participants could recall what the logo looks like. Once they were shown the logo the majority had a negative reaction to the present-day logo. Reactions to the current City logo included words such as industrial, conservative, and boring. Most participants had little to no attachment to the current logo and felt it was time to refresh it; most expressed the need for a dramatic and bold redesign that would better represent the Mississauga of today.

New Logo and Visual Identity

The new logo represents a bold and modern new visual identity for the City. It reflects the growth, openness and imagination of a young, modern and dynamic city.

As can be expected with a new logo, overall reaction was mixed, with a number of participants expressing strongly positive reaction to the new logo (this was especially true among newcomers), some having a moderate reaction to the new identity, while still others feeling the change was too dramatic. A number of participants described the proposed logo as:

- **modern, futuristic**
- **flexible, open to a range of interpretations**
- **imaginative and creative**
- **interesting, distinctive and unique**

However, most participants, including many who had a mixed or negative first impression of the new logo, still indicated that the new logo was more reflective of Mississauga today and the three brand ingredients. Most recommended moving to the new logo even if they didn't find it appealing on first blush. In fact, a few participants who began with mixed to negative reactions to the new logo began to have a more positive reaction to it over the course of the focus group.

Having said that, the City should expect some questions and negative reaction, as is most often the case whenever new or refreshed brands are launched. However, it is felt that as the new logo becomes more familiar and used more commonly, it will begin to develop a greater meaning and resonate to a greater degree with residents, businesses and other key target audiences.

Summary of Validation Findings

Both the online and in-person validation processes were vital in allowing the project team to test the proposed brand story and logo with various target audiences to gain further insights and refine the recommendations to better reflect the views of these groups.

Overall, the response to the brand story was very positive, with most feeling it provided an authentic and compelling narrative for Mississauga. It resonated with a wide range of groups and fostered pride in many of the participants, while capturing the combination of qualities that makes the city unique.

Finally, most participants felt the current logo was dated and in need of a fresh new redesign to help promote Mississauga, both today and in the future. The majority felt that the proposed new logo was much more representative of the brand story and thought it was more effective in communicating the character and attributes of Mississauga.

The background is a solid yellow color with a network of thin, dark yellow lines forming various geometric shapes and angles. A horizontal teal rectangle is positioned on the left side of the image.

Implementation

4-Year Marketing & Implementation Plan (2014-2017) /

Overview

Brand development is a long-term process. Once developed, opinions and perceptions are often difficult to change. A high degree of focus, commitment and consistency is important in changing views and preconceptions. Critical to this process is the effectiveness of the brand launch and the first three to four years after the launch. If done well, these early efforts can capture the attention of key audiences and signal to them that something has changed. Subsequent actions and initiatives can then build on the awareness and momentum created by the brand launch.

In order to be successful, the new brand must answer the question: Why choose Mississauga? The implementation recommendations and marketing plan summarized in this report are designed to demonstrate how to ensure that the experiences the city delivers can be both distinctive and valuable.

Critical Success Factors

- **Senior leadership stewardship and visible support**
- **Internal engagement and alignment**
- **City to act as a catalyst for brand collaboration**
- **Plan for the long-term**
- **Coordinate messaging and marketing across all groups promoting Mississauga**
- **Measure impact, provide feedback, and celebrate success**

“Reputation is an asset with a value which can rise and fall. It consists of two principal ingredients: a city government’s actual performance; and stakeholders’ perceptions of it (the latter being more powerful). Sound reputation management, therefore, focuses on improving both performance and the city government’s relationships with its key stakeholders.”

2013 The Way to the Future in Cities report by PriceWaterhouse Coopers

Summary of Key Recommendations

Below is a summary of the 11 key recommendations outlined in the brand implementation plan.

1. **Create a new logo and visual identity** that better reflects, supports and communicates Mississauga’s brand story.
2. **Launch the brand strategy** first internally as City staff will be critical in bringing the brand experience to everyone.
3. **Create an internal “experience master planning” process** to embed the brand themes and ingredients into the internal culture and organization.
4. **Create an internal “idea incubator” process** to identify and prioritize future on-brand enhancements.
5. **Develop a cross-functional identity design advisory group** to lead the roll-out of the new visual identity.
6. **Create an internal on-brand recognition program** to showcase and reward innovative on-brand initiatives.
7. **Support marketing and communications with on-brand messages and tools** to guide implementation and transition efforts.
8. **Create the Mississauga Brand Partnership with key external stakeholders** to foster a sense of shared brand ownership with City partners.
9. **Develop a process for identifying “signature” initiatives** to act as a catalyst for brand activation.
10. **Monitor and report brand metrics** to demonstrate and share the success and impact of the new brand.

Brand Implementation Principles

A successful brand promotions strategy takes into account not just traditional marketing and communications tactics, but also includes all possible touch points the target audience(s) may have with the brand. Each of these interactions represents an opportunity to either enhance or diminish the strength of the city's brand image. The list of relevant touch points includes a wide range of internal and external elements. Below are a few examples of elements that should be considered:

Internal Elements

- Facilities
- Website
- Signage (facility, park, street, etc.)
- Customer service counters
- Promotional material
- Letters and stationery
- Brochures
- Festivals and City events

External Elements

- Airport
- Advertising material promoting Mississauga (directly or indirectly)
- Hotels and hospitality
- Community or corporate events
- Media exposure
- Pride/attitudes of residents

It is critical that both internal and external touch points be aligned to promote a clear and consistent message of the new brand. As the development of a successful brand is a long-term effort, these need to be proactively managed to ensure that the brand messages and experiences remain focused. This is a significant undertaking requiring coordinated and deliberate planning and execution. That is one reason why it is important for a city brand to be championed by government and city staff, but also supported by key strategic partners, creating a broad-based shared 'ownership' of the brand.

Finally, it is important for tactics to be targeted and cost-effective, as there are limited funds allocated – given the project's scope – to the launch and implementation of the new brand strategy. As a result it is important to develop new and innovative tools, templates, and systems to improve the effectiveness of the brand's reach to target audiences. Another key is to leverage and align existing programs, efforts and events to further encourage a strong, consistent brand message. Finally, one of the most effective ways to strengthen a brand is through nurturing community-led 'on-brand' efforts, making residents and visitors brand advocates.

Marketing Plan

Business Need/Opportunity

Cities need to be able to promote and communicate the key advantages that make them unique, and articulate why people should choose that city over others in an increasingly globalized and competitive world. One of the most effective ways to achieve this is by developing an authentic, focused and compelling brand story.

Similar to the overall brand strategy, the marketing and implementation plan supports Mississauga's goals as expressed in the Strategic Plan, Downtown21 Plan and the Communications Master Plan. Given the importance and scale of the communications generated by the City, internally-generated marketing and communications must also reinforce the pillars, principles and practices of the City's Communications Master Plan, namely: Envision, Communicate, Engage and Lead.

Target Audiences

A brand, in order to be effective, must be clear, compelling and concise. It is therefore important to find commonalities between the unique perspectives of each audience. This is especially true of city brands, as the scope and scale of key target audiences is very large. Key audiences identified for the Mississauga brand included: Mayor and Council, all city staff, residents (specific targeted sub-groups included youth, students, older adults, new Canadians, families, etc.), businesses and investors (both owners and employees), visitors and tourists, media (local, national and international), key community partners and stakeholders, all levels of government (Region of Peel, Province of Ontario, Federal Government of Canada, surrounding municipalities, etc.) as well as any other group that promotes and advertises the City of Mississauga.

Goal

This plan aims to launch and implement a new brand for the City of Mississauga that is reflective of the young, vibrant and dynamic municipality it is today and better articulate the exciting possibilities for its future. This will create a new, focused, targeted and brand-based approach to marketing and promoting to key audiences why they should choose Mississauga.

Objectives

1. **Promote and enhance the City's strong image and reputation through the development of a new brand story and complementary visual identity for the City of Mississauga.**
2. **Develop Mississauga's new brand on a strong foundation of quantitative and qualitative research and robust community engagement, ensuring the brand is authentic and relevant.**
3. **Successfully implement the brand and new visual identity across the organization and city to send a clear and consistent image of Mississauga to key audiences.**
4. **Promote the new brand through traditional marketing efforts, but more importantly through encouraging 'on-brand' experiences and interactions across the city. This will be critical to building recognition and broad public awareness in an efficient and cost-effective manner.**
5. **Encourage residents, partners and external stakeholders to go beyond awareness and become active promoters and ambassadors of the brand.**

Key Messages

The key to building and growing any successful brand is to have a clear and consistent message that is communicated through all marketing and promotional efforts, channels, and touch points. The Mississauga brand story is built around three key ingredients that, taken together, create a compelling and unique narrative of a young and dynamic city on the cusp of something big. These three ingredients are the brand key messages.

Welcoming world culture

Mississauga's welcoming world culture is rooted in the rich mosaic of our communities. We hail from every part of the world. We call Mississauga home but our global connections and diverse talents create a vitality that helps the city prosper.

Naturally enriching

Mississauga offers a balanced and enriching lifestyle. Vibrant culture, excellent parks, green spaces, and recreation and leisure facilities provide residents and visitors a wide range of options to enjoy unique Mississauga moments.

Inspiring possibilities

It's the inspiring possibilities that make us so passionate about Mississauga. We have a shared vision for the city. Even more important, we've always had the kind of "can do" spirit and commitment to excellence that makes great things happen.

Execution

City branding is a long-term initiative that requires ongoing proactive planning, management, and monitoring. A great deal of elements must be considered when developing and implementing a strong brand, including:

- **Rolling out the new logo and visual identity across all city facilities, documents, digital media and marketing channels**
- **Creating and maintaining consistency and alignment of brand messaging**
- **Developing, nurturing and maintaining external brand partnerships to extend the reach and awareness of the brand**
- **Measuring and monitoring brand reputation metrics to ensure that promotional and marketing tactics are effectively raising brand awareness among key stakeholders**
- **Exploring and developing new opportunities – both internally and externally – to promote and extend brand awareness**

Strong brands are developed over time and a degree of patience is required to be successful and achieve lasting positive results. It is important to regularly nurture and strengthen the brand and refresh it as it ages or as the positioning of the city evolves.

At the same time, in today's economic environment, it is important that the new brand and logo be rolled out and implemented in an efficient and cost-effective manner. In order to achieve this, the brand implementation strategy is broken down into four distinct phases. The four phases prioritize the various elements and tactics, balancing cost, resources, timing, and the need to have high visibility in order to achieve the greatest impact.

Finally, changes to some elements (facilities, permanent signage, etc.) will be opportunity-driven and completed based on their asset lifecycle or replacement schedule. This will mean that both the new and current logos will need to coexist for a period of time. To mitigate the impact of this, the strategy will seek ways to lessen the presence of the current logo while finding cost-effective ways to increase the profile and visibility of the new logo.

Phase 1: Brand Launch

February 26 to May 19, 2014

The first element of the brand launch will be the presentation and logo reveal to General Committee on February 26. Following Council approval and endorsement the brand will be rolled out internally through the Corporation through two principal events. In addition to introducing the brand to staff, both events are intended to celebrate our collective successes and demonstrate how the brand embodies this success and our aspirations for the future. Both will also include key targeted educational components and guidelines on how to use the brand and how the new brand will impact their particular areas of the Corporation.

The first event is the roll-out to Senior Leaders and Managers at the City Manager's Leadership Conference, to be held at the Living Arts Centre on April 21 and 22. The brand will be a prominent element of the conference's theme and program we will host a booth at the conference's showcase as well as conduct a workshop on the second day of the event.

The second event will be a staff launch event, held over two days, May 8 and 9, at Port Credit Arena. This will be an opportunity to introduce staff to the new brand and logo before it is officially launched to the public. The event will include a brand story video and presentation on the process of developing the brand. It will also include targeted sessions for marketing staff across the City to help them incorporate and use the new brand.

Once the new brand is rolled out to City staff, a public/resident launch event will be held at Mississauga Celebration Square (MCS) on May 19 2014. This will coincide with the launch of the Square's summer events series. Programming for the event will be coordinated with MCS staff to incorporate elements of the brand and align key messaging. As part of the public launch we will also be hosting a brand tour for members of the media, giving them a more robust understanding of both Mississauga and the new brand. This will add greater value to the media exposure of the brand launch, promoting not only the process, but the city overall and the authenticity of the brand story.

Phase 2: Brand Roll-out

February 26 to September 30, 2014

The first step in implementing the brand internally will be the completion of a thorough marketing and facility audit; identifying all of the elements – physical and digital – across the City that need to be updated and/or replaced with the new logo and visual identity. This inventory will be prioritized and will inform the proposed roll-out plan for the new logo. Digital items will be updated by the public launch date, as their reach is high while the relative cost to update the channels is low. Items such as stationery, business cards and lanyards will also be replaced and updated with the new logo. For items with existing inventories, a cost-effective approach will be developed to draw down stocks before reordering items with the new logo. With respect to physical assets (ie. facilities, vehicles, signage, etc.), these will be updated based on their lifecycle and other opportunities. In the meantime, low cost options such as decals will be used where appropriate to increase the new logo's visibility.

The new brand is intended to be a brand for the entire city; not just the Corporation. Having said that, it will be critical that the Corporation maintain a leadership role in promoting and advocating for the new brand. In order to develop an internal culture that supports the brand, a program will be established to "activate" the brand across the Corporation.

Ultimately, everyone across the Corporation should be brand champions and delivering 'on-brand' experiences and interactions to residents. To achieve this level of engagement across the Corporation, a team of brand ambassadors will be established and responsible for the education, promotion, training and inspiration of internal staff to catalyze them into action.

In addition to this, a core team of brand ambassadors will hold a series of workshops with key divisional staff and provide detailed information, templates and guidelines to support aligning marketing and promotional efforts across the City.

Phase 3: Brand Promotions and Ongoing Transition Beginning May 19, 2014

One of the key outcomes of the city brand project is the creation of an integrated brand program city-wide. As part of this plan, each year brand marketing will be developed that will seek to increase awareness of Mississauga's compelling brand story through a variety of innovative tactics. In addition to working with key internal groups to enhance events and promotional efforts, the plan also includes 2-3 annual city-wide marketing campaigns. Other key elements of this plan include:

1. Develop an "Experience Mississauga" Program

This program is designed to raise the awareness of the high-quality, balanced lifestyle that residents, businesses and visitors can enjoy in Mississauga. It will promote the variety of experiences that Mississauga has to offer, from natural and open spaces, to historic villages, to urban downtown experiences. It will harness the pride of the city's residents and encourage them to share and comment on their favourite Mississauga stories and moments.

2. Create the Tools to Promote Mississauga

One way this will be achieved is through the development of a Video and Photo Strategy. This will speak to the creation of these promotional assets, but equally important is how to distribute and maximize the reach and effectiveness of those assets.

The other is a new customer-focused Digital Strategy. Working with Corporate IT, a new road map will be created to launch and regularly refresh our online and social media channels, including the eCity website, to ensure they are current, appealing, and customer-friendly.

3. Introduce City-Wide Signature Brand Events

One of the most effective ways that city brands can create value and an emotional connection is through holding events and festivals. These not only attract and entice residents and visitors to experience the city in a new and exciting way, but they also generate additional media exposure, social media traffic and word of mouth for the city. Taken together, a series of events help create vibrancy and dynamism that appeals to a broad range of audiences.

The brand marketing plan proposes the creation of one new signature event each year between 2015 and 2017. Each will be centred on one of the three brand ingredients, highlighting elements of the brand story in a more tangible way for people to experience.

Phase 4: External Brand Partnerships

Beginning May 19, 2014

The development of key brand partnerships truly started during the engagement sessions and the creation of the Brand Advisory Panel. However, as the brand is launched publicly it is important to formalize these relationships and develop a structure to allow for the ongoing shared support and promotion of the brand. The Mississauga Brand Partnership will be a group of volunteers representing a cross-section of the City's external stakeholders that are committed to collaborating with the City to promote and strengthen Mississauga's brand reputation.

The Way to the Future in Cities report by PriceWaterhouseCoopers identifies this kind of collaboration as an essential forum for 21st Century cities. Ideally, the brand partnership should be drawn from people, companies and organizations who are enthusiastic and active supporters of creating and delivering a brand proposition for the city, people with the time to commit to the work of the partnership and organizations willing to contribute resources to enable it to function cost-effectively. Look for stakeholders who are willing to be active ambassadors for the brand as well as energetic, charismatic figures to act as spokespeople for the partnership.

Broadly speaking, the mandate of the group is to recommend cost-effective ways to raise awareness of and communicate the brand themes to priority audiences. They will identify new and existing opportunities to promote Mississauga's brand story – in collaboration with the City – while encouraging other potential collaborators to align to the brand ingredients their messaging and communications regarding Mississauga.

Budget

The brand implementation plan has a budget of approximately \$40,000. As a result of having a limited budget, the plan outlines an approach that will leverage and align existing initiatives to the new city brand. While this is a product of necessity it is also in many ways a more effective way of implementing a new brand, as it encourages greater collaboration and brand alignment with internal and external stakeholders.

The identified budget will go primarily towards the cost of initiating a number of the new elements of the brand program, such as the Experience Mississauga Program and the Video and Photo Strategy. In subsequent years of the plan, if additional funds are required, these will be requested annually through the business planning process.

Implementation Roadmap /

Implementing and managing a new brand strategy is a long-term, comprehensive and multi-faceted process. The 4-year implementation roadmap below provides an overview of the key elements and activities to be addressed over that time period.

Activity	2014	2015	2016	2017
Promotional Theme	Launch General Awareness	Welcoming World Culture	Naturally Enriching	Inspiring Possibilities
Launch	<p>Council Approval and Brand Unveiling: February 26, 2014</p> <p>Leadership Conference</p> <p>Staff Launch: April 22, 2014</p> <p>All Staff Launch Event: Early May 2014</p> <p>Brand Ambassador Program: May 2014</p> <p>Public Launch Event: May 19, 2014</p>			
Marketing Promotions	<p>Create brand videos: General audience & Business audience</p> <p>Distribute a Mississauga Experience pamphlet to all Mississauga homes</p> <p>Media Event: Mississauga Brand Story Tour</p> <p>Coordinate 'on-brand' messaging for the One Year Pan Am Games Countdown Event</p> <p>Develop a Mississauga Brand Booth and Banners</p> <ul style="list-style-type: none"> - 40th Anniversary Exhibit - International Student Day <p>TED Talk on City Branding and Building</p>	<p>Create 30-second videos for newcomers, youth and business</p> <p>Distribute a Mississauga Experience pamphlet to all Mississauga homes</p> <p>Launch collectible button campaign with installation across the city. Supported by traditional and social media efforts</p> <p>Support event programming for the Pan Am Games Torch Relay Festivities</p> <p>Partner with Carassauga and/or other community groups or staff to promote the Welcoming World Culture ingredient</p> <p>TED Talk on Diversity and Inclusion</p>	<p>Create 30-second videos for sport tourism, residents and cultural groups</p> <p>Distribute a Mississauga Experience pamphlet to all Mississauga homes</p> <p>Second year of collectible button campaign with installation across the city. Supported by traditional and social media efforts</p> <p>Develop a signature event for the Naturally Enriching ingredient</p> <p>TED Talk on Quality of Life</p>	<p>Create 30-second videos for business, students and residents</p> <p>Distribute a Mississauga Experience pamphlet to all Mississauga homes</p> <p>Third year of collectible button campaign with installation across the city. Supported by traditional and social media efforts</p> <p>Host the first annual Spark Innovation Festival</p> <p>TED Talk on innovation and trends for the future</p>

Activity	2014	2015	2016	2017
Promotional Theme	Launch General Awareness	Welcoming World Culture	Naturally Enriching	Inspiring Possibilities
Digital Marketing	<p>Update the eCity website – look and feel</p> <p>Update all social media sites</p> <p>Google and other online ads</p> <p>Develop look and feel for the eRecreation Guide</p> <p>Launch an eNewsletter for the City of Mississauga</p>	<p>Complete redevelopment of the Corporate website</p> <p>Google and other online ads</p> <p>Viral and social media tactics to support button campaign</p> <p>Work with external partners for social sharing</p> <p>Launch an interactive Experience Mississauga Mobile App</p>	<p>Google and other online ads</p> <p>Viral and social media tactics to support button campaign</p> <p>Work with external partners for social sharing</p> <p>Add new functionality for personalization of website updates</p>	<p>Google and other online ads</p> <p>Viral and social media tactics to support button campaign</p> <p>Work with external partners for social sharing</p> <p>Review content & functionality</p>
Downtown Marketing	<p>Banners for the Square and Downtown</p> <p>Signature Event on the Square</p> <p>Downtown Street Signs</p> <p>Hoarding for Sheridan College Phase 2 Construction</p> <p>Symposium on Architecture and Downtown Mississauga</p>	<p>Expand the signature event to be the annual Taste of the Downtown Festival</p> <p>Launch an interactive Mobile App (above) that will allow people to see the evolution and future of the Downtown</p>	<p>Launch an 'Urban' Fall Festival or Market</p> <p>Link the starts and/or finishes of all major sporting and recreation events to Celebration Square and develop programming to support it</p>	<p>Host the first annual Spark Innovation Festival in the Downtown</p> <p>Look at launching and promoting an incubator or innovation centre in the Downtown</p>
Experience Mississauga	<p>Physical display in a downtown location (Glass Pavilion)</p> <p>Interactive maps with Past, Present and Future virtual reality overlays with links to information about future initiatives</p> <p>Align program with Tourism Guide</p> <p>Develop itineraries and interesting facts and events database</p>	<p>Develop companion website and supporting apps for tablets and smart phones</p> <p>Expand itineraries and look to develop city packages and discounts through Mississauga Tourism</p> <p>Create and distribute e-magazine through free channels, ie. Flipboard</p>	<p>Interactive physical display in a downtown location</p> <p>Expand itineraries and look to develop city packages and discounts through Mississauga Tourism</p>	<p>Expand itineraries and look to develop city packages and discounts through Mississauga Tourism</p>

Activity	2014	2015	2016	2017
Promotional Theme	Launch General Awareness	Welcoming World Culture	Naturally Enriching	Inspiring Possibilities
Internal Support and Alignment	<p>Work with divisions across City to implement the brand on their fleets, uniforms and in their promotions and communications</p> <p>Incorporate the brand ingredients into the public art program</p> <p>Update Park Signage Strategy to include the new brand</p> <p>Develop stationery, uniforms and business cards</p>	<p>Work with divisions across City to implement the brand on their fleets, uniforms and in their promotions and communications</p>	<p>Work with divisions across City to implement the brand on their fleets, uniforms and in their promotions and communications</p>	<p>Work with divisions across City to implement the brand on their fleets, uniforms and in their promotions and communications</p>
External Partnerships and Promotions	<p>Work with EDO and MBEC to develop a promotional piece for Investing in Mississauga</p> <p>Update EDO customizable e-book</p> <p>Work with Sheridan and UTM for a Mississauga welcome toolkit/program for foreign and out-of-town students</p> <p>Work with DT and Culture to promote the DT with a signature event on Celebration Square</p>	<p>Launch the Mississauga Brand Partnership</p> <p>Develop brand content, toolkits and workshops for external partners</p> <p>Create small business EDO customizable e-book</p>	<p>Expand the co-promotion of the Mississauga Brand through additional tools and support</p>	<p>Update brand content, toolkits and workshops</p>

Evaluation and Brand Metrics /

Setting long-term measures for success will be a key part of launching and implementing the new brand. In order for brand metrics to be truly meaningful they should be rooted in the City's overall strategic goals and objectives. They must be closely related to specific desired outcomes – with a clear knowledge of the purpose and the desired results. For many factors, it is also important to have baseline data for comparison. Effective city branding practices are rooted in active leadership, monitoring and management. The CEO's for Cities' Branding Your City report outlines the following three general principles for measuring the success of a city brand:

- Monitoring the success of branding efforts with key audiences
- Measuring the effectiveness of branding and marketing activities over time
- Showing the effect the brand has on other areas (ie. business, tourism, education, etc.) by measuring brand metrics in conjunction with key economic and community development metrics

The overall goal of the brand is to drive choice and create loyalty and pride among our key audiences: current and potential residents, workers, employers, students, youth, visitors, investors, and partners. The following are the proposed key brand metrics for the City of Mississauga based on the City's particular realities and objectives. The metrics can be divided into two main categories. The first is indicators that measure the success and reach of brand promotional efforts and initiatives, while the second measures change in key strategic outcomes for the City. Finally, this list can be expanded and modified as the brand continues to grow and evolve over time.

Brand Awareness

- Annual MRP Quality Score – both for brand specific initiatives and for the city overall
- Number of instances of favourable media coverage of the new brand – including both mainstream and ethnic media outlets
- Brand Website Traffic
 - Visitors to the brand website
 - Views on Youtube Brand Video(s)
 - Click-thru for Online Advertisement
- Social Media Brand Engagement
 - Audience Growth Rate
 - Average Engagement Rate
 - Share of Voice (how often Mississauga is mentioned on social media in comparison to other cities in the region)
- Number of people at signature and key brand events (internal and external)
- Brand Reputation Survey

Resident Metrics

- Citizen Satisfaction Survey
- New residents to Mississauga
- Residents living in Mississauga for 10 years or more

Student Metrics

- Students (both local and international) attaining post-secondary education in Mississauga
- International post-secondary students who remain in Mississauga for 5 years or more after graduating

Tourism Metrics

- Tourist visits to Mississauga
- Average days spent by tourists
- Number of major festivals and events (regional, provincial, national, international)

Employee Metrics

- Job satisfaction
- Engagement in their work
- Satisfaction with the City as an employer

Appendix A

List of Reviewed Documents

Master Plan and Strategic Reports /

A key part of this project was a thorough and extensive research phase. The inputs for this research and review were broad and multi-faceted. To the right is a list of the many municipal documents reviewed and additional research completed by the project core team.

Strategic documents and research reviewed

- City of Mississauga Strategic Plan
- Downtown21 Report
- 2013 City of Mississauga Business Plan
- City of Mississauga Strategic Action Plan
- Communications Master Plan
- Culture Master Plan
- Cycling Master Plan
- Draft Port Credit Local Area Plan
- Economic Development Strategy
- Library Master Plan
- Living Green Master Plan
- Mississauga Youth Plan
- Older Adult Plan
- Parks and Natural Areas Master Plan
- Recreation Master Plan
- Waterfront Parks Strategy
- Youth in the City Survey Report
- 2012 City of Mississauga Employee Survey
- Citizen Satisfaction Survey Results
- Synopsis of previous studies by two international experts
- Review of wide sample of print and digital Mississauga marketing and communication brochures, pamphlets, reports, and other formats



Appendix B

Municipal Brand Benchmarking

City Branding Best Practices and Insights: Canadian Cities /

Edmonton

The brand strategy was driven by the Mayor's Task Force on City image and reputation. The strategy emphasised the city's spirit of entrepreneurship and its role as Canada's "Festival City."

In part, the strategy was formulated in response to the contribution of commentators to an online forum, "Make Something Edmonton," an online repository of citizens' stories about the city and the development of a portal that showcased the brand offer and experience of the city.

A key initiative that shaped the brand strategy was its proposals for the development of downtown – including the creation of a range of affordable housing, an urban parkway and a new arena. A number of these initiatives have been funded by a new and innovative Community Revitalization Levy.

Ottawa

The city's brand strategy was driven by a central idea: to make it more liveable; a place that would retain and attract people, especially to its downtown area.

This was based on actual and desired destination brand characteristics including culture, relaxed, personal, sharing, intimate, unspoiled, family and special. A key element of the strategy is the creation of The Ottawa Convention Centre.

Vancouver

The brand strategy is designed to position Vancouver as, "The Greenest City in the World." The brand characterizes the city as being a place that is and will be a vibrant place where residents live prosperous, healthy, happy lives with what they term as a "one planet footprint" in order to protect its environment for future generations of residents.

Another key brand characteristic is that the city will continue to affirm its reputation as being Canada's leader in supporting the development of social enterprise as a balance to traditional private and corporate business, as a place where the two forms of enterprise can easily and profitably coexist.

City Branding Best Practices and Insights: US Cities /

Boston

A core driver of Boston's identity and brand offer is that it is an innovative city. It was actually named the "Most Innovative City in the World" in 2012 by the influential "Innovative Cities Index," which has helped boost investment in its regional economy.

A key initiative and proof point of this strategy was the designation of a large (1,000 acres) area in the South Boston waterfront as an Innovation District, containing dense clusters of businesses, new forms of housing for start-up entrepreneurs and new public infrastructure to make the area accessible and efficient.

San Francisco

Driven by a brand that emphasizes the message, "Only in San Francisco," the city's strategy is focused on the opportunities that it offers its citizens, businesses and potential investors. A key element of this is an initiative to boost international trade links, particularly with Asia and Latin America, for mutual benefit, supporting local city businesses to expand in to or export to those markets. The city is emphasizing the benefits of its location and connectivity.

Washington DC

Led by the Business Improvement District for the city centre, Washington DC has undergone one of the most transformational and positive changes in the past twenty years. From a place that was declining due to disinvestment and a flight from the centre of people and businesses, it has become a place that is now a desirable location to live, work and visit, particularly for young professionals who want an urban, metropolitan lifestyle. This has included the rehabilitation and conversion of redundant buildings, the conversion of declining structures into new functions and facilities, and the creation of a very liveable place.

Portland, Oregon

Portland has been an attractive destination for the "creative classes" for a number of years. People are attracted by its environment and coastal location, its positive attitude to conservation of its built heritage, and its willingness to host and support start-up and growing creative sector businesses. Portland has characterised its identity as a place of compact development, and invested significantly in public transport to make it an internally well-connected and easily accessible place. This has enabled the city to develop a reputation for being a walkable, easily-navigable place.

City Branding Best Practices and Insights: International Cities /

Dublin

Dublin's ambition is to be seen as a city of innovation and a leading global city. It has a deserved reputation as being a city of culture and is a "UNESCO City of Literature." Less prosaically it has a very large redevelopment program underway to revitalise its former docklands, which it hopes will redefine the city as a place of international business. However, the city suffers from the lack of an overall brand identity, and it has a confusing brand position created by a plethora of separately branded initiatives such as, "Uniquely Dublin," "Dublin city of Science" and "Dublin Innovation."

London

London, despite having a very strong global reputation as an international capital city and a top ten destination for travellers, has no overarching brand strategy and brand identity. Despite this, it has a strong brand reputation as being a place of international trade, a leading financial centre and one of the world's most visited sets of tourist and cultural attractions. The lack of an overall strategy has not harmed its brand reputation. The city is currently attempting to expand its brand offer by becoming the top start-up hub in Europe, as well as becoming a "tech city" that supports, nurtures and attracts technology sector start-ups and fast-growing small- and medium-sized enterprises. London is making progress with this strategy.

Stockholm

Stockholm has recently been aggressively rebranded as "The Capital of Scandinavia," with a messaging strategy that emphasises its role as the "central" capital of the region, as the "business" capital of the region and as its "cultural" capital. This is a risky strategy as it is a region containing at least six capitals, all striving to position themselves on the international destination map. It's likely that there will be opposition from them to Stockholm's positioning.

Sydney

Sydney has rebranded itself as a city like no other in the world, placing emphasis on its attributes and attractions that differentiate itself as a destination for tourists, investment and immigrants. As part of this initiative, it is placing emphasis on the development and improvement of its extensive waterfront, creating new waterfront walks, parks, and residential and commercial development, in many ways emulating the "Blue Edge" brand strategy for the Toronto waterfront.

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Communications Division, Corporate Services mississauga.ca





Corporate Report

Clerk's Files

Originator's
Files

MG.23.REP

DATE: February 11, 2014

TO: Chair and Members of General Committee
Meeting Date: February 26, 2014

FROM: Martin Powell, P. Eng.
Commissioner of Transportation and Works

SUBJECT: **July 8, 2013 Storm - Status Update**

General Committee

FEB 26 2014

- RECOMMENDATION:**
1. That a Flood Impact Advisory Panel be struck to provide insight and advice to City of Mississauga staff on flooding-related studies and other initiatives being undertaken by the City as a result of the July 8, 2013 storm according to the proposed Terms of Reference outlined in the report dated February 11, 2014 from the Commissioner of Transportation and Works titled *July 8, 2013 Storm – Status Update*.
 2. That a copy of the report dated February 11, 2014 from the Commissioner of Transportation and Works titled *July 8, 2013 Storm – Status Update* be forwarded to the Region of Peel, Credit Valley Conservation and Toronto and Region Conservation Authority for information.

REPORT HIGHLIGHTS

- The City of Mississauga has undertaken a number of initiatives in response to the July 8, 2013 storm.
- A comprehensive review of the City's Emergency Plan for flooding being led by Mississauga Fire & Emergency Services is well underway.

- The City of Mississauga will begin the Flood Evaluation Study for Serson, Applewood and Little Etobicoke Creeks in Summer 2014.
- A Flood Impact Advisory Panel, comprised of citizens from the Wards most impacted by the July 8, 2013 storm, staff from the City of Mississauga, Region of Peel, Credit Valley Conservation and Toronto and Region Conservation Authority, will be formed to provide insight and advice to City staff on flooding-related studies and other initiatives being undertaken by the City as a result of the July 8, 2013 storm.
- The Cooksville Flooding Task Force will reconvene for a status update, scheduled for March, 2014.
- The Toronto and Region Conservation Authority, in partnership with the City and Region of Peel, will initiate the Malton Flood Management Study in winter, 2014.
- The Overland Flow Route Improvement Study is assessing five locations for opportunities to improve overland flow in these areas.
- The City of Mississauga and Credit Valley Conservation are developing a storm drainage network model of the Cooksville Creek sewershed drainage system, which will aid in determining possible locations where capacity improvements to the drainage network can be made.
- The City of Mississauga has updated its protocols for emergency messaging and 3-1-1 Citizen Contact Centre delivery.
- The City of Mississauga, Region of Peel and Conservation Authorities are continuing to work in partnership to analyze and determine the cause(s) of flooding related issues in the City as a result of the July 8, 2013 storm.

BACKGROUND:

On July 8, 2013, an extreme rainfall event impacted the east side of Mississauga, including neighbourhoods within the Cooksville, Serson, Cawthra, Applewood, Mimico, Little Etobicoke and Etobicoke Creek watersheds, primarily in Wards 1, 3, 4, 5 and 7, causing widespread flooding and power outages. Up to 126 mm (5 inches) of rainfall was recorded and the hourly intensity of the rainfall at some of Mississauga's rain gauges exceeded the 100-year design storm – an event that has a one percent probability of occurring in any given year. Impacts to western Mississauga were much less, with recorded rainfall amounts ranging from 5 to 10 mm (0.2 to 0.4 inches).

The July 8, 2013 storm caused flooding-related incidents and associated damage to private property and municipal infrastructure, as well as infrastructure under other jurisdictions, including the Region of Peel and Enbridge.

Complementary reports were prepared by the Transportation and Works, Community Services and Corporate Services Departments to update General Committee at its September 11, 2013 meeting on impacts to the City resulting from the July 8, 2013 storm, as well as activities undertaken and planned actions in response to the storm.

This update report focuses on the continuing efforts being undertaken by the City and its partners since the September, 2013 reports, in response to the July 8, 2013 storm.

COMMENTS:

On September 18, 2013, Council adopted recommendations and enacted By-law 0207-2013 based on the report dated August 26, 2013 from the Commissioner of Transportation and Works titled *July 8, 2013 Storm Event Update – Transportation and Works*.

A status report with respect to the recommendations is shown in Table 1 below.

Table 1: Recommendations Adopted by Council – September 12, 2013

No.	Recommendation	Status
1	That a review of the Emergency Plan for flooding be undertaken by the City in collaboration with the Region of Peel and area conservation authorities.	This initiative is well underway and will be addressed by Mississauga Fire & Emergency Services in a separate report
2	<p>That consideration be given to include the following flood risk mitigation capital projects in the 2014 capital budget for implementation in 2014:</p> <ul style="list-style-type: none"> ▪ New Stormwater Management Facility – Cooksville Creek Pond #3702 at Matheson Boulevard West and Avebury Road – Park 317 (land acquisition and construction) ▪ Cooksville Creek Crossing Improvements and Flood Protection – King Street East and Paisley Boulevard East (construction) 	<p>Funding was approved in the 2014 Capital Plan for 2014</p> <p>Facility design is underway, and construction is anticipated to begin in 2014</p> <p>Designs are to be completed in summer 2014. Construction at Paisley Boulevard East is anticipated in summer 2014; construction at King Street East is to commence in 2015, pending budget approval</p>
3	That consideration be given to include a Flood Evaluation Study for Serson, Applewood and Little Etobicoke Creeks in the 2014 capital budget for commencement in 2014.	Funding was approved in the 2014 Capital Plan for 2014; project is to start in Summer, 2014

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Table 1 (continued): Recommendations Adopted by Council –
September 12, 2013

No.	Recommendation	Status
4	That a Terms of Reference for an advisory panel called upon to provide insight, advice and guidance on flooding related studies being undertaken or planned by the City as a result of the July 8, 2013 storm be developed and that a corporate report outlining its mandate, objectives, membership and term be brought to General Committee in Fall 2013 for consideration.	Will be discussed in this report
5	That a capital project titled Cooksville Creek Erosion Control (East Branch) – Burnhamthorpe Road East to Mississauga Valley Boulevard (Construction), PN 13-143, be established with a gross and net budget of \$940,000; that \$912,000 from the Capital Reserve Fund (#33121) and \$28,000 from the Storm Water Management Reserve Fund (#31350) be allocated to PN 13-143 and that the appropriate by-law be enacted.	Construction has commenced with completion anticipated between late March and early April 2014
6	That the building permit and inspection fee for a backwater valve as set out in the City of Mississauga's Building By-law 255-05, be waived for all homeowners in the City of Mississauga.	Implemented
7	That the City's Full Time Equivalent (FTE) staff count increase by one Water Resources Project Engineer in the Roads, Storm Drainage & Watercourses Service Area from 4101 FTEs to 4102 FTEs, and that the cost be funded from labour gapping in 2013 and the annualized cost of \$113,900 be incorporated into the Roads, Storm Drainage and Watercourses (RSDW) 2014-2016 business plan and budget.	Implemented

Table 1 (continued): Recommendations Adopted by Council –
September 12, 2013

No.	Recommendation	Status
8	That a status report be brought to General Committee in early 2014 with an update on the progress of actions undertaken in response to the July 8, 2013 extreme rainfall event.	Completed
9	That a copy of the report dated August 26, 2013 from the Commissioner of Transportation and Works <i>titled July 8, 2013 Storm Event Update – Transportation and Works</i> be forwarded to the Region of Peel, Credit Valley Conservation and Toronto and Region Conservation.	Completed
10	That the Credit Valley Conservation, City of Mississauga and Region of Peel put together a report gathering the projects that are required to be undertaken on a priority basis and the capital budget implications as well as operating budget implications.	Premature; pending recommendations from numerous studies, projects and programs
11	That Legal Services advise Council on the liability, if any if we issue a building permit for a basement apartment.	Addressed by Legal Services (December 4, 2013 General Committee)
12	That the Credit Valley Conservation confirm to Council that the storm water management of the City of Brampton is acceptable due to the fact that it could have a major impact on the Etobicoke Creek and Cooksville Creek.	To be provided by Conservation Authorities
13	That staff report to the next Council meeting the need for staff to deal with storm management.	Premature; pending recommendations from numerous studies, projects and programs

In addition to addressing the above recommendations, City staff and partners continue to carry out a number of initiatives to identify opportunities to build resilience into the City's stormwater infrastructure. These initiatives are briefly summarized below.

