



## AGENDA

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### GENERAL COMMITTEE

THE CORPORATION OF THE CITY OF MISSISSAUGA

[www.mississauga.ca](http://www.mississauga.ca)

**WEDNESDAY, JUNE 25, 2014 –  
IMMEDIATELY FOLLOWING SPECIAL COUNCIL**

COUNCIL CHAMBER – 2<sup>nd</sup> 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 (Chair)
Councillor Ron Starr	Ward 6
Councillor Nando Iannicca	Ward 7
Councillor Katie Mahoney	Ward 8
Councillor Pat Saito	Ward 9
Councillor Sue McFadden	Ward 10
Councillor George Carlson	Ward 11

Contact:

Sacha Smith, Legislative Coordinator, Office of the City Clerk  
905-615-3200 ext. 4516 / Fax 905-615-4181  
[sacha.smith@mississauga.ca](mailto:sacha.smith@mississauga.ca)

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CALL TO ORDER

APPROVAL OF THE AGENDA

DECLARATIONS OF CONFLICT OF INTEREST

PRESENTATIONS - Nil

DEPUTATIONS

- A. Item 1 Gary Klassen, President and John Cassan, Former President, Mississauga Real Estate Board
- A. Item 2 Gavin Longmuir, Manager, Forestry

MATTERS TO BE CONSIDERED

- 1. Mississauga Real Estate Board (MREB) Request to Rent Great Hall for Mayors' Debate on September 23, 2014
- 2. Asian Long-horned Beetle Update
- 3. Emergency Response to Floods
- 4. Public Vehicle Advisory Committee Meetings of May 13 and June 9, 2014
- 5. Consultation with Medical Transfer, Shuttle, Parcel Delivery and Designate Driver Industries
- 6. Work Plan Outline for Expansion of the Provincial Greenbelt Plan Area into Mississauga
- 7. Municipal Works Servicing Agreement between Metrolinx, The Corporation of the City of Mississauga and The Regional Municipality of Peel Pursuant to Site Plan SP-12/039 (Ward 4)
- 8. Assumption of Municipal Works (Wards 5, 6 & 8)
- 9. City Wide Requirements for Cellular Voice and Data Services – Vendor of Record Province of Ontario Agreement “Paging, Mobile Devices and Services”

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10. Contract Amendment with Cisco Systems Canada Co. for providing Wireless Network, Voice Upgrade & Expansion to Current Network Infrastructure
11. Agreement of Purchase and Sale between the Corporation of the City of Mississauga and 675553 Ontario Ltd. (Conservatory Group) – 110 Dundas Street West (Ward 7); and 2) Repeal of By-law 0168-2013
12. Surplus Land Declaration of a 33 foot strip of Land located on the south side of Eglinton Avenue, east of 1120 Eglinton Avenue East (Ward 3)
13. Surplus Land Declaration of City owned lands, being the former Fire Station 106 – 3450 Dixie Road (Ward 3)
14. Surplus Declaration of City owned lands, being the former Fire Station 105 – 3136 Victory Crescent (Ward 5)
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17. Corporate Policy - Employee Recruitment Policy
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COUNCILLORS' ENQUIRIES

OTHER BUSINESS/ANNOUNCEMENTS

CLOSED SESSION

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

- A. A proposed or pending acquisition or disposition of land by the municipality or local board - Agreement of Purchase and Sale between The Corporation of the City of Mississauga and the Peel District School Board for the Disposal of parts of Hillside Park (P-004) located at 1311 Kelly Road; and 2) Purchase Agreement between The Corporation of the City of Mississauga and Peel District School Board for the Acquisition of Willow Glen Public School property located at 1301 Epton Crescent (Ward 2)
- B. The security of the property of the municipality or local board - LAC Master Relationship Agreement and Lease.

ADJOURNMENT



CALL TO ORDER

APPROVAL OF THE AGENDA

DECLARATIONS OF CONFLICT OF INTEREST

PRESENTATIONS - Nil

DEPUTATIONS

- A. Item 1 Gary Klassen, President and John Cassan, Former President, Mississauga Real Estate Board
- B. Item 2 Gavin Longmuir, Manager, Forestry

MATTERS TO BE CONSIDERED

- 1. Mississauga Real Estate Board (MREB) Request to Rent Great Hall for Mayors' Debate on September 23, 2014

Corporate Report dated June 10, 2014 from the Commissioner of Corporate Services and Chief Financial Officer with respect to a request to rent the Great Hall for a Mayors' Debate.

RECOMMENDATION

That the report dated June 10, 2014 from the Commissioner of Corporate Services and Chief Financial Officer be received for information and direction be given with regards to the request from Mr. John Cassan on behalf of the Mississauga Real Estate Board (MREB), to hold a Mayors' debate in the Great Hall.

- 2. Asian Long-horned Beetle Update

Corporate Report dated June 6, 2014 from the Commissioner of Community Services with respect to an update on the Asian Long-horned Beetle.

RECOMMENDATION

That the report dated June 6, 2014 from the Commissioner of Community Services entitled "Asian Long-horned Beetle update" be received for information.

3. Emergency Response to Floods

Corporate Report dated June 5, 2014 from the Commissioner of Community Services with respect to emergency response to floods.

RECOMMENDATION

That the Corporate Report dated June 5, 2014 entitled "Emergency Response to Floods" be received for information.

4. Public Vehicle Advisory Committee Meetings of May 13 and June 9, 2014

Corporate Report dated June 9, 2014 from the Commissioner of Transportation and Works with respect to the Public Vehicle Advisory Committee.