Storm Drainage Network Modeling

The City has partnered with Credit Valley Conservation to develop a storm drainage network model of the Cooksville Creek sewershed drainage system. This pilot study is creating a computer model of the minor system (storm sewer pipes) and major system (overland flow routes) which will aid in determining if there are locations where capacity improvements to the drainage network can be made. This model will also have the capability to test the resilience of the storm drainage network under varying storm events and may lead to future capital projects as a result of its findings. Completion of the network model is expected in mid-2014. Staff will apply the lessons learned from this study to future exercises in other watersheds.

Overland Flow Route Improvement Study

The design of the storm drainage system includes the use of municipal road rights-of-way and other above-ground routes to convey storm runoff in the event of significant rainfall. When rain storms exceed the design capacity of the minor system (storm sewer pipes), runoff will remain on the ground surface and require a safe overland flow route to a watercourse, pond or lake, as underscored by the August 2009 and July 8, 2013 storms.

An ongoing program has been implemented by the City to identify areas of overland flow improvements. Under assessment this year are five locations as identified below:

- Ridgemount Drive (Ward 1)
- Forest Fire Crescent (Ward 3)
- Glen Rutley Circle (Ward 3)
- Nadine Crescent (Ward 4)
- Etude Drive and Cambrett Drive (Ward 5)

An engineering consultant has been retained to review opportunities to improve overland flow in these areas, with recommendations anticipated by the end of 2014. This work is expected to result in the development of a set of solutions which may range from minor grading improvements to the construction of localized stormwater storage tanks. The timing of the implementation of these solutions will depend on the availability of funding.

Cooksville Flooding Task Force

The Cooksville Flooding Task Force was originally formed to address flooding-related issues in the Cooksville Creek area as a result of the August 2009 storm. Its members participated in the development of short and long term plans to mitigate the risks and effects of flooding in the Cooksville Creek floodplain and watershed. These plans are currently being implemented. The last Task Force meeting was held in November 2011.

As a result of the July 8, 2013 storm, which also impacted the Cooksville Creek area, the Mayor has requested that the Cooksville Flooding Task Force reconvene for a status update. This meeting will be scheduled for March, 2014.

Malton Flood Management Study

Toronto and Region Conservation Authority, in partnership with the City and Region of Peel, will be undertaking a Malton Flood Management Study. Preliminary discussions have begun and it is anticipated that this study will begin in late winter, 2014.

Floodline Mapping Update

The City is participating as a stakeholder in Credit Valley Conservation's initiative to update floodplain mapping across 12 watersheds that drain directly to Lake Ontario. This work will provide a more current delineation of floodplain limits for the regulatory storm. Floodplain mapping updates started in late 2013 and the technical work is anticipated to be completed before the end of 2014.

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The watersheds being studied are:

- Clearview Creek
- Avonhead Creek
- Lakeside Creek
- Turtle Creek
- Birchwood Creek
- Moore Creek
- Lornewood Creek
- Tecumseh Creek
- Cumberland Creek
- Cawthra Creek
- Serson Creek
- Applewood Creek

A Request for Proposal to update the floodline mapping of Cooksville Creek is also planned for release by Credit Valley Conservation in the first half of 2014.

It should be noted that, once the mapping updates are completed, Credit Valley Conservation plans to undertake a sensitivity analysis on Cawthra, Serson and Applewood Creeks to assess the potential impact of extreme rainfall events.

Flood Impact Advisory Panel

City staff has developed a proposed Terms of Reference for a Flood Impact Advisory Panel, outlining the group's mandate, objectives, membership and term, as follows:

Mandate

The mandate for the Advisory Panel is to provide insight and advice to City staff on flooding-related studies and other initiatives being undertaken by the City as a result of the July 8, 2013 storm. Participants will be asked to represent the views of their respective constituents, members and/or organization and to assist City staff in its understanding of goals and issues through participation in a process of open dialogue and discussion.

Objectives

- Foster better participant understanding of the City's ongoing and planned flooding-related studies, works and other initiatives developed in response to the flooding issues associated with the July 8, 2013 storm
- Ensure that participant concerns and views are identified, understood and considered in the planning process
- Provide a forum for the exchange of information, open dialogue and discussion
- Acknowledge and record the key issues and the views, insight, advice and guidance offered by the participants
- Achieve consensus on the relevant issues and any recommendations to be brought forward to General Committee
- Identify any gaps in or issues related to the City's ongoing and planned program of flooding related studies, works and other initiatives resulting from the July 8, 2013 storm
- Establish the recommended priorities of the program
- Assist during briefings to General Committee regarding any recommendations on the priorities and funding requirements of the program

Membership

The Advisory Panel will be comprised of citizen representatives from the Wards most impacted by the July 8, 2013 storm, City staff from Transportation and Works, Community Services and Communications, staff from the Region of Peel, Credit Valley Conservation and Toronto and Region Conservation Authority. To assist with the development of an invitation list for the citizen panel members, the Councillors of wards 1, 3, 4, 5 and 7 will be requested to provide the names and contact information for up to two participants to represent their communities.

Term

It is envisioned that the term of the Advisory Panel members will be up to two years. The panel will be disbanded once the planned studies are completed.

Public Information Update:

At the September 11, 2013 General Committee meeting, a report dated August 23, 2013 from the Commissioner of Corporate Services and Treasurer titled *Debrief of July 8th Storm: Public Information and Customer Service (3-1-1)* was presented to General Committee. The key lessons of the July 8, 2013 storm highlighted opportunities for Communications to update its protocols for emergency messaging and 3-1-1 Citizen Contact Centre delivery.

The process for providing updates and customer service to the public during an emergency has greatly improved since the July 8, 2013 storm and was tested during the events related to the December 22, 2013 ice storm. A number of communication protocols and improvements have been put in place as noted below:

- 3-1-1 Citizen Contact Centre will be the single point of contact for citizens in all communications to the public
- Ability to activate 3-1-1 Citizen Contact Centre operations within two hours of a call-out to provide on-site after hours support
- 3-1-1 Citizen Contact Centre operations coordination is in place with Transportation and Works Dispatch
- 3-1-1 Citizen Contact Centre is equipped with an emergency generator
- 3-1-1 Citizen Contact Centre call management protocol is in place with the Region of Peel to identify the "lead" respondent
- Utilization of social media (Twitter/Facebook) to complement the regular communication cycle to citizens

- City Alert yellow banner has been established for the City's website
- Dedicated alert pages have been established on the City's website
- City has coordinated consistent messaging across all City channels, such as telephone, website, social media and media releases

Continuing Efforts

Coordination efforts continue among the City, Region of Peel and Conservation Authorities. For instance, the Region is in dialogue with the City on its mandatory roof downspout disconnection program for houses with downspouts potentially connected to the sanitary sewer system. Also, as part of the plan moving forward, City and Regional staff will investigate the appropriateness and implications of offering financial assistance through partial subsidies for basement flood reduction measures. The City and Region of Peel staff will report back to their respective Councils on the proposed program, anticipated in Spring 2014.

It should also be mentioned that the data collected from the face-to-face surveys by the Region of Peel, on behalf of both the Region and the City, has been compiled by the Region and shared with the City. This information, together with results of other investigations, will provide the City and Regional staff with a better understanding of the specific ways by which water entered the basements of homes and will be helpful in developing additional actions.

STRATEGIC PLAN: Not applicable.

FINANCIAL IMPACT: No new cost.

CONCLUSION:

The City is continuing its efforts to implement initiatives to building resilience into its stormwater infrastructure and will continue its partnership with the Region of Peel, Credit Valley Conservation and Toronto and Region Conservation Authority to improve jurisdictional communication and coordinate initiatives to address flood risks.

Staff will consult with Councillors in Wards 1, 3, 4, 5 and 7 to obtain names of representatives who will be invited to participate as a member of the Flood Impact Advisory Panel.



Martin Powell, P.Eng.

Commissioner of Transportation and Works

Prepared By: Lincoln Kan, P.Eng.

Manager, Environmental Services



Corporate Report

Clerk's Files

Originator's
Files

DATE: February 3, 2014

TO: Chair and Members of General Committee
Meeting Date: February 26, 2014

FROM: Janice M. Baker, FCPA, FCA
City Manager and Chief Administrative Officer

SUBJECT: **2014 Services Agreement between the City of Mississauga and the
Greater Toronto Marketing Alliance**

General Committee

FEB 26 2014

RECOMMENDATION: That a by-law be enacted to authorize the Mayor and City Clerk to execute a Services Agreement between the City of Mississauga and the Greater Toronto Marketing Alliance (GTMA), substantially in the form attached, (Appendix 1) and as described in the City Manager and Chief Administrative Officer's report dated February 3, 2014.

BACKGROUND: The GTMA is a not-for-profit corporation that was established in 1997 by the GTA Mayors and Chairs initiative as a public-private partnership for the purpose of enhancing the international marketing of the Greater Toronto Area (GTA) for foreign direct investment (FDI).

The GTMA serves as a key point of contact for foreign businesses exploring business location opportunities in the GTA. It works collaboratively with the 29 GTA Regional and local municipalities, the governments of Ontario and Canada, several not-for-profit organizations and a broad cross section of private sector corporations.

The City of Mississauga's Economic Development Office (EDO) works closely with the GTMA and is one of the core municipal

funding partners who provide an annual contribution totalling \$500,000 to the GTMA for its investment marketing activities. The municipal funding partners include the City of Toronto and the four regional areas in the GTA.

As the Region of Peel does not have an economic development mandate, the GTMA contribution comes from the local municipalities. The total annual municipal contributions to the GTMA are as follows:

• Region of Durham	\$100,000
• City of Toronto	\$100,000
• Region of York	\$100,000
• Region of Halton	\$100,000
• City of Mississauga	\$ 56,250
• City of Brampton	\$ 37,500
• Town of Caledon	\$ 6,250

COMMENTS:

The GTMA is a valuable resource to the City of Mississauga Economic Development Office. Among its services and accomplishments, the GTMA has led numerous international business missions and delegations and since its inception has assisted in attracting 113 companies and 4,720 new direct jobs to the GTA. Many of these companies have located in Mississauga. The attached (Appendix 2) is an outline of new investments assisted by the GTMA in 2013.

The Services Agreement was created in partnership with the above-referenced municipal funding partners and sets out a number of key deliverables that the GTMA is expected to achieve. As an overview, the deliverables include the following:

- Develop and maintain GTA data and a GTMA website.
- Undertake GTA-based international marketing initiatives in line with local economic development strategies.
- Develop and coordinate GTA investment leads.
- Develop and coordinate GTA business investment missions.
- Consult with and report annually to municipal funding partners.

This funding contribution and agreement has not changed over a

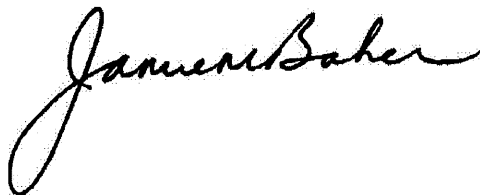
number of years. Currently a review of the GTMA is being undertaken to recommend a restructured agency that can more effectively capture FDI opportunities for the GTA. This restructuring requires the commitment of core funding from the provincial and federal governments starting in fiscal 2014-15. Therefore, since these commitments have not yet been made, it is recommended that all partners maintain their current funding levels for 2014.

STRATEGIC PLAN: The relationship between the City and the GTMA helps to achieve the “Prosper” pillar of the City Strategic Plan. In addition, it is directly aligned with the approved Economic Development Strategy for Mississauga which includes the goal of being a “Global Business Magnet”.

FINANCIAL IMPACT: In 2014, the City of Mississauga would provide a financial contribution in the amount of \$56,250 to the GTMA. This amount can be accommodated within the 2011-2014 Corporate Business Plan and Budget.

CONCLUSION: From an economic development perspective, the GTMA is a beneficial partner and provides good value that fosters foreign direct investment and international marketing benefits for the City. As such, the proposed Services Agreement between the City of Mississauga and the GTMA is supported.

ATTACHMENTS: Appendix 1: Services Agreement
Appendix 2: 2013 New Investments Assisted by the GTMA



Janice M. Baker, FCPA, FCA

City Manager and Chief Administrative Officer

Prepared By: Susan Amring, Ec.D., Director, Economic Development

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International Marketing Services Agreement

This Agreement made this ____ day of ____ 2014

Between:

The Corporation of the City of Mississauga

- And -

Greater Toronto Marketing Alliance Inc.
(the "GTMA")

This Agreement outlines the key understandings the GTMA has with The City of Mississauga to promote the Greater Toronto Area ("GTA") as a location of choice for foreign direct investment.

WHEREAS:

The GTMA was incorporated in 1997 as a not-for-profit corporation and established as a public-private partnership. The GTMA was founded for the purpose of enhancing the international marketing of the GTA as a location of choice for foreign direct investment.

In order to attract new or expanding companies with operations headquartered elsewhere in Canada, the United States and internationally to invest in the GTA, a unified marketing approach for the GTA is required to compete with other regions around the world.

The City of Mississauga recognizes that the GTMA is beneficial to all residents and businesses in the GTA, and endorses the GTMA's international marketing of the GTA in an effort to increase its economic growth.

The GTMA's Board of Directors seeks to implement an annual program of initiatives guided by the GTMA 2011-2014 Corporate Strategic Plan which includes the:

Vision:

"To contribute to the growth of the economy as a leader in facilitating foreign direct investment into the Greater Toronto Area"

Mission:

"The GTMA acts as an investment gateway, working collaboratively with its public and private sector partners across the GTA to connect them with international investors"

The GTMA's efforts are not meant to replace the marketing efforts of individual GTA municipalities, but rather to leverage and coordinate international aspects of the GTA

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municipalities' marketing activities by providing Leads and Prospects for their benefit. The GTMA's cooperative marketing effort is designed to attract potential foreign direct investors and showcase the business advantages of the GTA.

1.0 DEFINITIONS

Contact(s) – is a person's name, address, corporate or organizational affiliation, and phone or email for any Leads, Prospects, or Intermediaries.

Greater Toronto Economic Development Partnership (the "GTAEDP") - means the group of municipal staff providing economic development services from the twenty-five (25) local municipalities and four (4) regional municipalities in the GTA who meet regularly to discuss issues.

GTA - means the full geographic area comprising of the Municipal Partners. The GTMA and the Municipal Partners agree that this geographic area is to be referred to as Greater Toronto, the Toronto Region, the Greater Toronto Area or the initials GTA, all with the same meaning, and to be represented by the GTMA as such.

GTMA Board of Directors – is composed of twenty-two (22) (and up to twenty-four (24)) persons including the following;

- two (2) positions for the Co-Chairs of the GTMA;
- one (1) position for the President and Chief Executive Officer (CEO) of the GTMA;
- one (1) position for an elected official (mayor, deputy mayor or councillor) nominated from each of the following municipalities: The City of Toronto or Invest Toronto, The Regional Municipality of Durham, The Regional Municipality of Halton, and The Regional Municipality of York;
- one (1) position for an elected official (mayor, deputy mayor, or councillor) nominated from the three (3) municipalities of: The City of Brampton, The City of Mississauga, and The Town of Caledon;
- two (2) positions nominated from the GTAEDP; and
- up to fifteen (15) positions nominated by the GTMA Board of Directors.

Investment Intermediaries ("Intermediary(s)") – are persons and/or organizations which have the potential to refer Leads and Prospects to the GTMA, including officials in government and real estate who are involved in foreign direct investment site selection.

Investment Leads ("Lead(s)") – are either potential foreign direct investors identified through pre-qualified Lead generation reports or referrals to the GTMA and who meet with the GTMA in market; or foreign direct investment inquiries that come to the GTMA through its website, email, phone, in writing or in person.

Investment Prospects ("Prospect(s)") – are qualified Leads who have visited the GTA and their key location decision-makers have received a substantial amount of direct servicing, including having attended meetings with the GTMA and its Municipal Partners. Only when

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meetings between qualified Leads and both the GTMA and its Municipal Partners occur, will such qualified Leads be considered Prospects.

Municipal Partners or Municipal Funding Partners - means the GTA local and regional municipalities as follows:

The Regional Municipality of Halton, The Regional Municipality of Durham, The City of Toronto or Invest Toronto, The Regional Municipality of York, The City of Brampton, The City of Mississauga, and The Town of Caledon.

The Municipal Partners will work collaboratively with the GTMA on international marketing initiatives benefiting the GTA, and will provide annual funding to the GTMA for international marketing services and the attraction of foreign direct investment to the GTA.

The term "Municipal Partners" is **not** intended to imply any legal commitment among the municipalities regarding the formation of a legal "partnership" and does not imply that each municipality is a partner pursuant to the *Limited Partnerships Act*, R.S.O. 1990, c. L.16, and/or the *Partnerships Act*, R.S.O. 1990, c. P.5, and its regulations, as amended. Further, the term is not intended to imply that any municipality has a legal liability for any other municipalities' actions or omissions. The use of the terms "partners" and "partnership" throughout the Agreement is intended to be descriptive only of the relationship.

New Investments ("Investments") – are Prospects who have made a foreign direct investment in the GTA through the establishment of a new office, facility or other non-residential development, which creates jobs and non-residential assessment.

Private Sector Partner(s) - means any for profit business person or corporation contributing funding or unpaid services to the GTMA.

Roadmap to Revitalization Final Report – means the final report dated May 2013 prepared by PricewaterhouseCoopers regarding the revitalization and restructuring of the GTMA, approved by the GTMA Board of Directors at its meeting of June 24, 2013.

Term – means the period of time commencing on January 1, 2014 to December 31, 2014 in which this Agreement is in full force and effect.

Unique Visitor(s) – means the number of persons who visit the GTMA's website with a singular Internet Protocol address at least once during the Term of this Agreement. For clarity, each Unique Visitor is only counted once, and if the same Internet Protocol address accesses the GTMA's website numerous times it will still be counted as one Unique Visitor to the website.

2.0 ROLES

2.1 The parties to this Agreement are committed to a partnership characterized by ongoing reciprocal communication and a mutual commitment to work together to ensure plans and activities are complementary and focused on the needs of Leads and Prospects to attract New Investments and jobs to the GTA for the betterment of all its citizens.

3.0 COMMITMENTS OF THE GTMA

- 3.1 The GTMA is committed to applying The City of Mississauga's funding with anticipated funding from other Municipal Partners to international marketing services activities during the Term including:

GTMA ANNUAL MARKETING PROGRAM

- a) To develop a GTMA annual marketing program, including the GTMA's geographic and key sector focus in collaboration with The City of Mississauga and the Municipal Partners targeted at attracting foreign direct investment to the GTA. The annual marketing program will include objectives, performance measures and indicate the delivery components and sources of funding.
- b) The GTMA will collaborate with The City of Mississauga and the Municipal Partners to develop the annual marketing program as described above in Section 3.1(a); this will be achieved by both conference calls and meetings, as follows:
 - (i) The GTMA will initiate conference calls as needed with The City of Mississauga and the Municipal Partners' economic development staff; and
 - (ii) The GTMA will initiate quarterly meetings with the GTAEDP.
- c) The GTMA will undertake its annual marketing program and the Lead generation activities described below in 3.1(i) with a "GTA First" approach to development and activity prioritization.

BUSINESS SALES TRIP

- d) As part of the GTMA's annual marketing program, the GTMA shall, following consultation with the Municipal Funding Partners organize annually one business sales trip focused on pre-qualified meetings with potential foreign direct investors to the GTA in a foreign location on behalf of and with the agreement of the majority of the Municipal Funding Partners. If there is no agreement among the Municipal Funding Partners as to a location, the GTMA may proceed to allocate the associated budget to other aspects of this Agreement.

The location shall be selected in consultation with the Canadian Trade Commissioner Service and provincial economic development ministries. The location's decision will be confirmed prior to June 30 in any given year.

The cost of the business sales trip can be provided from Municipal Partner funding (excluding travel, personal meals and accommodation costs) and/or private sector funding or other sources that do not require additional funding from The City of Mississauga or other Municipal Partners.

The GTMA will provide the opportunity within the scope of the business sales trip, for up to fifteen (15) representatives to join this trip at the sole discretion of the Municipal Partners as follows:

The Regional Municipality of Halton, three (3) representatives;
 The Regional Municipality of Durham, three (3) representatives;
 The Regional Municipality of York, three (3) representatives;
 The City of Toronto or Invest Toronto, three (3) representatives; and
 Together, The City of Mississauga, The City of Brampton, The Town of Caledon, three (3) representatives.

If additional municipal representatives (staff or elected officials) wish to participate their fee will be based on full program cost-recovery.

GTMA'S WEBSITE

- e) To develop and maintain the GTMA's website providing up to date, comprehensive information and contacts for potential investors with links to the websites of The City of Mississauga, the websites of the other Municipal Partners and the local municipalities in the GTA. The GTMA will also maintain, on a password-protected section of its website, a catalogue of non-confidential GTA marketing initiatives in accordance with a protocol agreed upon by the Municipal Partners. Provincial and federal government partners may join this password protected area so that joint activities can be coordinated. The website's content will be updated by the GTMA as needed, but at a minimum it will be updated at least once each calendar year.
- f) To ensure The City of Mississauga, the Municipal Partners, the local municipalities in the GTA and the Private Sector Partners' logos and branding appear prominently on the GTMA's website and printed materials.

DATA AND CUSTOMER RELATIONSHIP MANAGEMENT

- g) To provide current GTA-wide economic data and information, including growth statistics such as industrial, commercial and institutional development growth, employment and key sector profiles to assist potential Leads and Prospects.
- h) To maintain the quality and integrity of the GTMA's customer relationship management system which houses the GTMA's accumulated Leads, Prospects and Intermediaries; and other Contacts.

LEAD GENERATION

- i) To undertake country market and sector sales research and/or engage with external organizations to develop pre-qualified Lead generation reports, to undertake targeted marketing, including but not limited to in-person meetings with potential foreign direct investors, to undertake email marketing and advertising targeted to Leads,

Prospects and Intermediaries and to engage the Municipal Partners wherever possible directly in these activities.

LEAD SERVICING

- j) To provide new GTA marketing information and newsletter content, and to catalogue this information on the website's publicly accessible archives.
- k) To provide customized information to Leads and Prospects.
- l) To coordinate and manage the servicing and tracking of GTMA Leads and Prospects and to provide servicing information to its Municipal Partners and the GTAEDP, as needed.

REPORTING

- m) To provide a quarterly report to its Municipal Partners and the GTAEDP summarizing the GTMA's Leads, Prospects and New Investments for the preceding quarter, including a summary of the country of origin, sector and initial source for each category. Further, the GTMA shall provide a business description for each identified Prospect, and the location within the GTA and approximate number of jobs for any announced New Investments in the preceding quarter.
- n) To provide The City of Mississauga and the Municipal Partners with an annual estimate for the number of GTMA staff engaged in international investment marketing activities and the percentage of their time devoted to these activities as set out in Section 3.0.
- o) To submit annually a report by April 30 to The City of Mississauga's Council or appropriate Council standing committee on the prior year's activities. This report will be both a written communication and a presentation on the status of the commitments of the GTMA as outlined in Section 3.0, and the most recent audited GTMA annual financial statement. This report shall include the requirements outlined in Section 5.0.

4.0 COMMITMENTS OF THE CITY OF MISSISSAUGA

4.1 The City of Mississauga agrees to:

- a) Advise and collaborate with the GTMA regarding The City of Mississauga's international marketing plans and to provide assistance with the development of the GTMA's annual marketing program.
- b) Engage and inform economic development staff at The City of Mississauga about related GTMA matters.

- c) Provide information and data to the GTMA which could be used in the preparation of reports, research and promotional materials for marketing to potential foreign direct investors, Leads and Intermediaries and for servicing Prospects.
- d) Pay its annual fees to the GTMA by May 31 of each calendar year.
- e) In cooperation with the Municipal Partners, provide annually to the GTMA a list of GTAEDP staff who have international marketing and/or site selection servicing as part of their work program responsibilities.

5.0 DELIVERABLES

5.1 The GTMA shall undertake, monitor and report to The City of Mississauga and its Municipal Partners on the following deliverables:

a) **Partnerships and Revenue**

The GTMA shall provide annually the following information:

- (i) An audited annual financial statement, including a notation of The City of Mississauga and the total Municipal Partners' funding;
- (ii) A listing of all of the GTMA's funding partners by category and funding level; and
- (iii) A description of what the Municipal Partner funding may be used for during the Term of this Agreement and what the funding was used for in the prior year.

b) **Marketing and Website Activities**

The GTMA shall provide annually the following information:

- (i) Web page views (counted pages viewed) and Unique Visitors for the prior year. The target for 2014 is a 30% increase over 2010 numbers for both web page views and Unique Visitors, and annually a 10% increase thereafter relative to the 2010 base year.
- (ii) A list of web content updates, advertisements, newsletters and any other electronic or printed material developed and/or distributed during the prior year. The target for newsletter distribution in 2014 is a 30% increase to non-GTA Contacts over 2010, and annually a 10% increase thereafter relative to the 2010 base year.

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c) **Lead, Prospect and Intermediary Contact Lists**

The GTMA shall provide the following:

- (i) Contact lists respecting the GTMA's Leads, Prospects and Intermediaries to be delivered by email on a quarterly basis to The City of Mississauga and the Municipal Partners.
 - (ii) The Contact lists shall include a classification by initial source, including Leads and Prospects which were provided directly to the GTMA from a government source (including, but not limited to the Ministry of Economic Development, Trade and Employment, Ontario Ministry of Agriculture and Food, Department of Foreign Affairs, Trade and Development including Canadian Embassies and Consulates); Leads and Prospects provided by Private Sector Partner sources, Leads and Prospects generated by the GTMA itself and Leads and Prospects that approached the GTMA directly.
 - (iii) The annual Contact list target for 2014 is a 30% increase for Leads, Prospects and Intermediaries over 2010, and annually a 10% increase thereafter relative to the 2010 base year.
- d) The GTMA will annually update key sector profiles and related value propositions on its website and presentation materials.

6.0 THE CITY OF MISSISSAUGA'S FUNDING

6.1 The City of Mississauga shall provide funding to the GTMA in the aggregate amount of Fifty-Six Thousand, Two Hundred, Fifty (\$56,250), for the Term of this Agreement.

6.2 The Municipal Partners will provide funding to the GTMA in the following amounts for the 2014 calendar year:

The Regional Municipality of Durham	\$100,000
The Regional Municipality of Halton	\$100,000
The City of Toronto or Invest Toronto	\$100,000
The Regional Municipality of York	\$100,000
The City of Brampton	\$ 37,500
The Town of Caledon	\$ 6,250

6.3 The GTMA will advise The City of Mississauga by June 30, if any Municipal Partner has not paid their dues for the current calendar year.

6.4 The City of Mississauga agrees to assess the need for an annual funding increase in any subsequent Agreement based on the GTMA's measurable performance.

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- 6.5 The City of Mississauga shall pay its annual funding obligation to the GTMA no later than May 31st of each calendar year.

7.0 ADDITIONAL FUNDING

- 7.1 The GTMA has the right, without restriction or limitation, to enter into other funding agreements with third parties to support the delivery of complementary programming benefitting the Municipal Partners, in accordance with the provisions of Sections 3.0 and 5.0 of this Agreement.

8.0 MUNICIPAL REPRESENTATION ON THE GTMA BOARD OF DIRECTORS AND GTMA EXECUTIVE COMMITTEE

- 8.1 It is the intention of the parties to work together to do the following:
- a) Increase Municipal Partners' representation on the Board of Directors and the GTMA Executive Committee;
 - b) Obtain full voting rights for Municipal Partners on the Executive Committee; and
 - c) Balance the Board and Executive Committees' representation between the Municipal Partners and the Private Sector Partners.

9.0 TERM OF AGREEMENT & PROVISIONS FOR AMENDMENT AND TERMINATION

- 9.1 This Agreement commences on January 1, 2014, and continues in full force and effect until December 31, 2014 (the "**Term**").
- 9.2 The parties will endeavor to create a subsequent annual agreement with a term commencing on January 1 and ending December 31, to ensure the continuation of international marketing efforts.
- 9.3 The GTMA agrees that no later than July 31, it will initiate a review of this Agreement through correspondence to The City of Mississauga's Council, attaching a draft agreement and requesting a subsequent agreement. Amendments to this draft agreement responding to trends and changes in international marketing will be considered at this time.
- 9.4 This Agreement will terminate on December 31, 2014.

10.0 NOTICE

- 10.1 The parties to this Agreement shall give written notice of the nature of any default of any of the obligations under this Agreement. Such notice shall be made in a manner specified in Section 10.2 and delivered not less than three (3) months prior to December 31. Any party to this Agreement may wish to remedy such default within sixty (60) days and provide written notice of such remedy to the other parties not less than (1) month prior to December 31. Failure to remedy a default will be a factor in the drafting and consideration of any subsequent agreement.
- 10.2 Unless otherwise provided in this Agreement, any notice provided for under this Agreement shall be in writing and shall be sufficiently given if delivered personally, or if transmitted by facsimile with an original signed copy delivered personally within twenty-four (24) hours thereafter, or mailed by prepaid registered post addressed to the party or parties, whichever the case, at their respective addresses set forth below or at such other then current address as is specified by notice.

If to The City of Mississauga:

The City of Mississauga
300 City Centre Drive, 3rd Floor
Mississauga, ON L5B 3C1
Attention: Ms. Crystal Greer, City Clerk
Fax Number: (905) 615-4181

If to the GTMA:

The Greater Toronto Marketing Alliance
350 Bay Street, Suite 1200
Toronto, Ontario M5H 2S6
Attention: Mr. George Hanus, President and CEO
Fax Number: (416) 360-7331

- 10.3 The parties acknowledge that this Agreement describes a subsequent agreement being negotiated for the following calendar year. If The City of Mississauga anticipates its termination of this Agreement for the following calendar year, the notice provisions in section 10.2 must be initiated not less than three (3) months prior to December 31 or after The City of Mississauga's receipt of the GTMA Agreement for its review.

11.0 LIABILITY

- 11.1 The City of Mississauga shall only be liable for claims resulting from its actions, omissions or failures under this Agreement. If found liable The City of Mississauga shall only pay for its proportionate share of damages or costs resulting from its actions, omissions or failures, and in no event shall such a share exceed Fifty-Six Thousand, Two Hundred, Fifty Dollars (\$56,250), being The City of Mississauga's contribution pursuant to this Agreement.

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11.2 The GTMA shall indemnify and save harmless The City of Mississauga from and against all claims, actions, losses, expenses, costs or damages of every nature and kind whatsoever which The City of Mississauga, its employees, officers or agents may suffer as a result of the negligence of the GTMA, its employees, officers or agents in the performance of this Agreement.

11.3 The GTMA, at its sole cost and expense, shall take out and maintain the following forms of insurance:

Commercial general liability insurance including advertising liability, personal injury, broad form contractual liability, owners' and contractors protective, completed operations, and non-owned automobile liability in an amount of not less than five million dollars (\$5,000,000) for claims arising out of one occurrence. The City of Mississauga will be named as an additional insured to this policy.

Certificates of insurance evidencing such coverage shall be provided upon request.

11.4 The parties acknowledge and agree that this Agreement does not constitute a legal partnership as defined in the *Limited Partnerships Act*, R.S.O. 1990, c. L.16, and the *Partnerships Act*, R.S.O. 1990, c. P.5, and its regulations, as amended.

11.5 The parties acknowledge and agree that this Agreement does not constitute a joint venture.

The remainder of this page is left blank intentionally.

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12.0 GENERAL

12.1 This Agreement shall ensure to the benefit of and be binding upon the parties hereto, their respective heirs, successors and assigns.

The parties have affixed their corporate seals attested by their respective proper signing officers in that behalf duly authorized.

Dated the _____ day of _____, 2014

Greater Toronto Marketing Alliance Inc.

George Hanus, President and CEO

I have the authority to bind the corporation.

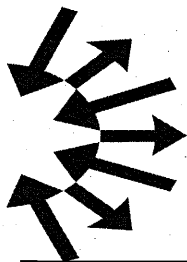
Dated the _____ day of _____, 2014

The Corporation of the City of Mississauga

Hazel McCallion, Mayor

Crystal Greer, City Clerk

We have the authority to bind the corporation.



2013 New Investments Assisted by the GTMA

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COMPANY	GTA LOCATION	SECTOR	ORIGIN	INITIAL JOBS	LEAD YEAR
Ward & Burke Construction Ltd.	Mississauga	Construction	Ireland	6-8	2011
Forcare	Toronto	ICT - healthcare	Netherlands	1	2012
EIE Global	Toronto	Business Services: events, trade shows	USA	1	2013
Peer1 Network	Toronto	ICT – Co-location Datacenter	USA	15	2008
Helukabel USA	Mississauga	Adv. manufacturing	USA	5	2011
New GPC	Toronto	Mass Media	Guyana	6	2011
Shootround	Toronto	ICT-app development	UK	1	2012
Services LCS Canada (lead: Link Care Services)	Toronto	Health Care	France	2	2012
Sycor Canada Inc. (lead: Sycor Americas Inc.)	Burlington	ICT Consulting	USA	1	2008
Project-1	Toronto	ICT Consulting	Brazil	2	2013
Soundhound	Toronto	ICT- app development	USA	30	2013
Coach IT	Mississauga	ICT Consulting	Brazil	1	2011
CSF Radiators	Oakville	Automotive	USA	3	2011



Corporate Report

Clerk's Files

Originator's
Files

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DATE: February 6, 2014

TO: Chair and Members of General Committee.
Meeting Date: February 26, 2014

General Committee

FEB 26 2014

FROM: Paul A. Mitcham, P.Eng., MBA
Commissioner of Community Services

SUBJECT: Youth Freedom Pass Pilot Program – July and August 2014

RECOMMENDATION: That the Corporate Report dated February 6, 2014 from the Commissioner of Community Services entitled "Youth Freedom Pass Pilot Program" be endorsed.

**REPORT
HIGHLIGHTS:**

- The Freedom Pass for youth aged 12 to 14 will allow free rides on MiWay within Mississauga and free participation in public swims during July and August 2014.
- The Freedom Pass concept is well established in several GTA municipalities.
- The City's Youth Plan envisions youth having the opportunity to connect to community services using public transit.
- The Freedom Pass will be obtained at City operated community centres and will only be available to residents of Mississauga.
- There is minimal financial impact associated with this program.

BACKGROUND: Recreation and MiWay worked together to develop a joint initiative to help advance our strategic objectives related to youth. The Freedom Pass introduces MiWay and encourages physical activity for a target segment of the youth population during summer recess.

The program targets 45,000 youth aged 12 to 14 living in Mississauga with access to transit and drop-in swimming during the pilot period.

The Freedom Pass concept has also been established in several GTA municipalities such as the Town of Milton which allows youth to ride public transit for free during a defined period of time during the summer. In 2012-2013 Milton experienced an increase in ridership of approximately 14%.

COMMENTS:

The Freedom Pass for youth aged 12 to 14 allows free ridership on MiWay within Mississauga and free participation in public swims during July and August. The program objectives are as follows:

- Increase youth participation in a recreation activity during summer months
- Target youth 12 – 14 years of age because they are too young to work (limited income); too young to drive; are not primary users of MiWay
- Provide guardians with an alternative to driving their youth to summer camps, recreation programs, friends and other destinations, creating an environmentally responsible option
- Incentive to ride MiWay and become future customers
- Reduce cost barrier of transportation to recreation for youth during the summer months
- Overall to maintain a Youth Friendly City and new and beneficial services for youth.

Rationale for a Freedom Pass

The City's Youth Plan and research from Peel Children and Youth Initiative "A Study of Youth in Peel" identified the cost of transportation as an issue for youth to travel and to participate in after school programs. Mississauga is recognized as a Youth Friendly Community which encourages municipalities to create youth friendly programs such as the Freedom Pass.

The City's Youth Plan envisions youth having the opportunity to connect to community services where public transit is an essential service. Evidence shows that involvement in pro-social extracurricular activities is associated with positive benefits for

young people, reduces negative behaviours and improves the quality of life in communities. Physically connecting youth to recreation through innovative transportation options such as free youth transit fees during summer break, demonstrates Mississauga's commitment and support to all youth in our community, particularly those facing barriers to participation.

The Child ridership category is small at only 0.4 percent of MiWay's overall ridership and most children are accompanied by an adult. The Freedom Pass program will help encourage youth to try Mississauga's transit service during a key time when they are building independence and about to or in the process of transitioning to high school and considering their transportation options. This group is hard to reach as access into the many elementary schools is more difficult than secondary schools where we have Transit Ambassadors. Encouraging conversations about transit outside of the academic year and environment can be a practical way to promote the benefits of MiWay.

The City has a number of universal programs and access policies in place, some of which include:

- 490 youth in the target age range used Active Assist
- 28,600 youth aged 10-18 participated in the Wal-Mart at Play after school programs
- 4,111 youth aged 12-14 were registered in City recreation programs
- 1,713 youth aged 9-13 participated in the Mississauga library's summer reading club

These statistics demonstrate that there is a strong target customer base that would benefit from having the Freedom Pass to get to recreation programs.

Administration of the Freedom Pass

A total of 5,000 Freedom Passes will be available at City operated community centres for residents of Mississauga only. Applicants submit a completed application with proof of age authorized by a legal guardian to the customer service staff who will process a photo ID Freedom Pass that is designed to be readily recognizable by transit employees and recreation customer service employees.

Freedom Pass holders will be registered in the CLASS database creating statistical data to track the number of Freedom Passes issued, the number of public swim passes redeemed and the age of the pass holders.

At the end of the pilot period Freedom Pass holders will be surveyed to gain insight into trends and patterns about the number of youth who become youth members in Recreation, the number of youth who become transit users of MiWay, and overall feedback.

STRATEGIC PLAN: New and innovative ideas that encourage youth transit ridership and use of recreation services lead to improved community health. This program is aligned with several of the City's strategic goals:

Move: Developing a Transit Orientated City

- develop environmental responsibility
- connect our city
- increase transportation capacity

Belong: Ensuring Youth, Older Adults and New Immigrants Thrive

- ensure affordability and accessibility
- attract and retain youth

Connect: Completing our Neighbourhoods

- provide mobility choices

FINANCIAL IMPACT: The financial impact of the pilot program is projected to be nominal with a modest decline of approximately \$10,000 in transit revenue in the Child fares category. It is expected that the promotion of transit through the Freedom Pass program may increase transit ridership and revenue following the program particularly among the grade 8 students entering secondary school in the Fall.

In Recreation, the opportunity cost associated with issuing free access to drop-in swim is equally nominal. The division expects new youth members as a result of this program which will help to mitigate that loss.

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CONCLUSION:

The 2014 Freedom Pass will provide City staff with valuable feedback and data related to youth travel and recreation needs. It encourages youth to use MiWay as a viable mode of transportation when visiting community centres, libraries, and parks, and move more freely within the city. The Freedom Pass program will ensure Mississauga continues to be recognized as a Youth Friendly Community.



Paul A. Mitcham, P.Eng., MBA
Commissioner of Community Services

*Prepared By: Joanne Foote Community Development Coordinator,
Youth*



Corporate Report

Clerk's Files

Originator's
Files

CD.21.DIS

DATE: February 10, 2014

TO: Chair and Members of General Committee
Meeting Date: February 26, 2014

General Committee

FEB 26 2014

FROM: Edward R. Sajecki
Commissioner of Planning and Building

SUBJECT: **District Energy – Screening Study Findings and Next Steps**

- RECOMMENDATION:**
1. That the report titled "*District Energy – Screening Study Findings and Next Steps*" dated February 10, 2014 from the Commissioner of Planning and Building be received for information.
 2. That Strategic Community Initiatives staff be directed to further investigate District Energy (DE) opportunities as outlined in the report titled "*District Energy – Screening Study Findings and Next Steps*", dated February 10, 2014 from the Commissioner of Planning and Building.