RECOMMENDATION

That Council approve the following recommendations that emanated from the Public Vehicle Advisory Committee reports originally scheduled on the May 13 and June 9, 2014 Public Vehicle Advisory Committee meetings:

1. That the report from the Commissioner of Transportation and Works, dated May 2, 2014 entitled "Project Plan – Taxi Plate Issuance Model Review" be received and that the Proposed Project Timeline appendix be adjusted as outlined in the report from the Commissioner of Transportation and Works, dated June 9, 2014 and entitled, "Public Vehicle Advisory Committee meetings of May 13 and June 9, 2014".
2. That the requirement to maintain the existing tint-free provisions in the Public Vehicle Licensing By-law 420-04, as amended, as outlined in the report from the Commissioner of Transportation and Works, dated May 2, 2014 and entitled "Review of the Tint-free Requirements in the Public Vehicle Licensing By-law 420-04, as amended" be approved.

5. Consultation with Medical Transfer, Shuttle, Parcel Delivery and Designate Driver Industries

Corporate Report dated June 9, 2014 from the Commissioner of Transportation and Works with respect to consultation with medical transfer, shuttle, parcel delivery and designate driver industries.

(5.)

RECOMMENDATION

That staff schedule appropriate consultation in lieu of a public meeting to discuss the issuance of licensing of the following services: medical transfer, shuttle, parcel delivery and designated driver industries as outlined in the report from the Commissioner of Transportation and Works, dated June 9, 2014 and entitled "Consultation with Medical Transfer, Shuttle, Parcel Delivery and Designated Driver Industries".

6. Work Plan Outline for Expansion of the Provincial Greenbelt Plan Area into Mississauga

Corporate Report dated June 6, 2014 from the Commissioner of Community Services with respect to a work plan outline for expansion of the Provincial Greenbelt Plan Area into Mississauga.

RECOMMENDATION

That the report dated June 6, 2014, from the Commissioner of Community Services titled "Work Plan Outline for Expansion of the Provincial Greenbelt Plan Area into Mississauga " be received for information.

7. Municipal Works Servicing Agreement between Metrolinx, The Corporation of the City of Mississauga and The Regional Municipality of Peel Pursuant to Site Plan SP-12/039 (Ward 4)

Corporate Report dated June 5, 2014 from the Commissioner of Transportation and Works with respect to a Municipal Works Servicing Agreement with Metrolinx and the Region of Peel pursuant to Site Plan SP-12/039.

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 Municipal Works Servicing Agreement between Metrolinx, The Corporation of the City of Mississauga and the Regional Municipality of Peel to the satisfaction of the City Solicitor as outlined in the Corporate Report dated June 5, 2014 from the Commissioner of Transportation and Works.

8. Assumption of Municipal Works (Wards 5, 6 & 8)

Corporate Report dated May 29, 2014 from the Commissioner of Transportation and Works with respect to the assumption of municipal works.

RECOMMENDATION

That the City of Mississauga assume the municipal works as constructed by the developer under the terms of the Servicing Agreement for 43M-1844, Paradise Homes Cobblestone Inc. (lands located north of Cardington Street, south of Bristol Road West, east of Terry Fox Way and west of Heatherleigh Avenue, in Z-37, known as Cobblestone South, T-86095) and that the Letter of Credit in the amount of \$617,600.07 be returned to the developer and that a by-law be enacted to establish the road allowances within the Registered Plan as public highway and part of the municipal system of the City of Mississauga.

43M-1844 (Ward 6)

That the City of Mississauga assume the municipal works as constructed by the developer under the terms of the Municipal Works Agreement for CD.09.BAI, BAIF Developments Limited (lands located north of Eglinton Avenue East, south of Matheson Boulevard East, west of Renforth Drive and east of Commerce Boulevard, in Z-34E, known as Citation Place) and that the Letter of Credit in the amount of \$214,416.93 be returned to the developer. Citation Place has been established as a Public Highway pursuant to By-Law 0074-2005

CD.09.BAI (Ward 5)

That the City of Mississauga assume the municipal works as constructed by the developer under the terms of the Servicing Agreement for CD.09.HWY, The Erin Mills Development Corporation (lands located north and south of Highway 403 and east and west of Ridgeway Drive, in Z-58, known as municipal works within an easement) and that the Letter of Credit in the amount of \$226,434.56 be returned to the developer.

CD.09.HWY (Ward 8)

9. City Wide Requirements for Cellular Voice and Data Services – Vendor of Record Province of Ontario Agreement “Paging, Mobile Devices and Services”

Corporate Report dated June 9, 2014 from the Commissioner of Corporate Services and Chief Financial Officer with respect to city wide requirements for cellular voice and data services.

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(9.)

RECOMMENDATION

1. That the Purchasing Agent be authorized to enter into the Vendor of Record Province of Ontario Agreement available to the Broader Public Sector through the Ministry of Government Services and to execute the necessary contracts and agreements with Rogers Communications Partner, Telus Communications Inc., and Bell Mobility Inc. for the period of six (6) years with additional two (2) two year extension options, as outlined in the Ontario Master Agreement VOR OSS-00415819 – “Paging, Mobile Devices and Services” covering City side requirements for all Cellular Voice and Data Services including GPS, Radio, Tablet, Wireless and any other Mobile Devices, in the estimated amount of \$6,700,000, exclusive of taxes, based on current accounts for a ten (10) year contract term;
  2. That the Purchasing Agent be authorized to negotiate other wireless cellular services and incorporate them in the Buyer Master Agreement (non-Ontario Agreements) as addendums to the Ontario Master Agreement VOR OSS-00415819;
  3. That the Purchasing Agent be authorized to increase the value of the contract where necessary to accommodate growth and where amount is approved in the budget;
  4. That the Purchasing Agent be authorized to negotiate and issue contract amendments to add any future Cellular Services including GPS, Radio, Tablet, Wireless and any other fixed or Mobile Devices, and incorporate them in the Buyer Master Agreement (non-Ontario Agreements) where necessary, to accommodate the City’s new growth requirements and where amounts are approved in the budget;
  5. That Rogers Communications Partner, Telus Communications Inc., and Bell Mobility Inc. continue to be designated a “City Standard” for a ten (10) year period.
10. Contract Amendment with Cisco Systems Canada Co. for providing Wireless Network, Voice Upgrade & Expansion to Current Network Infrastructure

Corporate Report dated June 10, 2014 from the Commissioner of Corporate Services and Chief Financial Officer with respect to a contract amendment with Cisco Systems Canada Co.

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(10.)

RECOMMENDATION

1. That the Purchasing Agent be authorized to execute the necessary contract amendments to Cisco Systems Canada Co. to extend the term through 2023 for supply of hardware, maintenance and support services, associated consulting services and application licenses to support the City's Technology Upgrades and expansion to existing Network Infrastructure as outlined in this report of Commissioner of Corporate Services and Chief Financial Officer dated June 10, 2014.
  2. That the Purchasing Agent be authorized to issue contract amendments to increase the value of the contract where necessary to accommodate growth and where funding is approved in the budget planning process.
  3. That Cisco Systems Canada Co. (Cisco Systems) continues to be designated a "City Standard" for the term ending in 2023.
11. Agreement of Purchase and Sale between the Corporation of the City of Mississauga and 675553 Ontario Ltd. (Conservatory Group) – 110 Dundas Street West (Ward 7); and 2) Repeal of By-law 0168-2013

Corporate Report dated June 3, 2014 from the Commissioner of Corporate Services and Chief Financial Officer with respect to an Agreement of Purchase and Sale with 675553 Ontario Ltd. (Conservatory Group) and repeal of By-law 0168-2013.

RECOMMENDATION

1. That a by-law be enacted authorizing the Commissioner of Community Services and the City Clerk to execute and affix the Corporate Seal to an Agreement of Purchase and Sale (the "Agreement") and all documents related thereto, between 675553 Ontario Ltd. ("Conservatory Group"), as Purchaser, and The Corporation of the City of Mississauga, as Vendor, for the purchase of 0.316 ha (0.78 ac.) of vacant land municipally known as 110 Dundas Street West and legally described as PCL 16-1 Sec 43-Tor Twp-1 (SDS) Pt. Lt. 11 and 12 Pl Tor 12 SDS Pt. Lt. 16 Con 1 SDS Pt. of Lane Pl Tor-12, Closed by By-law B1768, being Part 3 on Reference Plan 43R-35481, City of Mississauga, Regional Municipality of Peel, in Ward 7, at a purchase price of Nine Hundred and Thirty-Eight Thousand Six Hundred and Twenty Dollars (\$938,620.00).

(11.)

2. That a by-law be enacted to repeal By-law Number 0168-2013 enacted by Council on July 3, 2013.

12. Surplus Land Declaration of a 33 foot strip of Land located on the south side of Eglinton Avenue, east of 1120 Eglinton Avenue East (Ward 3)

Corporate Report dated June 4, 2014 from the Commissioner of Corporate Services and Chief Financial Officer with respect to a Surplus Land Declaration of land located on the south side of Eglinton Avenue, east of 1120 Eglinton Avenue East.

RECOMMENDATION

1. That a City owned 33 foot wide strip of land located on the south side of Eglinton Avenue, east of 1120 Eglinton Avenue East, containing an area of approximately 2,108 square metres (0.52 acres) and legally described as PT LT 7 CON 2 NDS Toronto PTS 2 & 3, R0968028; in the City of Mississauga, Regional Municipality of Peel, in Ward 3, be declared surplus to the City's requirements.
2. That Realty Services staff be authorized to proceed to dispose of the subject property to the adjacent landowners, once it has been declared surplus.
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 of the 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 subject lands.

13. Surplus Land Declaration of City owned lands, being the former Fire Station 106 – 3450 Dixie Road (Ward 3)

Corporate Report dated June 6, 2014 from the Commissioner of Corporate Services and Chief Financial Officer with respect to a Surplus Land Declaration of City owned lands being the former Fire Station 106.

(13.)

RECOMMENDATION

1. That City owned lands, being a former Fire Station (FS106) located at 3450 Dixie Road, containing an area of approximately 1,989 square metres (0.49 acres) and legally described as Part of Block H, Plan 726, Former Township of Toronto, designated as Parts 1–5 on Plan 43R-5732, in the City of Mississauga, Regional Municipality of Peel, in Ward 3, be declared surplus to the City's requirements.
  2. That Realty Services staff be authorized to approach the Peel District School Board (PDSB), the adjacent landowner, to determine its interest in purchasing the subject lands at fair market value or, alternatively, enter into a joint partnership to assemble the subject lands with a portion of PDSB property, with the intent of disposing the combined properties on the open market at fair market value.
  3. That, in the event that the Peel District School Board does not wish to acquire the subject lands, Realty Services staff be authorized to proceed and dispose of the lands to be declared surplus at fair market value by way of sale on the open market, pursuant to the Acquisition and Disposal of Real Property Corporate Policy 05-04-01.
  4. That, in the event the subject property does not sell on the open market as a result of its limited independent development potential, Realty Services staff be authorized to work with Planning and Building staff to explore appropriate interim use of the property, until such time as the property can be assembled with adjacent properties and developed.
  5. 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 of the 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 subject lands.
14. Surplus Declaration of City owned lands, being the former Fire Station 105 – 3136 Victory Crescent (Ward 5)

Corporate Report dated June 6, 2014 from the Commissioner of Corporate Services and Chief Financial Officer with respect to a Surplus Declaration of City owned land being the former Fire Station 105.