**REPORT
HIGHLIGHTS:**

- District Energy (DE) was identified as a "Strategic Action for Future Consideration" in the Strategic Plan under the Living Green pillar;
- A cross-departmental staff team developed a Preferred Sites Strategy and enlisted the expertise of GENIVAR Inc. to conduct a Screening Study to identify potential sites for DE;
- The Screening Study included a review of the City's Official Plan and consultation with staff to understand current and projected growth to 2031;

- Six (6) top candidate sites for DE were identified:
 - Downtown Core;
 - Downtown Hospital;
 - Central Erin Mills;
 - Inspiration Lakeview;
 - Inspiration Port Credit East; and
 - Inspiration Port Credit West.
- Staff will continue to engage stakeholders in discussions and pursue opportunities to develop business cases for the top candidate sites, as well as solicit corporate and political champions for DE in Mississauga.

BACKGROUND:

As part of a list of actions collected during the “Our Future Mississauga” community engagement initiative, District Energy (DE) was an emerging idea residents and businesses believed needed to be investigated. As a result, DE was identified as a “Strategic Action for Future Consideration” which aligns with the Living Green Pillar in the City’s Strategic Plan. With this in mind, staff began work to understand DE and its possibilities for Mississauga. The following steps have been taken to date.

- During 2012, workshops and tours of Regent Park Community Energy and Markham District Energy were conducted.
- In November 2012, a Preferred Site(s) Strategy was initiated to understand the next steps in moving this initiative forward. The Preferred Site(s) Strategy, as outlined in Appendix 1 established a three (3) phase approach, recognizing stakeholder input and reporting out are required at each major decision point.
- The first phase of the Strategy involved the completion of a DE Screening Study. To do this GENIVAR Inc. was engaged to:
 - review municipal and regional data to identify opportunities and locations within Mississauga to introduce DE; and

- identify current and future programs for technical and funding support.

PRESENT STATUS: GENIVAR presented the Screening Study findings to the inter-departmental DE Steering Committee on September 16, 2013. The Study is a high-level review and confirms DE systems offer merit versus the traditional approach to energy delivery. A copy of the Executive Summary from the "*District Energy Screening Study for the City of Mississauga Report FA.0490922-12*", dated September 5, 2013, is attached as Appendix 2 to this report. A full copy of the Study is available upon request.

The Study identified and weighed 15 potential nodes (Appendix 3: City-Wide Contemplated District Energy Nodes) by looking at objective factors and placing them in a screening matrix with points assigned for various criteria. These nodes recognize the goals and actions outlined in the City's Strategic Plan and the policy framework of the City's Official Plan. GENIVAR reviewed aerial photos of Mississauga to determine areas of high-intensity development. As well, GENIVAR met with City planners to discuss current development and projected growth to 2031.

As a result, the following nodes were identified as the top candidate sites for DE:

- Downtown Core (Appendix 4: Identified Node – Downtown Core);
- Downtown Hospital (Appendix 5: Identified Node – Downtown Hospital);
- Central Erin Mills (Appendix 6: Identified Node – Central Erin Mills);
- Inspiration Lakeview (Appendix 7: Identified Node – Inspiration Lakeview);
- Inspiration Port Credit East (Appendix 8: Identified Node – Inspiration Port Credit East); and

- Inspiration Port Credit West (Appendix 9: Identified Node – Inspiration Port Credit West).

COMMENTS:

The Screening Study was presented to LT on October 24, 2013. Based on their feedback and GENIVAR's recommendations, staff propose the following next steps:

- proceed with presentations and discussions to staff groups/committees including a meeting with representatives of Enersource Mississauga, with a summary of the work completed on the DE Screening Study focusing on the top candidate sites;
- reach out to various stakeholders in the private sector, particularly those developers, landowners and entities located in the top candidate sites; and
- develop an outline for business case studies.

Mississauga Official Plan

As an instrument in city building, Mississauga Official Plan provides for opportunities, where feasible, for power generation facilities to accommodate current and projected needs and recognizes the interdependencies that exist in the built and natural environments. It is essential that power generation facilities be located in appropriate locations away from residential and other sensitive uses.

Other applicable policies, within Mississauga Official Plan, include Mississauga will:

- support energy demand management initiatives by other levels of government and agencies to reduce energy consumption and improve energy efficiency;
- promote public awareness and education initiatives with other levels of government and agencies on matters related to energy conservation;

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- encourage district energy systems where appropriate, to reduce greenhouse gas emissions and air pollution; and
- work with other levels of government and agencies to investigate the need, feasibility, implications and suitable locations for renewable energy projects and promote local clean energy generation, where appropriate.

STRATEGIC PLAN: District Energy is a key strategic initiative that aligns with the Strategic Goals contained in the City's Strategic Plan, namely:

- Lead and Encourage Environmentally Responsible Approaches;
- Promote a Green Culture;
- "Pursue renewable energy production and use"; and
- Strategic Actions for Future Consideration (e.g. "We will implement district energy in the downtown").

FINANCIAL IMPACT: Costs associated with the Screening Study recommendations for continued consultation and engagement can be captured through the approved 2014 operating budget.

Options for business case studies for the recommended nodes, will be reviewed with staff and stakeholders. These may include interested private sector organizations completing studies with the City acting in a facilitator or advisor role, or City initiated studies. If it is determined the City needs to lead a business case study, funding options will be pursued and staff will report back to Council prior to such work commencing.

CONCLUSION: District Energy has potential to increase the continuity of the energy supply, help meet the City's energy and green goals, and show Mississauga's leadership around our energy future. District Energy is a key strategic priority for the City of Mississauga that is aligned with the directions in the City's Strategic Plan, and the Living Green Master Plan.

Based on the input and advice shared by leaders in the field, Mississauga is well positioned to continue exploring opportunities for District Energy. Staff will continue to engage stakeholders in discussions and pursue opportunities to develop business cases for the top potential sites, as well as solicit corporate and political champions for District Energy in Mississauga.

ATTACHMENTS:

- Appendix 1: Preferred Site(s) Strategy for District Energy (DE)
- Appendix 2: District Energy Screening Study for the City of Mississauga Report FA.049.0922-12 – Executive Summary
- Appendix 3: City-Wide Contemplated District Energy Nodes
- Appendix 4: Identified Node – Downtown Core
- Appendix 5: Identified Node – Downtown Hospital
- Appendix 6: Identified Node – Central Erin Mills
- Appendix 7: Identified Node – Inspiration Lakeview
- Appendix 8: Identified Node – Inspiration Port Credit East
- Appendix 9: Identified Node – Inspiration Port Credit West



Edward R. Sajecki
Commissioner of Planning and Building

Prepared By: Jim Doran, Strategic Leader
Strategic Community Initiatives Division



Preferred Site(s) Strategy for District Energy (DE)



November 2012 January 2013

June 2013

June 2014

RESOURCES: Core Working Team, Extended Working Team and Key Stakeholders Identified

APPROVAL OF PROJECT CHARTER and PROPOSED NEXT STEPS

Work with team to further refine a RFP SoW to conduct a Screening Study to identify potential DE opportunities/ locations within the City of Mississauga

Issue RFP for Screening Study to be conducted to identify potential nodes and corridors to possibly introduce DES.

EVALUATE CONSULTANT PROPOSALS & AWARD CONTRACT

Consultants conduct and report on a detailed Screening Study of the City of Mississauga identifying potential nodes and corridors to possibly introduce DES, and identifying current and future programs for technical and funding support. A next steps framework will be developed and included in the Screening Study report.

Work with team to develop a new RFP SoW to develop a detailed and comprehensive business case for the for priority DE opportunities as identified in the Screening Study.

Issue RFP for Business Case Studies to be conducted on the priority potential locations for implementing DE.

EVALUATE CONSULTANT PROPOSALS & AWARD CONTRACT

Consultants provide detailed Business Case Studies Reports and presentation. Reports will include financial, technical, political, economical, environmental, and analytical dimensions to demonstrate value/ benefit to the City. Review, analysis and recommendations with respect to regulatory bodies, potential roles of third parties, private developer, operators, investors and key stakeholders.

Work with team to develop and formulate a Preferred Site(s) Strategy on DE. Preferred Site(s) Strategy would be a high level assessment of DE (financial, feasibility, key attributes of successful projects, environmental benefits, community benefits, challenges, governance structure, etc.)

Executive Summary

The Potential of a Community Approach to Heating and Cooling Buildings

How will the City of Mississauga meet our future energy needs? Whatever strategies we employ must recognize a number of challenges:

- Ever increasing electrical loads will continue to strain the City's existing transmission infrastructure.
- In Ontario, the fleet of coal fired power plants have been phased out. The existing fleet of nuclear power plants is almost 40 years old, and will undergo continued refurbishments.
- The contribution of solar and wind power installations is variable, and very site- and weather-dependent.
- The City needs to find ways to promote energy efficiency and reduce greenhouse gas emissions.

One possible solution is implementing District Energy Systems (DES). The use of DES and combined heat and power (CHP) has the potential to increase efficiency and support the City's Living Green Master Plan.

District Energy Systems vs. Business as Usual

What is a DES? To understand its appeal, consider the typical approach to delivering energy.

Developers design commercial, institutional or residential buildings to be stand-alone, with dedicated building services. This includes: 1) natural gas boilers for space and domestic hot water heating; and 2) electricity drawn from the provincial distribution grid for cooling (by chillers or rooftop air handling units) and consumer appliances. Some older facilities continue to use electric heating.

Each type of building has different electrical and thermal load profiles. Loads vary throughout the day and by season. For most of the year, the conventional equipment typically operates in a less efficient mode. For example, boilers quoting 80%-plus efficiency at peak load frequently achieve just 60-65% efficiency over the year. This is like operating a car under stop-and-go city driving conditions.

That's the business as usual approach – and continuing with it won't allow the City to achieve the goals of sustainability in the Living Green Master Plan.

In contrast, DES is a community approach to provide heating and cooling services to a series of buildings, via underground piping from a central utility plant. This approach increases seasonal efficiency and enables an opportunity to incorporate thermal storage.

How does this happen? By linking discrete buildings and activities through a thermal network, and aggregating the varying energy demands. A DES consists of three main sub-systems:

1. **The central heating/cooling plant** – conventional high-efficiency boilers (hot water or steam) and chillers, which may include CHP. Compared to the provincial utility power generation model, CHP is a distinct feature. It's a single source of fuel for electrical power generation (from coupling the engine to an electric generator), and recovery of waste heat (from a boiler that captures steam or hot water). So rather than a plant that's 40% efficient relative to its electrical efficiency potential, a CHP plant can achieve combined efficiencies of 80-90%.
2. **The district energy piping network** – generally two or four buried and insulated pipes, and associated valve chambers.
3. **The customer's interconnection point** – this is where heating and/or cooling is metered and energy exchanged to the buildings via energy transfer stations. Generally, this isolates building loops from district energy loops, which also features metering, to allow the network to monitor energy consumption trends.

With economies of scale and diversities of connected load profiles, equipment can run at a more efficient and consistent state. If the conventional way of delivering energy is like stop-and-go driving, DES is like driving at steady-speed highway conditions. It's more efficient and easier on the equipment (extended life and reduced wear).

Studying the Potential

To review the opportunities around DES, the City's District Energy Steering Committee engaged GENIVAR to conduct a screening study.

GENIVAR is among the world's top professional services firms, with expertise ranging from environmental remediation to urban planning to developing energy sources of the future. The firm works with leading governments, businesses, architects and planners, and carried out a similar district energy screening study for the City of Toronto.

The scope of work for this report involved: 1) reviewing municipal and regional data to identify opportunities and locations within Mississauga to possibly introduce DES; and 2) identify current and future programs for technical and funding support.

The Case for DES

DES is a very mature concept. It is more prevalent in Europe, where fossil fuels are scarce and energy pricing has been significantly higher than in North America for a long time. Ontario's own experience in district energy is extensive – about 100 years, which pre-dates the current approach of utility power distribution

DES has been used in Toronto by the Toronto District Heating Corporation (now Enwave) and in Regent Park, and elsewhere in Ontario in Markham, London, Hamilton, Guelph and Ottawa. To date, Mississauga hasn't built a DES. This is more expensive than the current business as usual approach to energy delivery, as it generally requires significant upfront costs, but the result is multiple benefits from DES over time.

- Provides heating and/or cooling from a central plant to a network of residential, commercial, institutional, or industrial buildings. Having a single facility – generally remote from buildings – allows for better design for heavier industrial class equipment. This means larger, more efficient and more robust equipment, while reducing noise.
- Locating a central utility centre in a setting somewhat remote from customers allows for greater renewable energy sources (e.g. biomass, energy from waste or municipal digester gas).
- Economies of scale on features offer financial and environmental benefits, such as reduced noise and emissions.
- Enables greater use of property development, as occupied space vs. mechanical and electrical rooms.
- Every facility linked to a centralized DES is not connected to the Provincial electrical grid, consequently there is no need for backup equipment.
- Offers a more robust system than individual furnaces at each building.
- Larger equipment in a single location also provides the opportunity for enhanced combustion technology – that will reduce greenhouse gas emissions and limit dispersions compared to individual buildings with individual stacks.
- Offers enhanced operation and maintenance programs, as district energy companies would have trained staff onsite.
- Provides the ability to consider thermal optimization and alternative energy inputs. For instance, renewable energy could be connected to the system (i.e. solar panels), or bio-fuel or another waste fuel source could be harnessed (i.e. gas flaring from a landfill).
- Can easily assess and review energy benchmarking and monitoring and targeting.

Possible DES Nodes

The screening study looked at the criteria that are desirable for a DES node. For the City of Mississauga, a preferred feature is a location with high-density development (or that potential), which will reduce cost of thermal distribution.

Ideally, the node will also have an anchor client, i.e. hospital, college, university or large-scale commercial facility (retail/office/hotel) or municipal facility. This would provide a reliable and stable base load.

Other preferences for a DES node include existing or proposed industrial clients, which would enhance thermal distribution and flatten the shape of the season thermal load. A node with diverse connected loads is also desirable, to enable aggregated profiles (mix of uses) on a daily and seasonal basis.

Finally, it's beneficial to locate a DES node in certain types of land. That includes undeveloped land that's a potential site for development (greenfield); previously developed properties (greyfield); employment land; or undeveloped or previously used properties whose use is affected by real or perceived environmental contamination (brownfield development).

There are several rationales, but a key one is enabling building services design at the outset to better use DES thermal design criteria, rather than face an expensive and disruptive retrofit of existing and occupied buildings. This would also enable the facility design to be optimized to a DES interconnection, to maximize the development of living space rather than mechanical building services, standby generation, etc. As the DES plant would be remote, there's no need for basement, ground level or penthouse mechanical rooms; these could remain as premium tenant property.

To help the City of Mississauga prioritize developments for DES technology, GENIVAR weighed 15 potential nodes. These were selected by reviewing the goals and actions in the City's Strategic Plan, the policy framework in the Official Plan, and aerial photos of Mississauga (to determine regions of high-intensity development). As well, GENIVAR met with City planners to discuss current development and projected growth to 2031.

The 15 nodes were screened by looking at objective factors such as gross floor area (to establish preliminary electrical and thermal loads), diversity of loads, growth, existing CHP, proximity to other possible DES nodes, existing anchor thermal loads, and greenhouse gas reductions. A more subjective factor was the ability to showcase the City's Living Green Master Plan, through the high profile of a node location. That's particularly powerful in offsetting Mississauga's historical legacy of coal power at the OPG Lakeview Generating Station.

All of the 15 nodes went into a screening matrix, with points assigned for the various criteria. Here is the preliminary ranking of the top DES candidates:

1. **Downtown Core.** This site scores high owing to its density of development, its significance, the chance to promote the Living Green Master Plan to residents, its core anchor tenants, and its potential for new development at Sheridan College's Mississauga Campus.
2. **Downtown Hospital.** Received a top rank with an institutional anchor load (Trillium Hospital), strong diversity of connected buildings, high developed density, and high projected growth.
3. **Central Erin Mills/Inspiration Lakeview/Inspiration Port Credit East/West.** Central Erin Mills scores high with an institutional anchor load (Credit Valley Hospital), high developed density and high projected growth to 2031. The other three (Inspiration Lakeview, Inspiration Port Credit East and Inspiration Port Credit West) should move up in the rankings as details of the intended re-development come. In new development, it will be easier to influence the sites to be suitable for DES.

Next Steps

This study confirms that DES offers merit vs. the traditional approach to energy delivery. In the short term, GENIVAR recommends that the City of Mississauga provide its findings to Council and proceed to a business case study for the DES nodes scoring highest in the screening. Developing the business case can include the following.

- Continued discussions with Enersource to identify regions most likely to be electrically-constrained, and benefit from embedded generation CHP in association with DES. In some regions of the city, the connected load has been significantly greater than what was anticipated 50 years ago when the distribution system was laid out. As a result, there is minimum remaining capacity, if any. By adding a cogeneration plant, the generation is at point-of-use and there is less strain on the distribution system.
- Major tenant site-specific investigations into the current design of building services, and the interest and ease to retrofit a DES interconnection.
- Note how many existing developments should be considered, and how many property owners and developers would be interested to convert to DES.
- Assess Ministry of Environment criteria relative to air quality performance for the nodes under consideration and the resulting changes from DES and CHP.
- Examine the available physical space to develop a DES CHP, and the feasibility to develop a distribution system with: 1) minimal disruption to existing land use; and 2) the ability to interconnect all interested hosts (i.e. new developments/clients).

- Initiate a conceptual layout of where the DES may be situated, with future allowance for CHP. Provide a high-level estimate of the cost to implement the DES.
- Identify opportunities to place DES piping under roads, i.e. potential LRT expansion routes.

Another important step in the short-term is to identify a project champion to provide a focus to the District Energy Team and a single point of accountability.

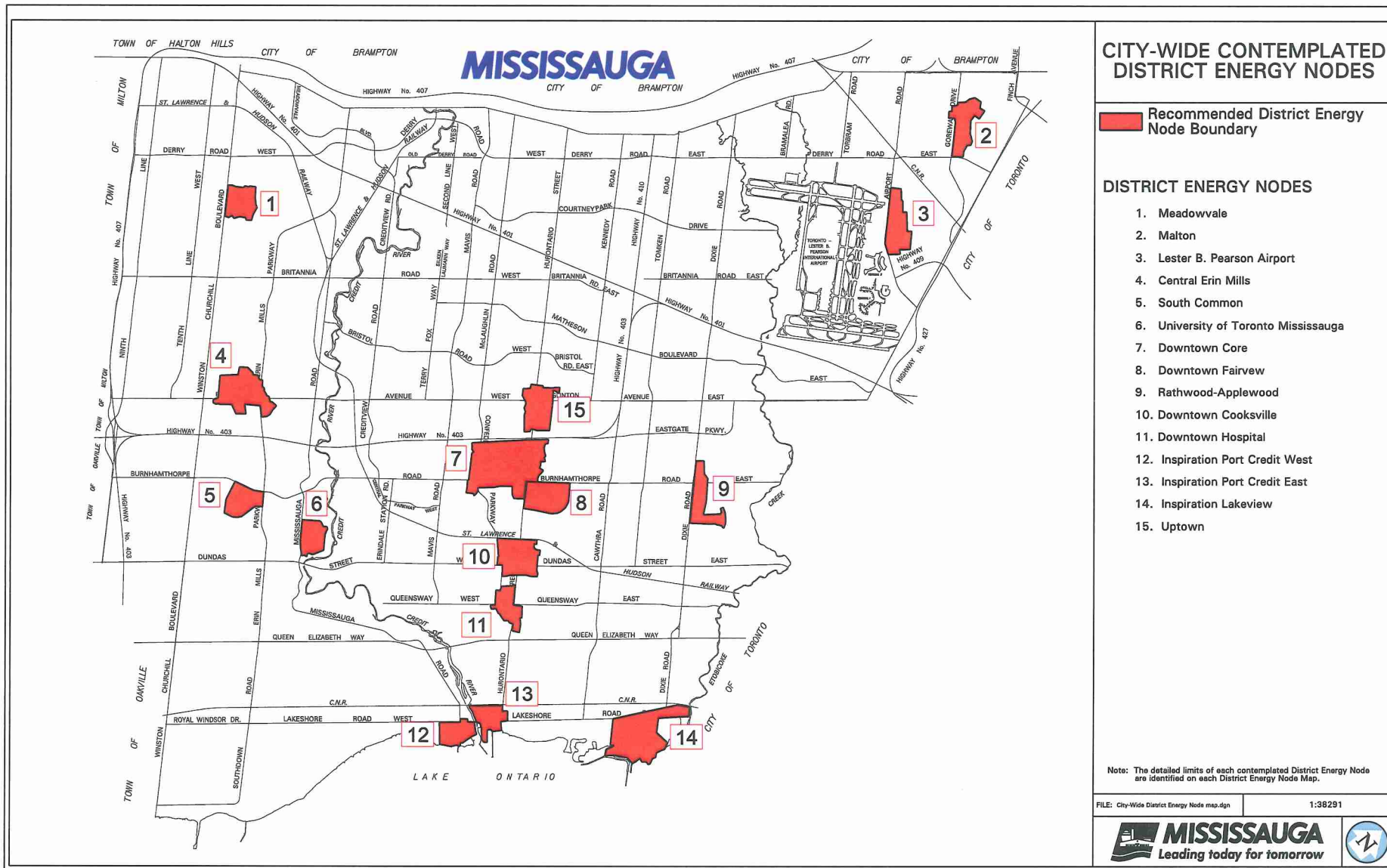
The longer-term steps should include identifying a business model, i.e. ownership, financial aspects, and control of risk.

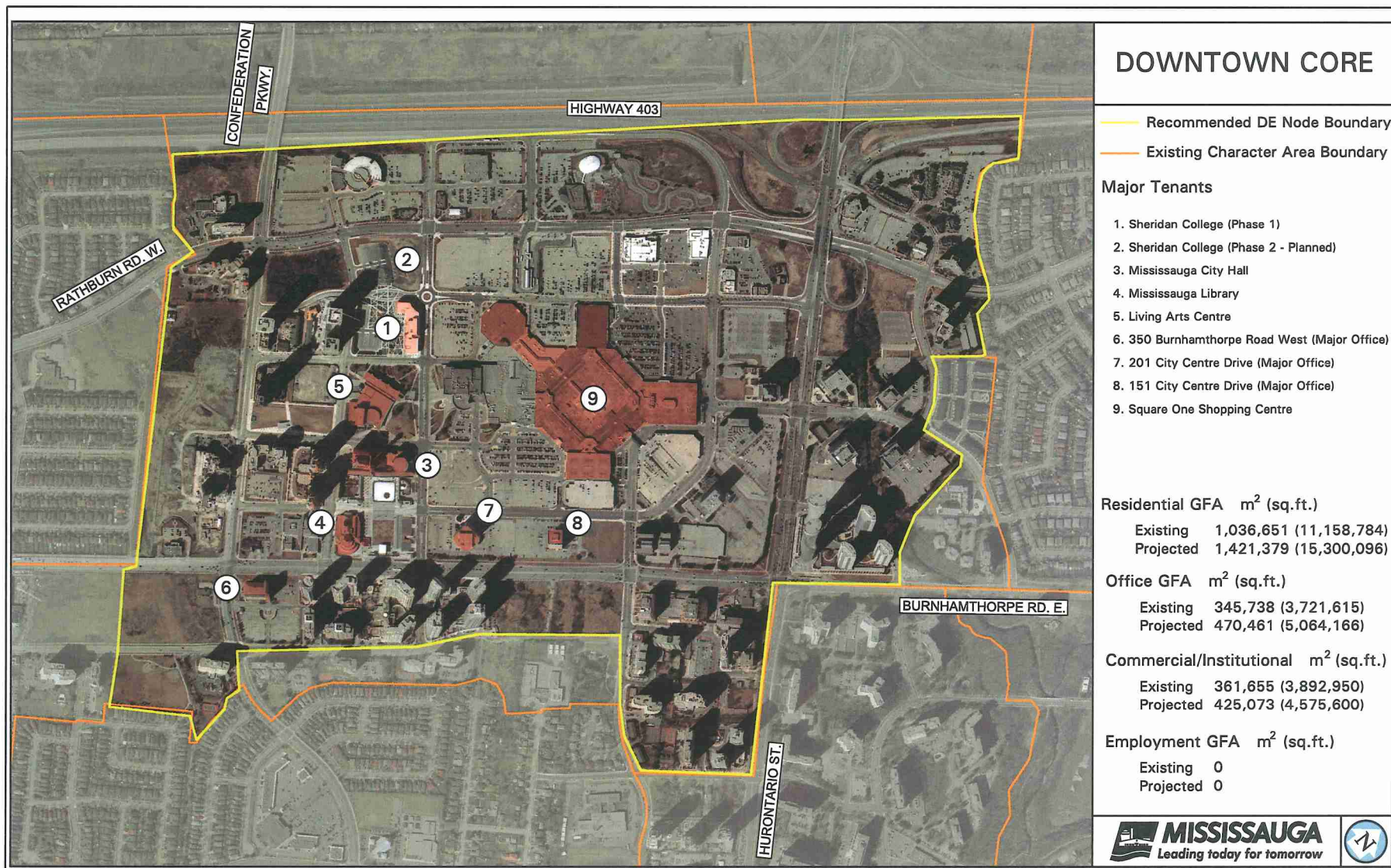
How much could a DES cost? That depends on many factors, like which DES is selected, the amount of distribution piping required, the amount of existing infrastructure that may be in the way (like existing utilities, sewage, electrical vaults, etc.) and the configuration selected. Given these variable, a DES could cost \$30-\$60 million (excluding land costs). In terms of distribution piping, the guideline is \$1,000/m, but that depends on routing and obstructions, restoration of disturbed surface, etc.

Several sources may be available to contribute financial support. That includes the Ontario Power Authority, Ontario Power Generation, the Building Owners and Managers Association, the Federation of Canadian Municipalities (Green Municipal Fund), Enbridge, Natural Resources Canada, and the federal government's Infrastructure Canada Gas Tax Fund.

Much work remains ahead. The screening was a high-level review, and the business case study will dig much deeper to perhaps modify the rankings of the possible DES nodes. What we do know is that district energy clearly has great potential – to increase the continuity of the energy supply, help meet the City's energy and green goals, and show leadership around our energy future.

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3





DOWNTOWN CORE

- Recommended DE Node Boundary
- Existing Character Area Boundary

Major Tenants

1. Sheridan College (Phase 1)
2. Sheridan College (Phase 2 - Planned)
3. Mississauga City Hall
4. Mississauga Library
5. Living Arts Centre
6. 350 Burnhamthorpe Road West (Major Office)
7. 201 City Centre Drive (Major Office)
8. 151 City Centre Drive (Major Office)
9. Square One Shopping Centre

Residential GFA m² (sq.ft.)

Existing	1,036,651 (11,158,784)
Projected	1,421,379 (15,300,096)

Office GFA m² (sq.ft.)

Existing	345,738 (3,721,615)
Projected	470,461 (5,064,166)

Commercial/Institutional m² (sq.ft.)

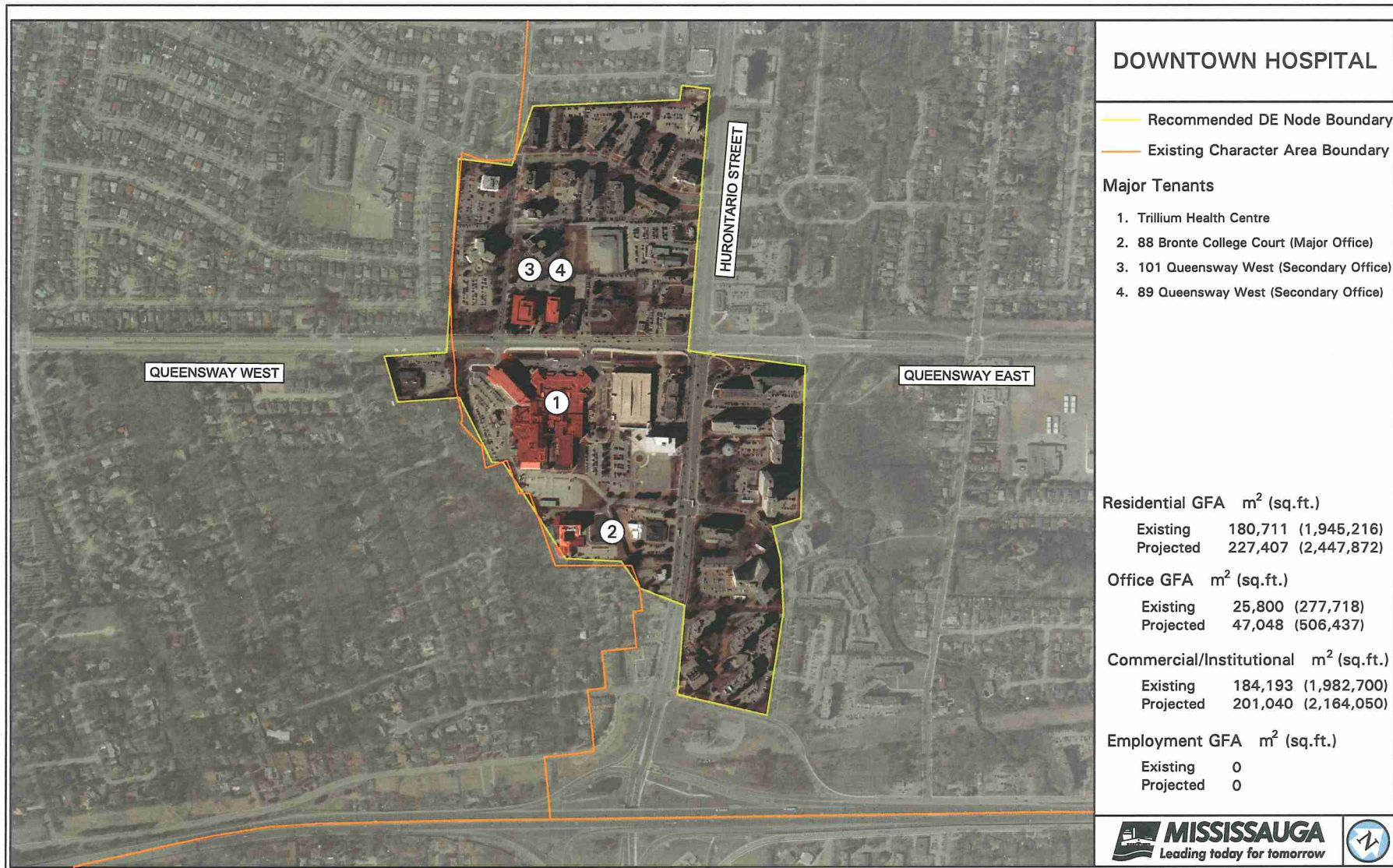
Existing	361,655 (3,892,950)
Projected	425,073 (4,575,600)

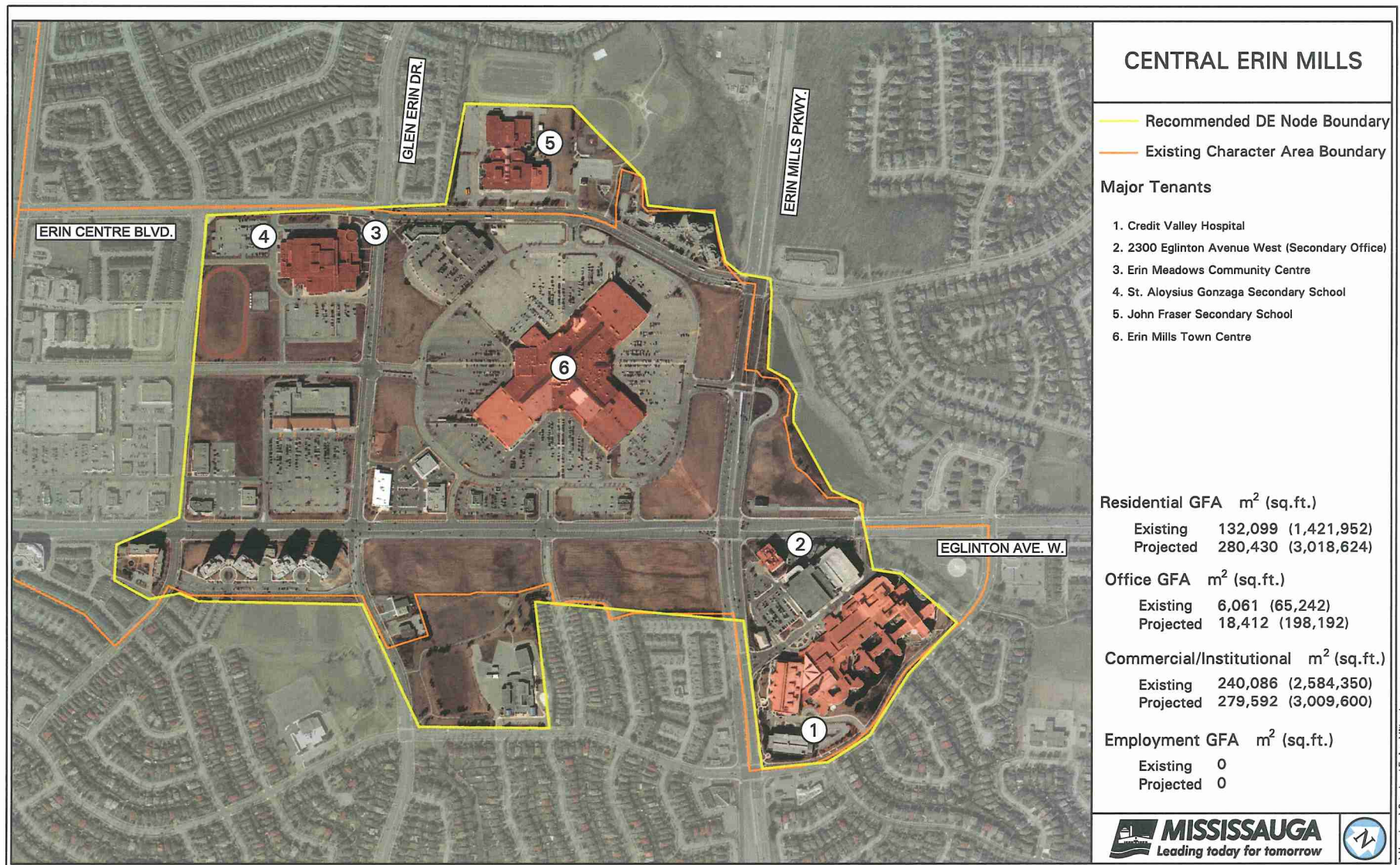
Employment GFA m² (sq.ft.)

Existing	0
Projected	0



Vector: Downtown Core.dgn





502



INSPIRATION LAKEVIEW

- Recommended DE Node Boundary
- Existing Character Area Boundary

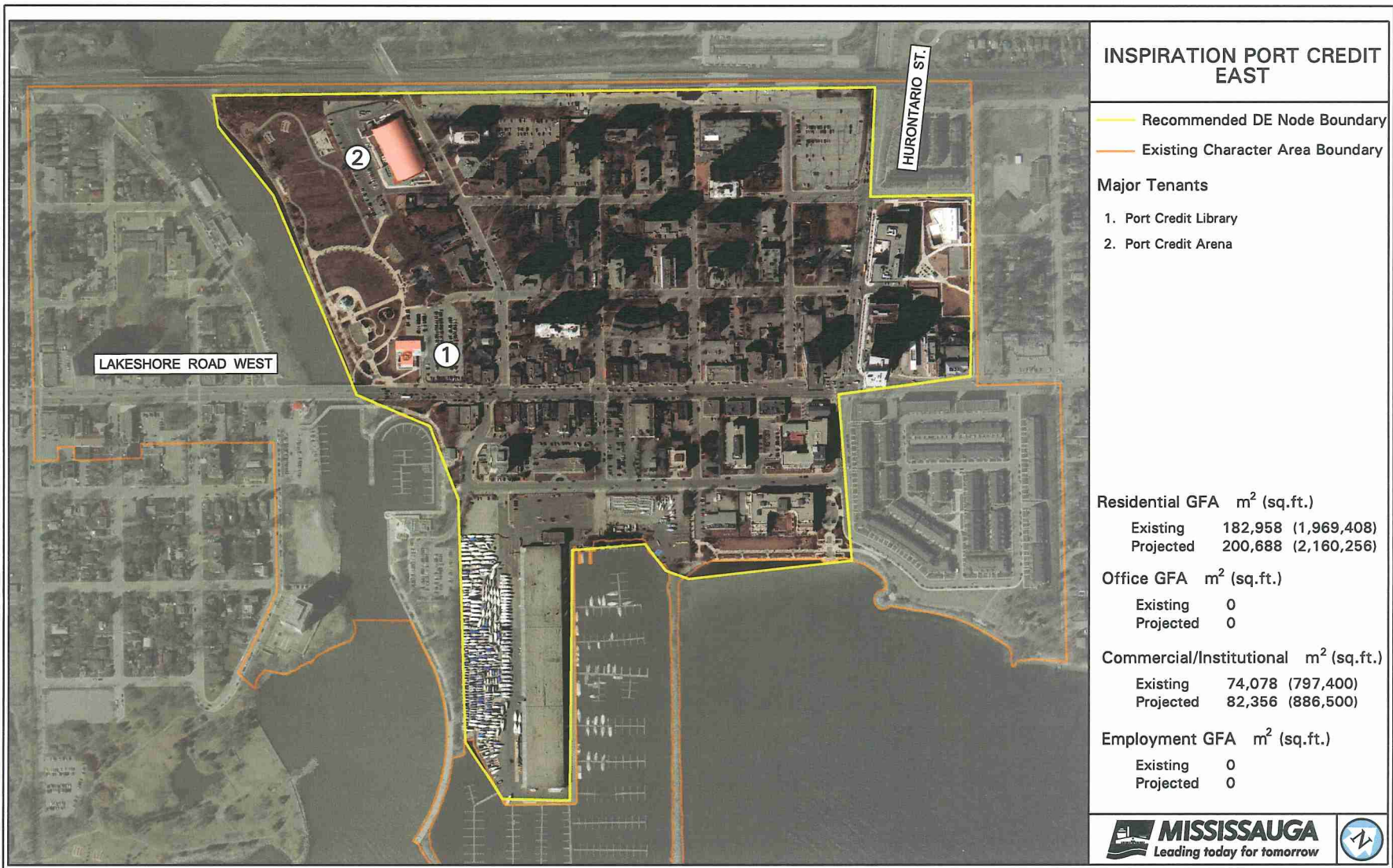
Major Tenants

- G.E. Booth Waste Water Treatment Plant

Residential GFA m ² (sq.ft.)		
Existing	56,436	(607,488)
Projected	62,512	(672,896)
Office GFA m ² (sq.ft.)		
Existing	0	
Projected	0	
Commercial/Institutional m ² (sq.ft.)		
Existing	7,567	(81,450)
Projected	7,776	(83,700)
Employment GFA m ² (sq.ft.)		
Existing	50,459	(543,150)
Projected	47,574	(512,100)



Vector Lakeview.dgn



INSPIRATION PORT CREDIT EAST

- Recommended DE Node Boundary
- Existing Character Area Boundary

Major Tenants

1. Port Credit Library
2. Port Credit Arena

Residential GFA m² (sq.ft.)

Existing	182,958 (1,969,408)
Projected	200,688 (2,160,256)

Office GFA m² (sq.ft.)

Existing	0
Projected	0

Commercial/Institutional m² (sq.ft.)

Existing	74,078 (797,400)
Projected	82,356 (886,500)

Employment GFA m² (sq.ft.)