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(14.)

RECOMMENDATION

1. That City owned lands, being a former Fire Station (FS105) located at 3136 Victory Crescent, be declared surplus to the City's requirements. The subject lands contain an area of approximately 1,114.2 square metres (0.28 acres) and are legally described as Part of Lot 11, Concession 7, EHS, in the City of Mississauga, Regional Municipality of Peel, in Ward 5.
  2. That Facilities and Property Management be authorized to undertake the demolition of the existing 2,400 square foot, two storey former fire station building located on the site.
  3. That Realty Services staff be authorized to proceed to dispose of the lands to be declared surplus at fair market value by way of sale on the open market, pursuant to the Acquisition and Disposal of Real Property Corporate Policy 05-04-01.
  4. 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 of the 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 subject lands.
15. Tax Exemption of Municipal Capital Facilities – 1255 Derry Road West- Meadowvale Conservation Area (Ward 11), 335 Church Street – Vic Johnston Community Centre (Ward 11) and 850 Enola Avenue – Adamson Estate (Ward 1)

Corporate Report dated June 16, 2014 from the Commissioner of Corporate Services and Chief Financial Officer with respect to a tax exemption of Municipal Capital Facilities.

RECOMMENDATION

1. That By-law 0434-2004, as amended, being a By-law to provide for Municipal Capital Facilities, be amended to:
  - (a) ratify the lease agreements pertaining to each of 1255 Derry Road West (Meadowvale Conservation Area), 335 Church Street (Vic Johnston Community Centre) and 850 Enola Avenue (Adamson Estate) (each a "Property" and together, the "Properties"), as described in the report from the Commissioner of Corporate Services and Chief Financial Officer dated June 17, 2014, as agreements made pursuant to Section 110 of the *Municipal Act*, 2001, S.O. 2001, c. 25, as amended (the "*Municipal Act*");

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(15.)

- (b) add each of 1255 Derry Road West and 850 Enola Avenue for the purposes of declaring them to be Municipal Capital Facilities as defined by the *Municipal Act*; and
  - (c) exempt each of the Properties from taxation for municipal and school purposes effective the date of the execution of By-law 0434-2004 so amended.
- 2. That the City Clerk be directed to notify the Minister of Education, Municipal Property Assessment Corporation, the Regional Municipality of Peel and the School Boards of the enactment of the amended By-law 0434-2004.
- 3. That Council for The Corporation of the City of Mississauga declare by resolution that the Municipal Capital Facilities located on each of the Properties are for the purposes of the municipality and for public use.

16. Expansion of Presumptive Cancers under the *Workplace Safety and Insurance Amendment Act for Firefighters (Presumptions for Firefighters)*, 2014

Corporate Report dated June 16, 2014 from the Commissioner of Corporate Services and Chief Financial Officer with respect to the Expansion of Presumptive Cancers under the *Workplace Safety and Insurance Amendment Act for Firefighters (Presumptions for Firefighters)*, 2014.

RECOMMENDATION

That the Expansion of Presumptive Cancers under the Workplace Safety and Insurance Amendment Act for Firefighters (Presumptions for Firefighters), 2014 report dated June 16, 2014, from the Commissioner of Corporate Services and Chief Financial Officer, be received for information.

17. Corporate Policy - Employee Recruitment Policy

Corporate Report dated June 10, 2014 from the Commissioner of Corporate Services and Chief Financial Officer with respect to an Employment Recruitment Policy.

RECOMMENDATION

- 1. That the Employee Recruitment Policy and Procedure attached as Appendix 1 to the report dated June 10, 2014, from the Commissioner of Corporate Services and Chief Financial Officer, be approved.

(17.)

2. That the Corporate Policy and Procedure "01-01-01 Position Authorization" be rescinded as relevant details from the policy are included in the Employee Recruitment policy and/or in the Recruitment Guidelines.
3. That the Corporate Policy and Procedure "01-01-03 Temporary Transfers" be rescinded as relevant details from the policy are included in the Employee Recruitment policy and/or in the Recruitment Guidelines.
4. That the Corporate Policy and Procedure "01-01-04 Job Postings and Advertisements" be rescinded as relevant details from the policy are included in the Employee Recruitment policy and/or in the Recruitment Guidelines.
5. That the Corporate Policy and Procedure "01-01-05 Candidate Selection Process" be rescinded as relevant details from the policy are included in the Employee Recruitment policy and/or in the Recruitment Guidelines.
6. That the Corporate Policy and Procedure "01-01-06 Conducting Reference Checks" be rescinded as relevant details from the policy are included in the Employee Recruitment policy and/or in the Recruitment Guidelines.
7. That the Corporate Policy and Procedure "01-01-07 Handling Applications" be rescinded as relevant details from the policy are included in the Employee Recruitment policy and/or in the Recruitment Guidelines.

18. Proposed Corporate Policy and Procedure – Whistleblower Program

Corporate Report dated May 23, 2014 from the City Manager and Chief Administrative Officer with respect to the Whistleblower Program.

RECOMMENDATION

That Council approve the proposed Corporate Policy and Procedure – Whistleblower Program attached as Appendix 1 to the report dated May 23, 2014 from the City Manager and Chief Administrative Officer, with implementation in the fall of 2014.

ADVISORY COMMITTEE REPORTS

Museums of Mississauga Advisory Committee Report 2-2014 June 16, 2014  
(Recommendation MOMAC-0005-2014 to MOMAC-0007-2014)

Heritage Advisory Committee Report 4-2014 June 17, 2014  
(Recommendation HAC-0034-2014 to HAC-0041-2014)

COUNCILLORS' ENQUIRIESOTHER BUSINESS/ANNOUNCEMENTSCLOSED SESSION

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

- A. A proposed or pending acquisition or disposition of land by the municipality or local board - Agreement of Purchase and Sale between The Corporation of the City of Mississauga and the Peel District School Board for the Disposal of parts of Hillside Park (P-004) located at 1311 Kelly Road; and 2) Purchase Agreement between The Corporation of the City of Mississauga and Peel District School Board for the Acquisition of Willow Glen Public School property located at 1301 Epton Crescent.  
(Ward 2)
- B. The security of the property of the municipality or local board - LAC Master Relationship Agreement and Lease.

ADJOURNMENT



# Corporate Report

Clerk's Files

Originator's  
Files

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**DATE:** June 10, 2014

**TO:** Chair and Members of General Committee  
Meeting Date: June 25, 2014

**General Committee**

**JUN 25 2014**

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

**SUBJECT:** **Mississauga Real Estate Board (MREB) request to rent Great Hall for Mayors' Debate on September 23, 2014**

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**RECOMMENDATION:** That the report dated June 10, 2014 from the Commissioner of Corporate Services and Chief Financial Officer be received for information and direction be given with regards to the request from Mr. John Cassan on behalf of the Mississauga Real Estate Board (MREB), to hold a Mayors' debate in the Great Hall.

**BACKGROUND:** The Corporate Policy "Booking Facilities within the Civic Centre" allows for the rental of the Great Hall for special events, receptions, displays and public gatherings/meetings as appropriate. The policy also indicates that the Great Hall must remain open to the public and will only be considered for rental of events that are deemed suitable and of benefit to the community as a whole.

**COMMENTS:** John Cassan, Past President of the Mississauga Real Estate Board (MREB) has requested the use of the Great Hall for an "All Candidates Meeting" at the beginning of October. Refer to Appendix 1 for details of the original request.

Subsequent to the original request, John Cassan has indicated the meeting/debate will consist of a panel discussion of the four or five main candidates running for Mayor and will air live on Rogers Television. Expected attendance from MREB will be approximately 150 people, however anticipated public attendance is unknown.

Due to scheduling conflicts with the Municipal Election Advanced Polls, John Cassan has agreed to hold the event on September 23, 2014 subject to Council approval. It should be noted that this event is neither affiliated nor endorsed by the City of Mississauga and the City is only acting as the rental agent to provide room rental.

**FINANCIAL IMPACT:** The Mississauga Real Estate Board (MREB) will have to pay standard room rental fee rates for this event.

**CONCLUSION:** The Mississauga Real Estate Board (MREB) has requested the use of the Great Hall to hold a Mayors' debate on September 23, 2014. Staff are seeking Council direction with respect to this request.

**ATTACHMENTS:** Appendix 1: Mississauga Real Estate Board (MREB) letter dated May 1, 2014.



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Gary Kent  
Commissioner of Corporate Services and Chief Financial Officer

*Prepared By: Rob Bowslaugh – Manager, Facilities Maintenance  
Facilities & Property Management*



60<sup>th</sup> Anniversary

May 01, 2014

Ms. Luba McKuskey  
Facilities Management  
City of Mississauga  
Corporate Services Division  
300 City Centre Drive  
Mississauga, ON L5B 3C1

Dear Ms. McKuskey:

I write on behalf of the Mississauga Real Estate Board to reserve the 'Great Hall' for an MREB 'All Candidates' Meeting, Wednesday, October 01<sup>st</sup> or Thursday, October 02<sup>nd</sup> 2014, between the hours of 6:30 p.m. and 9:30 p.m.

Please forward any policy and procedures necessary to reserve the 'Hall' including costs that may be incurred for seating, sound and catering etc. You might also provide the numbers that can attend in this space and any lead time required for reservation confirmation.

With Kind Regards,  
MISSISSAUGA REAL ESTATE BOARD

A handwritten signature in black ink, appearing to read 'John Cassan' followed by a flourish.

John Cassan  
Past President, MREB

cc: Garry Klassen, Chair  
Government Relations Committee



The Mississauga Real Estate Board  
3450 Ridgeway Drive, Unit #1  
Mississauga, ON L5L 0A2  
www.mreb.ca



# Corporate Report

Clerk's Files

Originator's  
Files

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**DATE:** June 6, 2014

**TO:** Chair and Members of General Committee  
Meeting Date: June, 25 2014

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

**SUBJECT:** Asian Long-horned Beetle update

General Committee

**JUN 25 2014**

**RECOMMENDATION:** That the report dated June 6, 2014 from the Commissioner of Community Services entitled "Asian Long-horned Beetle update" be received for information.

**REPORT  
HIGHLIGHTS:**

- The Canadian Food Inspection Agency (CFIA) positively identified Asian Long-horned Beetle (ALHB) in the Cities of Mississauga and Toronto and implemented a regulated area.
- The only ALHB control option in Canada is to remove host trees.
- An eradication zone was identified within the regulated area allowing for an ALHB eradication plan to be implemented.
- Approximately 7500 trees have been removed with several thousand of the trees located in Wildwood Park.
- The CFIA is reimbursing the City for eradication costs.
- The City has requested that the CFIA confirm that tree loss compensation will be provided.
- Tree replanting will commence in Wildwood Park this fall.



**BACKGROUND:**

ALHB is an invasive alien insect, native to Asia. The beetle infests and kills deciduous tree species only. Maple, willow, poplar and birch tree species are prevalent within Southern Ontario and are the preferred host tree species of the beetle.