Existing	0
Projected	0



Inspiration Port Credit East.dgn

150





Corporate Report

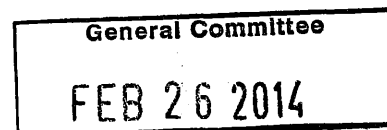
Clerk's Files

Originator's
Files

MG.23.REP
SP 12/127

DATE: January 29, 2014

TO: Chair and Members of General Committee
Meeting Date: February 26, 2014



FROM: Martin Powell, P. Eng.
Commissioner of Transportation and Works

SUBJECT: **Acknowledgement Agreement Between the
City of Mississauga and the Regional Municipality of Peel
Pursuant to Site Plan Application
SP-12/127 (Ward 5)**

RECOMMENDATION: That a by-law be enacted to authorize the Commissioner of Transportation and Works and the City Clerk to execute and affix the Corporate Seal to the Acknowledgement Agreement between The Regional Municipality of Peel and The Corporation of the City of Mississauga to the satisfaction of the City Solicitor as outlined in the Corporate Report dated January 29, 2014 from the Commissioner of the Transportation and Works Department.

BACKGROUND: The Regional Municipality of Peel is the owner of a parcel of land located at 6025 Tomken Road, Mississauga, Ontario, L5T 1X9, described as PIN 13278-0189 Part of Lot 6, Concession 3, E.H.S., Toronto Township, as in Instrument Number RO517040, save and except Parts 1 to 15 both inclusive on Reference Plan 43R32062, in the City of Mississauga, Regional Municipality of Peel (the 'Development Lands'). The Regional Municipality of Peel has submitted a Site Plan Application to construct upgrades to the Hanlan Pumping Station overflow pond and related improvements on the above-noted Development Lands.

COMMENTS:

The Regional Municipality of Peel, pursuant to Site Plan Application SP 12/127, proposes to develop and construct certain private works in support of upgrades to the Hanlan Pumping Station overflow pond and related improvements. These works include a retaining wall, asphalt driveway, and paving within a municipal storm sewer easement. The Regional Municipality of Peel will be required to enter into an Acknowledgment Agreement with the City of Mississauga to identify the terms and conditions pursuant to which the upgrades may be constructed, maintained and used within the easement lands. This agreement will be registered on title.

FINANCIAL IMPACT:

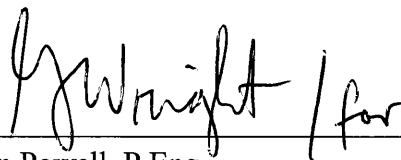
Not applicable.

CONCLUSION:

The Acknowledgement Agreement between The Corporation of the City of Mississauga and The Regional Municipality of Peel will advise the owner of the terms and conditions pursuant to which the upgrades may be constructed, maintained and used within the easement lands. The Acknowledgement Agreement has been approved by Legal Services.

ATTACHMENTS:

Appendix 1 – Site Location Map – 6025 Tomken Road



Martin Powell, P.Eng.

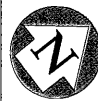
Commissioner of Transportation and Works

*Prepared By: Giancarlo Tedesco, A.Sc.T.
Development Engineering Technician*

6b

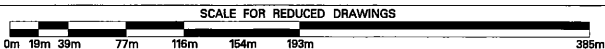


MISSISSAUGA
Leading today for tomorrow



Transportation and Works
Transportation & Infrastructure Planning

6025 Tomken Road
The Regional Municipality of Peel
Appendix 1





Corporate Report

Clerk's Files

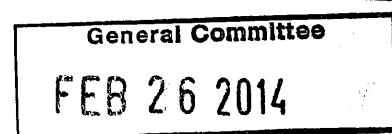
Originator's
Files

DATE: February 10, 2014

TO: Chair and Members of General Committee
Meeting Date: February 26, 2014

FROM: Gary Kent
Commissioner of Corporate Services and Chief Financial Officer

SUBJECT: **Committee of Adjustment Review – Terms of Reference**



RECOMMENDATION: That the Corporate Report dated February 10, 2014 from the Commissioner of Corporate Services and Chief Financial Officer titled "Committee of Adjustment Review- Terms of Reference" be received and direction given to staff regarding commencement of this review.

BACKGROUND: On January 13, 2014, an item was tabled on the agenda of Governance Committee titled "Review of the Committee of Adjustment". Members of Governance Committee noted several matters that would be appropriate to review prior to the next Committee of Adjustment citizen appointments. Specifically, Governance Committee identified the following three areas to be reviewed:

1. A review to determine if there should be two citizen panels instead of the one existing panel to deal with volume of work for Committee members.
2. A review of notification processes and procedures to determine if any additional notification processes could be added to provide greater access to staff comments, Councillor comments, etc. for residents.

3. A review of the role of various departmental staff attending meetings and whether additional support or attendance is required to deal with matters on Committee of Adjustment agendas to ensure adequate information is available to the Committee.

Governance Committee recommendation GOV 005-2014 stated that "staff be directed to prepare a terms of reference to conduct a review of the Committee of Adjustment and report back to General Committee". This recommendation was adopted by Council on January 22, 2014.

COMMENTS:

As requested by Governance Committee, a Terms of Reference has been drafted (see Appendix 1) for General Committee's consideration and comments. As noted in the Terms of Reference, staff will conduct research and obtain information, benchmarking and best practices from various municipalities and report back to General Committee with recommendations with respect to the three matters identified by the Governance Committee. This report will be brought back to General Committee in June 2014 with recommendations to be implemented prior to the next citizen appointments of the Committee of Adjustment in January/February 2015.

FINANCIAL IMPACT: Not applicable.

CONCLUSION:

Governance Committee has recommended that a review of the Committee of Adjustment be undertaken and staff have prepared a Terms of Reference to be considered and approved prior to proceeding with the review.

ATTACHMENTS:

Appendix 1: Committee of Adjustment Review – Terms of Reference



Gary Kent

Commissioner of Corporate Services and Chief Financial Officer

*Prepared By: David L. Martin, Manager of Vital Statistics and
Secretary Treasurer, Committee of Adjustment*

Appendix 1**Committee of Adjustment Review****Terms of Reference**

Purpose: To undertake a review of the administration and structure of the existing Committee of Adjustment to ensure that the notification processes, Committee panel structure and support is effective, efficient and meets the needs of City Council, citizens and the Corporation of the City of Mississauga, and make specific recommendations to General Committee.

Objectives:

- To analyze the Committee of Adjustment regarding the size and membership of the Committee and the volume of applications considered.
- To determine if the Committee of Adjustment consisting of one panel of citizens dealing with matters across the entire city continues to be appropriate or if a two panel structure of citizens dividing up the city should be established.
- To determine if additional notification processes can be added regarding comments received from staff and the Ward Councillor.
- To review the role of departmental staff attending Committee of Adjustment meetings to ensure adequate information is available to the Committee.
- To gather information and opinions from, and appropriately engage, key stakeholders including past committee members.
- To benchmark the City of Mississauga against other large cities regarding its panel structure (targeted benchmarking).
- To make any necessary changes to the Committee of Adjustment Procedural By-law and corporate policies to ensure conformity with the approved recommendations of the review.
- To complete this review by June 2014.
- To implement the approved recommendations by January 2015, prior to the appointment of the new Committee of Adjustment panel.



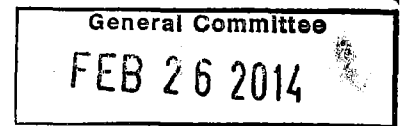
Corporate Report

Clerk's Files

Originator's
Files

DATE: February 4, 2014

TO: Chair and Members of General Committee
Meeting Date: February 26, 2014



FROM: Gary Kent
Commissioner of Corporate Services and Chief Financial Officer

SUBJECT: City of Mississauga 2013 Annual Report of the Multi-Year
Accessibility Plan (2012-2017 Initiatives)

RECOMMENDATION: That the document titled: "City of Mississauga 2013 Annual Report of the Multi-Year Accessibility Plan" attached as Appendix 1 to the Corporate Report dated February 4, 2014 from the Commissioner of Corporate Services and Chief Financial Officer, be adopted.

**REPORT
HIGHLIGHTS:**

- The 2013 Annual Report of the Accessibility Plan represents the City's 11th Annual Report which highlights the steady progress the City of Mississauga has made in removing barriers to persons with disabilities, as well as our compliance with requirements under the Accessibility for Ontarians with Disabilities Act (AODA, 2005).
- At the February 3, 2014 AAC Meeting, the AAC supported the 2013 Annual Report of the Accessibility Plan, and MiWay's 2013 Annual Accessibility Report.

BACKGROUND: The City of Mississauga 2013 Annual Report of the Accessibility Plan has been prepared in accordance with the *Ontarians with Disabilities Act* (ODA, 2001) and the *Accessibility for Ontarians with Disabilities Act* (AODA, 2005) and represents the City's 11th Annual Report. In June 2011, the Integrated Accessibility Standards Regulation (IASR,

O. Reg. 191/11) became law under the AODA. Within this Regulation is a requirement to: “establish, implement, maintain and document a multi-year accessibility plan”, by January 1, 2013. The Plan should be reviewed every five years and an annual status report shall be provided. The City of Mississauga Multi-Year Accessibility Plan (2012 – 2017 Initiatives) was adopted by Council on March 7, 2012.

In December 2012, the IASR was amended to include new standards governing the design of public spaces in the built environment (mainly outdoor elements). As a result, the 2013 Annual Report includes a number of new projects under “Accessible Built Environment Initiatives”. On December 27, 2013, Ontario Regulation 368/13 was filed to amend the new 2012 Building Code, O.Reg. 332/12. The effective date of the amendment is January 1, 2015. The amended requirements will substantially enhance accessibility in newly constructed buildings and existing buildings that are to be extensively renovated (mainly indoor elements).

The Report summarizes the achievements the City of Mississauga has made in 2013, in reference to the various projects associated with the prevention and removal of barriers to persons with disabilities that live, work, and travel in the City of Mississauga. Projects listed in the Accessibility Plan are captured under these headings: General Initiatives (for example: strategic/master plans, training, procurement, policy, communication strategy, awards, events), Accessible Customer Service Initiatives, Accessible Information and Communication Initiatives, Accessible Employment Initiatives, Accessible Transportation Initiatives, and Accessible Built Environment Initiatives. Additional accessibility successes (not captured under the projects listed in the Accessibility Plan) are listed on page 37 of the Report.

MiWay’s 2013 Annual Accessibility Report is included as an appendix to the City of Mississauga 2013 Annual Report of the Multi-Year Accessibility Plan.

COMMENTS:

The City of Mississauga Accessibility Staff Working Group, IASR Project Team (staff), IASR Steering Committee (Directors), other staff across the Corporation, and the Mississauga Accessibility Advisory Committee (AAC) have been working diligently to comply with the

The bulk of the work in 2013 was on the implementation of requirements in the IASR.

Some of the major highlights over the past year include:

- Snoezelen Recreation Swim Program implemented at Malton Pool.
- Next step to Active Living Program (a day program for adults with physical disabilities at Huron Park and South Common Community Centres) received a 3 year Accreditation from CARF - Commission on the Accreditation of Rehabilitation Facilities.
- Accessible Document Training implemented for all staff.
- Development and delivery of IASR training to over 5000 staff, volunteers and vendors, including the creation of a customized on line e-learning module, as well as amendments made to recruitment and selection processes.
- Accessibility improvements to 11 buildings. For example, Holcim Waterfront Estate, Civic Centre (17 automatic door operators, committee room washroom upgrades, C Banquets, C Café).
- Accessible picnic tables were added to 11 parks.
- Lakefront Promenade Splash Pad Redevelopment and Playground retrofit resulted in accessibility improvements and 11 playground redevelopments implemented improved accessibility features and/or added accessibility features. For example, accessible swings, accessible surfaces, connecting pathways.
- The Riverwood Conservancy Enabling Garden (a hands-on accessible teaching garden) and MacEwan Terrace Garden celebrated its official opening.
- MiWay installed 50 new bus pads to make access to transit more convenient and accessible, and made their website more accessible. Note: All MiWay buses and routes became accessible in 2012.

For 2014 and beyond, staff will continue to implement the requirements in the IASR, including the new accessible built environment requirements in the IASR (Design of Public Spaces Standards), which were effective as of January 1, 2013, with a compliance date of 2016. The Mississauga Accessibility Design Handbook (first approved by Council in 2005, and updated in 2007) will need to be reviewed and updated in order to comply with the new accessible built environment standards. This will include both the Design of Public Spaces Standard and the new building code amendments. This is a new project for 2014 that has been added to

amendments. This is a new project for 2014 that has been added to the Accessibility Plan.


At the February 3, 2014 AAC Meeting, the AAC supported the 2013 Annual Report of the Accessibility Plan, and MiWay's 2013 Annual Accessibility Report.

STRATEGIC PLAN: Accessibility planning is mainly captured in the City's Strategic Plan, under the Belong Pillar, with the Strategic Goal: "Ensure Affordability and Accessibility", and "Support Aging in Place". Accessibility planning is also part of the Move Pillar, with improvements to MiWay.

FINANCIAL IMPACT: Divisional budgets incorporate accessibility planning and related accessibility expenses into their regular budget and business planning process. For additional unknown expenses, such as the cost of a sign language interpreter for an interview or a public meeting, a unique cost element has been set up in the Finance Division for tracking purposes.

CONCLUSION: The City of Mississauga has accomplished much with accessibility planning at the City of Mississauga, but there is still a lot of work to do. Staff will continue to implement the IASR requirements, including the new accessible built environment requirements.

ATTACHMENTS: Appendix 1: City of Mississauga 2013 Annual Report of the Multi Year Accessibility Plan, February 4, 2014
Appendix 1(a) MiWay 2013 Annual Accessibility Report, December 2013



Gary Kent
Commissioner of Corporate Services and Chief Financial Officer

Prepared By: Diana Simpson, Accessibility Coordinator

CITY OF MISSISSAUGA

2013 Annual Report of the Multi-Year Accessibility Plan

**Contact: Diana Simpson, Accessibility Coordinator at 905-615-3608, TTY: 905-615-3411,
diana.simpson@mississauga.ca**

This Report is available in alternate accessible formats, upon request.

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City of Mississauga
2013 Annual Report of the Multi-Year Accessibility Plan

February 4, 2014

Executive Summary:

This Annual City of Mississauga Accessibility Plan Report has been prepared in accordance with the *Ontarians with Disabilities Act* (ODA, 2001) and the *Accessibility for Ontarians with Disabilities Act* (AODA, 2005) and represents the City's 11th Annual Report.

The Report summarizes the achievements the City of Mississauga has made in 2013, in reference to the various projects associated with the prevention and removal of barriers to persons with disabilities that live, work, and travel in the City of Mississauga. Essentially, by removing barriers for persons with disabilities, we are removing barriers for everyone!

Additional accessibility successes that are not directly related to the projects listed in the Multi-Year Accessibility Plan (2012-2017 Initiatives) and the Integrated Accessibility Standards Regulation (IASR) Implementation Plan are listed towards the end of the report.

The Multi-Year Accessibility Plan (2012-2017 Initiatives, dated January 26, 2012), as approved by Council in March, 2012, launched the City's new approach to accessibility planning. The Plan follows a new format from previous City of Mississauga Accessibility Plans, by listing projects that are associated with each set of accessibility standards under the *Accessibility for Ontarians with Disabilities Act* (AODA). This includes the projects associated with the implementation of the Integrated Accessibility Standards Regulation (IASR).

MiWay's 2013 Annual Report outlines the improvements made to the system in 2013 and can be found by accessing MiWay's website. This report is also included as an Appendix to this 2013 Annual Report of the Multi-Year Accessibility Plan.

With the (IASR) being passed in 2011, and amendments being added in 2012 (Design of Public Spaces Standard), the City's main focus for accessibility planning for the next few years is on the implementation of the requirements in the legislation.

The legislation covers general, information and communication, employment and transportation requirements. Within the general requirements of the IASR is reference to Accessibility Plans. Accessibility Plans are to be reviewed at least once every five years, and municipalities are to prepare an annual status report on the progress of measures taken to implement the strategy referenced in the Accessibility Plan.

In December 2012, the Ministry of Community and Social Services amended the IASR, under the *Accessibility for Ontarians with Disabilities Act* (AODA), to include new standards governing the design of public spaces in the built environment. The standards outline new requirements for municipalities to incorporate into the design of the following public spaces beginning in 2016. Note, however, that these requirements apply to contracts signed after January 1, 2013:

1. Recreational Trails and Beach Access Routes
2. Outdoor Public-Use Eating Areas (e.g. rest stops or picnic areas)
3. Outdoor Play Spaces (e.g. playgrounds)

City of Mississauga
2013 Annual Report of the Multi-Year Accessibility Plan

February 4, 2014

4. Exterior Paths of Travel (e.g. sidewalks, ramps, stairs, curb ramps, accessible/audible pedestrian signals)
5. Accessible parking (on and off-street)
6. Obtaining Services (e.g. services counters, waiting areas)
7. Maintenance (of accessibility-related equipment and features in public spaces).

In this 2013 annual report a number of new projects have been added under the category: "Accessible Built Environment Initiatives" (starting on p 31) to reflect these new (mainly outdoor elements) built environment requirements. On December 27, 2013, Ontario Regulation 368/13 was filed to amend the new 2012 Building Code, O.Reg. 332/12. The effective date of the amendment is January 1, 2015. The amended requirements will substantially enhance accessibility in newly constructed buildings and existing buildings that are to be extensively renovated (mainly indoor elements). For further details go to the Ministry of Municipal Affairs and Housing website.

To review details of the Design of Public Spaces Standards go to the provincial government e-laws site.

The AODA and its standards apply to private, public and non-profit organizations, with various compliance timelines between 2011 and 2025.

The City of Mississauga consults with the Mississauga Accessibility Advisory Committee (AAC) which advises, recommends and assists the City in promoting and facilitating a barrier-free Mississauga for citizens of all abilities (universal accessibility) including persons with disabilities. Their role is to review municipal policies, programs and services and to assist with the identification, removal and prevention of barriers faced by persons with disabilities.

The City of Mississauga Accessibility Staff Working Group, IASR Project Team (staff), IASR Steering Committee (Directors), other staff across the Corporation, and the AAC have been working diligently to comply with the legislation and implement accessibility improvements.

This Annual Report and the Multi-Year Plan demonstrates the City's commitment to making accessibility a part of everyday business. Barriers have been removed in many areas including: City owned buildings, parks, transportation services, recreation services, and the development of policies that promote inclusion.

City of Mississauga
2013 Annual Report of the Multi-Year Accessibility Plan

February 4, 2014

Project Title	Description	Time Frame	Lead Department	Achievements/Next Steps
General Initiatives				
Multi-year Accessibility Plan (IASR, 4)	<p>An outline of the City's strategy to prevent and remove barriers and meet requirements under the <i>Accessibility for Ontarians with Disabilities Act</i>, (AODA) and our obligations under the Accessibility Standards</p> <p>This will include an annual status report on the progress with the initiatives in the Plan.</p>	<p>2012</p> <p>Annual</p>	Corporate Services, Facilities and Property Management, Accessibility Coordinator	<p>The Multi-year Accessibility Plan was approved by Council on March 7, 2012.</p> <p>This 2013 Annual Report of the Accessibility Plan is the second report under, under the 2012-2017 Multi-Year Accessibility Plan.</p> <p>Past Annual Accessibility Plans (since 2003) and the Multi- Year Accessibility plan can be found on the City's "Accessibility - Removing Barriers" website.</p>
Inclusion of Accessibility Planning in the City's Strategic Plan, Departmental and Master Plans.	<p>Ensure that all city-wide planning projects are reviewed with an accessibility lens; for example:</p> <ul style="list-style-type: none"> • The City's Strategic Plan: Our Future Mississauga. • Older Adult Plan • Youth Plan • Mississauga Transitway Project • Hurontario/Main Street Master Plan (LRT) • Inspiration Lakeview Project • Inspiration Port Credit • Downtown 21 Master Plan • Credit River Parks Strategy • Cycling Master Plan • Future Directions: Master Plan for Recreation, Library, and Parks and Natural Areas • Information Technology Strategic Plan • Mississauga Official Plan • Economic Development Strategy • Living Green Master Plan • Communications Master Plan 2012 	Ongoing	Corporate Services, Facilities and Property Management, All Departments in collaboration with Accessibility Coordinator	<p>Many city-wide planning projects are reviewed annually in conjunction with the City's Strategic Plan, under these pillars: Move, Belong, Connect, Prosper and Green.</p> <p>These are some of the highlights that are related to accessibility under each Pillar:</p> <p>Move:</p> <p>-The first Transportation Committee (consisting of all members of Council) was held on Sept. 3, 2013. A presentation was made at their first meeting with the following highlights that relate to accessibility for persons with disabilities:</p> <ul style="list-style-type: none"> • New initiatives such as traffic calming and complete streets are examples of ways to improve road network capacity and efficiency without necessarily increasing road widths • The major projects planned over the next 25 years include: Mississauga Transitway (a dedicated east-west transitway across Mississauga), the Hurontario-Main LRT, the Union Pearson Express and in the longer term, enhanced two way GO rail service and the Dundas Street BRT. • Preliminary design for the <u>Hurontario-Main LRT</u> is underway. • <u>Mississauga Transitway</u> is underway. Phase 1 from the City Centre to Dixie Station is expected to be open in spring 2014.

City of Mississauga
2013 Annual Report of the Multi-Year Accessibility Plan

February 4, 2014

Project Title	Description	Time Frame	Lead Department	Achievements/Next Steps
	<ul style="list-style-type: none"> Waterfront Parks Strategy Sport Plan 			<ul style="list-style-type: none"> Transit technological improvements such as Next Stop announcements improves the quality of service for all passengers The sidewalk network is being expanded to increase pedestrian accessibility to the transit system The implementation of the <u>Mississauga Cycling Master Plan</u> has resulted in an increase of boulevard multi-use trails, off road trails and on-road bikeways The City is working to develop a Downtown Movement Plan, a 10 Year Transit Strategy and a 5 Year Transit Service Plan Putting pedestrians first is one of the key objectives in these plans. <p>Belong: -Housing Choices: <u>Mississauga's Affordable Housing Strategy</u> and Action Plan is underway. For further information, see update below on p. 30 of this document. -the <u>Driveway Windrow Snow Clearing Program</u> is now a permanent program for older adults 65+ and people with disabilities. For some eligible residents, the service is free, for others there is a \$200 fee. The Program is in effect from November 25, 2013 to March 7, 2014. There are 108 residents registered for this season's program</p> <p>Connect: -With input from the community and landowners <u>Inspiration Port Credit</u> will weave together public and private planning for the future of Port Credit's waterfront. Accessibility Planning and participation of Accessibility Advisory Committee members into the discussion is welcomed. --Click on this link for an update on what is happening with the <u>Inspiration Lakeview Project</u> – a development project for the eastern waterfront. -In February, 2013, Council voted to approve a new planning framework for the City's <u>Downtown 21 Master Plan</u> . Downtown 21 describes an urban centre that is desirable for all Mississauga residents, as well as businesses</p>

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City of Mississauga
2013 Annual Report of the Multi-Year Accessibility Plan

February 4, 2014

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Project Title	Description	Time Frame	Lead Department	Achievements/Next Steps
				<p>and their employees. It will be a collection of walkable neighborhoods, each with its own character, and easily accessible by transit.</p> <p>Prosper: -Planning is well underway for Phase II of <u>Sheridan College's Hazel McCallion</u> campus. The project is currently under RFP process with clear requirements for universal access. This project is being funded by Infrastructure Ontario. -Through the 2011-2020 business planning process, a capital budget was established for repairs and adaptive reuse of existing and new cultural facilities.</p> <p>Green: -The City's <u>Natural Heritage & Urban Forest Strategy</u> was completed in January 2014. The strategy is scheduled to go to General Committee for Council approval in February 2014. The primary objectives of this project are to identify opportunities for building on existing initiatives for protecting, enhancing, restoring and expanding the City's Natural Heritage System and Urban Forest; and to provide the City guidance and tools to pursue recommended opportunities. -Council approved the <u>Credit River Parks Strategy</u> on September 18, 2013. As a 25 year master plan for the City's owned and managed parkland and natural areas along the Credit River, the strategy sought to recognize opportunities for universal accessibility throughout the document and concept plans including, but not limited to the following:</p> <p>The importance of "Universal Accessibility" was featured prominently within the Principles of the Plan. Although it was recognized that the extent of the proposed park system and the complexity of topography cannot provide for continuous accessibility throughout the system, the following design considerations have been recommended for incorporation as appropriate:</p> <ul style="list-style-type: none"> • Provide for the passing/tandem use of wheelchairs.

City of Mississauga
2013 Annual Report of the Multi-Year Accessibility Plan

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Project Title	Description	Time Frame	Lead Department	Achievements/Next Steps
				<ul style="list-style-type: none"> • Provide clearances beside benches for wheelchairs and strollers. • Major commuter pathways should be maintained for winter use. • Way-finding at entrance points should clearly identify accessible opportunities for both trails and destinations. • Automated/audio signage would assist visually impaired. • Scent gardens for people with visual disabilities. <p>The Economic Development Strategy represents the overall vision and desired outcomes from a strategic planning process and presents a view of the type of community that Mississauga could become – where the development and attraction of talent is central to success, where the City is recognized for its innovation and leadership in an emerging economy, and where the City itself is promoted nationally and internationally for its capabilities and success. Click on the link for more information about Mississauga's Economic Development Strategy.</p> <p>Here are a couple of achievements stemming out of the City's Older Adult Plan:</p> <p>-Council approved the formation of an Older Adult Advisory Panel. This panel will provide advice and support in these areas:</p> <ul style="list-style-type: none"> • Co-ordinate the annual Older Adult Educational Symposium • Assist in planning Senior Month activities in June 2014 • Provide input to Future Directions (refresh of Master Plans for services including Recreation, Fire and Emergency Services, Parks and Forestry and Library) focussing on a community physical space review for current and future needs • Help the City pursue designation as an Age Friendly City from the World Health Organization (WHO)

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				<p>- Two full days of training was held for 150 key community centre staff and Older Adult group leaders in November and December 2013. Some of the training objectives included:</p> <ul style="list-style-type: none"> • To learn about the aging process, through an aging experiential workshop, which included experiencing various disabilities • Leadership training • Learning about community resources available for seniors in Mississauga and Peel <p>The Youth Plan Vision states: "Mississauga is a youth and young adult friendly city that is respectful, inclusive and forward thinking; a city where youth are meaningfully engaged and thrive as equal members of the community. The Youth Plan includes a list of social service organizations that assist youth when needing to talk to someone or just need more information.</p> <p>Below is a summary of some key achievements under the <u>Future Directions Master Plan</u> for Recreation, Library, and Parks & Natural Areas:</p> <p>In general, over the last year we continue to implement the 2009 recommendations contained in the master plans. For Recreation, we continue to enhance our service delivery model to include more diverse and accessible programs (with supporting equipment and amenities). We have elevated our therapeutic recreation programs to become its own line of business where we endeavour to grow this area to provide more therapeutic services and programs to residents. We have further enhanced our marketing efforts to better promote our wellness and therapeutic programs making it easier for individuals to access information online through our therapeutic website and in our special edition therapeutic active life brochure.</p> <p>Our inventory has expanded to include a new program at Malton Pool – a Snoezelen Recreational Swim program for persons with disabilities. The</p>

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Project Title	Description	Time Frame	Lead Department	Achievements/Next Steps
				<p>therapeutic pool in Malton is equipped with ceiling lift tracks, height adjustable change tables, accessible ramps, water wheelchairs and wheelchair to water lifts. The temperature of the therapeutic pool is kept at 33C/92F. This specialized swim program offers gentle stimulation with a multi-sensory experience using lights, sounds and textures combined with the soothing effects of warm water. Snoezelen is widely used in education and care settings for children with disabilities and autism spectrum disorders, for people with mental illness, those in chronic pain, acquired brain injury and dementia. Staff training has been provided by Holland Bloorview Children's Rehabilitation Hospital. In August, 2013, 3 free try-it sessions were offered to the public.</p> <p>The Next Step to Active Living Program (a day program for adults with physical activities which takes place at South Common Community Centre and Huron Park Recreation Centre) received a 3 year Accreditation from CARF (Commission on the Accreditation of Rehabilitation Facilities) International. We also continue to partner with health care providers to deliver therapeutic programs in our facilities.</p> <p>Our playground maintenance is now seeing the gradual removal of the use of sand bases and replacement with wood chips which is more accessible for those individuals with mobility challenges.</p> <p>Please note as well the Future Directions master plans are currently being reviewed with the view to finalize by June, 2014.</p> <p>"The City of Mississauga is a two-way communications organization" is the vision outlined for the City in the Communications Master Plan.</p> <p>Communications and engagement performed as part of the background research for the Plan adhered to this vision. The Accessibility Advisory</p>

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Project Title	Description	Time Frame	Lead Department	Achievements/Next Steps
				<p>Committee was one of the many stakeholder groups consulted. Legislated accessibility standards in the area of communications and information are identified as one of the key factors contributing to the need for a communications master plan. The internet is identified in the plan as the most important channel for providing information to residents about City plans, programs and services. The AODA and its regulations outline specific standards the City must meet in the area of website and electronic information.</p> <p>Thinking from the customer's perspective – a key theme of the plan – includes a commitment to 'design and deliver communications that reach residents where, when and how they live'. A commitment to communicating effectively with all citizens, including people with disabilities, is evident throughout the plan. For example, 'accessible' is one of the ten standards and values identified by the plan. Respectful, clear and user-friendly are also important standards and values identified that can enhance accessibility.</p> <p>Plain or clear language training began in 2013 with Communications Division. The Division will be coordinating training with other City staff in 2014.</p> <p>Accessible Communications resources and reference materials developed by the City are now available on the City's Accessibility intranet site for all City staff, with the addition of materials provided by the province in 2013 ('Making Information Accessible').</p> <p>Mississauga City Council endorsed the City's first Sport Plan in July, 2013. The Mississauga Sport Plan is a 5 year strategic plan for the City to work more closely with community sport organizations and with the Mississauga Sport Council to make better use of capacity in existing sport facilities and to encourage lifelong participation in sport and physical activity for residents of all ages, interests and abilities. The Sport Plan has 40 recommendations and focuses on seven areas, including: "Sport for All - Develop programs, services</p>

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				and funding that include everyone and reduce barriers for those who want to participate in sports." Another area of focus in the Sport Plan is Sport Tourism. One of the recommendations under this section is to "Create a community engagement plan to support the Pan Am and Para Pan Am Games."
"Accessibility Impact" Section in Corporate Reports	To prepare a proposal regarding the inclusion of a section called "Accessibility Impacts" in Corporate reports to the Leadership Team, Committees of Council, and Council that would describe actions taken to ensure that staff review proposed projects, for any positive or negative impact on People with Disabilities and seniors.	2014	Corporate Services, Facilities and Property Management, Accessibility Coordinator	Implementation of this "project" has not yet started. The plan is to move forward with research for this proposal, which will entail Corporate Policy amendment if approved.
Inclusion of Persons with Disabilities into existing Committees	To encourage persons with disabilities or representatives of persons with disabilities to become members of City of Mississauga committees. To encourage persons with disabilities to be members of various Committees of Council (next Municipal Election).	Ongoing 2014	Corporate Services, Facilities and Property Management, Accessibility Coordinator	Since up to 20% of the population consists of persons with disabilities, it is inevitable that there will be persons with disabilities on various committees. Here are some examples where persons with disabilities or representatives are involved in Mississauga committees: <ul style="list-style-type: none">• A member of the Public Vehicle Advisory Committee was a past member of the Accessibility Advisory Committee.• A Region of Peel AAC member is a member of the Mississauga Library Board.• The Meadowvale/River Grove Youth Advisory Committee has a member with a physical disability. Accessibility Advisory Committee (AAC) members participate actively in various city public meetings and surveys.

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				This item will be implemented more closely during the recruitment process for membership in the various Committees of Council.
Policy Review and development of a statement of commitment to accessibility. (IASR, 3)	<p>Develop and maintain policies about how the City will achieve accessibility through meeting the requirements in the AODA, including the Integrated Accessibility Standards Regulation (IASR) and Accessible Customer Service Regulation (ACSR)</p> <p>Review and revise as required, policies related to procurement; alternate formats and communication support; recruitment; employee accommodation; workplace emergency response; disability management and return to work; performance management; career development and employee redeployment.</p> <p>This includes the regular three year review of existing Corporate policies with an accessibility lens.</p>	<p>2012/2013</p> <p>2013</p> <p>On-going</p>	<p>City Manager's Office, City Strategy and Innovations, Corporate Policy Analyst</p>	<p>Mississauga City Council approved an update to the Accessibility policy on June 17, 2013, to include the Built Environment. The policy includes the City's statement of commitment and outlines the requirements developed under the <i>Accessibility for Ontarians with Disabilities Act, 2005</i>, specifically Ontario Regulation 429/07; the Accessibility Standards for Customer Service and Ontario Regulation 191/11, the Integrated Accessibility Standards (IASR). The policy also describes the framework for how the City will comply with the requirements. All City Corporate Policies and Procedures, by-laws, standards and guidelines must comply with the standards developed under the AODA.</p> <p>The Rehabilitation and Return to Work Policy has been revised to include expanded information on the return to work process and documented individual accommodation plans. The policy has also been renamed Short Term and Long Term Accommodation. The policy revision was adopted by Council on December 11, 2013.</p> <p>The City's recruitment policies are currently under review to ensure that each individual's accessibility needs are considered in all aspects of the recruitment process. These policies include: Position Authorization; Temporary Transfers; Job Postings and Advertisements; Candidate Selection Process; and Handling Applications.</p> <p>Policies related to the built environment/design of public spaces are being reviewed to ensure they meet the requirements of the IASR. The following policies have been revised to date: Community Garden Site Selection and Employee Paid Parking. Other policies under review are: Construction of Walkways; Pedestrian Crosswalks; and Sidewalk Requirements.</p>

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By-Law Review	Review and revise City by-laws with an accessibility lens. Existing and new City by-laws need to incorporate the Regulations under the AODA. For example, Traffic By-Law, Parks by-law, Signage By-law, Golf By-law etc...	Ongoing	All Departments in conjunction with the Accessibility Coordinator	A plan to monitor by law reviews will be developed.
Procurement Process ensures the acquisition of accessible goods, services or facilities. (IASR, 5,6)	Develop a process to incorporate accessibility criteria and features when procuring or acquiring goods, services, or facilities. This will include accessibility features when designing, procuring or acquiring self-service kiosks.	2013	Corporate Services, Materiel Management, Senior Buyer	<p>The Contract Managers Guidebook was developed at a high level to provide Contract Managers advice on what accessibility means to procurement. The Guidebook includes a checklist to be followed when planning and conducting procurements. This Guidebook is posted on the Materiel Management and the Accessibility intranet sites.</p> <p>The Procurement Request Form (PRF) includes a statement: "Are there 'Accessibility' requirements that impact this procurement?"</p> <p>An additional resource titled: Accessibility, Moving the Obligations in Procurement is available on the Materiel Management intranet site for staff to understand how to incorporate accessibility design, criteria and features into procurement.</p> <p>Work with Legal Services is ongoing to ensure procurement agreements incorporate accessibility requirements language.</p> <p>The Breaking Down Barriers: Understanding the Integrated Accessibility Standards Regulation (IASR) booklet is being sent out to key vendors who are service providers to the public on the City's behalf.</p> <p>2013/2014 IASR Staff Training further reinforces this requirement.</p>



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Training on the IASR and Human Rights Code. (IASR, 7)	<p>Develop, deliver and coordinate mandatory accessibility training applicable to all employees, volunteers and 3rd parties (i.e. face-to-face, e-learning, job-aids) and communication tactics.</p> <p>Team 300 and functional areas responsible for delivering on the standards will need to receive more in-depth training appropriate to the duties of the employee group.</p>	2013 - 2014	Corporate Services, Human Resources, Manager, People Planning/Organizational Development Consultant	<p>Formed a cross-functional Training Resource Team to provide input into the development of the training and to assist in the delivery of the training including: Transit Training; Health & Safety; Recreation Standards and Training; Fire and Emergency Services Training; F&PM Corporate Security.</p> <p>Developed, delivered and coordinated City customized mandatory accessibility training applicable to all employees (i.e. face-to-face, e-learning, job-aids) and communication tactics to support the implementation of training.</p> <p>Developed additional Manager/Supervisor training to support the successful implementation of IASR standards, in particular elements of the Employment standard.</p> <p>Functional areas such as procurement, information and technology, library services, communications, transit and enforcement have provided training appropriate to the duties of the specific employee group participating in these service areas.</p> <p>Volunteers and 3rd Parties vendors receive communication and the AODA IASR training booklet to complete the mandatory accessibility training.</p> <p>Mayor, Members of Council and Committees of Council receive communication and the AODA IASR training booklet to complete the mandatory accessibility training</p>
Communication Strategy	<p>Continued implementation of a communication campaign to increase awareness of accessibility issues and to inform staff and the public about issues related to persons with disabilities.</p> <p>Ongoing tactics to be implemented such as: news</p>	On-going	Corporate Services, Communications, Public Affairs Specialist	<p>The City's Accessibility Communications Strategy supports the City's Accessibility Plan.</p> <p>As the Plan is largely focussed on planning for and implementing the standards outlined in the AODA's regulations, the communications plan outlines a strategy and tactics designed to ensure that residents understand</p>

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	<p>releases, articles in Councillors' newsletters, City Managers sessions, e-newsletters, Network articles, highlight International Day of Persons with Disabilities, website information.</p> <p>Development and implementation of a communication plan regarding the Integrated Accessibility Standard.</p>	2011 - 2015		<p>accessibility improvements the City has made (including those required by legislation) and that staff are aware of their responsibilities, associated training opportunities and resources available to ensure the City complies with requirements.</p> <p>Communications will be bundled into general accessibility information to be rolled out twice per year for staff and the public: in late May/early June during National Access Awareness Week, and in early December on International Day of Persons with Disabilities.</p> <p>Achievements in 2013 include:</p> <ul style="list-style-type: none"> -Awareness activities for the annual Accessibility Plan, and the Integrated Accessibility Standards Regulation (January and February 2013) - Accessibility Awareness Week in June 2013 encouraged continued Exceptional Accessible Customer Service by City staff by highlighting the City's award winners. -Updates to both the external website and internal intranet site for International Day of Persons with Disabilities (December 2013) to ensure staff and the public have easy access to the information they need about accessibility in the City. -Public information activities focussed on encouraging public input into accessible taxi services in the City. -Staff communications focussed on ensuring all staff completed training on the IASR, and had access to new information on the City intranet website about IASR standards that became effective on January 1, 2014. <p>Next Steps for 2014:</p> <p>Continue and expand plain language training. Communicate opportunities for job-specific training as required</p>

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Accessibility Awards	<p>The integration of accessibility criteria into existing City of Mississauga internal awards programs.</p> <p>Investigate partnering with a community based organization for the implementation of an accessibility awards program.</p>	<p>2013/ Ongoing</p> <p>2015</p>	<p>Corporate Services, Facilities and Property Management, Accessibility Coordinator</p>	<p>The 2013 Exceptional Accessible Customer Service Awards were given out at the National Access Awareness Event held in June 2013. These awards were given out:</p> <ul style="list-style-type: none"> -Hassan Wadi, Personal Trainer at Malton Community Centre, who went beyond the call of duty in training a client who uses a wheelchair. -Jann Bower, an Operations staff person and Concession Supervisor at Mississauga Valley Community Centre worked with a group of adults with intellectual disabilities from Community Living Mississauga to plant a garden at the front of the building. -Lakefront Parks Depot Maintenance Team (Brent Lake, Brian Dickie, Tony Giannone, Robert Tramsek, Paul Schlatman, Lisa Ricciardi) implemented a plan and to make some of the picnic tables at Lakefront Promenade Park more accessible. <p>Holcim Waterfront Estate was awarded "The Credits" an Award of Excellence for Adaptive Reuse of a Heritage property by Heritage Mississauga and Mississauga Heritage Advisory Committee – an award that recognizes excellence in the preservation, restoration and enhancement of a cultural heritage property. This project was also nominated for a Heritage Universal Accessibility Design Award.</p> <p>Mississauga Fire Station 106 and Peel Regional Paramedic Satellite Station received the Award of Excellence for 2013 <u>Mississauga Urban Design Awards</u>. These awards incorporate accessibility into the judging criteria.</p> <p>These facilities were built following accessibility design guidelines.</p>
National Access Awareness Event	Plan and implement an event to support National Access Awareness Week (last week of May/first week of June).	Every 2 years.	Corporate Services, Facilities and Property Management,	The 2013 National Access Awareness Event was held on June 17, 2013. The event featured the NFB film: "Shameless The Art of Disability" – a film about living with a disability by Bonne Sherr Klein. After the screening, members of the City's Accessibility Advisory Committee shared some personal

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			Accessibility Coordinator	<p>experiences. Displays with information to show what the City has been doing to improve accessibility in Mississauga were available as well.</p> <p>The Exceptional Accessible Customer Service Awards were given out at the 2013 Event – see details above.</p> <p>A City of Mississauga National Access Awareness Event has been held every year for the past 5 years. The City of Mississauga will now be hosting this event every two years. Therefore, the next National Access Awareness Event will be held in 2015.</p>
Accessible Customer Service Initiatives				
Accessible Customer Service Training Regulation (Regulation: Accessibility Standards for Customer Service, 6)	Monitor the sustainment plan for Accessible Customer Service Training for staff, volunteers and 3 rd party agencies, in order to continue to comply with the Accessible Customer Service Regulation, under the Accessibility for Ontarians with Disabilities Act (AODA).	Ongoing	Corporate Services, Facilities and Property Management, Accessibility Coordinator and Human Resources, Talent Management	<p>On an ongoing basis, new full and part time staff, and volunteers receive Accessible Customer Service training.</p> <p>Specific targeted training sessions or meeting discussions regarding serving customers with disabilities is available upon request.</p>
Accessible Elections	<p>Review of elections manuals, training, technology and software in preparation of the October 2014 Municipal Election.</p> <p>Implementation of the work plan for the 2014 Municipal Election.</p>	2012-2014	Corporate Services, Office of the City Clerk, Director, Legislative Services and Clerk	<p>Elections manuals, training, technology and software will be finalized by summer 2014 in preparation for the October 2014 Municipal Election.</p> <p>Voting locations will be audited for accessibility. There will be hall monitors and accessible voting equipment available.</p>
Accessible Information and Communication Initiatives				
Accessible Formats and Communication	<p>Review relevant policies.</p> <p>Reinforce Accessible Customer Service Training</p> <p>Develop Vendor list.</p>	2014	Corporate Services, Communications,	Public information materials include the standard message: If you require this information in an alternate format, please call 3-1-1 (905-615-4311 if outside city limits).