Approximately 50% of the City's tree canopy is comprised of tree species susceptible to ALHB. Eradication of ALHB is critical to protect not only host trees within Mississauga but to also ensure ALHB would not have the capability to impact trees across Ontario and North America.

Survey works on public and private lands by the CFIA and City staff in 2013 positively identified ALHB. The survey area expanded until the boundaries of a regulated area were identified within the City of Mississauga and the City of Toronto. The CFIA issued a media release on September 20, 2013 confirming a positive ALHB infestation within Mississauga.

The CFIA analysed all survey data and identified an eradication zone within the ALHB regulated area. The CFIA in conjunction with City of Mississauga and City of Toronto staff developed an ALHB eradication plan.

To ensure ALHB eradication, all four host tree species within the eradication zone required removal with all wood material processed to reduce it to no larger than 16mm (5/8 of an inch) in size.

Since August 2013, Forestry staff have been involved in ALHB survey, delineation and eradication works. One City contract administrator has been dedicated to the project since February 2014, working with CFIA and City of Toronto staff to ensure the eradication plan was fully implemented and completed on City of Mississauga land.

**PRESENT STATUS:**Eradication

Within the eradication zone each of the host tree species were inspected. Data regarding species, size and location (GPS coordinates) was catalogued and each tree was marked to identify it as requiring removal.

Based on weather, topography and access requirements it was determined that tree removal would commence within Wildwood Park followed by City streets and private industrial/commercial lands. Throughout January and February 2014 staff training, equipment requirements and logistics of implementing the eradication plan were completed.

On February 19<sup>th</sup>, CFIA, City of Mississauga and City of Toronto staff and contracted crews commenced work within Wildwood Park. Each crew was assigned a data collector to facilitate the tree removal. As trees were felled, the data collector inspected the tree. If evidence of ALHB was identified the section in question was removed for CFIA analysis. Upon confirmation of no further evidence of ALHB the tree was cut into sections and taken to a storage site within the park. All material was then transported to a location within the regulated area of Toronto for processing.

The majority of the tree removals were completed by May 2014 with contractors currently completing the removal of tree stumps throughout the eradication zone.

#### Wood Debris Disposal

Due to the protocols imposed on the CFIA regulated area, no unprocessed wood debris is allowed to leave the area for the duration of the regulated status.

All wood debris generated during the eradication works was transported to a site within the regulated area of Toronto and ground to 16mm (5/8 of an inch) in size. A CFIA movement order was then issued confirming that the debris had been processed allowing it then to be transported out of the regulated area.

To continue to facilitate CFIA protocols in Mississauga for the duration of the regulated period a temporary storage and processing site was developed at Drew Road in December 2013.

All debris from tree maintenance works completed by staff within the regulated area is taken to Drew Road. Residents have the option to place debris at the curb for pick up by the Region of Peel yard waste program or bring the debris to Drew Road.

Tree Replacement Reimbursement Requested

When a previous ALHB eradication program was completed in the Cities of Toronto and Vaughan, tree loss compensation was made available to impacted land owners. Compensation was provided for according to the Introduced Forest Pest Compensation Regulations under the Plant Protection Act.

The Regulations allow the Minister of Agriculture and Agri-Food to compensate persons for the disposal of trees infested with ALHB from May 1, 2000 ending in March 31, 2013. Tree removals after this date do not qualify for compensation under the existing regulations.

A letter (appendix 1) under the Mayor's signature was forwarded May 6, 2014 to the Minister of Agriculture and Agri-Food and the Minister of Health. This letter requested clarification as to when the Regulations will be amended allowing for impacted landowners to apply for tree replacement compensation after March 31, 2013 due to ALHB eradication tree loss.

Staff are currently working with the CFIA to confirm the exact number and location of trees removed from all City property including Wildwood Park. This data will assist in determining the full value of future tree loss compensation that the City may be eligible to claim.

Wildwood Park Tree Replanting

Tree planting programs will commence within Wildwood Park this fall using existing funding in anticipation of receiving future CFIA reimbursement. Several hundred caliper trees will be planted in the main picnic area to augment the remaining tree canopy. Multiple staff led community tree planting events are planned allowing for the installation of approximately 1700 small trees and shrubs. These planting works will be the first step in the rehabilitation of the tree canopy within Wildwood park and the overall eradication zone.

A full replanting plan is being developed for Wildwood Park identifying numbers of trees, appropriate species, future planting sites and budget requirements.

Regulated Area Until 2018

Although the ALHB eradication has been completed, the regulated area will continue to be in place until at least 2018. To verify that ALHB is eradicated, annual survey works of host trees will be

required throughout the regulated area for a minimum of four (4) years. Staff and the CFIA will complete the surveys and if no additional evidence of ALHB is found in the next four years the regulated area status will be expired.

Throughout the duration of the regulated area, the four ALHB host trees cannot be planted within the regulated area.

**STRATEGIC PLAN:** Green Pillar for Change: Identifies the need to conserve, enhance and connect natural environments in the City of Mississauga.

**FINANCIAL IMPACT:** Incurred City ALHB costs to date totaling \$365,891.79 have been invoiced to the CFIA. Recoveries of \$307,056 have been received with an outstanding invoice of \$58,835.79 that is currently being processed by the CFIA.

Replacement tree planting will commence this fall utilizing funding anticipated to be reimbursed by the CFIA based on previous practice.

Upon receiving information from the CFIA regarding the number of City trees removed and confirmation from the Minister of Agriculture and Agri-Food and the Minister of Health pertaining to tree loss compensation, staff will be able to provide an update of actual future tree replacement costs.