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Supports (IASR, 12)	Develop guidelines for accessible public information materials.		Senior Communications Advisor	<p>Accessible Document Training will continue to be provided to staff in 2014, this includes how to create accessible PDFs. Initial training sessions began in February 2013. An Accessible Documents Reference Guide was compiled to accompany the in-class training, and is also available on the staff intranet site.</p> <p>At the annual City Manager's Leadership Conference, an exhibit was put together to educate all staff about how to create accessible electronic and print documents.</p>
Accessible Feedback Processes (IASR, 11)	Develop accessible on line feedback processes in addition to other methods.	2013	Corporate Services, Communications, Senior Communications Advisor	<p>Current feedback processes are accessible and allow residents to provide feedback in a variety of methods (i.e. e-mail, phone, TTY, in person).</p> <p>The City provides accessible online feedback mechanisms as well as alternate communication supports. Awareness activities on accessible forms will continue in 2014.</p>
Accessible Website and Web Content (IASR, 14)	<p>Include accessibility in upgrades. Review online applications such as Connect2Rec/Click n' Ride/Library Catalogue, intranet. Review the provision of a user friendly selectable font size icon on the City's website.</p> <p>Provide training on how to create accessible documents.</p> <p>Develop quick tips for web authors.</p>	<p>2013 WCAG 2.0 Level A,</p> <p>2012 web content</p> <p>2021 WCAG 2.0</p>	Corporate Services, Information Technology, Manager Departmental Systems, IT	<p>Budget has been approved for an accessibility analysis and review of the City's website.</p> <p>Conducting ongoing accessibility evaluation of the City's website. Website accessibility improvements will coincide with the City re-branding project.</p> <p>Accessible Document Training will continue to be provided to staff in 2014, this includes how to create accessible PDFs. Initial training sessions began in February 2013.</p> <p>At the annual City Manager's Leadership Conference, an exhibit was put together to educate all staff about how to create accessible electronic documents.</p>

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	Ensure website conforms to WCAG 2.0 Level AA, excluding live captioning and audio description	Level AA		Office 2010 Corporate wide training incorporated brief information about accessible document creation. MS Word 2010 and other Office applications have a built in Accessibility Checker feature. Accessibility Tip Sheets are available on the internal accessibility website. Other tip sheets are in process.
Library Services (IASR, 19)	Information about the availability of accessible materials is publicly available in accessible formats or with communications supports upon request	2012	Community Services, Library Services, Area Manager Library Services	<p>Information regarding library collections and services for people with disabilities is available on the City's Library website</p> <p>Materials and services include: large print books, closed captioned DVD's, downloadable books and audio books, an Optelec magnifier, and Homebound Services.</p> <p>A new on-line Library Catalog was made available in December 2012 with the contract requirement to conform to IASR requirements as part of the procurement of the Library system.</p>
Accessible Employment Initiatives				
Employee Accommodations Recruitment planning, screening and selection process provides accommodations. Accommodations are provided to employees.	Revise policy and work processes for recruitment; workplace emergency response; employee accommodation; disability management and return to work; performance management; career development and employee redeployment. Develop targeted training for all Human Resources staff, Managers/Supervisors, and all employees on the changes to policy and process as a result of the employment standards. Communicate employment policies and processes to	2013	Corporate Services, Human Resources, Manager, People Planning, and Manager, Employee Health Services	Recruitment, assessment or selection process: <ul style="list-style-type: none"> All job postings include mandatory language informing applicants about available accommodation. AODA Employment - Recruitment Guide developed for all persons conducting recruitment. Developed Essential Duties Worksheet Scripts developed for invite to interview (email & telephone) to inform applicants about available accommodation. Scripts developed for invite to testing (email & telephone) to inform applicants about available accommodation.

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<p>Return to work process with related applicable accommodations is in place.</p> <p>Performance management, career development and redeployment take into consideration the accommodation needs of employees with disabilities. (IASR, 22, 23, 24, 30, 31, 32)</p>	all staff.			<ul style="list-style-type: none"> • Process developed for discussing accommodation with candidate who requests it. Outlined in recruitment guide. • Compiled tools & resources to support accommodations in recruitment process • AODA interview etiquette guidelines developed for use by all persons conducting recruitment. • Accessibility policy includes all elements of the Employment standard regulations. • Revised recruitment policies, as part of the recruitment review. • City IASR mandatory e-learning and face-to-face training includes information regarding recruitment. <p>Notice to successful applicants:</p> <ul style="list-style-type: none"> • Language added to offer letter and offer e-mail templates. <p>Informing employees of supports:</p> <ul style="list-style-type: none"> • Revised Corporate/Dept./Divisional Orientation materials to include information on informing employees of policies on job accommodation. • Policies web page includes the policies related to job accommodation • City IASR mandatory training includes information regarding informing employees of supports. • City Policy update communications process will be used to inform employees of changes to policies. • Information regarding supports are available on the internal Accessibility web page. • Informing employees of supports will be an element of the City IASR Manager training. • All employees will be notified through the Employment Standard

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A workplace emergency response process is in place to include accommodations upon request.				<p>Communication plan tactics.</p> <p>Accessible formats and communication supports for employees:</p> <ul style="list-style-type: none"> • City IASR mandatory training includes information regarding informing employees of supports. • IASR FAQ information sheet available through the internal Accessibility web site outlines the process for requesting accessible formats and communication supports. • City Accessibility Tip sheet on providing alternative formats is available on internal Accessibility web site. • City Tip sheet for the design of Accessible documents & Guide book is available on internal Accessibility web site. • City Tip sheet for Budgeting for Communication supports is available on the internal Accessibility web site. • City Guide to TTY telephone relay communication support is available on the internal Accessibility web site. • City information on booking a sign language interpreter is available on internal Accessibility web site. • Information on resources and responses to frequently asked management questions will be provided to Managers as part of the IASR Manager training. <p>Workplace emergency response information:</p> <ul style="list-style-type: none"> • Process developed to ensure all employees with disabilities can request individual Workplace Emergency Response Information • Workplace Emergency Response Information posters have been distributed and posted in all workplaces. • Workplace Emergency Response Information Communication was

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(IASR, 27)				<p>sent to all staff with information on process to request an accommodation and what to do in an emergency.</p> <ul style="list-style-type: none"> • F&PM, Corporate Security is responsible for on-going Fire Warden training including the process to assist an employee with a disability in the event of an emergency. • On-going communication is included in the twice a year Accessibility events <p>Accommodation Plans and Return to Work Process (RTW):</p> <ol style="list-style-type: none"> 1. Revised Permanent Placement of Disabled Employee Policy to Short and Long Term Accommodation Policy. 2. Revised current Employee Health and Recovery Program (EH&RP) including: <ol style="list-style-type: none"> a. Short Term Disability Business processes, b. Disability forms, c. Return to Work (RTW) Plans- level 1 and 2 d. FAQ- supervisor and employee e. Functional Abilities forms and website. 3. Integrated WSIB within EH&RP by: <ol style="list-style-type: none"> a) Revising and documenting business processes, b) Creating employee and supervisor FAQ, c) Updating website. 4. All employees will be notified through the Employment Standard Communication plan tactics. 5. Physical and Cognitive Demands analysis to be completed by December 2013.

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				<p>6. Incorporated communication into AODA on-line training.</p> <p>7. Creating workshop for Managers on disability management including changes to EH&RP and attendance management.</p> <p>8. Notify union groups on changes to process and provide training where appropriate.</p> <p>9. Incorporated individual workplace emergency response information into RTW plans.</p> <p>:Performance management Process (PMP):</p> <ul style="list-style-type: none"> • Partnered with Compensation & Benefits, Employee Health Services • Process established to incorporate changes as a result of accommodation plans into the PMP agreement in the RTW form for modified work greater than 3 months. • Information related to incorporating individual accommodation plans in the PMP process to be incorporated into PMP manager's guide. • Language regarding the incorporation of accommodation plans into the performance management process has been added to the current Salary Administration Policy. • Performance Management Information will be an element of the IASR Manager training <p>Career development and advancement:</p> <ul style="list-style-type: none"> • Language regarding requesting accessibility accommodations is to be added to all training registration forms (HR, IT, Project Management) • Accommodation plans will be considered when developing career development plans as part of the City's Succession Planning process.

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				<ul style="list-style-type: none"> Language regarding the incorporation of accommodation plans into career development and advancement has been added to the current Salary Administration Policy. <p>Redeployment:</p> <ul style="list-style-type: none"> Language regarding the incorporation of accommodation plans into the redeployment process has been added to the current Salary Administration Policy. The consideration of individual accommodation plans is incorporated into the medical redeployment process.
Accessible Transportation Initiatives				
Information about accessible transit. (IASR, 34)	<p>Ensure information about accessibility equipment and features of buses, routes and services is updated on a regular basis.</p> <p>Ensure this information is made available in an accessible format.</p>	2011/ Early 2012	Transportation and Works, MiWay, Transit Planner	<p>MiWay updated the Accessible Services Guide which contains information on MiWay accessible services, policies and procedures.</p> <p>With all MiWay routes becoming accessible in October 2012, MiWay updated the Guide once again to reflect this information.</p> <p>In December 2012, MiWay also re-designed its <u>Accessible Services webpage</u> to be consistent with the new Accessible Services Guide. The new webpage ensures information is well organized and easily retrievable.</p>
Multi -year Transit Accessibility Plan (IASR, 41, 43, 78)	<p>The Transit Accessibility Plan will be updated every 5 years, and an Annual Report on improvements made on the system will be done.</p> <p>Members of the public will be invited to attend the AAC meeting when the plan is presented.</p> <p>The Plan will include information about the process for managing, evaluating and taking action on customer</p>	2012, Annual	Transportation and Works, MiWay, Transit Planner	<p>MiWay has produced a multi-year Accessibility Plan, and continues to produce an Annual Status Report on progress made within MiWay to make services more accessible.</p> <p>MiWay's Multi-Year Accessibility Plan was adopted by Council on March 7, 2012. The 2011 Annual Report was completed at the same time.</p> <p>MiWay's 2013 Annual Report outlines the improvements made to the system in 2013 and can be found by accessing MiWay's website. This report is also</p>

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	<p>feedback.</p> <p>The Plan will include information about the design criteria in the construction, renovation or replacement of bus stops and shelters; as well as the plan for accessible bus stops and shelters.</p> <p>The procedure for dealing with accessibility equipment failures on buses will be described in the Plan.</p>			<p>included as an Appendix to the 2013 Annual Report of the Multi-Year Accessibility Plan.</p> <p>The Accessibility Plans are presented and supported by City Council as well as the City of Mississauga's Accessibility Advisory Committee at its first yearly meeting, which is open to the public.</p>
Courtesy Seating on buses. (IASR, 49)	The Courtesy seating policy will be revised and a communication plan will be prepared and delivered, along with the new revised Priority Seating decals.	2011/ 2012	Transportation and Works, MiWay, Transit Planner	<p>MiWay revised its existing Courtesy Seating Policy to state that the front seats on all MiWay buses were reserved for passengers with disabilities. New 'Priority Seating' decals were produced and installed on all MiWay buses.</p> <p>A Communication Plan was prepared and delivered through website, event, media releases and print.</p>
Announcements on the bus. (IASR, 52)	Pre-boarding and on-board announcements (visual and auditory) have been implemented on all MiWay buses. The Standard Practice Instruction (SPI) will be revised.	2011/ 2012	Transportation and Works, MiWay, Transit Planner	<p>Automated Announcements were installed on all MiWay buses in 2010.</p> <p>The SPI was revised in 2012.</p>
Service Disruptions (IASR, 35, 47, 50)	<p>Non-functioning accessibility equipment on buses will be repaired as soon as practicable. Revisions to existing policies regarding the steps taken to accommodate persons with disabilities will be done.</p> <p>The SPI regarding "Passenger drop off/pick up after snowfall" will be revised.</p>	2011/ 2012	Transportation and Works, MiWay, Transit Planner	<p>SPI's on service disruptions and boarding at a safe location have been revised.</p> <p>Currently MiWay issues alerts on route detours when they are known in advance. Information is posted online at miway.ca, as well at affected terminals and stops.</p> <p>MiWay staff are working towards improving communication of alerts with customers via social media, i.e. Twitter.</p>

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Taxicabs (IASR, 79)	Include information in the City's Accessibility Plan about consulting with the Accessibility Advisory Committee regarding the proportion of accessible taxicabs in Mississauga.	2013/ 2014	Transportation and Works, Enforcement Division, Manager Mobile Licensing Enforcement	<p>Currently, there are 36 accessible taxicabs for Mississauga.</p> <p>On March 18, 2013 an Accessible Transportation Subcommittee (of the AAC) meeting was held. The Manager, Mobile Licensing described the current situation with respect to accessible taxicab service in Mississauga</p> <p>A public meeting with AAC and the Public Vehicle Advisory Committee was held in June, 2013.</p> <p>A quick review of how other municipalities are implementing the IASR requirement: "to consult with persons with disabilities regarding the proportion of on-demand accessible taxicabs in the community" was conducted.</p> <p>A communication strategy was developed and implemented in December, 2013 to notify residents and visitors to Mississauga to let us know about their concerns regarding accessible taxi service in Mississauga. Feedback can be provided by calling the Customer Call Centre 3-1-1, or if calling outside City limits, call 905-615-4311. Other ways to provide feedback include: public.info@mississauga.ca, TTY: 905-896-5151, Fax: 905-615-4081.</p> <p>We are in the process of preparing the procurement for the consultant for a taxicab and accessible plate review. The plan is to hire a consultant and have a report completed by June of 2014.</p> <p>Another public meeting was held on February 4, 2014 to discuss how taxi licences are issued, including accessible taxi licences, to ensure public needs and taxi service requirements are balanced.</p>
Accessible Built Environment Initiatives				
Continued implementation of	To implement accessibility design criteria for City facilities that would apply to capital projects and for	On-going	Corporate Services, Facilities	The Facility Accessibility Design Subcommittee (FADS) of the AAC provided feedback and advise regarding the following projects in 2013:

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the guidelines in the Mississauga Accessibility Design Handbook.	<p>private developments where applicable through the site plan process.</p> <p>City office space and accommodation renovations will continue to follow the guidelines in the Mississauga Accessibility Design Handbook.</p> <p>The Accessibility Program from Capital Budget will continue to address building accessibility in older buildings.</p> <p>Review of development applications to address external access to the building on the basis of universal design principles.</p> <p>The Provincial Accessible Built Environment Standard will be monitored regarding implications for future city building projects and revisions to the Mississauga Accessibility Design Handbook.</p>		<p>and Property Management, Project Manager</p> <p>Planning & Building, Development and Design, Urban Designer</p> <p>Corporate Services, Facilities and Property Management, Accessibility Coordinator</p>	<ul style="list-style-type: none"> • Don McLean Westacres Outdoor Pool • 12th floor Multipurpose Space, Civic Centre (C Banquets) • Streetsville Main Street Square Redevelopment • Lakeshore-Royal Windsor Hydro Corridor Trail • Meadowvale Community Centre and Library (renovation) • River Grove Community Centre (renovation) • Park Washroom – Pre-design Report <p>Accessibility design is integrated into Facilities & Property Management's capital projects, using the <u>Mississauga Accessibility Design Handbook (MADH)</u>.</p> <p>These projects were completed in 2013</p> <p><u>Holcim Waterfront Estate</u> Provision of accessible parking. Sun/shade alternatives. Main house accessible features include: fully accessible entranceway including provision of door operator, washrooms (2 on each level), lever-type handles for all doors and equipped with an elevator. Access ramp had also been built for the south patio. Coach house also has accessible washrooms.</p> <p><u>Civic Centre</u> Installation of accessible door operators throughout: 17 doors total including P1 & P2 levels. Accessibility upgrades to Committee Room Male & Female washrooms: lower urinals, provision of grab bars, door operators. C Banquets (12th floor multi-purpose space was renovated with colour contrasting, and a portable ramp for the outdoor patio). Completed construction of C Café in the Civic Centre (which included an automatic door operator).</p> <p><u>Frank McKechnie Community Centre</u></p>

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				<p>Accessibility improvements included lowered counter, new hand held shower devices, extra grab bars in an accessible washroom (in family change room).</p> <p><u>South Common Community Centre</u> Accessible improvements on change rooms achieved through colour contrast of finishes, provision of grab bars, improved lighting and fresh acoustic panels for better on-deck sound quality.</p> <p><u>Carmen Corbasson Community Centre</u> Colour contrast achieved by provision of highly visible nosing to main stairs and the stairs leading to Fitness room. New signage installed inside and outside the building following accessible guidelines.</p> <p><u>Tomken Arena</u> Provision of door operators, as well as airport –style washroom access.</p> <p><u>Fire Station 106</u> Completed construction of Fire Station 106 in partnership with the Region of Peel.</p> <p><u>Fire Station 107</u> Replaced all existing door hardware with lever-types and panic push bars where applicable.</p> <p><u>Chappell estate</u> Elimination of step at main vestibule entrance by adjusting entrance slope.</p> <p><u>Hershey Centre</u> Provision of accessible parking spaces.</p>

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				<p><u>Meadowvale Sand Shack building</u> (an office that administers Winter snow operations) was built with accessibility features (accessible washroom, door operators and lowered counter).</p> <p>These projects will be completed in 2014:</p> <p><u>Don McLean Westacres Outdoor</u> (on-going construction with target completion date Mar 2014) The building is dimensioned and laid out in accordance with recommendations from the MADH. Accessible staff and public areas includes the Aquatics staff area and Change Rooms. Accessible washrooms and shower areas included in change rooms. Millwork at the Reception area dimensioned to be accessible. Other accessible features include: provision of accessible parking, and accessible pool area with the addition of ramp.</p> <p><u>River Grove Community Centre</u> (on-going construction with target completion date July 2014) Upgrades to provide accessible approach to building. Provision of universal washrooms at second level and accessible washroom/change room at ground floor that includes benches, lockers, lowered mirrors. Lever-type handles were specified throughout as well as colour contrast on finishes.</p> <p><u>Meadowvale Community Centre</u> (construction will begin in 2014)</p> <p><u>Traffic Management Centre</u> (on-going construction with target completion date May 2014) Provision of interior ramp access to the traffic control centre, upgrade to lever type handles for all new and replaced doors and colour contrast for all new finishes.</p> <p><u>Parks Washrooms</u> (for construction & completion date for 1 to 6 washrooms:</p>

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				<p>2014)</p> <p>Setting design parameters for future park washrooms incorporating accessible designs: signage featuring Universal Symbol of Accessibility, braille signage. Exterior design included for accessible parking, pedestrian linkages, accessible routes and surface treatment e.g. detectable warning surfaces, and accessible entrance. Interior circulation included for accessible door and corridors, while the interior areas have incorporated restrooms equipped with accessible stalls, urinals, sinks and baby changing stations.</p> <p><u>Streetsville Branch Library</u> (for completion early 2014) Installation of passenger elevator capable of accommodating persons in wheelchair and scooter. As well, accessible elevator vestibule.</p> <p><u>Woodlands Library</u> (for completion Spring 2014) Adhering to guidelines in the Mississauga Accessibility Design Handbook.</p> <p>Further plans for 2014 include: -renovation of City Centre Transit Terminal washrooms and wayfinding -accessible information desk at Civic Centre -other facility accessibility projects have been identified for 2014 i.e. various door operators.</p> <p>On December 27, 2013, Ontario Regulation 368/13 was filed to amend the new 2012 Building Code, O.Reg. 332/12. The effective date of the amendment is January 1, 2015. The amended requirements will substantially enhance accessibility in newly constructed buildings and existing buildings that are to be extensively renovated. For further details go to the <u>Ministry of Municipal Affairs and Housing website</u></p> <p>The next step is to revise the Mississauga Accessibility Design Handbook to reflect these changes. A staff team will be developed to work on this project</p>

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				which may include the services of a consultant.
Streetscape Coordinating Committee	To ensure that the Streetscape Coordinating Committee follows universal accessibility planning principles.	2014	Planning & Building, Development and Design, Landscape Architect	Accessibility planning has been included in the Committee Scope. This committee is on hold for now.
Sidewalks for Transit Routes	Installation of accessible sidewalks along remaining accessible Transit routes.	2018	Transportation and Infrastructure Planning Division, Transportation Asset Management, Transportation and Works	<p>The programming of sidewalks is led by Transportation Asset Management in the Transportation & Infrastructure Planning Division, with input from MiWay Service Development in support of transit accessibility. In 2013, approximately 8.5 kilometres of new sidewalks were constructed, with the majority of locations being those that provide connections to MiWay stops and services. As part of this construction, new curb ramps with directional guide lines / grooves were installed at 20 corners.</p> <p>In 2014, the focus of the annual sidewalk program will continue to be transit accessibility improvements and an additional 6 kilometres of new sidewalk construction is being programmed.</p>
Mississauga's Affordable Housing Strategy and Action Plan	Work is underway on Housing Choices: Mississauga's Affordable Housing Strategy and Action Plan. In addition to a Summary of Housing Needs and a Vision and Framework which were received by Council in June, 2011 the City of Mississauga has approved a Second Unit Implementation Strategy. An Official Plan amendment permitting second units was approved in July 2013 along with a Zoning By-law with regulations to permit second units across the City, where appropriate. A Licensing By-law requiring second units to obtain a licence was approved in September 2013. Licensing of second units will begin in January 2014 along with an education campaign on establishing a	2011-2013	Planning & Building, Policy Planning Division, Planner	<p>Housing Choices will focus on a Second Unit Education Campaign, Partnerships with Key Stakeholders and Licensing of Second units.</p> <p>The result will be an increase in safe, affordable housing in Mississauga. Second units can offer accommodation to youth, older adults, and new immigrants while providing additional income for homeowners, or older adults wanting to stay in their neighbourhood.</p> <p>In addition, work will begin on protecting rental housing as the next component of Mississauga's Affordable Housing Strategy and Action Plan. For more information and updates visit the City's website: Housing Choices: Mississauga's Affordable Housing Strategy.</p>

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				<p>Celebration Square, Lake Wabukayne, Lisgar Fields, Lake Aquitaine, Meadowvale North Sports area, Jack Darling Memorial, Port Credit Memorial, J.C. Saddington, Wildwood and at several sites along the water's edge.</p> <p>Picnic tables have been re-arranged at Erindale Park Picnic Shelter to improve accessibility.</p>
<p>Integrated play experiences/ playgrounds for children and caregivers. (IASR, 80.18-80.20)</p>	<p>Consult with the Accessibility Advisory Committee to incorporate accessibility for children and caregivers with various disabilities into play spaces.</p> <p>Review Playground Replacement Program's (PRP) outline of equipment selected (5 year program). Park improvements to adopt PRP as a minimum standard (therefore, minimum public consultation required). A percentage of accessibility will be incorporated into PRP.</p> <p>Consult with AAC on inclusive playgrounds</p>	2016	Park Development, Parks and Forestry, Community Services	<p>Accessible play sites have been developed and planned for. Currently, there are 3 "fully" accessible/inclusive play sites:</p> <ul style="list-style-type: none"> • Port Credit Memorial Park • Zonta Meadows • O'Connor Park <p>There are 3 more "fully" accessible/inclusive play sites proposed:</p> <ul style="list-style-type: none"> • Elmcreek Park • Jaycee Park • River Grove <p>Currently, many play sites have accessible features i.e.: an accessible swing, accessible surfaces, an accessible path of travel.</p> <p>Lakefront Promenade Splash Pad Redevelopment and Playground Retrofit Project was completed in 2013. This project provides accessible water play. Accessible features at the playground included a wood fibre chip surface and ramp to the play structure.</p> <p>On November 18, 2013, a presentation by Parks Development was made to the Accessibility Advisory Committee regarding the Playground Replacement Program. The City of Mississauga has over 240 neighbourhood playgrounds. Within the next couple of years, 29 playgrounds will be receiving replacements. Examples of accessible play equipment that will be incorporated include: transfer platforms to assist with transferring to a variety</p>

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				<p>of ground-level play experiences, spring toys with backrests, crawl tubes with handholds, slides with tactile features and sand pits. A paved access route will be included in neighbourhood parks in conjunction with the existing park pathway.</p> <p>Five (5) Playground redevelopments installed and reopened in 2013 with a higher level of accessibility (features listed above):</p> <ul style="list-style-type: none"> o King's Masting Park o Trelawny Woods o Forest Hill Park o John "Bud" Cleary Park o Stonewood Park <p>Six (6) additional playgrounds had accessibility features built into them</p> <ul style="list-style-type: none"> • Aquinas Park accessible swing seat installed • Highland View Park accessible swing seat (public installed) • Garcia Park replacement of sand with engineered wood fibre and the installation of a ramp into the playground • Heatherleigh Park replacement of sand with engineered wood fibre • Jim Murray Park replacement of sand with engineered wood fibre and the installation of a ramp into the playground • Clover Meadow Park pathway construction connecting parking lot with school and playground <p>Requests for accessible swings can be made at any time by contacting the Customer Call Centre (311) or Diana Simpson, Accessibility Coordinator.</p>
Exterior Paths of Travel (e.g. sidewalks, ramps, stairs, curb ramps) to address	The IASR defines exterior path of travel as: "outdoor sidewalks or walkways designed and constructed for pedestrian travel and are intended to serve a functional purpose and not to provide a recreational experience".	2016	Transportation and Infrastructure Planning Division, Transportation Asset	<p>A review of updates required to standard drawings for sidewalks, multi-use trails and curb ramps is currently underway.</p> <p>In 2014, the annual sidewalk program will include curb ramp locations where tactile walking surface indicators will be installed as a demonstration pilot, prior</p>

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legislated (IASR, Design of Public Spaces) requirements (IASR, 80.21-80.31)	<p>Future exterior paths of travel including sidewalks, engineered walkway connections and multi-use trails within the road right of way are to follow specific legislative requirements.</p> <p>The Mississauga Accessibility Design Handbook will need to be revised to reflect these new requirements.</p> <p>Standard drawings for sidewalks, multi-use trails and curb ramps will need to be revised to incorporate these new requirements.</p> <p>Research and determine best practice for tactile walking surface indicators.</p> <p>Corporate policies will need to be revised to reflect these new exterior paths of travel, IASR requirements.</p> <p>Consult with the AAC re: design and placement of rest areas along exterior paths of travel for new and redeveloped locations.</p>		Management, Transportation and Works	<p>to incorporating these as a construction standard for new locations.</p> <p>A review of corporate policies to reflect exterior paths of travel, IASR requirements has been initiated.</p>
Install Accessible/Audible Traffic Signals according to Design of Public Spaces Standard. (IASR, 80.28)	<p>Review plan for the installation of Accessible/Audible Traffic Signals.</p> <p>Will continue to use TAC (Transportation Association Canada) Standards: Guidelines for understanding use and implementation of accessible pedestrian signals.</p>	2016	Engineering and Works Division, Traffic Engineering and Operations, Transportation and Works	<p>In 2013, the City installed two Audible Pedestrian Signals at Eglinton Avenue at Albina Way/Forum Drive as well as at Hurontario Street at Matthews Gate. This brings the total number of City of Mississauga Audible Pedestrian Signals to 22. Note: the Region of Peel has been installing audible pedestrian signals as well.</p> <p>Towards the end of 2013, we received four requests for audible pedestrian</p>

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	Review existing and future traffic signal equipment.			signals by the CNIB. These are being planned for installation in early 2014. As well, in 2014, audible pedestrian signals will be installed in conjunction with the bus transitway project. The Hurontario/Main Street Light Rapid Transit project will also incorporate audible pedestrian signals where applicable.
Implement requirements for Accessible parking . (IASR, 80.32-80.39)	Review accessible parking requirements provided by the Province (including requirement for van accessible signage). Revise Zoning By-Law and Accessible Parking By-law to match new legislation and enforce accessible parking for residential areas i.e. apartments/condos. Consult with the Accessibility Advisory Committee regarding the need, location and design of accessible-on-street parking spaces, when constructing or re-developing existing on-street parking spaces	2016	Development and Design, Planning Services, Planning & Building Enforcement Division, Transportation & Works Transportation and Infrastructure Planning Division, Transportation Asset Management, Transportation and Works	Set up an action plan to revise by laws. Develop a system to ensure new or redeveloped on street parking adheres to the new accessible parking requirements under the IASR.
Implement requirements for accessible service counters , fixed queuing lines and waiting areas for	Ensure compliance in new construction and renovations	2016	Space Planning, Facilities and Property Management, Corporate Services	The City of Mississauga has been incorporating lowered counters at all public access points for City buildings when renovations occur. This practice will continue. Plans are in process to build a lowered information desk at the Civic Centre in 2014.

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indoor and outdoor environments. (IASR, 80.40)				
Ensure accessibility related equipment and features are maintained. (IASR, 80.44)	Procedures for preventative and emergency maintenance of accessible elements in public spaces to be noted in the multi-year Accessibility Plan.	2016		Procedures for dealing with temporary disruptions are in place as per the Accessibility Standard for Customer Service, and have been outlined in the Accessibility Policy. Traffic signal maintenance is described on p. 56 of the <u>Mississauga Road Safety Handbook</u> .

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Additional accessibility successes which have not been captured under the projects listed above are listed below (and sorted by the related accessibility standard). While this is certainly not a complete list (as accessibility planning is integrated broadly across the community and addresses many different disability types), it gives a sense of the many and varied successes that occurred in 2013 to assist not only persons with disabilities but everyone!

Built Environment

1. The Riverwood Conservancy Enabling Garden and MacEwan Terrace Garden was officially opened in June 2013. The Riverwood Conservancy Enabling Garden allows persons with different disabilities to be able to garden independently or with assistance. It consists of four raised wooden planters, including an A frame with adjustable tray positions. Umbrellas for shade and adaptive equipment such as long handled tools are available. An accessible picnic table was placed in the MacEwan Barn for garden programs, and a portable ramp was constructed to allow persons using mobility devices to be able to enter and exit the barn easily. "The colours of the flowers – reds and whites, not blues and purples – have been chosen to be more eye catching for those with low vision... the greenery includes thyme, lavender and curry plants that smell good and feel interesting to touch (Mississauga News, June 26, 2013)
2. Cooksville Four Corners parkette (Southeast corner of Dundas and Hurontario) was officially opened. This site includes a shelter, seating and resting areas, and an accessible surface.
3. Scholars' Green – an accessible park located West of Sheridan's College's Mississauga campus was officially opened in 2013.
4. Lake Wabukayne Trail has been redeveloped with a new accessible seating area overlooking the lake. Other accessible seating around the lake was completed in spring, 2013.
5. At Lakeside Park 8 benches were installed. Five of those benches will be connected to the asphalt pathway.
6. Meadow Green Park – bench pad installed.
7. Park/trail bridges in these locations were renovated resulting in accessibility improvements: Erindale Park over the Credit River; Thornlodge Park; Malton Greenway Trail, Applewood Trail. These improvements were done: fixing the thresholds, improved grading and replacement of deck boards.
8. Port Credit Library, Lorne Park Library and Lakeview Library received the Governor-General's Medal for architecture. In an article in the Globe and Mail it is stated: "All three libraries had to get in line with the city accessibility guidelines to accommodate patrons in wheelchairs."
9. Clarkson Community Centre Pool won the Facility of Merit Award from Athletic Business Magazine.

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10. Several parks are receiving double plowing of their pathways (twice the width) in the Lakefront district in order to better accommodate residents who use mobility devices so that they have a place to walk their dog in winter (e.g. Ron Searle Park and Serson Park).
11. Two new high end benches with extra pad space have been installed along the Waterfront Trail (within the Imperial Oil Lands).
12. Accessible parking was improved for clients visiting the CNIB Halton/Peel office (50 Burnhamthorpe Rd. W.), by extending the parking time limit from 15 minutes to 2 hours and adding additional accessible parking spaces.
13. The family washroom at Iceland Arena received accessibility upgrades (i.e. sign indicating washroom is in use, grab bars, sign with universal accessibility symbol).
14. Colour contrast painting was done for the P1 and P2 hallways from the Civic Centre parking garage into the building.
15. Improved acoustics in the Civic Centre Great Hall was the result of a project conducted by Facilities and Property Management in 2012 (this project was not cited in last year's report). Acoustics are most important for individuals with low/no vision or hearing loss. It helps to separate essential sounds from general background noise.
16. Improved wayfinding signage was incorporated into the existing signage at the Civic Centre directing people who may need to use an elevator, to use the Council elevators, as opposed to the parking elevators, to get to Council chambers
17. As per a specific request, the Streetsville Kinsmen Centre worked with Facilities and Property Management staff to install an additional fold down grab bar in the accessible washroom.
18. The Erindale GO Transit parking structure was opened in 2013. This structure incorporated accessible features such as elevators, a ramp, and benches to name a few.
19. Mississauga ranked fourth amongst large Canadian Cities for "Walkability" and seventh across Canada. Mississauga follows Vancouver, Toronto and Montreal according to 'Walk Score' which uses an algorithm to measure walkability of individual addresses based on proximity to nearby amenities. Trails, having a Cycling Master Plan and Public Art are all taken into consideration. Walk Score measures how easy it is to live a car-lite lifestyle.
20. The Mississauga Road Safety Handbook was revised, printed and posted on the City's website. The Handbook makes reference to the Mississauga Accessibility Advisory Committee and covers these topics: accessible parking, curb cuts, and audible pedestrian signals.
21. The 2014 Building Re-assessment Project will capture accessibility; therefore, the facility accessibility audits that were done a few years ago will be updated using the new Accessible Built Environment Standards (Design of Public Spaces Standards for outdoor elements and Ontario Building Code changes for indoor elements).

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22. Painted handrails a bright yellow colour in contrast to the dark background at Mississauga Valley Arena to assist patrons to locate them.
23. A new facility for treatment for children with disabilities (ErinOak Kids) is being proposed in Mississauga. The project is currently under the RFP process, and will be funded by Infrastructure Ontario (IO).

Customer Service:

1. In December 2013, the Recreation Division submitted a request for advisory support from the Parapan Am Legacy Partners Group. Some of the objectives are:
 - To develop an equipment legacy for Mississauga facilities by having the ability to purchase accessible equipment,
 - To develop and rollout both an instructional and recreational wheelchair basketball league
 - To develop a Para Sport Camp for children with and without disabilities
2. The City matched funds received from the Rick Hansen Foundation and purchased fitness equipment for our facilities. These items were purchased: 4 Recumbent bikes, 10 aqua cycles, 1 piece of equipment for low back extension.
3. The Library's reserve a computer service was upgraded to include:
 - Faster database and web server
 - Full compatibility with 4 major browsers (Internet Explorer, Chrome, Firefox, Opera)
 - Larger font sizes
 - Reservation system in real time
4. Some City of Mississauga Recreation facilities implemented new point of sale devices which included accessibility features such as: customizable font size, adjustable contrast, raised keypad markings and backlight capabilities.
5. Museums Mississauga put together a guide to assist in creating accessible exhibits. The document is adapted from the Smithsonian Accessible Exhibit Design Guidelines. For example it includes items such as: exhibit content, colour contrast, light levels, label design, audio and interactive exhibits, circulation route, furniture, and emergency egress.
6. In the summer of 2013, a pilot program was implemented by our summer Recreation inclusion team. The team supports families and staff by providing accommodations and modifications to programs to allow children with disabilities to participate. The pilot program provided further resources by, where applicable, having volunteers assist children with disabilities in our summer camp programs.

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7. Purchased a stainless aqua chair and pool access stairs for use at the Terry Fox Pool.

Information & Communication

1. Digital signage was implemented at Recreation and Library facilities - screens were installed behind customer service desks which include community centre information.
2. Implementation of new self-service portal for citizen inquiries (311). For example, registering for recreation programs, tax self-service, reserving computer time at a library, building permits etc...
3. Expanded wireless access to Scholars Green (park west of Sheridan College).
4. The Mississauga Library system includes the Zinio digital magazine service which lets you read full digital copies of selected magazines for free on your computer, smartphone or tablet. Zinio magazines may be read on a wide variety of desktop and mobile apps.

Employment

1. This past summer, Parks Operations teamed up with Community Living Mississauga for their Summer Work Experience Program (SWEP). Three teens that have an intellectual disability were placed in park settings to do gardening maintenance activities. This program gives these teens an opportunity to be included and a chance to develop work related skills.
2. Employee Health Services coordinated and delivered a variety of wellness presentations/discussions with various staff groups throughout the year. As well, presentations were made to various staff groups highlighting services available through the Employee Assistance Program.
3. In addition to several group ergonomic presentations, 149 individual ergonomic work stations were delivered throughout the year in response to requests from employees experiencing difficulties.
4. EHS facilitated 18 massage clinics in 2013 whereby massages delivered by Everest College massage students were available in EHS to employees by appointment.

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5. The Annual Employee Health, Wellness and Safety Fair, held in the Civic Centre, attracted over 475 participants with 45 booths. The focus of the March 2013 event was on skin care. Some of the booths included: Melanoma Network of Canada, Alzheimer Society Peel, Canadian Anaphylaxis Initiative, Canadian Mental Health Association/Peel Branch, Ontario Optician Association & Partner Essilor, Morneau Shepell, Asthma Society of Canada, and MS Society Mississauga Chapter.

Transportation

1. In 2013 alone, MiWay installed approximately 50 new bus pads throughout the City to make access to transit more convenient and accessible. Currently only 3% (approximately 100 of 3,650) of stops within the City of Mississauga are inaccessible mainly due to the absence of sidewalks.
2. MiWay redesigned and updated the Accessible Services Brochure.
3. MiWay continues to redesign the Accessible Services webpage to include all our policies and procedures pertaining to accessible services, with step by step instructions on boarding/exiting the bus, and safety and the law.
4. Installed tactile surface indicators at the new bus shelters at the City Centre Transit Terminal on Rathburn.

Other Successes:

1. City of Mississauga staff raised \$183,000 for the United Way. This will assist those in our community who need it most, from reducing poverty, to providing programs for children and adults. Some of the agencies that benefit from the United Way include: Canadian Hearing Society, Canadian Mental Health Association/ Peel Region, CNIB Halton-Peel, Community Living Mississauga, Distress Centre Peel, Ontario March of Dimes.
2. The Sciences and Business Department of the Library system offered a session to the public titled: "Living with Vision Loss". This session was for those experiencing vision loss or family and friends of people experiencing vision loss. The audience learned about products available which can make life easier as well as hearing about the personal experiences of a CNIB Ambassador.
3. One of the Summer Teen Programs at the Central Library focused on learning about the deaf culture and American Sign Language. A representative from the Canadian Hearing Society came to teach approximately 20 teens about assistive devices, and sign language.

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4. Rabia Khedr, Chairperson of the AAC and Diana Simpson, Accessibility Coordinator were interviewed on Dr. Gordon Atherley's Voice America internet talk radio show, "Family Caregivers Unite", with the topic being "Accessibility for Family Caregivers with Special Needs". The episode can be listened to [here](#).
5. Lakeside Park was the location chosen for the inaugural CNIB Night Steps in support of the Canadian National Institute for the Blind – Mississauga. The event brought together family, friends, and community members to walk 5 km. in support of the CNIB. The funds raised will go toward CNIB's vital programs and services for people who are blind or partially sighted, including services such as learning independent travel using a white cane, empowering Canadians who are blind or partially sighted with the skills to travel independently with confidence.
6. The Hershey Centre bowl and community rinks will be host to the Pan Am and Para Pan Am Games in the summer of 2015. Judo, karate, taekwondo, and wrestling will be the events hosted as part of the Pan Am Games. Goalball, powerlifting and wheelchair rugby will be part of the Para Pan Am Games.
7. On December 3, 2013 (International Day of Persons with Disabilities), Hershey SportsZone was the location for a Parasport Festival. This event was open to people of all abilities, and was an opportunity to learn about a new sport or volunteer for the multitude of sports for people with disabilities. Participants were given an opportunity to try some of the sports. These are some of the sports that were featured: para-athletics, table tennis, wheelchair rugby, bocce, goalball, wheelchair basketball etc... The Canadian Paralympic Committee organized the event and participants had the opportunity to meet London 2012 Paralympians [David Willsie](#) and [Garett Hickling](#) (wheelchair rugby silver medalists), [Whitney Bogart](#) and [Amy Kneebone](#) (goalball).
8. Council passed a resolution requesting the Province of Ontario to amend [Ontario Regulation 333/07](#) to allow for the enforcement of accessible parking through an Administrative Penalty System.
9. In February 2013, Mississauga Council allocated \$770,442 in corporate grants, which is coordinated by the City's Recreation Division. 13 groups in total received funding some of those being: Square One Older Adult Centre, Volunteer Mississauga, Brampton, Caledon, Community Living Mississauga, and Nexus Youth Services, as well as Erin Mills Youth Centre.
10. Rabia Khedr, Chairperson of the Mississauga Accessibility Advisory Committee was a guest speaker at the Lifelong Learning Library program – her presentation focused on understanding accessibility issues.
11. Rabia Khedr, Chairperson of the Mississauga Accessibility Advisory Committee provided instruction on understanding how a person with vision loss accesses the environment and staff from the Canadian Hearing Society taught some basic sign language at a staff "Innovation Community of Practice" event.
12. The City of Mississauga is celebrating its 40th Anniversary in 2014. The year-long celebration begins with an interactive exhibit: The City of Mississauga, 1974 to 2014: 40 years, 40 sagas, presented by Museums Mississauga. The Mississauga Accessibility Advisory Committee (AAC) was highlighted for the year 2003. Go to the [40 years, 40 sagas](#) site to find out about the AAC and accessibility planning at the City of Mississauga.

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Conclusion:

The Accessibility Vision for the City of Mississauga is:

"Mississauga: "A Great Place to live, work, travel and play for everyone!"

This Accessibility Vision statement complements the City's Strategic Plan Vision, which is summarized with the statement: "Mississauga: A place where people choose to be".

The new Accessibility Vision is an inclusive vision that will be realized by:

- Mississauga being a leader in accessibility (by meeting or exceeding timelines of legislation)
- Universal mobility for everyone (snow removal, transit, accessible sidewalks)
- Retrofitting for full accessibility (address accessibility in older buildings, including parks and trails)
- Being pro-active about making accessibility a design priority
- State-of-the-art accessible information and tools (websites, equipment, way finding, voting)
- A fully aware and educated community (courtesy, better attitudes and understanding)
- Well supported by all levels of government (funding)
- Persons with disabilities well represented in all aspects of society (for example, represented on various committees)

These strategies were developed to overcome the obstacles and realize our vision:

- Give accessibility a voice everywhere
- Do what we know is right through our practices and policies
- Partner with other jurisdictions (i.e. Government) for synergies & efficiency
- Outreach and partner to improve education and awareness
- Encourage private sector contributions to accessibility

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We have accomplished much with accessibility planning at the City of Mississauga, but there is still a lot of work to do. Next year, our work will continue to focus on the implementation of the Integrated Accessibility Standards Regulation (IASR).

We will continue to systematically remove physical, architectural, informational, attitudinal, technological, and barriers created by policies or practices. "As the sixth largest city in Canada, we must continue to deliver quality municipal programs and services to all of our citizens." (City of Mississauga Accessibility Plan: 2012-2017, January 26, 2012).



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ACCESSIBILITY REPORT



DECEMBER 2013



MISSISSAUGA
Leading today for tomorrow

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Executive Summary

The 2013 Annual Accessibility Report documents the planning and implementation activities undertaken by MiWay in 2013 to make all its services and facilities accessible.

The 2013 Annual Report, in conjunction with the 2012-2017 Accessibility Plan, fulfills MiWay's legal obligations for 2013 under the Ontarians with Disabilities Act (ODA), to publish an annual accessibility plan; and also under the Accessibility for Ontarians with Disabilities Act (AODA), to publish an annual status report on its multi-year plan.

MiWay is fully committed to providing a transportation system that ensures its services and operations are accessible to everyone. MiWay's plans will result in all services and facilities being accessible before the accessibility deadline of 2025, as established by the AODA.

As demonstrated, MiWay is committed to:

- The continuous improvement of accessible transit services;
- Working toward ensuring its facilities and premises are barrier free;
- Ensuring employment and employment opportunities are barrier free; and
- Implementing communication services that respect the abilities of all customers, employees and the public at large.

Consistent with the requirements under the Integrated Accessibility Standards Regulation (IASR), MiWay's 2013 Accessibility Plan will be provided to the public for review during the City of Mississauga's Accessibility Advisory Committee (AAC) meeting on February 3rd, 2014.

A final copy of the 2013 Annual Accessibility Report, as well as the 2012-2017 Accessibility Plan, will be posted on MiWay's website and will be available in alternate accessible formats, upon request.

1.0 MiWay's Accessibility Policy

MiWay is committed to achieving an accessible transit system within the City of Mississauga. To meet the principles and goals outlined in the Accessibility for Ontarians with Disabilities Act (AODA), MiWay will ensure that:

- Its services are provided in a way that maintains and respects the dignity and independence of all customers;
- All infrastructure and services related to transit are developed with accessibility in mind; and
- Policies, procedures and protocols are implemented that work towards identifying, removing and preventing barriers to people with disabilities.

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2.0 MiWay's Service Profile

MiWay operates conventional, fixed route transit service within the boundaries of the City of Mississauga. As part of the Greater Toronto Area, MiWay connects to commuter rail and regional bus service provided by GO Transit, and integrates service with neighbouring municipalities. The system connects with Brampton Transit to the north, Oakville Transit to the west, and the Toronto Transit Commission (TTC) to the east, with direct connections to the Islington and Kipling Subway Stations.

MiWay has made substantial progress in achieving its goal of providing accessible service. Currently all MiWay terminals/transit hubs within the City of Mississauga are accessible, along with all of its routes. MiWay's entire fleet now consists of accessible buses – that is, all MiWay buses are low floor, kneeling buses equipped with ramps that allow passengers to board/exit with ease. MiWay buses are equipped with automated stop announcements and visual display.

Conventional Services – 2013 Service Profile

Types of Services	Conventional fixed route transit service. School Routes - Trips to and from local secondary schools within Mississauga to supplement conventional transit service.										
Service Area	Primarily within the City of Mississauga boundaries, with service integration into neighbouring municipalities (Brampton, Toronto, and Oakville)										
Hours of Operations	<table> <tr> <th><u>Day:</u></th><th><u>Time:</u></th></tr> <tr> <td>Monday to Friday:</td><td>3:53 AM to 3:11 AM</td></tr> <tr> <td>Saturday:</td><td>4:38 AM to 2:50 AM</td></tr> <tr> <td>Sunday:</td><td>6:52 AM to 2:04 AM</td></tr> <tr> <td>Statutory Holidays:</td><td>6:52 AM to 2:04 AM</td></tr> </table>	<u>Day:</u>	<u>Time:</u>	Monday to Friday:	3:53 AM to 3:11 AM	Saturday:	4:38 AM to 2:50 AM	Sunday:	6:52 AM to 2:04 AM	Statutory Holidays:	6:52 AM to 2:04 AM
<u>Day:</u>	<u>Time:</u>										
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Saturday:	4:38 AM to 2:50 AM										
Sunday:	6:52 AM to 2:04 AM										
Statutory Holidays:	6:52 AM to 2:04 AM										
Annual Revenue Ridership	36 Million										
Annual Service Hours	1.3 Million										
Annual Revenue Kilometres	27.5 Million										
Number of Routes	97 Routes (as of Dec. 2013): 6 Express Routes; 63 Regular Routes; 27 School Routes; & 1 Seasonal Route										
Fleet Composition	Approximately 461 accessible buses										

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3.0 2013 Initiatives and Achievements

3.1 Integrated Accessibility Standards Regulation (IASR):

With the Integrated Accessibility Standards Regulation (IASR) being passed in 2011, MiWay's main focus for accessibility planning for the next few years will be on the implementation of the requirements of the legislation. MiWay has been proactive and has accomplished much in relation to accessibility improvements within our facilities, policies, and services. A significant portion of the requirements set out within the IASR's Transportation Standard are currently in effect and compliance has already been achieved.

3.2 IASR Transportation Compliance Initiatives (effective January 1, 2014)

Section 7 & 36 – Accessibility Training: *requires every obligated organization to ensure training is provided on the requirements of the accessibility standards, and that training be appropriate to the duties of the employee.*

In addition, conventional transportation service providers shall conduct training on:

- (a) the safe use of accessibility equipment and features;*
- (b) acceptable modifications to procedures in situations where temporary barriers exist or accessibility equipment on a vehicle fails; and*
- (c) emergency preparedness and response procedures that provide for the safety of persons with disabilities.*

MiWay Compliance Status: A detailed review of Section 7 & 36 indicated that current MiWay practices are consistent and compliant with the requirements therein.

The Integrated Accessible Standards Regulation (IASR) requires that the City of Mississauga and MiWay, develop, deliver and coordinate mandatory accessibility training to all employees (i.e. face-to-face, e-learning, job-aids) on the requirements of the IASR.

The City of Mississauga conducted a training needs assessment which identified employee target audiences and the applicable training delivery methods. A cross-functional Training Resource Team was formed to provide input into the development of the training and to assist in the delivery of the training. The City of Mississauga's Human Resources division developed a training design that outlined the learning objectives, and training content for the staff e-learning and in-class workshops. The training titled '*Breaking Down Barriers – Understanding the Integrated Accessibility Standards Regulation*', was delivered to staff through an online training module or a face-to-face workshop. The IASR training was launched for all employees in June 2013.

An additional Manager/Supervisor training was also developed to support the successful implementation of IASR standards, in particular elements of the Employment standard. Functional areas such as procurement, information and technology, library services, communications, transit and enforcement were provided training appropriate to the duties of the specific employee group

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participating in these service areas. Volunteers and 3rd Parties vendors received communication and the AODA IASR training booklet to complete the mandatory accessibility training.

In addition to the IASR Training, MiWay provides mandatory training on Accessibility Standards for Customer Service, in accordance with Ontario Regulation 429-07, to all transit operators, route & operations supervisors, and other front-line staff. The training ensures employees are aware of the key components of the Customer Service Standard; the requirements for assisting customers with disabilities; how to correctly operate the equipment when boarding or de-boarding customers with disabilities, particularly those who use assistive devices such as wheelchairs or scooters; and, sensitivity training on the provision of service to persons with disabilities.

In addition, MiWay continually reviews the content, format, and delivery methods of its sensitivity, disability, and diversity training programs with a view towards improving their impact and effectiveness, and integrating improvements into its new and existing employee training programs.

Section 38 – Fares, Support Persons: *requires that conventional transportation service providers shall not charge a fare to a support person who is accompanying a person with a disability.*

It is the responsibility of a person with a disability to demonstrate to a transportation service provider their need for a support person to accompany them on the conventional transportation service and to ensure that the appropriate designation for a support person is in place.

MiWay Compliance Status: A detailed review of Section 38 indicated that current MiWay practices are consistent and compliant with the requirements therein.

MiWay currently has a Support Person Policy in place whereby customers who need assistance to board, pay their fare, access the seating area or exit, can be accompanied by a Support Person.

MiWay defines a Support Person as a person whose presence is essential to provide care and assistance to a passenger with a disability, regardless of the nature of their disability. A Support Person secures the mobility aid and assists the customer in boarding and exiting the bus. Either the passenger with a disability or the Support Person, must inform the Operator upon boarding that the passenger boarding requires a Support Person.

Only a single fare is required when a passenger with a disability travels with a Support Person (this includes CNIB card holders). One passenger pays a fare, the other passenger rides at no cost.

Other Related Accessibility Improvements:

3.3 Transit Infrastructure:

A fundamental aspect of the expansion of accessible conventional services within Mississauga's existing transit system is the ongoing upgrade of stops, shelters, bus pads and sidewalk connections.

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In 2013 alone, MiWay installed approximately 50 new bus pads throughout the City to make access to transit more convenient and accessible. In order for a route to be considered accessible, in addition to buses, all transit infrastructure along the route must also be accessible, which means for bus stop pads to be installed at every stop (if feasible) and connect with the existing sidewalk network where possible. Currently only 3% (approximately 100 of 3,650) of stops within the City of Mississauga are inaccessible mainly due to the absence of sidewalks.

The programming of sidewalks is led by the City of Mississauga's Transportation Asset Management in the Transportation & Infrastructure Planning Division, with input from MiWay's Service Development Team in support of transit accessibility. The timing of this work is subject to the priority schedules set by the Transportation & Infrastructure Planning division, budget availability and the City of Mississauga Council approval. In 2013, approximately 8.5 kilometres of new sidewalks were constructed, with the majority of locations being those that provide connections to MiWay stops and services. In 2014, the focus of the annual sidewalk program will continue to be transit accessibility improvements and an additional 6 kilometres of new sidewalk construction is being programmed.





MiWay has set a goal of creating an accessible system by which all stops within the boundary of the City of Mississauga, to the extent possible, will be accessible. The City's Sidewalk Program budget was increased to assist in achieving this goal. All current sidewalk improvements and installations have been prioritized to provide connections to MiWay stops and services. As progress is made, and sidewalks are constructed to improve pedestrian linkages, MiWay will continue to install the necessary infrastructure to improve accessibility throughout our system.

3.4 Information & Communication:

With the recent improvements to MiWay's Accessible Services, MiWay undertook a complete review of the web content and print material pertaining to accessibility.

In an effort to enhance usability, improvements were made to MiWay's new Accessible Services webpage (www.miway.ca/accessibility), which can now be easily accessed through miway.ca. Web accessibility was improved with an accessible pdf. document added as an alternative to the service changes web page. Web content was made more accessible by

creating consistent styles among headers/titles, links and lists to ensure they are visually distinct from paragraph copy. The number of PDF documents were reduced on MiWay.ca and many PDF documents were made into accessible web pages. The font size and styles were enhanced on various MiWay.ca pages such as the Service Changes, MiWay Student Ambassador Program and Mississauga Transitway pages.

 Accessible Features	 Policies
 Safety and the Law	 Boarding & Exiting the Bus
ACCESSIBLE LINKS/RESOURCES	

- [Accessible Bus Services Guide](#)
- [MiWay 2012 Annual Accessibility Report](#)
- [MiWay 2012-2017 Accessibility Plan - 2011 Annual Accessibility Report](#)
- [Active Living Alliance](#)
- [CNIB](#)
- [Resources for Disabled Persons](#)
- [Transhelp](#)

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To improve accessibility in MiWay's print material, all print material produced has been reviewed and revisions made to font type, colour sizes, spacing, line height and contrast.

Information pertaining to accessible services, policies and procedures is user friendly and categorized to ensure information is easily accessible for customers. Visually friendly buttons and updated images have been used to clearly illustrate step-by-step instructions on how to board/exit a MiWay bus.

MiWay's "Accessible Bus Services" brochure, which contains the same information on policies and procedures was also updated and is now available at all City Terminals and Facilities. MiWay's 'Accessible Bus Services' brochure is made available on MiWay's website as well as in alternate accessible formats, upon request

3.5 Customer Feedback - Customer Contact System (CCS):

MiWay utilizes a Customer Contact System (CCS) database that allows customers to provide feedback with regards to our service. Customers can call the MiWay call centre (refer to Section 10 for information), visit the information booth at the City Centre Transit Terminal, or electronically send an e-mail to MiWay's Customer Service Representatives directly to forward their comments and/or questions.

Our Customer Service Representatives are adept at assisting customers in the development of individual travel plans that meet their individual needs. In addition, the staff working in the Customer Service group will answer any general inquiries about all MiWay services. Inquiries about specific requests or complaints are logged and forwarded to the appropriate department for comment and follow up. Issues related to accessibility or accessible services are forwarded to the Transit Service Development Department for action.

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4.0 Mississauga's Transitway

The Mississauga Transitway is a dedicated transit corridor that will provide east-west travel across Mississauga. When fully operational in 2016, the Transitway will service thousands of riders daily from Winston Churchill Boulevard to Renforth Drive and will allow transit commuters to travel within and through Mississauga more efficiently.

When complete, the 18-kilometre Transitway will have twelve stations beginning at Winston Churchill Boulevard in the west and ending at Renforth Drive in the east. The City of Mississauga is responsible for the construction of the Transitway east segment and includes eight new stations: Central Parkway, Cawthra, Tomken, Dixie, Tahoe, Etobicoke Creek, Spectrum, and Orbitor. GO Transit (a division of Metrolinx) is responsible for the construction of one station in the east at Renforth and two stations in the west at Winston Churchill and Erin Mills.

The construction of the Transitway is well underway with phase one from the City Centre Transit Terminal to Dixie Station scheduled to open in 2014.

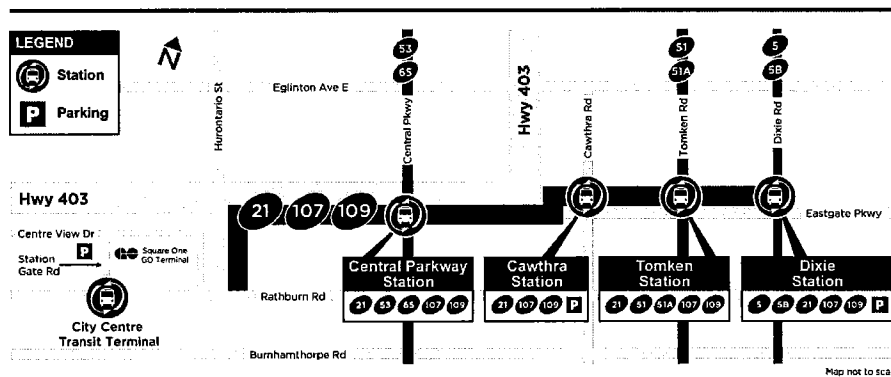
Design and construction of the Transitway stations and facilities have incorporated the Universal Design Principles and the guidelines and objectives set out within the City of Mississauga's Accessibility Plan and the City of Mississauga Accessibility Design Handbook. Commuters will be able to access the platform level using the accessible entrances and elevators at various stations.

When the Mississauga Transitway is fully operational it will support extensive bus service for thousands of riders per day, making it faster and easier for commuters to travel to, from, and through Mississauga and the GTA.

4.1 Project Status:

Transitway construction is well underway with the construction of phase one stations at Central Parkway, Cawthra Road, Tomken Road and Dixie Road is scheduled for completion in 2014. When these stations are operational MiWay's MiExpress routes 107 and 109 and MiLocal route 21 will transition onto the Transitway. The remaining stations are currently under construction and are scheduled for completion in 2016.

Mississauga Transitway - Phase 1



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5.0 Consultation of the Plan

In the preparation of this plan, MiWay has conducted the following consultation activities:

- Consultation with the City of Mississauga's Accessibility Advisory Committee (AAC) to ensure input is received from all members;
- Consultation with the residents of the City of Mississauga to ensure input is received from the general community (public meeting/AAC meeting held February 3rd, 2014); and
- Consultation with MiWay's operating and support staff to ensure that those responsible for delivery of accessible service provide input.

6.0 Plan Approval & Communication Strategy

Transit Management Team approved the Accessibility Plan at its January 14th, 2014 meeting. The required communication of the plan will include the following:

- Release of the approved report to the City of Mississauga's Accessibility Advisory Committee;
- Inclusion of the approved report in the City of Mississauga's Accessibility Plan;
- Inclusion of the approved report on MiWay's website (www.miway.ca/accessibleservice); and
- Notification of the availability of the approved report in the 'Accessible Bus Services' brochure.

7.0 Conclusion & Next Steps

MiWay has made great strides in achieving its goal of being an accessible transit service for all City of Mississauga residents.

MiWay's Accessibility Plan provides an update on activities MiWay has undertaken to improve accessibility to all of its services and facilities. This Plan summarises the results, to date, of the extensive planning and implementation activities MiWay has undertaken over the years to make the system more accessible.

Where feasible, MiWay is incorporating Universal Design Principles into the design of the system and the supporting infrastructure. By adopting these Principles MiWay is confident that - in time - the services offered by MiWay will accommodate the needs of not just the disability community but the greater population.

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8.0 For more information . . .

Questions or comments about MiWay's Accessibility Plan or general inquiries on our Accessible Services are always welcome.

For Travel Times & Route Planning Assistance, Information Representatives are available:

Weekdays:	7:00 am to 6:55 pm
Weekends/Holidays:	8:00 am to 5:55 pm
E-mail:	<u>miway.info@mississauga.ca</u>

To Provide Customer Feedback, Customer Service Representatives are available:

Weekdays:	8:30 am to 4:25 pm
Weekends/Holidays:	Closed
E-mail:	<u>miway.customerservice@mississauga.ca</u>

TTY Phone:	905-615-3886
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Teletypewriter phone for persons who are deaf, deafened or hard of hearing.

Weekdays:	7:00 am to 6:55 pm
Weekends/Holidays:	8:00 am to 5:55 pm

<u>MiWay – Website:</u>	<u>www.miway.ca</u>
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<u>MiWay – Mailing Address:</u>	MiWay 3484 Semenyk Court Mississauga, Ontario L5C 4R1
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If you require this document in an alternate format, please contact
MiWay at miway.info@mississauga.ca
or call (905) 615-4636 (INFO)

Appendix

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INTEGRATED ACCESSIBILITY STANDARDS REGULATION (O.Reg. 191/11) IASR Requirements for MiWay (Mississauga Transit)

TRANSPORTATION STANDARD			
Sec.	IASR Requirements	Compliance Deadline	Status
34	<p>Availability of information on accessibility equipment, etc. All conventional transportation service providers shall make available to the public current information on accessibility equipment and features of their vehicles, routes and services.</p> <p>Conventional transportation service providers shall, upon request, provide the information in an accessible format.</p>	January 1, 2012	<p>COMPLETED</p> <p>MiWay's Accessible Services Guide contains information on MiWay's accessible services, policies and procedures. This brochure is available in print as well as online at miway.ca</p> <p>Information on accessibility services is also available online at miway.ca.</p> <p>Information is available in an accessible format, upon request.</p>
35	<p>Non-functioning accessibility equipment If the accessibility equipment on a vehicle is not functioning and equivalent service cannot be provided, conventional transportation service providers shall take reasonable steps to accommodate persons with disabilities and the transportation service provider shall repair the equipment as soon as is practicable.</p>	July 1, 2011	<p>COMPLETED</p> <p>MiWay's existing policy and training requires Operators to notify Transit Control on any accessibility equipment that may require repair or replacement as soon as practicable.</p> <p>Operator Training includes instructions on what to do in an emergency situation and helps Operators take reasonable steps to ensure the safety of all passengers, especially passengers with disabilities.</p>
36	<p>Accessibility training Conventional transportation service providers shall conduct employee and volunteer accessibility training.</p> <p>The accessibility training shall include training on: (a) the safe use of accessibility equipment and features; (b) acceptable modifications to procedures in situations where temporary barriers exist or accessibility equipment on a vehicle fails; and (c) emergency preparedness and response procedures that provide for the safety of persons with disabilities.</p>	January 1, 2014	<p>COMPLETED</p> <p>The City of Mississauga conducted a training needs assessment which identified employee target audiences and the applicable training delivery methods.</p> <p>The Human Resources division have developed a training design that outlines the learning objectives, and training content for the staff e-learning and in-class workshops.</p> <p>The training was delivered to staff through an online training module or a face-to-face workshop. The IASR training was launched for all employees in June 2013.</p>

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37	<p>Emergency preparedness & response policies Conventional transportation service providers,</p> <p>(a) shall establish, implement, maintain and document emergency preparedness and response policies that provide for the safety of persons with disabilities; and</p> <p>(b) shall make those policies available to the public.</p> <p>Conventional transportation service providers shall, upon request, provide the policies in an accessible format.</p>	January 1, 2012	<p>COMPLETED</p> <p>Emergency preparedness and response policy document has been prepared and posted on miway.ca.</p> <p>Information is also available in an accessible format, upon request.</p>
	<p>Fares, support persons No conventional transportation service provider shall charge a fare to a support person who is accompanying a person with a disability.</p> <p>It is the responsibility of a person with a disability to demonstrate their need for a support person to accompany them on the conventional service and to ensure that the appropriate designation for a support person is in place.</p>	January 1, 2014	<p>COMPLETED</p> <p>MiWay's Support Person Policy allows customers who need assistance to board, pay their fare, access the seating area or exit, to be accompanied by a Support Person.</p> <p>MiWay defines a Support Person as a person whose presence is essential to provide care and assistance to a passenger with a disability, regardless of the nature of their disability.</p> <p>Only a single fare is required when a passenger with a disability travels with a Support Person (this includes CNIB card holders).</p>
41, 43	<p>Accessibility plans, conventional transportation services Conventional transportation service providers shall identify the process for managing, evaluating and taking action on customer feedback.</p> <p>Every conventional transportation service provider shall annually hold at least one public meeting involving persons with disabilities to ensure that they have an opportunity to participate in a review of the accessibility plan and are given the opportunity to provide feedback.</p>	January 1, 2013	<p>COMPLETED</p> <p>MiWay has produced a multi-year Accessibility Plan, and continues to produce an Annual Status Report on progress made within MiWay to make services more accessible.</p> <p>The Accessibility Plans are presented and supported by City Council as well as the City of Mississauga's Accessibility Advisory Committee at its first yearly meeting, which is open to the public.</p>

2013 annual accessibility report



44	<p>General responsibilities Conventional transportation service providers shall,</p> <ul style="list-style-type: none"> (a) deploy lifting devices, ramps or portable bridge plates upon request; (b) ensure that adequate time is provided to persons with disabilities to safely board, be secured and deboard transportation vehicles and that assistance be provided, upon request, for these activities; (c) assist with safe and careful storage of mobility aids or mobility assistive devices used by persons with disabilities; and (d) allow a person with a disability to travel with a medical aid. <p>Conventional transportation service providers shall, upon request, make information on the matters available in an accessible format.</p>	January 1, 2012	<p style="text-align: center;">COMPLETED</p> <p>MiWay provides mandatory training on Accessibility Standards for Customer Service, in accordance with Ontario Regulation 429-07. The training ensures employees are aware of the key components of the Customer Service Standard; the requirements for assisting customers with disabilities; how to correctly operate the equipment when boarding or de-boarding customers with disabilities, particularly those who use assistive devices such as wheelchairs or scooters; and, sensitivity training on the provision of service to persons with disabilities.</p> <p>MiWay continually reviews the content, format, and delivery methods of its sensitivity, disability, and diversity training programs with a view towards improving their impact and effectiveness, and integrating improvements into its new and existing employee training programs.</p>
45	<p>Alternative accessible method of transportation Except where not practicable to do so, a conventional transportation service provider that does not provide specialized transportation services shall ensure that any person with a disability who, because of his or her disability, is unable to use conventional transportation services is provided with an alternative accessible method of transportation.</p>	January 1, 2013	<p style="text-align: center;">COMPLETED</p> <p>Region of Peel's TransHelp services are available for customers who are unable to use conventional transit and acts as an alternative accessible method of transportation for passengers with disabilities.</p>
46	<p>Fares No conventional transportation service provider shall charge a higher fare to a person with a disability than the fare that is charged to a person without a disability.</p> <p>Conventional transportation service providers that do not provide specialized transportation services shall make available alternative fare payment options to persons with disabilities.</p>	<p>July 1, 2011</p> <p>January 1, 2013</p>	<p style="text-align: center;">COMPLETED</p> <p>MiWay does not charge a higher fare for passengers with disabilities. The various fare media options available can be used by all customers.</p> <p>Presto System is available on all MiWay buses and acts as an easy alternative fare payment option for all passengers (when cash, passes, or tickets is not an option).</p>

2013 annual accessibility report

47	Transit stops Conventional transportation service providers shall ensure that persons with disabilities are able to board or disembark at the closest available safe location, as determined by the operator, that is not an official stop, if the stop is not accessible.	January 1, 2012	COMPLETED MiWay's existing policy allows customers to board or disembark a MiWay bus at the closest safe location if the official stop is inaccessible. Operators are also trained to notify Transit Control of any stop that is inaccessible.
48	Storage of mobility aids, etc. Every conventional transportation service provider shall, if safe storage is possible, ensure that mobility aids and mobility assistive devices are stored in the passenger compartments of its transportation vehicles.	January 1, 2012	COMPLETED MiWay's existing policy allows customers to board with mobility aids and mobility assistive devices, as long as the aisles are kept clear at all times for emergency situations.
49	Courtesy seating Every conventional transportation service provider shall ensure that there is clearly marked courtesy seating for persons with disabilities on its transportation vehicles. The courtesy seating shall be located as close as practicable to the entrance door. The courtesy seating shall be signed to indicate that passengers, other than persons with disabilities, must vacate the courtesy seating if its use is required by a person with a disability. Every conventional transportation service provider shall develop a communications strategy designed to inform the public about the purpose of courtesy seating.	January 1, 2012	COMPLETED MiWay revised its existing Courtesy Seating Policy to state that the front seats on all MiWay buses were reserved for passengers with disabilities. This ensures that priority seating on buses is there for people who need it. People of all ages with mobility and other disabilities can be assured of easily accessible places to sit. New 'Priority Seating' decals were produced and installed on all MiWay buses. A Communication Plan was prepared and delivered through website, event, media releases and print.
50	Service disruptions Where a route or scheduled service is temporarily changed and the change is known in advance of the commencement of the trip, conventional transportation service providers shall make available alternate accessible arrangements to transfer persons with disabilities to their route destination and ensure information on alternate arrangements is communicated taking into account the person's disability.	July 1, 2013	COMPLETED / ONGOING Currently MiWay issues alerts on route detours when they are known in advance. Information is posted online at miway.ca , as well as at affected terminals and stops. MiWay staff are working towards improving communication of alerts with customers via social media, i.e. Twitter.

2013 annual accessibility report



51	<p>Pre-boarding announcements Every conventional transportation service provider shall ensure that there are, on request, pre-boarding verbal announcements of the route, direction, destination or next major stop.</p> <p>Every conventional transportation service provider shall ensure that there are electronic pre-boarding announcements of the route, direction, destination or next major stop on its transportation vehicles.</p>	<p>July 1, 2011</p> <p>January 1, 2017</p>	<p>COMPLETED</p> <p>MiWay Operators currently announce pre-boarding announcements, upon request.</p> <p>MiWay is currently working towards implementing automated pre-boarding announcements on all buses in 2014.</p>
52	<p>On-board announcements Every conventional transportation service provider shall ensure that there are audible verbal announcements of all destination points or available route stops on its transportation vehicles.</p> <p>Every conventional transportation service provider shall ensure that all destination points or available route stops, are announced through electronic means; and are legibly and visually displayed through electronic means.</p>	<p>July 1, 2011</p> <p>January 1, 2017</p>	<p>COMPLETED</p> <p>All MiWay buses have Automated Next Stop Announcements. Information is also provided visually displaying next stop information.</p>
78	<p>Duties of municipalities, general Any municipality that provides conventional transportation services shall consult with its municipal accessibility advisory committee, the public and persons with disabilities in the development of accessible design criteria to be considered in the construction, renovation or replacement of bus stops and shelters.</p> <p>Every municipality shall identify planning for accessible bus stops and shelters in its accessibility plan.</p>	<p>January 1, 2013</p>	<p>COMPLETED</p> <p>The City of Mississauga's Accessibility Design Handbook was prepared with the support of the Accessibility Advisory Committee. Details from this document are used in the design of MiWay Shelters.</p>
INFORMATION AND COMMUNICATIONS STANDARDS			
11	<p>Feedback Every obligated organization that has processes for receiving and responding to feedback shall ensure that the processes are accessible to persons with disabilities by providing or arranging for</p>	<p>January 1st, 2014</p>	<p>COMPLETED / ONGOING</p> <p>MiWay utilizes a Customer Contact System (CCS) database that allows customers to provide feedback by calling the MiWay call centre, visit the information booth at the City</p>

2013 annual accessibility report

	<p>the provision of accessible formats and communications supports, upon request.</p> <p>Every obligated organization shall notify the public about the availability of accessible formats and communication supports.</p>		<p>Centre Transit Terminal, or via e-mail to forward their comments and/or questions.</p> <p>MiWay is currently working towards improving its feedback database, ensuring information is received/responded to promptly. Improvements will be implemented in 2014.</p>
12	<p>Accessible formats and communication supports</p> <p>Except as otherwise provided, every obligated organization shall upon request provide or arrange for the provision of accessible formats and communication supports for persons with disabilities,</p> <p>(a) in a timely manner that takes into account the person's accessibility needs due to disability; and</p> <p>(b) at a cost that is no more than the regular cost charged to other persons.</p> <p>The obligated organization shall consult with the person making the request in determining the suitability of an accessible format or communication support.</p> <p>Every obligated organization shall notify the public about the availability of accessible formats and communication supports.</p>	January 1 st , 2015	<p>COMPLETED / ONGOING</p> <p>Currently all MiWay print material is available in an accessible format, upon request. Web accessibility has also been improved with accessible pdf. documents added as an alternative to the service changes web page. The number of PDF documents were reduced on MiWay.ca and many PDF documents were made into accessible web pages.</p> <p>A vendor list has been developed and included in "Accessibility Tip Sheet: Providing Information in Alternate Formats".</p> <p>Accessible Document Training will continue to be provided to staff in 2014, this includes how to create accessible PDFs. Initial training sessions began in February 2013. An Accessible Documents Reference Guide was compiled to accompany the in-class training.</p>
14	<p>Accessible websites and web content</p> <p>Designated public sector organizations and large organizations for their internet websites shall meet the requirements of this section in accordance with the following schedule:</p> <ol style="list-style-type: none"> 1. By January 1, 2014, new internet websites and web content on those sites must conform with WCAG 2.0 Level A. 2. By January 1, 2021, all internet websites and web content must conform with WCAG 2.0 Level AA 	<p>January 1, 2014, new internet websites and web content</p> <p>January 1, 2021, all internet websites and web content</p>	<p>COMPLETED / ONGOING</p> <p>An accessibility analysis and review of the City of Mississauga's website is planned. Ongoing accessibility evaluation of the City's website is currently being conducted.</p> <p>Accessible Document Training will continue to be provided to staff in 2014. Initial training sessions began in February 2013.</p> <p>Within MiWay, web accessibility was improved with the number of PDF documents being reduced and new accessible web pages being created.</p>



Corporate Report

Clerk's Files

Originator's
Files

DATE: February 12, 2014

General Committee

FEB 26 2014

TO: Chair and Members of General Committee
Meeting Date: February 26, 2014

FROM: Gary Kent
Commissioner of Corporate Services and Chief Financial Officer

SUBJECT: **Security Incidents in City Facilities & Properties, 2013 Annual Summary**

RECOMMENDATION: That the Corporate Report titled "Security Incidents in City Facilities & Properties, 2013 Annual Summary", from the Commissioner of Corporate Services and Chief Financial Officer dated February 12, 2014, be received for information.

**REPORT
HIGHLIGHTS:**

- A summary of 2013 security incidents and bans as compared to 2012 is detailed under Appendix 1 and 2 of this report.
- Overall, the number of security incidents reported in 2013 decreased by 13% when compared to 2012 (from 10,608 to 9,210 incidents).
- Overall, the number of security bans imposed in 2013 decreased by 41% when compared to 2012 (from 1025 to 601 bans).
- The primary goal of Security officers is to deter inappropriate conduct on City facilities and properties through effective patrols and appropriate outreach programs. Security officers continue to partner with Peel Regional Police and other community partners to ensure the safety, security and well-being of staff and patrons.

COMMENTS:

All Security Incidents responded to by Security officers within the Facilities & Property Management (F&PM) Division are documented as Special Occurrence Reports (SORs), for the purposes of providing a written account of events. SORs document potential evidence and identify potential dangers, hazards, and liabilities to staff and patrons.

Appendix 1 provides a comparison on the number of SORs issued within each Ward for a number of categories in 2012 and 2013.

Appendix 2 provides the number and reason for bans imposed under the *Trespass to Property Act* for the same time period.

Appendix 3 provides a list of Security occurrence common definitions used by Security Officers in the preparation of SORs.

Overall, the number of security incidents reported in 2013 decreased by 13% when compared to 2012 (from 10,608 to 9,210 incidents).

Any category that had a significant increase or decrease of 35% or more and a minimum sampling size of 50 reports is further explained in this report.

Categories with Substantial Increases (2013 vs 2012)

There were three categories where an increase in the reported incidents had occurred in 2013 when compared to 2012. This list includes Disturbance, General and Insecure categories as follows:

The Disturbance category has increased by 45% when compared to 2012 (from 233 to 339 incidents). The root cause for the increase is due to the number of identified businesses that have posted unauthorized advertisements, predominately on Bus Shelters. Security officers continue to remove debris from the Bus Shelters in a proactive and timely manner.

The General category has increased by 45% when compared to 2012 (from 660 to 956 incidents). This increase is a result of changes to the database classification system where general calls for service or nuisance calls previously identified in specific activity categories have been reclassified to the General category. For example, patrons who

would have fallen asleep on the bus were previously categorized under Disturbance or Suspicious Activity but are now correctly classified under the General Category. This reclassification of categories has allowed for better reporting of statistics and has allowed for greater understanding of trends from year to year.