**CONCLUSION:** The CFIA in conjunction with the City of Mississauga and City of Toronto implemented an eradication plan to eliminate ALHB from a small geographic area of Mississauga and Toronto.

Approximately 7500 trees comprised of maple, willow, poplar and birch were removed within the CFIA eradication zone. The eradication zone is located within a larger regulated area that will continue to be in effect until at least 2018.

The City invoiced all associated costs up to April 30, 2014 related to the survey and eradication of ALHB. Tree loss compensation has been requested from the CFIA. The City will continue to work with the CFIA throughout the duration of the regulated period completing surveys of ALHB host tree species.

Tree replanting will commence within Wildwood Park this fall with a full tree replacement plan being developed to allow the park and the community to slowly recover from the devastating impact of ALHB.

**ATTACHMENTS:**

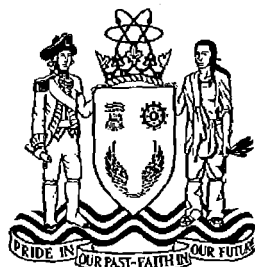
Appendix 1: Tree replacement conformation letter to the Minister of Health and the Minister of Agriculture and Agri-Food.



---

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

*Prepared By: Gavin Longmuir, Forestry Manager*



OFFICE OF THE MAYOR

May 6, 2014

The Honourable Rona Ambrose  
Minister of Health  
House of Commons  
Room 163, East Block  
Ottawa, Ontario  
K1A 0A6

&

The Honourable Gerry Ritz  
Minister of Agriculture and Agri-Food  
House of Commons  
Room 781, Confederation Building  
Ottawa, Ontario  
K1A 0A6

Dear Ministers:

**Re: Tree Replacement Compensation for Trees Removed Due to the  
Implementation of the Asian Long-Horned Beetle (ALHB)  
Eradication Program within the Geographic Boundary of the City of  
Mississauga**

The City of Mississauga has worked co-operatively with the Canadian Food Inspection Agency (CFIA) to address the positive finding in 2013 of ALHB in an industrial area of Mississauga adjacent to the Greater Toronto Airports Authority lands.

City resources supported the initial survey and delineation work that commenced in August 2013 and more recently (since February 2014), have worked collaboratively with the CFIA and the City of Toronto to implement the ALHB eradication plan within the CFIA regulated areas of Mississauga and Toronto.



THE CORPORATION OF THE CITY OF MISSISSAUGA  
300 CITY CENTRE DRIVE, MISSISSAUGA, ONTARIO L5B 3C1  
TEL: (905) 896-5555 FAX: (905) 896-5879

With a large portion the eradication work being finalized within the next few weeks, the focus for the City of Mississauga will be turning to the re-establishment of the tree canopy within the eradication zone of the regulated area, specifically within Wildwood Park. To date, several thousand trees have been removed within Wildwood Park, one of the destination parks within Mississauga. It is the City's intent and goal to replant the removed trees allowing for the re-establishment of the previous significant tree canopy and natural areas within Wildwood Park.

Discussions between City of Mississauga and CFIA staff regarding tree replacement compensation commenced in September 2013, prior to any trees actually being removed. The discussions were related to tree compensation that was previously made available to impacted landowners who had trees removed from their property during the ALHB eradication program in the Cities of Toronto and Vaughan in 2004. This compensation in 2004 was provided for according to the Introduced Forest Pest Compensation Regulations (the "Regulations") under the Plant Protection Act.

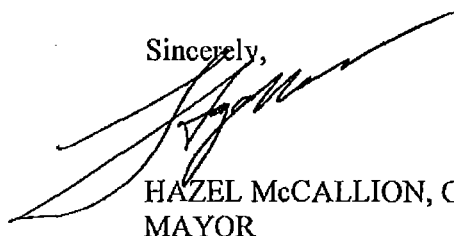
The Regulations allow the Minister of Agriculture and Agri-Food to compensate persons for the disposal of trees infested with the ALHB during the period beginning on May 1, 2000 and ending on March 31, 2013. Any tree removals after these dates do not qualify for compensation under the Regulations. City staff understand that recommendations have been made to your offices to amend the Regulations that would allow for compensation for tree replacement required due to positive ALHB finding within Mississauga in August 2013.

It is my sincere hope that similar tree replacement compensation will be provided to the City of Mississauga and other impacted landowners within the City of Mississauga as previously provided after the completion of the ALHB eradication program in 2004 in the Cities of Toronto and Vaughan.

I would ask that you please provide clarification as to the when the Regulations will be amended allowing for all impacted landowners to apply for tree replacement compensation.

I appreciate your consideration of this important matter.

Sincerely,

A handwritten signature in black ink, appearing to read 'Hazel McCallion', is written over a horizontal line.

HAZEL McCALLION, C.M., LL.D.  
MAYOR

cc: Paul Mitcham, Commissioner, Community Services



# Corporate Report

Clerk's Files

Originator's  
Files

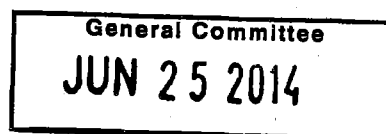
3

**DATE:** June 5, 2014

**TO:** Chair and Members of General Committee  
Meeting Date: June 25, 2014

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

**SUBJECT:** **Emergency Response to Floods**



**RECOMMENDATION:** That the Corporate Report dated June 5, 2014 entitled "Emergency Response to Floods" be received for information.