The Insecure category has increased by 57% when compared to 2012 (from 86 to 135 incidents). Most of these incidents were minor in nature and represented incidents such as doors being left unlocked or unsecured.

Categories with Substantial Decreases (2013 vs 2012)

There were three categories where a decrease in the reported incidents had occurred in 2013 when compared to 2012. This list includes Motor Vehicles, Suspicious Activity and Transit Offence categories as follows:

The Motor Vehicle category has decreased by 38% when compared to 2012 (from 198 to 123 incidents). Based on an appropriate sampling size, the sub-category of Parking had a decrease of 42% when compared to 2012 (from 131 to 86 incidents). This can be partially attributed to ongoing active patrols by Security officers at City facilities and properties.

The Suspicious Activity category has decreased by 50% when compared to 2012 (from 480 to 241 incidents). Incidents that were previously classified incorrectly under this heading including nuisance service calls have been moved to the General Category. This reclassification has allowed for better statistics under the Suspicious Activity category.

The Transit Offence category has decreased by 35% when compared to 2012 (from 321 to 210 incidents). The most significant sub-category decrease was in the Fare Offence which went from 111 incidents in 2012 to 24 in 2013. In order to reduce conflict on buses and driver assaults, the Transit Operators role in fare enforcement has been revised. This change along with increasing use of the Presto fare card that eliminates the need for a paper transfer, has also contributed to the reduction in the Fare Offence sub-category.

Graffiti Category

Even though the Graffiti incident category year over year statistics are below the 35% increase/decrease threshold established earlier in this report, we are commenting on this category due to the large sampling size and the ongoing efforts by multiple stakeholders to reduce the impact of Graffiti on City facilities and properties.

The Graffiti category has decreased by 25% when compared to 2012 (from 1315 to 989 incidents). This decrease can be attributed to 17 individuals that were arrested and charged by the Peel Regional Police with regards to acts of graffiti in 2013. These arrests were a direct result of a strong collaborative partnership between Peel Regional Police and Security officers at the City of Mississauga.

A separate Graffiti report detailing occurrences and mapping out locations in each Ward with month over month statistics will be brought forward to Council later this year.

Commencing 2015, an annual Graffiti report will be issued to coincide with the annual Security Incidents report.

Bans Category

With respect to bans imposed under the *Trespass to Property Act* as detailed in Appendix 2, there was an overall decrease of 41% when compared to 2012 (from 1025 to 601 bans). In the sub-category for "Under 18" youths, there was a 46% decrease when compared to 2012 (from 275 to 149 bans).

It is important to note that bans involving youth are handled somewhat differently than those involving adults. Security officers will make every attempt to contact the parent or guardian of the youth on or about the time the ban is issued. Security officers utilize multiple approaches to reach out to the Youth of the City. Diligent use of appropriate awareness, outreach and education programs including bike and foot patrols in the field have helped reduce the number of bans issued to "Under 18" youth in 2013 versus previous years.

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FINANCIAL IMPACT: Not applicable.

CONCLUSION: Overall, the number of security incidents in 2013 decreased by 13% when compared to 2012 (from 10,608 to 9,210 incidents).

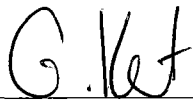
Additionally, the number of bans imposed in 2013 under the *Trespass to Property Act* decreased by 41% when compared to 2012 (from 1025 to 601 bans).

The primary goal of Security officers is to deter inappropriate conduct on City facilities and properties through effective patrols and appropriate outreach programs. Security officers continue to partner with Peel Regional Police and other community partners to ensure the safety, security and well being of staff and patrons.

ATTACHMENTS: Appendix 1: Security Occurrence Reports (SORs), 2012 and 2013 Occurrences Comparison

Appendix 2: Security Occurrence Reports (SORs), 2012 and 2013 Banning Comparison under the *Trespass to Property Act*.

Appendix 3: Security Occurrence Definitions



Gary Kent
Commissioner of Corporate Services and Chief Financial Officer

Prepared By: Raj Sheth, Director, Facilities & Property Management

Facilities & Property Management Division
Security Reports (SOR's)
2012 and 2013 Occurrence Comparison

Appendix 1

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2012		2013		Ward 1		Ward 2		Ward 3		Ward 4		Ward 5		Ward 6		Ward 7		Ward 8		Ward 9		Ward 10		Ward 11		Buses		Other		2012		2013		% Change
2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	2012	2013	Total	Total					

1. ACCESS	18	13	9	2	4	3	90	69	7	14	26	38	8	5	2	4	0	5	2	3	5	7	0	0	0	0	171	163	-5
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2. ACCIDENT	3	5	4	4	3	3	85	61	126	96	15	19	4	4	0	2	5	5	2	1	1	6	0	10	9	2	257	218	-15
Personal Injury (Non-EMS)	0	3	3	3	0	3	63	50	119	85	1	3	1	1	0	0	1	4	0	0	0	3	0	0	0	0	188	155	-18
Vehicle (Personal Injury)	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	n/a
Vehicle (Property Damage)	0	2	1	1	3	0	22	5	7	9	12	9	2	3	0	2	2	1	2	0	1	1	0	5	4	2	56	40	-29
Property Damage	3	0	0	0	0	0	0	6	0	1	2	7	1	0	0	0	2	0	0	1	0	2	0	5	5	0	13	22	69

3. ALARMS	201	205	146	111	130	113	331	363	291	200	235	219	337	151	34	25	63	64	74	49	95	90	1	0	61	4	1999	1594	-20
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4. ALCOHOL & DRUGS	20	7	9	4	8	15	164	79	30	59	4	4	17	6	6	3	5	8	4	3	23	9	4	1	4	0	298	198	-34
Liquor Offence	15	6	4	2	6	9	47	17	17	28	2	2	5	2	1	1	2	4	0	1	6	1	1	1	0	0	106	74	-30
Drunkenness	0	1	2	0	1	2	7	1	3	12	1	0	2	0	3	1	0	2	0	0	2	3	3	0	4	0	28	22	-21
Drug Use	5	0	3	2	1	4	110	61	10	19	1	2	10	4	2	1	3	2	4	2	15	5	0	0	0	0	164	102	-38

5. ARREST	1	0	0	3	0	1	21	16	7	8	1	1	0	1	1	0	1	0	0	0	0	1	0	1	1	0	33	32	-3
Assault	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Disturbance	0	0	0	0	0	1	5	3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	7	5	-29
Theft	0	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	200
Trespass	1	0	0	3	0	0	16	13	6	5	1	1	0	1	1	0	1	0	0	0	0	1	0	1	0	0	26	25	-4

6. COMPLAINT	5	12	3	5	6	7	24	22	9	5	7	7	3	5	7	5	6	4	3	4	4	4	0	2	1	1	78	83	6
Facilities	0	0	0	0	0	2	13	12	3	2	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	17	16	-6
Parks	5	8	3	4	4	4	7	2	5	3	5	6	3	5	6	4	5	3	3	2	4	4	0	0	0	0	50	45	-10
Public	0	4	0	1	2	1	4	8	1	0	2	1	0	0	0	1	1	1	0	2	0	0	0	2	1	1	11	22	100

7. DISTURBANCE	6	8	14	8	7	3	84	70	54	65	6	2	4	6	20	10	5	7	1	0	2	1	4	149	26	10	233	339	45
Counterfeit Currency	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	n/a
Forced Entry	0	0	11	3	1	0	4	2	2	4	2	0	0	0	0	1	0	0	1	0	0	1	0	0	0	0	21	11	-48
Loitering	0	0	0	0	0	0	1	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	2	1	-50
Harassment	0	4	0	4	4	1	7	8	4	8	1	1	2	5	5	0	4	3	0	0	0	0	0	2	0	0	27	36	33

2012		2013		Ward 1		Ward 2		Ward 3		Ward 4		Ward 5		Ward 6		Ward 7		Ward 8		Ward 9		Ward 10		Ward 11		Buses		Other		2012		2013		% Change			
2012		2013		2012		2013		2012		2013		2012		2013		2012		2013		2012		2013		2012		2013		2012		2013		Total		Total			

Soliciting	4	3	3	1	1	1	33	36	47	53	2	1	1	1	7	9	1	4	0	0	2	0	4	147	26	10	131	266	103
Skateboarding	2	1	0	0	1	1	39	23	0	0	1	0	0	0	8	0	0	0	0	0	0	0	0	0	0	0	51	25	-51

8. EMERGENCY	27	20	13	9	15	7	210	204	89	85	40	50	26	20	11	4	19	23	6	3	9	3	10	18	14	8	489	454	-7
Bomb Threat	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	n/a
Fire Smoke Report	3	2	0	2	1	0	10	5	5	1	3	1	0	1	1	0	2	1	0	0	1	1	0	1	3	1	29	16	-45
Gas Leak	0	0	0	0	0	0	1	0	0	0	2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	1	-67
Power Failure	2	2	0	1	0	0	2	6	0	1	1	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	7	11	57
911 Calls	22	15	13	5	14	7	196	193	83	82	34	47	25	19	10	4	16	22	6	3	8	2	10	17	4	4	441	420	-5
Fire Watch	0	1	0	1	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7	3	8	6	-25

9. GENERAL	36	49	29	30	16	18	245	280	40	90	45	93	58	20	20	26	15	41	11	9	10	21	83	231	52	48	660	956	45
Assist	23	32	23	16	13	10	143	137	25	43	39	79	51	13	14	15	11	20	3	8	9	16	55	84	29	20	438	493	13
Security Suggestion	1	2	0	1	0	3	39	33	3	7	1	1	2	1	0	1	1	2	2	0	0	2	0	0	0	0	49	53	8
Information	12	15	6	13	3	5	63	110	12	40	5	13	5	6	6	10	3	19	6	1	1	3	28	147	23	28	173	410	137
Unauthorized use of Computer	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	n/a
Contractor Supervision	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

10 GRAFFITI	95	29	40	39	48	41	140	144	40	23	32	23	23	22	48	27	69	45	24	18	18	14	6	80	732	484	1315	989	-25
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11. HAZARDS	15	12	4	3	7	6	48	43	11	7	8	5	5	4	7	3	5	8	4	3	6	8	1	3	3	1	124	106	-15
Health	1	2	0	0	1	1	11	6	0	1	1	0	2	0	1	0	0	1	0	0	1	1	0	1	0	0	18	13	-28
Safety	12	9	4	2	5	4	34	32	10	4	6	5	3	4	5	3	5	5	4	3	5	6	1	2	3	1	97	80	-18
Chemical/Liquid	2	1	0	0	0	0	0	1	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	3	3	0
Fire	0	0	0	1	1	1	3	4	0	2	1	0	0	0	1	0	0	0	1	0	0	0	1	0	0	0	6	10	67
Dangerous Materials	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

12. INDECENT BEHAVIOUR	0	2	0	1	0	0	4	3	0	2	1	0	1	0	0	0	0	1	0	0	0	0	0	2	0	0	6	11	83
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13. INSECURE	6	10	5	10	3	0	29	77	16	12	10	16	7	3	0	2	3	1	5	1	2	3	0	0	0	0	86	135	57
Cash	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Door(s)	5	5	4	7	3	0	26	75	8	9	7	6	3	0	0	0	3	0	2	0	0	2	0	0	0	0	61	104	70
Gate	1	3	1	2	0	0	2	0	7	3	3	10	3	3	0	1	0	1	3	1	2	1	0	0	0	0	22	25	14
Vehicle	0	0	0	1	0	0	1	1	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	3	2	-33
Display Cabinet	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Computer Equipment	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	n/a
Roof Hatch	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Window/Skylight	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	3	300
Confidential Information	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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2012		2013		2012		2013		2012		2013		2012		2013		2012		2013		2012		2013		2012		2013		2012		2013		Total		Total		% Change
Ward 1		Ward 2		Ward 3		Ward 4		Ward 5		Ward 6		Ward 7		Ward 8		Ward 9		Ward 10		Ward 11		Buses		Other												

14. LOST OR FOUND PERSON	0	1	1	0	1	0	10	9	4	6	1	0	0	0	1	0	1	1	0	0	0	0	2	1	2	2	23	20	-13
Lost Person	0	1	1	0	1	0	7	5	2	6	1	0	0	0	1	0	1	1	0	0	0	0	2	1	2	1	18	15	-17
Found Person(s)	0	0	0	0	0	0	3	4	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	5	5	0

15. LOST & FOUND PROPERTY	19	15	9	7	2	1	421	306	38	47	87	131	1	1	22	43	12	28	0	0	2	1	83	148	18	21	714	749	5
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16. MAINTENANCE	47	30	33	32	21	17	639	660	80	68	79	62	55	34	12	16	18	35	15	14	21	22	0	4	29	16	1049	1010	-4
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17. MISCHIEF	4	0	2	2	2	0	8	9	4	2	1	1	3	0	5	4	3	0	2	2	0	0	20	22	3	3	57	45	-21
Mischief Endanger Life	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15	13	1	2	17	15	-12
Mischief Interfere with Property	0	0	0	2	0	0	1	4	1	1	1	0	1	0	2	3	1	0	0	0	0	1	0	1	2	0	9	12	33
Mischief Under \$5000	4	0	2	0	2	0	6	5	3	1	0	1	2	0	3	1	2	0	2	2	0	1	5	7	0	1	31	19	-39
Mischief Over \$5000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	1	n/a

18. MOTOR VEHICLE	19	13	38	16	3	3	44	23	19	6	35	28	8	6	3	5	10	7	5	0	7	6	4	10	3	0	198	123	-38
Abandoned	2	1	0	0	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	3	2	-33
Dangerous Operation	0	0	1	0	0	0	3	3	2	0	0	1	1	0	0	0	0	1	0	0	1	0	0	0	0	0	8	5	-38
General Assist	0	0	0	0	0	0	0	2	0	0	2	1	0	0	0	0	1	0	0	0	0	0	0	0	1	0	4	3	-25
Parking	11	5	33	11	0	2	23	11	9	5	30	20	5	3	1	5	6	3	3	0	6	2	2	9	2	0	131	76	-42
Suspicious	5	2	4	0	0	0	6	0	0	1	1	1	0	1	1	0	2	1	0	0	0	0	2	0	0	0	21	6	-71
Unauthorized	1	5	0	5	3	1	12	7	7	0	2	5	2	1	1	0	1	2	2	0	0	4	0	1	0	0	31	31	0

19. PHYSICAL/VERBAL ALTERCATION	6	4	9	5	7	5	36	24	33	34	2	2	1	4	7	8	6	3	1	1	0	1	31	17	8	5	147	113	-23
Assault Bodily	0	0	0	0	1	1	6	3	5	2	0	0	1	0	3	2	1	1	0	0	0	0	10	5	2	1	29	15	-48
Assault Common	0	1	2	2	1	2	3	4	8	8	0	0	0	2	1	0	1	0	0	1	0	0	7	8	1	2	24	30	25
Assault Sexual	1	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	2	1	1	0	5	2	-60
Assault Weapons	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	-100
Fighting	1	3	6	2	4	1	20	14	14	20	0	1	0	1	1	3	4	1	1	0	0	1	9	2	1	1	61	50	-18
Uttering Threats	4	0	0	1	0	1	7	2	6	4	1	1	0	1	2	3	0	1	0	0	0	0	3	1	3	1	26	16	-38

20. PROHIBITED ACTIVITY	130	106	58	59	62	71	348	236	136	144	87	57	61	26	50	29	65	60	50	28	62	47	110	42	12	8	1231	913	-26
Prohibited Activity	124	98	54	54	53	59	296	206	115	104	82	48	59	21	44	24	58	49	45	26	55	38	105	42	12	6	1102	775	-30
Noise	5	5	3	4	9	10	21	16	12	21	2	7	1	3	4	2	4	7	4	2	6	7	5	0	0	0	76	84	11
Violation of Facility Rules	1	3	1	1	0	2	31	14	9	19	3	2	1	2	2	3	3	4	1	0	1	2	0	0	0	2	53	54	2

21. SUSPICIOUS ACTIVITY	21	13	15	9	10	6	182	95	37	23	27	15	13	12	22	12	21	26	9	8	10	7	84	12	29	3	480	241	-50
Activity	11	7	8	3	6	6	100	52	18	10	18	9	7	5	11	4	13	17	6	8	7	6	13	3	6	1	224	131	-42
Person	10	6	7	4	3	0	77	41	18	12	9	6	6	7	11	6	8	9	3	0	3	1	69	9	22	2	246	103	-58
Item	0	0	0	2	1	0	5	2	1	1	0	0	0	0	0	2	0	0	0	0	0	0	2	0	1	0	10	7	-30

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2012		2013		Ward 1		Ward 2		Ward 3		Ward 4		Ward 5		Ward 6		Ward 7		Ward 8		Ward 9		Ward 10		Ward 11		Buses		Other		2012		2013		% Change	

22. THEFT	18	6	13	9	14	5	74	57	63	55	34	20	13	2	24	10	20	41	2	1	6	2	8	2	4	1	293	211	-28
Attempted	0	0	0	0	0	0	1	1	3	3	1	0	0	0	0	0	0	0	0	0	0	0	3	0	0	0	8	4	-50
Fraud	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0
Possible	3	2	2	1	2	0	12	8	3	0	4	4	0	0	1	1	3	0	0	0	2	0	0	0	0	0	32	16	-50
Robbery	0	0	0	0	0	0	4	4	2	4	0	0	0	0	1	0	1	1	0	0	0	0	3	2	1	1	12	12	0
Under \$5000	7	3	6	5	9	3	39	23	30	26	5	4	3	2	8	5	8	13	2	1	4	2	2	0	3	0	126	87	-31
Over \$5000	1	0	2	0	0	0	1	1	2	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	6	2	-67
Locker	6	0	3	2	2	0	8	6	14	6	22	11	8	0	13	2	7	24	0	0	0	0	0	0	0	0	83	51	-39
Bicycle	1	1	0	1	1	1	9	14	1	14	1	0	2	0	1	1	0	2	0	0	0	0	0	0	0	0	16	34	113
Motor Vehicle	0	0	0	0	0	1	0	0	7	2	1	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	9	4	-56

23. TRANSIT OFFENCE	2	0	0	3	0	0	160	125	7	46	2	1	0	0	39	13	8	4	0	0	0	0	82	15	21	3	321	210	-35
Bus Operation	0	0	0	1	0	0	1	2	0	1	0	0	0	0	0	2	0	0	0	0	0	0	1	2	0	0	2	8	300
Fare Offence	0	0	0	1	0	0	39	18	5	0	1	0	0	0	10	0	3	0	0	0	0	0	41	4	12	1	111	24	-78
Public Nuisance	2	0	0	0	0	0	20	24	0	0	0	0	0	0	4	0	3	0	0	0	0	0	26	7	7	2	62	33	-47
Bring Unauthorized Vehicle on Transit Property	0	0	0	0	0	0	95	79	2	44	1	1	0	0	24	9	1	4	0	0	0	0	1	0	2	0	126	137	9
Obstruction	0	0	0	1	0	0	5	2	0	1	0	0	0	0	1	2	1	0	0	0	0	0	13	2	0	0	20	8	-60

24. TRESPASS	3	1	5	13	2	2	21	18	18	12	2	2	1	3	2	1	1	2	0	0	1	1	0	0	0	0	56	55	-2
Caution Issued	2	0	1	3	0	1	9	11	10	2	2	1	1	3	0	1	0	2	0	0	0	0	0	0	0	0	25	24	-4
Trespasser on Site	1	1	4	10	2	1	12	7	8	10	0	1	0	0	2	0	1	0	0	0	1	1	0	0	0	0	31	31	0

25. VANDALISM	22	15	19	16	5	4	62	41	20	19	23	9	16	9	7	8	12	11	12	6	13	10	3	89	72	4	286	241	-16
City Property Damage	14	10	14	15	2	2	43	25	9	7	9	4	11	4	5	6	7	8	11	4	8	4	3	88	69	4	205	181	-12
Non City Property Damage	0	0	1	0	0	1	3	0	3	1	3	1	0	0	0	1	2	0	0	0	0	0	0	0	0	0	12	4	-67
Motor Vehicle	1	1	1	0	0	1	2	4	4	7	4	4	2	0	1	1	0	1	0	0	1	0	0	0	1	0	17	19	12
Litter	7	4	3	1	3	0	14	12	4	4	7	0	3	5	1	0	3	2	1	2	4	6	0	1	2	0	52	37	-29

26. WEAPONS	1	0	0	0	0	0	1	0	0	0	1	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	0	4	1	-75
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Annual Total	10608	9210	-13
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**Facilities & Property Management Division
Security Occurrence Reports (SOR's)
2012 and 2013 Ban Comparison Under the Trespass to Property Act**

Cause of Ban	Description	2012 Under 18	Total 2012	2013 Under 18	Total 2013	% Change
Alcohol	Unauthorized possession, consumption of an alcoholic beverage, under the influence, disorderly	23	162	8	117	-28
Assault	Violent physical or verbal attack	2	15	1	11	-27
Disturbance	Cause commotion, scuffle, detracting from normal use and enjoyment of the property	1	21	1	10	-52
Drugs	Possessing illegal substance under the Ontario "Controlled Drugs and Substance Act"	92	285	49	153	-46
Fare Offence	Failure to present proper bus fare	0	0	0	1	n/a
Fighting	Engaging in an intensive verbal dispute or physical conflict between two or more people	14	33	14	26	-21
Indecent Behaviour	A public act, activity or gesture considered offensive to established public standards of decency	2	6	0	3	-50
Loitering	Linger aimlessly with suspected criminal intent e.g. gang activities, soliciting drugs, prostitution, etc	0	0	0	0	0
Mischief	Activity, or conduct which renders City property useless, interferes with the use of property	2	4	2	4	0
Noise	Sound that is loud, unpleasant, unexpected, or undesired	5	10	1	2	-80
Prohibited Activity	Conduct which contravenes City facility/park rules and regulations	106	400	48	170	-58
Skateboarding	The act of riding on a skateboard in an area where the activity is not allowed	0	1	1	7	600
Soliciting	Making requests or pleas by attempting to draw somebody into purchasing or participating in an illegal or unauthorized act.	1	4	0	7	75
Suspicious Activity	Unusual behaviour leading to a belief that an unlawful activity is about to be committed	1	9	0	6	-33
Trespass	Entry where entry prohibited, fail to leave when directed	20	56	12	55	-2
Theft	Unlawful taking, removing, carrying away property of another	4	8	2	6	-25
Threats	Communicated intent to inflict harm or damage to a person or City property	0	4	1	7	75
Vandalism	Wilful or malicious act which damages, defaces, alters, or destroys City property	1	4	9	16	300
Weapons	Any instrument designed to be used in causing death or injury to any person; or for threatening	1	3	0	0	-100
Total		275	1025	149	601	-41

Corporate Security Reports

Corporate Security Occurrence Definitions

9j

1. Access to Property:

Entry and use of property without a mandatory permit.

2. Accident:**Personal Injury (Non-EMS)**

Injury that does not require emergency medical services.

Vehicle (Personal Injury)

A motor vehicle accident in which a personal injury is sustained.

Vehicle (Property Damage)

Property damage caused by a non-city vehicle.

Property Damage

Accident resulting in city property damage.

3. Alarms:

Any device or sensor when activated that sends an alert notification. (ie. Ammonia, CO2 Detector, Door Contact, Duress, Emergency Pull Station, Fire, Forced open, Flood Detector, Local Audible, Motion Detector, Trouble Signal, Node Missing, Glass Break, Tamper, A/C Power Fail, Passcard, Pool Filter, Window Contact.)

4. Alcohol and Drugs:**Liquor Offence**

Found consuming alcohol on city property.

Drunkenness

Drunken Person(s).

Drug Use

Found using narcotics.

Drug Possession

Found in possession of illicit drugs.

5. Arrest:**Assault**

Violent physical or verbal attack.

Disturbance

Cause commotion, scuffle, detracting from normal use and enjoyment of the property.

Theft

Unlawful taking of property.

Trespass

Enter unlawfully on city property and fail to leave when directed to do so in accordance with the Trespass to Property Act.

6. Complaint:**Facilities**

Complaint concerning city facilities.

Parks

Complaint concerning city parks.

Public

Complaints concerning patrons violating bylaws.

9k

7. Disturbance:

Forced Entry

A secure facility that has been forcibly entered.

Loitering bylaw infraction

Linger aimlessly or with suspected criminal intent.

Harassment

Individual found disturbing others persistently.

Soliciting

Making requests or pleas, attempting to draw somebody into purchasing or participating in an illegal or unauthorized act.

Skateboarding bylaw infraction

Skateboarding where prohibited.

Counterfeit Currency

The discovery of counterfeit money.

8. Emergency:

Bomb Threat

Threat of a bomb on city property.

Report Fire/Smoke

The discovery of smoke or a fire.

Gas Leak

A natural gas leak found at facility.

Fire Watch

Mandatory physical patrol of a property when the automated fire suppression system is compromised.

Power Failure

Power surge or outage that causes the shutdown of a system.

911 Calls

Any call to 911 requiring immediate emergency response.

9. General:

Assist

Aiding or assisting the public.

Unauthorized Use of Computer

Individual found using a computer without authorization.

Security Suggestion

Suggestions made by security staff to increase the efficiency and quality of operations.

Information

General information regarding security operations.

10. Graffiti:

Words, markings or drawings etched, scratched or painted on a surface.

11. Hazards:

Health

Situation or item that poses a level of threat to health.

Safety

Situation or item that poses a level of threat to safety.

Dangerous Materials

Someone found in possession of an explosive, flammable or toxic item.

12. Indecent Behaviour:

Behaviour that is not keeping with acceptable or appropriate standards.

13. Insecure Property:

Cash

Cash observed left insecure and accessible.

Door(s)

Door(s) observed left insecure and accessible.

Gate

Gate observed left insecure and accessible.

Vehicle

City vehicle observed left insecure and accessible.

Display Cabinet

Display cabinet left insecure and accessible.

Computer Equipment

Computer equipment left insecure and accessible.

Roof Hatch

Roof Hatch left insecure and accessible.

Window/ Skylight

Window or skylight left insecure and accessible.

Confidential Information

Confidential Information left insecure and accessible.

14. Lost or Found Person:

Lost Person

Missing person reported.

Found Person

Missing person located.

15. Lost or Found Property:

Any item that is reported missing or recovered.

16. Maintenance:

Any equipment or structure that requires servicing.

17. Mischief:

Mischief Endanger Life

Reckless activity or conduct which endangers life.

Mischief Interfere with Property

Reckless activity, or conduct which renders City property useless, interferes with the use of property.

Mischief Under \$5000

Reckless activity or conduct which results in city property damage under \$5000.

Mischief Over \$5000

Reckless activity or conduct which results in city property damage over \$5000.

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18. Motor Vehicle:

Abandoned Motor Vehicle

Abandoned motor vehicle found on city property.

Dangerous Operation

Reckless and hazardous operation of motor vehicle on city property.

General Assist

General motor vehicle assistance (Jump start, gasoline).

Parking

A Motor vehicle parking infraction (over night parking, handicapped parking without permit).

Suspicious

A vehicle found on city property with a suspicious presence.

Unauthorized

Motor vehicle found in prohibited area.

19. Physical/ Verbal Altercation:

Assault Bodily

Assault causing bodily harm.

Assault Common

Assault where no serious injury is evident.

Assault Sexual

Physical assault of a sexual nature on another person.

Assault Weapons

Assault with a firearm, sharp object or blunt object.

Fighting

Consensual altercation between two or more individuals.

Uttering Threats

Display of intent to cause physical harm.

20. Prohibited Activity:

Prohibited Activity

Conduct which contravenes City facility/park rules and regulations.

Violation of Facility Rules

An infringement of facility/park rules.

Noise

Excessive sound causing a disturbance to others.

21. Suspicious Activity:

Activity

Unusual behaviour leading to a belief that an unlawful activity is about to be committed.

Person

Individual without a clear purpose on the site.

Item/Package

An item/package with unknown contents found on city property.

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22. Theft:

Attempted

Failed attempt at theft.

Fraud

False identity or Counterfeit passes/money.

Possible

Item reported as likely stolen.

Robbery

Theft with a threat to cause physical harm.

Under \$5000

Theft of any property under \$5000 in value.

Over \$5000

Theft of any property over \$5000 in value.

Locker

Theft from a locker.

Bicycle

Theft of a bicycle.

Motor Vehicle

Motor Vehicle Theft.

23. Transit Offence:

Bus Operation

Incident deterring from regular bus operation.

Fare Offence

Failure to present proper fare.

Public Nuisance

Nuisance deterring the public from use of transit system.

Bring unauthorized vehicle on transit property

Drive non-transit motor vehicle onto transit-only property.

Obstruction

Interfering with the operation, an Operator or an Operator's directive on a bus.

24. Trespass:

Caution Issued

One or more Individuals issued a warning or ban to one or more city facilities.

Trespasser on site

Banned individual observed on facility property.

25. Vandalism:

City Property Damage

Damage of property belonging to the city.

Litter

Objects strewn or scattered about.

Non-city Property Damage

Damage of property not belonging to the city.

Motor Vehicle

Vandalism in which a motor vehicle is damaged or defaced.

26. Weapons:

Possession of Weapon

Possession of any weapon restricted by the law or object that could be used as a weapon.



Corporate Report

Clerk's Files

Originator's
Files

CA.11.DEL

DATE: February 5, 2014

TO: Chair and Members of General Committee
Meeting Date: February 26, 2014

General Committee

FEB 26 2014

FROM: Gary Kent
Commissioner of Corporate Services and Chief Financial Officer

SUBJECT: **Delegation of Authority – Acquisition, Disposal, Administration
and Lease of Land and Property – July 1, 2013 to December 31,
2013**

RECOMMENDATION: That the report dated February 5, 2014 from the Commissioner of Corporate Services and Chief Financial Officer entitled “Delegation of Authority – Acquisition, Disposal, Administration and Lease of Land and Property – July 1, 2013 to December 31, 2013” be received for information.

BACKGROUND: The Delegation of Authority By-law 375-2008, approved by Council on November 12, 2008, provides delegated authority for the approval and execution of real estate agreements. Sections 3 and 4 of the by-law provide delegated authority to approve and conclude real property transactions at four staff levels – Manager, Director, Commissioner and City Manager, depending on the value of the transaction.

Delegated authority to approve and conclude real estate transactions is subject to the provisions outlined in Corporate Policy No. 05-04-01, Acquisition and Disposal of Real Property. Prior to the completion of any real estate transaction, all criteria of the Policy and the Delegation of Authority By-law must be met. Section 4.5 of the Delegation of Authority By-law 0375-2008 requires that the exercise of Delegated

Authority be reported to Council on a semi-annual basis. This report covers the real property transactions which were completed under the delegation by-law in the second half of 2013.

COMMENTS:

During the period July 1, 2013 to December 31, 2013, a total of 32 real estate matters were approved under Delegated Authority. A breakdown of these real estate matters is as follows:

- Acquisitions: 5
- Acquisitions – Easements: 2
- Administrative Matters: 1
- Disposals – Land: 3
- Disposals - Easements: 1
- Leases, Licenses and Other Agreements (City Use): 12
- Leases, Licenses and Other Agreements (Third Party Use): 8

In addition to the above-noted transactions, two (2) easement transactions were completed with the Region of Peel under the Easement Protocol By-law 0296-2007, and four (4) encroachment agreements were executed under the Encroachment By-law 0057-2004.

FINANCIAL IMPACT: A breakdown of the financial implications of the real estate transactions for the period July 1, 2013 December 31, 2013 is shown on Appendices 1 – 5 of this report.

Prior to transaction approval, where applicable, Realty Services staff have confirmed with Financial Services staff that the appropriate funds are available in the budget. The availability of funds is a condition and requirement for approval under Delegated Authority.

CONCLUSION:

This report is forwarded for information pursuant to Delegation of Authority By-law 0375-2008.

Realty Services confirms that all transactions approved under Delegation of Authority for the period July 1, 2013 to December 31, 2013 are in compliance with the Delegation of Authority By-law 0375-2008, Corporate Policy No. 05-04-01, and the Notice By-law 215-2008, as amended, where applicable.

ATTACHMENTS:

- Appendix 1: Acquisition of Land and Easements - July 1, 2013 to December 31, 2013
- Appendix 2: Disposition of Land and Easements - July 1, 2013 to December 31, 2013
- Appendix 3: Leases, Licenses and Other Agreements (City Use) - July 1, 2013 to December 31, 2013
- Appendix 4: Leases, Licenses and Other Agreements (Third Party Use) - July 1, 2013 to December 31, 2013
- Appendix 5: Administrative Matters – July 1, 2013 to December 31, 2013



Gary Kent

Commissioner of Corporate Services and Chief Financial Officer

Prepared By: Ron Sanderson, Manager, Realty Services

10c

Acquisition of Land - July 1, 2013 to December 31, 2013					
File Number	Approved By	Date of Approval	Report Title	Total Area (sq.m.)	Total Consideration
PO.15.COU	Director, FPM	06-Aug-13	Proposed land exchange between The Corporation of the City of Mississauga and Peel District School Board - Council Ring Road (Ward 8)	335	n/a - straight land exchange
PO.10.TOR	Commissioner of Corporate Services	25-Jul-13	Agreement of Purchase and Sale between Canadian National Railway Company and The Corporation of the City of Mississauga - Torbram Road Grade Separation Project (Ward 5)	1140.7	\$220,000
PO.10.TOM	Manager, Realty Services	23-Sep-13	Agreement of Purchase and Sale between The City of Mississauga and OP Trust East Industrial Inc. for the purchase of a strip of land from 6500 Tomken Road (Tomken Road and Courtneypark Drive East) (Ward 5)	50.09	\$10,780
PO.10.HAZ/ PO.10.ELO	Manager, Realty Services	14-Nov-13	Agreement of Purchase and Sale between a) The Corporation of the City of Mississauga and b) Walter Hawrylyshyn, as Owner of 4186 Hazineh Court and Roger Deneault, as Owner of 4177 Elora Drive (Ward 4)	a) 18.1 b) 22.3	\$2.00
PO.10.ARG PO.10.MIL	Manager, Realty Services	31-Dec-13	Purchase of Two Parcels of Land from Ivanhoe Cambridge 1 Inc. - Mullett Creek Engineered Drainage Channel and Corner Rounding at Northwest Corner of Millcreek Drive and Aquitaine Avenue (Ward 9)	4.895 ac.	Nominal - City to pay its own legal and closing costs

Acquisition of Easements - July 1, 2013 to December 31, 2013					
File Number	Approved By	Date of Approval	Report Title	Total Area (sq.m.)	Total Consideration
PO.12.HAI	Manager, Realty Services	07-Aug-13	Grant of Easements in Gross between The City of Mississauga and Her Majesty The Queen in Right of Ontario as represented by The Minister of Infrastructure for a permanent easement on Hydro One lands - Haig Boulevard north of the C.N. Railway (Ward 1)	a) 196 b) 103.3	\$2.00
PO.12.WOR	Manager, Realty Services	26-Nov-13	Grant of Permanent Easement to the City of Mississauga from Cantay Holdings Inc. on part of the premises known as 22 World Drive (Ward 5)	655	\$2.00

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Appendix 2
Disposals - Land and Easements
File: CA.11.DEL

Disposition of Land - July 1, 2013 to December 31, 2013					
File Number	Approved By	Date of Approval	Report Title	Total Area (sq.m.)	Total Consideration
PO.11.LON	Commissioner of Corporate Services and Treasurer	11-Jul-13	Agreement of Purchase and Sale between The City of Mississauga as Vendor and NC Warehouse Inc. as Purchaser for the transfer of lands abutting 199 Longside Drive (Ward 5)	1,368	\$150,000.00
PO.11.BEL	Commissioner of Corporate Services and Treasurer	13-Nov-13	Agreement of Purchase and Sale between The City of Mississauga and Kings Mill Development Inc. for a portion of closed out road allowance of Bellevue Street, described as Part 15, 16, 17 and 23 on Reference Plan 43R-35355 (Ward 11)	650	\$155,000.00
PO.11.DER	Manager, Realty Services	26-Nov-13	Agreement of Purchase and Sale between The City of Mississauga and The Regional Municipality of Peel for the purchase of a strip of land from 3430 Derry Road East (Derry Road and Goreway Drive) (Ward 5)	1,010.10	\$50,000.00

Disposition of Easements - July 1, 2013 to December 31, 2013					
File Number	Approved By	Date of Approval	Report Title	Total Area (sq.m.)	Total Consideration
PO.12.ROY	Manager, Realty Services	24-Dec-13	Undertaking Agreement – Metrolinx and the City of Mississauga for water service connection upgrade – 2167 Royal Windsor Drive. (Ward 2); granting Metrolinx authority to upgrade the existing water service located within the City's access road leading to the City Clarkson Works Yard and the Clarkson GO Station parking structure located just north of Royal Windsor Drive and West of Southdown Road (Ward 2)	n/a	Nil

10e

Fees To Be Paid Associated with Leases, Licenses, and Other Agreements - July 1, 2013 to December, 2013						
File Number	Approved By	Date of Approval	Report Title	Total Area (sq.m.)	Term	Total Consideration
PO.13.HAR	Manager, Realty Services	12-Jul-13	Access and Parking Facility Agreement between The Corporation of the City of Mississauga and Peel District School Board for the use of school lands for the purpose of access and the parking of vehicles (Ward 1)	5,701	Jan. 1/13 to Dec. 31/32	\$2.00
PO.13.PLA	Acting Manager, Realty Services	15-Jul-13	Consent to Enter Agreement between The Corporation of the City of Mississauga and William Wright and Gillian McGill - Storm Water Outlet Rehabilitation Project (Ward 11)	53	Jul. 15/13 to Aug. 2/13	\$2.00
PO.13.PLA	Acting Manager, Realty Services	15-Jul-13	Consent to Enter Agreement between The Corporation of the City of Mississauga and Michael Kelly Flack and Deborah Maria Flack - Storm Water Outlet Rehabilitation Project (Ward 11)	53	Jul. 15/13 to Aug. 2/13	\$2.00
PO.12.JOY	Manager, Realty Services	07-Aug-13	Consent to Enter Agreement between the City of Mississauga and the Peel District School Board to grant the City access to private lands located at 72 Joymar Drive (Ward 11)	n/a	Aug. 12/13 to Feb. 12/14	\$2.00
PO.13.CLO	Manager, Realty Services	14-Aug-13	Consent to Enter Agreement between The Corporation of the City of Mississauga and Peel District School Board (Ward 6)	n/a	Jul. 5/13 to Aug. 29/13	\$2.00
PO.13.KIP	Manager, Realty Services	23-Aug-13	Consent to Enter Agreement between The Corporation of the City of Mississauga and Mr. Saverio Guerrero, as Owner of 1577 Kipper Avenue and Yim Siu Johnson and Linda Ann Johnson, as Owners of 1573 Kipper Avenue (Ward 1)	n/a	Aug. 26/13 to Sep. 30/13	\$2.00
PO.13.HAZ/ PO.13.ELO	Manager, Realty Services	28-Oct-13	Consent to Enter Agreement between The Corporation of the City of Mississauga and Walter Hawrylyshyn, as Owner of 4186 Hazineh Court and Roger Deneault, as Owner of 4177 Elora Drive (Ward 4)	40.4	Aug. 28, 2013 to Nov. 30, 2013	\$2.00
PO.13.CAL	Manager, Realty Services	12-Nov-13	Consent to Enter Agreement between The Corporation of the City of Mississauga and Robert Munnings and Donald Brian Munnings, as Owners of 1599 Calverton Court (Ward 1)	n/a	Oct. 29, 2013 to Nov. 29, 2013	\$2.00
PO.13.ROB	Manager, Realty Services	26-Nov-13	Consent to Enter Agreement between the The Corporation of the City of Mississauga and Lisgar Development Limited to grant the city acces to private lands located at 176 Robert Speck Parkway (Ward 4)	147.91	Jan. 1/14 to Sep. 30/14	\$2.00
PO.13.LAK	Commissioner of Corporate Services and Treasurer	29-Aug-13	Licence Agreement between OPG and City for use of lands for public recreational uses (Ward 1)	16.3 ac.	Apr. 1/13 to Mar. 31/15	Payment of realty taxes in the estimated amount of \$50K per annum.
PO.13.RIV	Manager, Realty Services	16-Aug-13	License Agreement between Dufferin-Peel Catholic School Board and The City of Mississauga - 5850 River Grove Avenue (Ward 6)	n/a	Jun. 29/13 to Sep. 20/13 and Jun. 28/14 to Sep. 19/14	\$10.00
PO.13.CAW	Manager, Realty Services	11-Dec-13	Permission to enter agreement granting the City access to The Region of Peel lands at Cawthra Road and Dundas Street East (Ward 4)	n/a		\$2.00

Fees To Be Collected Associated with Leases, Licenses and Other Agreements - July 1, 2013 to December 31, 2013						
File Number	Approved By	Date of Approval	Report Title	Total Area (sq.m.)	Term	Total Consideration
PO.13.LOR	Manager, Realty Services	12-Jul-13	Consent to Enter Agreement between The Corporation of the City of Mississauga and Canadian Pacific Railway for Stream Bed Modification and Erosion Control - Little Etobicoke Creek at Mattawa Avenue and Loreland Avenue (Ward 1)	n/a	Jul. 15/13 to Sep. 15/13	\$2.00
PO.13.WIN	Manager, Realty Services	02-Oct-13	Consent to Enter Agreement with The Regional Municipality of Peel City Owned Lands located at 1355 Winding Trail (Ward 3)	200	Jan. 1/14 to Dec. 31/14	\$2.00 per annum plus \$2,150 for tree replacement
PO.13.GLE	Manager, Realty Services	05-Nov-13	Consent to Enter Agreement between The Corporation of the City of Mississauga and Metrolinx -- Glen Erin Drive (Ward 8)	2,566	Oct. 1/13 to Jan. 2/15	\$2.00
PO.13.DUK	Manager, Realty Services	18-Nov-13	Consent to Enter Agreement between The Corporation of the City of Mississauga and Sheridan -- Fill removal (Ward 4)	n/a	Nov. 18/13 to Dec. 20/13	\$2.00
PO.13.ENO	City Manager	13-Aug-13	Sublease Agreement with 2016169 Ontario Inc. (o/a Blyth Academy) for a house known as Adamson House at 850 Enola Avenue (Ward 1)	464.52	Sept. 1/13, to Nov. 12/17	\$88,000 per annum
PO.13.CRE	Manager, Realty Services	12-Jul-13	License Agreement between The Corporation of the City of Mississauga and Bell Canada for the use and maintenance of a portion of City lands located at Park 236 for a volleyball court (Ward 5)	352	Jun. 1/13 to May 31/18	\$2,500
PO.13.CRE	Manager, Realty Services	12-Jul-13	Farm License Agreement renewal between Allan Humphries and the City of Mississauga -- Lands at 6545 Creditview Road (Ward 11)	231,414	Jun. 1/13 to Dec. 31/13	\$3,000
PO.13.DER	Manager, Realty Services	17-Sep-13	Management and Operation Agreement with Malton Soccer Club for the Clubhouse Facility at Wildwood Park (Ward 5)	190.45	Apr. 1/12 to Mar. 31/17	\$2.00 per annum

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Administrative Matters - July 1, 2013 to December 31, 2013					
File Number	Approved By	Date of Approval	Report Title	Total Area (sq.m.)	Total Consideration
PO.12.HAI	Manager, Realty Services	23-Oct-13	Underground Storm Sewer Crossing Agreement between The City of Mississauga and Metrolinx for permission to install, use and maintain an underground storm sewer across a railway line - Haig Boulevard north of the C.N. Railway (Ward 1)	n/a	Nil



Corporate Report

Clerk's Files

Originator's
Files

PO.11.MAT

DATE: February 3, 2014

TO: Chair and Members of General Committee
Meeting Date: February 26, 2014

General Committee

FEB 26 2014

FROM: Gary Kent
Commissioner of Corporate Services and Chief Financial Officer

SUBJECT: **Property Purchase Agreement between The City of Mississauga and The Ministry of Transportation of Ontario for the purchase of a strip of land from 705 Matheson Boulevard East (Hershey Centre) (Ward 5)**

RECOMMENDATION: That a by-law be enacted authorizing the Commissioner of Transportation and Works and the City Clerk to execute a Property Purchase Agreement, and all documents ancillary thereto, between The Corporation of the City of Mississauga (the "City") as Vendor and The Ministry of Transportation of Ontario ("MTO") as Purchaser for the purchase of a strip of land from 705 Matheson Boulevard East ("Hershey Centre"), comprising an area of approximately 15,948 square metres (171,662.85 square feet or 3.94 acres), legally described as Part of Lots 4 and 5, Concession 2 EHS, designated as Parts 2 and 3 on Reference Plan 43R-34426, in the City of Mississauga, Regional Municipality of Peel, in Ward 5, at a purchase price of \$1,955,000.00 plus applicable taxes.

BACKGROUND: As part of the reconstruction and widening of Highway 401 from Creditview Road to Highway 403, MTO has requested to purchase a strip of land from the City owned property located at 705 Matheson Boulevard East.

Realty Services circulated the request to all appropriate internal departments and there were no objections.

With the adoption of Resolution 0126-2013 on July 3, 2013, City Council declared the lands, identified as Part of Lots 4 and 5, Concession 2 EHS, designated as Parts 2 and 3 on Reference Plan 43R-34426, surplus for the proposed sale to the Ministry of Transportation of Ontario.

COMMENTS:

Realty Services staff has reached an agreement with MTO and recommend execution of the Property Purchase Agreement. The land is to be sold on an "As Is, Where Is" basis, and this condition is reflected in the agreement. MTO has agreed to purchase the subject lands at a purchase price of \$1,955,000.00 plus applicable taxes.

The purchase price for the subject lands, designated as Parts 2 and 3 on Reference Plan 43R-34426, is based on a full narrative appraisal report prepared by an independent appraiser.

In accordance with the City Notice By-law 0215-2008 (as amended by By-law 0376-2008), public notice of the transfer to the Purchaser was posted on the City of Mississauga's website for a two week period commencing July 8, 2013.

FINANCIAL IMPACT: The lands are being disposed of at market value. The proposed sale will generate revenue in the amount of \$1,955,000.00, plus applicable taxes for the City.

CONCLUSION: It is appropriate to sell the subject City lands at fair market value to permit MTO's reconstruction and widening of Highway 403 to proceed. The sale of the subject lands will be subject to any easement protection that may be required.

ATTACHMENTS:

Appendix 1: Sketch identifying the lands subject to the Property Purchase Agreement – Part 2, 43R-34426

Appendix 2: Sketch identifying the lands subject to the Property Purchase Agreement – Part 3, 43R-34426

Appendix 3: Copy of Reference Plan 43R-34426



Gary Kent

Commissioner of Corporate Services and Chief Financial Officer

Prepared By: Sam Primomo, Project Leader, Realty Services

11c



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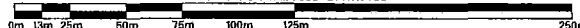


Corporate Services

Realty Services

Lands Subject to Property Purchase Agreement
File: PO.11.MAT (Ward 5)

SCALE FOR REDUCED DRAWINGS



This is not a Plan of Survey



This is not a Plan of Survey



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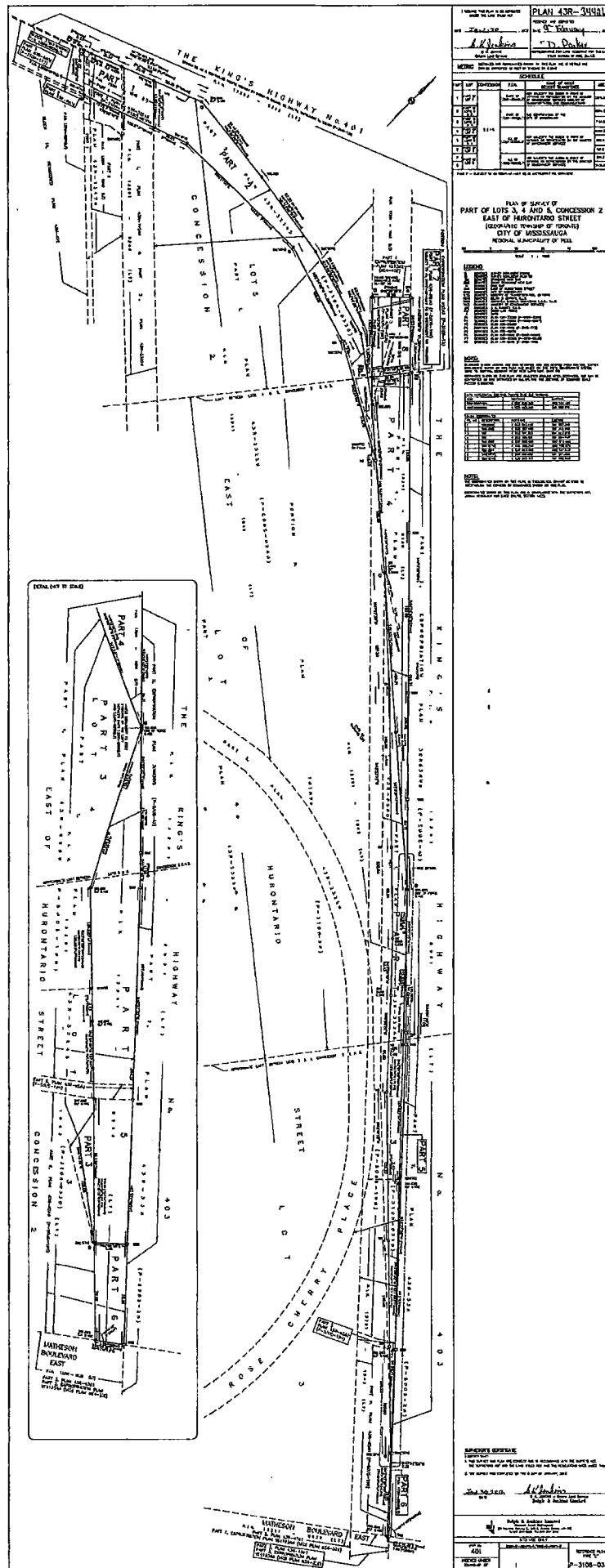
Corporate Services

Realty Services

Lands Subject to Property Purchase Agreement
File: PO.11.MAT (Ward 5)

SCALE FOR REDUCED DRAWINGS

0m 13m 25m 50m 75m 100m 125m 250m





Corporate Report

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Files

PO.11.FOU

DATE: February 6, 2014

TO: Chair and Members of General Committee
Meeting Date: February 26, 2014

General Committee

FEB 26 2014

FROM: Gary Kent
Commissioner of Corporate Services and Chief Financial Officer

SUBJECT: **Proposed Surplus Land Declaration for the purpose of sale to
abutting owners located at 854 Fourth Street (Ward 1)**

- RECOMMENDATION:**
1. That the City owned parcel of land located on Fourth Street, north of Lakeshore Road East, east of Cawthra Road, be declared surplus to the City's requirements. The lands contain an area of approximately 204 square metres (2,200 square feet) and are legally described as Lot 173, Plan C22, in the City of Mississauga, Regional Municipality of Peel, in Ward 1.
 2. That Realty Services staff be authorized to negotiate the sale of the subject surplus lands to the owners of the abutting property at 854 Fourth Street for inclusion in their existing residential property.
 3. That all steps necessary to comply with the requirements of Section 2.(1) of City Notice By-law 215-08 be taken, including giving notice to the public by posting a notice on the City of Mississauga's website for a two week period, where the expiry of the two week period will be at least one week prior to the execution of an agreement for the sale of the subject lands under Delegated Authority.

BACKGROUND:

The subject lands are vacant and contain an area of approximately 204 square metres (2,200 square feet). These lands were acquired by the City through the property tax sale process in 1935.

Brenda Vera Vella and John Vella, the registered owners of 854 Fourth Street abutting the subject lands to the east, have expressed an interest in acquiring the lands to incorporate into their property. The abutting owner to the west of the subject lands was notified and no response was received.

COMMENTS:

The proposed sale price of the subject lands to the abutting owners located at 854 Fourth Street will be \$27,000, based on an in-house analysis of vacant residential land.

Realty Services has completed its circulation and received confirmation from all City departments that they have no objection to the subject lands being declared surplus for the purpose of a potential sale to the abutting owner located at 854 Fourth Street. The property was also circulated to external utility companies and will be granting an easement to the Region of Peel over the entire lands for the purpose of its utility easement protection of an existing watermain.

Prior to completion of this proposed transaction under Delegated Authority, public notice will have been given by the posting of a notice of proposed sale on the City of Mississauga's website for a two week period, where the expiry of the two week period will be at least one week before the execution of the agreement for the sale of the said land. This notice satisfies the requirements of the City Notice By-law 0215-2008 as amended by By-law 0376-2008.

FINANCIAL IMPACT:

The proposed sale will generate revenue in the amount of \$27,000 (plus HST, if applicable).

CONCLUSION:

It is reasonable to declare the lands surplus for sale at fair market value to Brenda and John Vella for the purpose of incorporating into their property and generating extra revenue for the City. The sale of the subject lands will be subject to a permanent easement in favour of the Regional Municipality of Peel and any easement protection that may be required.

ATTACHMENTS:

Appendix 1: Approximate location of the proposed lands to be declared surplus, located on Fourth Street, north of Lakeshore Road East and east of Cawthra Road (Ward 1).

Appendix 2: Sketch of lands to be declared surplus.

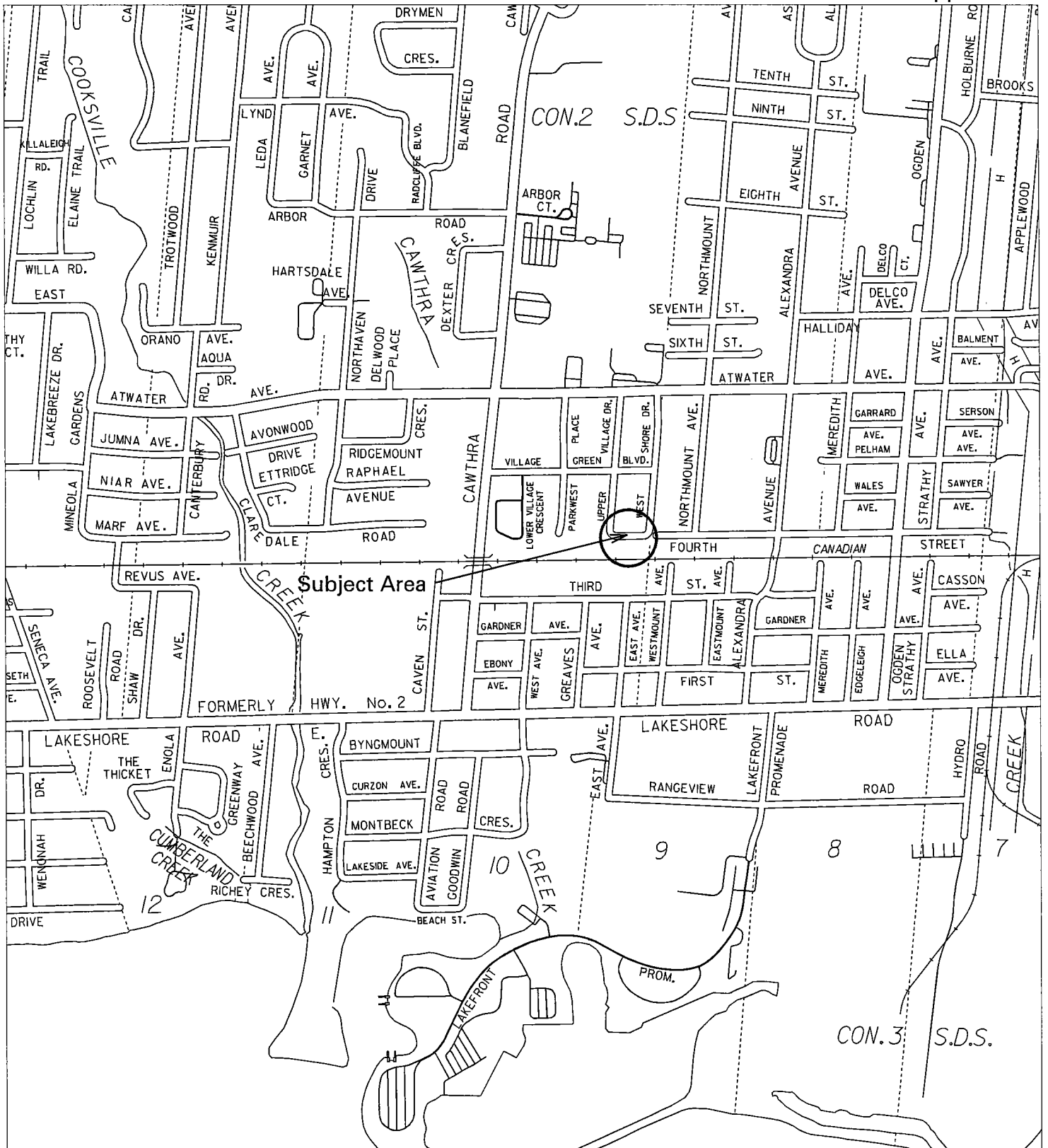


Gary Kent

Commissioner of Corporate Services and Chief Financial Officer

Prepared By: Susy Costa, Project Leader

12c



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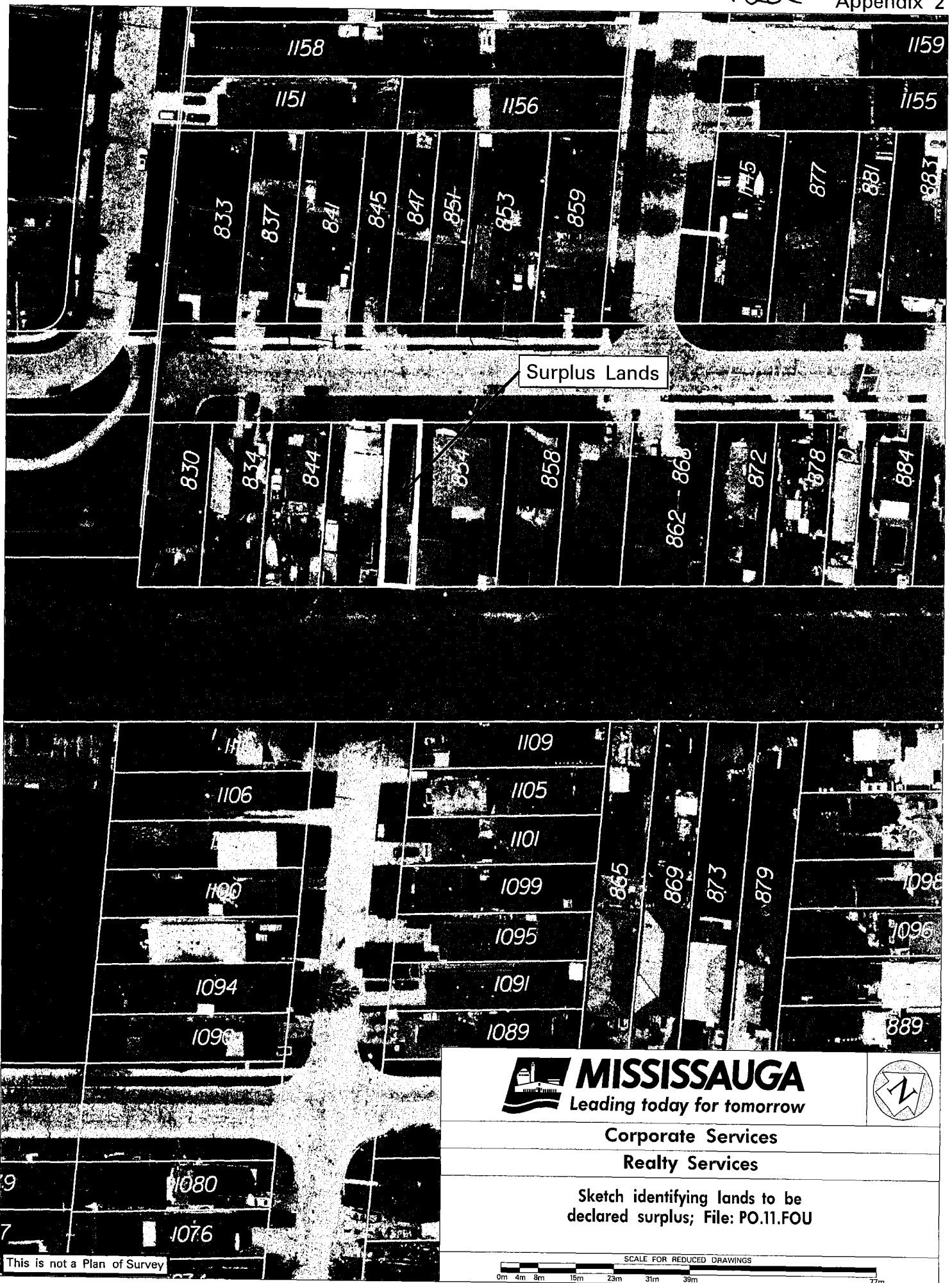


Corporate Services

Realty Services

Approximate location of the proposed lands
to be declared surplus; File: PO.11.FOU





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Realty Services

Sketch identifying lands to be
declared surplus; File: PO.11.FOU

This is not a Plan of Survey





Corporate Report

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PO.11.MER

DATE: February 6, 2014

TO: Chair and Members of General Committee
Meeting Date: February 26, 2014

General Committee

FEB 26 2014

FROM: Gary Kent
Commissioner of Corporate Services and Chief Financial Officer

SUBJECT: **Proposed Surplus Land Declaration – City Owned Property
located on Meredith Avenue, south of 1019 Meredith Avenue,
(Ward 1)**

- RECOMMENDATION:**
1. That the City owned parcel of land located on the east side of Meredith Avenue, just south of 1019 Meredith Avenue, containing an area of approximately 426 square metres (4,585.43 square feet), be declared surplus to the City's requirements. The City owned parcel is legally described as Lot 10, PL D19, in the City of Mississauga, Regional Municipality of Peel, Ward 1.
 2. That Realty Services staff be authorized to proceed to dispose of the subject lands once they are declared surplus on the open market at fair market value.
 3. That all steps necessary to comply with the requirements of Section 2. (1) of City Notice By-law 215-08 be taken, including giving notice to the public by posting a notice on the City of Mississauga's website for a two week period, where the expiry of the two week period will be at least one week prior to the execution of an agreement for the sale of the subject lands under Delegated Authority.

BACKGROUND: Realty Services investigated the subject property and established that it is a relatively flat vacant lot, rectangular in shape, and located within a residential neighbourhood. With an area of approximately 426 square metres (4,585.43 square feet), the lot is considered to be a viable stand-alone property and a good candidate for re-development. Given the above, it is recommended that the property be declared surplus to the City's needs for the purpose of a potential sale on the open market.

COMMENTS: Realty Services has completed its circulation and received confirmation from all City departments that they have no objection to the subject lands being declared surplus for the purpose of a potential sale on the open market. The property was also circulated to external utility companies and no easement protection is required.

Prior to completion of this proposed transaction under Delegated Authority, public notice will have been given by the posting of a notice of proposed sale on the City of Mississauga's website for a two week period, where the expiry of the two week period will be at least one week before the execution of the agreement for the sale of the said land. This notice satisfies the requirements of the City Notice By-law 0215-2008 as amended by By-law 0376-2008.

FINANCIAL IMPACT: The sale of the subject lands will generate revenue for the City and reduce the potential for maintenance liability concerns.

CONCLUSION: It is reasonable to declare the subject land surplus and offer it for sale at fair market value on the open market. The subject land does not require any easement protection as a result of the disposition.

13b

ATTACHMENTS:

Appendix 1: Approximate location of the proposed lands to be declared surplus, south of 1019 Meredith Avenue (Ward 1)

Appendix 2: Sketch of lands to be declared surplus.

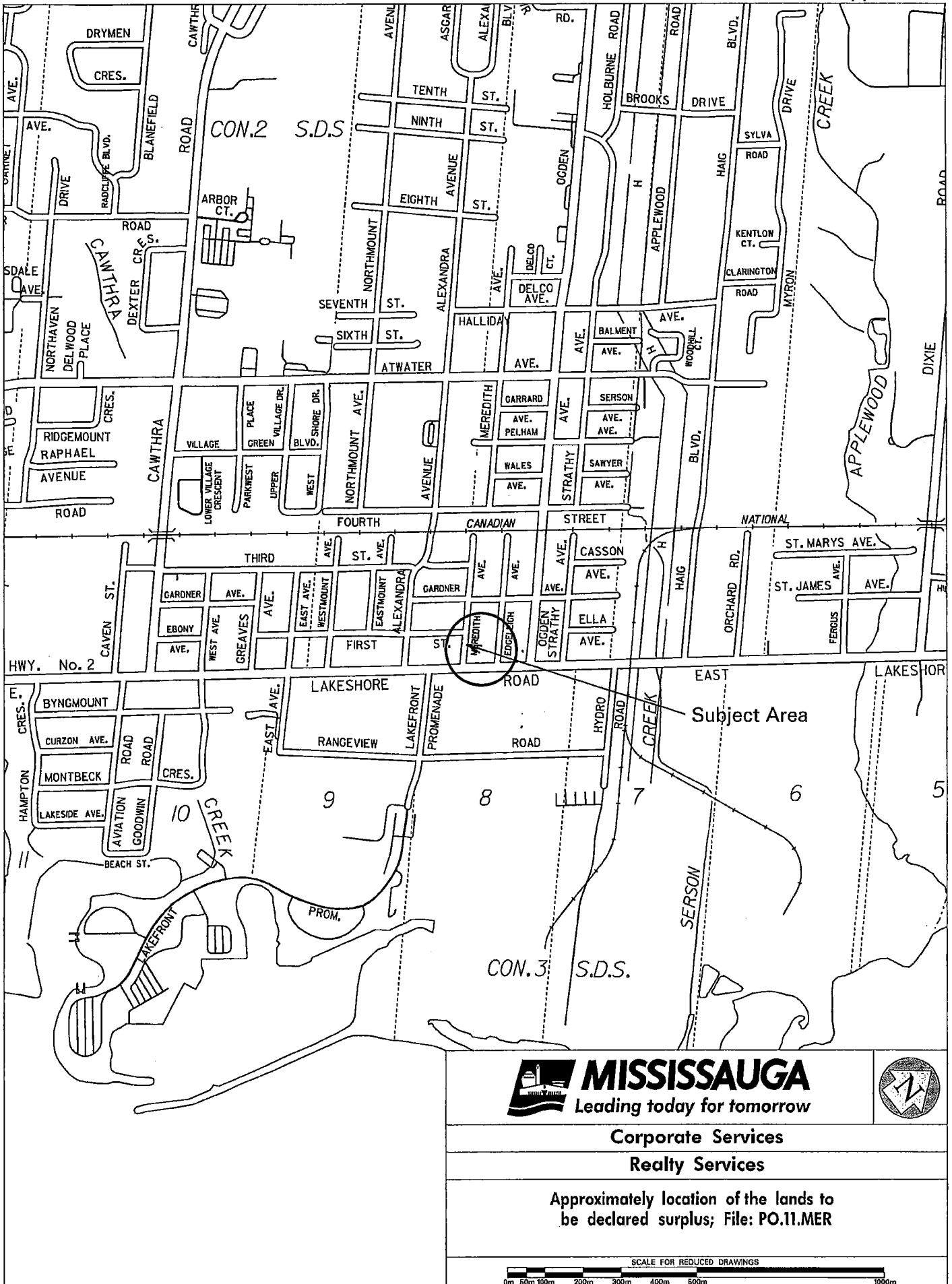


Gary Kent

Commissioner of Corporate Services and Chief Financial Officer

Prepared By: Kevin Bolger, Project Leader, Realty Services

13c



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Corporate Services

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Approximately location of the lands to
be declared surplus; File: PO.11.MER

SCALE FOR REDUCED DRAWINGS

0m 50m 100m 200m 300m 400m 500m 1000m

13d



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Corporate Services

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Vacant Lot
South of 1019 Meredeth Avenue
P.O. 11 - MER Ward 1

SCALE FOR REDUCED DRAWINGS





Corporate Report

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Files

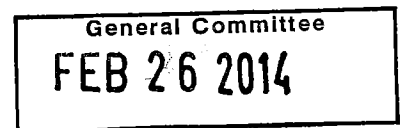
14.

DATE: February 3, 2014

TO: Chair and Members of General Committee
Meeting Date: February 26, 2014

FROM: Paul A. Mitcham, P.Eng., MBA
Commissioner of Community Services

SUBJECT: Update on Emergency Plan for Floods



RECOMMENDATION: That the report dated February 3, 2014 from the Commissioner of Community Services regarding Update on Emergency Plan for Floods be received for information.

**REPORT
HIGHLIGHTS:**

- The Flood Response Plan will be finished by June 2014.
- Lessons learned from the July 2013 flood and December 2013 Ice Storm will be integrated into the response checklists being developed for each Division with a key role in the response plan.
- Appropriate collaboration will be ensured among City divisions and also with the Region of Peel, Credit Valley Conservation Authority, Toronto Regional Conservation Authority and other external partners to ensure all stakeholders are aware of mutual expectations and responsibilities in the course of developing their own flood response plans.

BACKGROUND: On July 8, 2013 the City of Mississauga and the Greater Toronto Area were subject to an extreme weather event resulting in flooding and power outages in a variety of locations in the City. Hourly intensities

exceeded the 100 year storm event, an event that has a one percent probability of occurring in any given year. The City's 311 Citizen Contact Centre received over 2,200 calls between July 8 and July 10, 2013. Approximately 900 were directly related to blocked sewers, water in basements and flooding creeks. Three different modes of flooding affected private and public properties: water in creeks overtopping their banks, overland flow on municipal roads and sanitary sewer backup on private property.

On September 11, 2013 a report to Council recommended that a review of municipal flood management planning be undertaken by the City in collaboration with the Region of Peel and area conservation authorities. Mississauga Fire & Emergency Services Division Chief Shawn Matheson was assigned to lead a stakeholder project team to create a **Risk Specific Plan for Flooding** to guide all relevant City divisions and external stakeholders in coordinated flood response operations aligning with the City's existing emergency plan.

PRESENT STATUS:

1. The Flood Response Plan Working Group continues to meet regularly and is on track to meet a June 2014 target for the City Flood Response Plan.
2. The plan will include a clear process map and response checklists for a Flood Incident Management Team and key internal stakeholders (Transportation and Works, Fire & Emergency Services, Corporate Communications, Information Technology, Facilities, Emergency Management).
3. Region of Peel staff are also working on a process map for Flood Response and joint meetings are taking place to ensure alignment exists.
4. Key learnings from the December 2013 Ice Storm response including localized power outage issues will be applied to the Flood Response Plan where appropriate.
5. Call Centres: City 311 Citizen Contact Centre and Regional call centre staff have collaborated on a process to improve follow-up response for customers with property flooding.
6. Corporate Communications: Social media are monitored and used as a key component of the flood crisis communication portion of the Flood Response Plan.
7. Conservation Authorities continue to be engaged in the planning

process with Credit Valley Conservation Authority (CVCA) being the lead conservation authority within the City of Mississauga for Flood Warning Procedures.

8. Improved Flood Conditions Situational Awareness: Many serious storms occur without significant flooding. To ensure flood conditions are appropriately recognized, resources may be deployed to areas impacted by flooding currently or historically to assist in determining impact assessment and information.
9. In general, City resources will be made visible and available to residents to assist with flood challenges.
10. All flood response protocols developed in the course of this process will be specific and clearly aligned with necessary activities and resources.

COMMENTS:

One of the challenges with flooding in Peel Region is it is unpredictable, rapidly evolving, relatively localized and may arise from weather events that are otherwise quite common except for pockets of heavy rainfall. The July 8 incident was typical of these challenges.

To this end, planning meetings and research of best practices as well as key learnings from both the July 2013 Flood Event and December 2013 Ice Storm have determined the following areas provide opportunities to increase public confidence in the City's response to weather related emergencies:

- City Emergency Plan – is a generic document that can support a number of hazard specific sub-plans including flood response. These sub-plans need to be City wide and must be developed and maintained on a prioritized basis.
- Office of Emergency Management – the manager position added through the 2014 budget will assist to collectively develop and maintain risk based hazard specific plans.
- Emergency Operating Centre (EOC) callout and operation – ensure callout fits the scale of the event including only necessary personnel for the situation at hand. Minimize the incidence of potential 'false alarms' where weather is poor but there is little or no flooding.

- Appropriate flood related information and direction is required to support the City's integrated crisis communications plan.
- Regular internal communications as utilized during the ice storm response will become the normal method for internal updates in elevated response scenarios.
- Lead Agency Status - Transportation and Works is the lead agency within the Flood Response Plan framework.
- Public Education for Floods - An enhanced emergency public education campaign specific for floods will be considered for roll out in 2014. Transportation and Works, Emergency Management, Corporate Communications and Mississauga Fire & Emergency Services would work collaboratively on this effort coordinating with external stakeholders.

FINANCIAL IMPACT: Cost impacts are not available at this time but many improvements are expected to be achieved within existing budget through improved coordination in the planning process. The 2014 budget included the addition of 1 Manager for the Emergency Management Office which will support detailed hazard specific plans. A Common Operating Picture (COP) GIS/Mapping tool for the Emergency Operation Centre (EOC) is being researched and, if ultimately recommended, some additional costs may be incurred.

CONCLUSION: The Flood Emergency Response Plan will be delivered by June 2014. All necessary stakeholder consultations will be completed to ensure this plan is effective and sustainable.



Paul A. Mitcham, P.Eng., MBA
Commissioner of Community Services

*Prepared By: Shawn Matheson, Division Chief
Mississauga Fire & Emergency Services*

REPORT 1-2014

General Committee

FEB 26 2014

TO: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Mississauga Accessibility Advisory Committee presents its first report for 2014 and recommends:

AAC-0001-2014

That the PowerPoint presentation, dated February 3, 2014 and entitled Bi-Weekly Garbage, Recycling and Organic Cart Collection from Leigh-Anne Marquis and Paula Della Bianca, Technical Analysts, Waste Program Planning, Region of Peel, be received.

(AAC-0001-2014)

AAC-0002-2014

That the verbal update from Daryl Bell, Manager, Mobile Licensing regarding accessible taxicabs be deferred to the next Mississauga Accessibility Advisory Committee meeting.

(AAC-0002-2014)

AAC-0003-2014

1. That the City of Mississauga 2013 Annual Report of the Multi-Year Accessibility Plan (2012-2017 Initiatives), dated January 22, 2014 from Diana Simpson, Accessibility Coordinator, be received;
2. That the MiWay 2013 Annual Accessibility Report, dated December 2013 be received; and
3. That the Mississauga Accessibility Advisory Committee supports the "City of Mississauga 2013 Annual Report of the Multi-Year Accessibility Plan (2012-2017 Initiatives)" and "MiWay 2013 Annual Accessibility Report," as presented.

(AAC-0003-2014)

AAC-0004-2014

That the Memorandum, dated January 23, 2014 and entitled "Our Future Mississauga Progress Report," from Diana Simpson, Accessibility Coordinator, be received.

(AAC-0004-2014)

AAC-0005-2014

That the Memorandum, dated January 17, 2014 and entitled "Accessibility Report Submitted to the Province," from Diana Simpson, Accessibility Coordinator, be received.

(AAC-0005-2014)

AAC-0006-2014

That the Memorandum, dated January 23, 2014 and entitled "Abilities Awards Event," from Diana Simpson, Accessibility Coordinator, be received.

(AAC-0006-2014)

AAC-0007-2014

That the Pending Work Plan Items chart for the Mississauga Accessibility Advisory Committee, dated February 3, 2014, from Angie Melo, Legislative Coordinator, be received.

(AAC-0007-2014)

REPORT 1-2014

General Committee

FEB 26 2014

TO: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Environmental Advisory Committee presents its first report for 2014 and recommends:

EAC-0001-2014

That the PowerPoint Presentation from Vinayak Kalra, Grade 7 Student, Edenwoods Middle School and Member of Light Pollution Abatement Council, entitled "Light Pollution Abatement in Mississauga," to the Environmental Advisory Committee on February 3, 2014, be received.
(EAC-0001-2014)

EAC-0002-2014

That the PowerPoint Presentation from Ms. Chandra Sharma, Watershed Specialist, Etobicoke-Mimico & Senior Manager, Climate Programs, and Mr. Alex Dumesle, Manager, Partners in Project Green, entitled "Partners in Project Green – Driving Sustainable Action and Innovation" to the Environmental Advisory Committee on February 4, 2014, be received.
(EAC-0002-2014)

EAC-0003-2014

That the Memorandum dated January 27, 2014 entitled "Earth Hour 2014" from Julius Lindsay, Community Energy Specialist, Environment Division, outlining plans for the City's participation in the 2014 Earth Hour event, be received.
(EAC-0003-2014)

EAC-0004-2014

That the Memorandum dated January 29, 2014, entitled "Call for Resolutions for Great Lakes and St. Lawrence Cities Initiative 2014 Annual Members Meeting" from Brenda Osborne, Director, Environment Division, be received.
(EAC-0004-2013)

EAC-0005-2014

That the Upcoming Agenda Items Chart, dated February 4, 2014, from Brenda Osborne, Director, Environmental Division, be received.
(EAC-0005-2014)

REPORT 1-2014

General Committee

FEB 26 2014

TO: MAYOR AND MEMBERS OF GENERAL COMMITTEE

The Public Vehicle Advisory Committee presents its first report for 2014 and recommends:

PVAC-0001-2014

That the Public Vehicle Advisory Committee supports the issuance of 33 new taxicab plates as outlined in the report from the Commissioner of Transportation and Works dated November 25, 2013 entitled "2010 and 2012 Taxicab Plate Issuance".

(PVAC-0001-2014)

PVAC-0002-2014

That the 2013 Action List provided to the Committee to update on the status of initiatives raised at prior meetings be received

(PVAC-0002-2014)

PVAC-0003-2014

That the following information items be received for information:

- a) That the email dated January 24, 2014 from Ron Baumber regarding plate issuance be received.
- b) That the letter from Yadvendra Sidhu regarding plate issuance be received.
- c) That the email dated February 1, 2014 from Peter Pellier regarding conflict of interest be received.
- d) That the letter dated February 3, 2014 from Mark Sexsmith regarding the fuel costs be received.

(PVAC-0003-2014)

REPORT 1 - 2014

TO: CHAIR AND MEMBERS OF GENERAL COMMITTEE

General Committee

FEB 26 2014

The Towing Industry Advisory Committee presents its first report for 2014 and recommends:

TIAC-0001-2014

Corporate report dated January 29, 2014 from the Commissioner of Transportation and Works with respect to amendments to the Tow Truck Licensing By-law 521-04, as amended, truck equipment identification markings be referred to the June 10, 2014 Towing Industry Advisory Committee meeting.

(TIAC-0001-2014)

TIAC-0002-2014

That the matter of a two tier tow truck licensing system, more specifically "General Towing for Hire" and "Contract Towing Not for Hire" be referred to a future Towing Industry Advisory Committee meeting.

(TIAC-0002-2014)

TIAC-0003-2014

That the action list of the Towing Industry Advisory Committee meeting held on December 16, 2013 provided to the Committee to update on the status of initiatives raised at prior meetings be received.

(TIAC-0003-2014)