**REPORT  
HIGHLIGHTS:**

- The Flood Response Plan is a "risk based" appendix to the City Emergency Plan and will be reviewed annually by the Office of Emergency Management.
- The Flood Response Plan has been developed by a City Cross Departmental team and collaboration has taken place with key 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.
- Lessons learned from the July 2013 flood and December 2013 ice storm have been integrated into the response plan and checklists have been developed for each Division with a key role during a Flood Incident.



**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. A stakeholder project team has created the 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:**

A flood alert protocol has been developed to identify the operational activities required to respond to a flood event, with a goal of identifying the core response teams and activities to manage flood response according to identified storm level and thereby reducing the requirement to escalate the coordination of a response by the Incident Management Team. Key components of the Flood Plan include:

1. Established criteria to identify storm level.
2. Identify key operational/field team members, their roles and responsibilities according to response activities to established flood levels.
3. Re-engineering the information collection process to consolidate & collectively analyze all flood information to determine the level of the flood storm event.
4. A clear process/escalation map and response checklists for Flood Management Teams including key tasks and information transfer points.
5. Alignment was developed between the City's and Region's Flood Response Plans.

6. Established an escalated response in a Level 3 storm to establish a partial or full EOC activation including detailing the IMS flood structure for key team members.
7. Improved Flood Conditions Situational Awareness: Many serious storms occur without significant flooding. To ensure flood conditions are appropriately recognized, City resources may be deployed to areas impacted by flooding currently or historically to assist in determining impact assessment and information.
8. In general, City resources will be made visible and available to residents to assist with flood challenges.

**COMMENTS:**

The City Flood Response Plan Working Team consisted of the following staff:

- a. Deputy Chief, Division Chief (Fire & Emergency Services)
- b. Director Transportation Infrastructure and Planning, Manager Works Maintenance & Operations, Manager Maintenance Programs (Transportation and Works)
- c. Manager Corporate Communications, 311 Call Centre Manager (Corporate Communications)
- d. Management Consultant (Corporate Performance & Innovation)
- e. Community Emergency Management Coordinator (Emergency Management)

The City working team collaborated with counterparts from the following external agencies related to flood response plans:

- a. Region of Peel
- b. Credit Valley, Halton and Toronto Conservation Authorities
- c. Enersource
- d. Cities of Calgary, Toronto and Peterborough

**Past Events Lessons Learned**

Throughout the course of the Flood Response Plan work, staff has been actively addressing the key learnings from both the July 2013 flood event and the December 2013 Ice Storm:

Table 1: Key Learnings (2013 Flood and Ice Storm events)

No.	Key Learning	Status
1	Social media monitoring is a critical component in the development of situational awareness.	Corporate Communications now assigns a staff member to monitor social media within their emergency management process. This has been included in the Flood Plan.
2.	Customer Service updates to the public are critical during times of an emergency.	A number of communications/call centre protocols have been established specific to the flood response scenario including storm level specific-colour coded web banners.
3.	A multi department, comprehensive, risk specific response plan for flooding incidents did not exist.	As part of the Flood Plan detailed response processes have been developed that match appropriate staff actions to the severity of the flooding occurring.
4.	The July 8 event was not immediately recognized as a significant flooding event.	Flood Response process has been re-engineered to identify and analyze information sources from all areas.
5.	The management team that was used during the Dec 2013 Ice Storm event was effective and a full EOC Callout was not required.	A similar management team approach has been incorporated into the Flood Response Plan and a Full EOC callout would not normally be required for the types of flooding events expected in Mississauga. The plan details criteria to establish a partial or full EOC and identifies the IMS structure for both under a flood storm.

The plan provides guidelines for staff to take appropriate graduated actions during the **response phase** for any weather events which may lead to flooding as well as the **recovery phase** if in fact flooding has occurred.

### **Response Phase**

The response phase of the flood plan is a scalable approach to match City response to the severity of a weather/flood incident. A variety of flood related information sources have been categorized to identify the degree of response required.

A 4-level flood protocol has been established depending on progression of weather severity with level 0 identifying a monitoring phase.

As the nature of a particular event worsens the alert/response would be escalated as necessary. The July 8, 2013 storm was a **Level 3** storm. **Level 3** allows for a partial EOC callout as may or may not be necessary for any particular event. It is anticipated that events of this nature may now occur every 5 – 10 years.

It should be noted that a 100 year storm similar to Hurricane Hazel could lead to a broader EOC callout if needed. Should this scenario arise it would be referred to as a **Level 3B**. This type of event would most likely come with a significant lead time an extended duration event over a number of days.

Escalation of monitoring and response occurs as follows:

A. **Level 0** is normal monitoring with at least one field indicator (Environment Canada alert, information from local news programs, Conservation Authority circular, social media, 311 reports, elevated emergency call levels, first hand observations of conditions) triggering the start of information collection. The **Level 0 Response Team** consists of:

- Operations Program Manager, Transportation & Works,
- Director, Works, Operations & Maintenance

The response team will monitor and disseminate weather related and response related information as necessary. The event may or may not progress to Level 1, 2 or 3. Localized response, if any will be managed by the Manager of Works Operations & Maintenance.

- B. **Level 1** is a broader level of threat monitoring and response initiated by the Level 0 Response Team if Flood Storm indicators are evaluated as a Level 1 Storm Event as detailed in the plan.
- C. **Level 2** is identified by the flood storm indicators in the plan. The response to this level of a flood event is led by the Director, Works Operations and Maintenance who directs the level 2 response team as identified in the plan.
- D. **Level 3.** If a storm has been evaluated at a Level 3, the response will result in the escalation to establish an EOC. If the storm is evaluated to be of short duration with minimal community impact a partial EOC (Level 3A) team would be activated under the leadership of the Commissioner of Transportation and Works.

#### **Recovery Phase**

The recovery phase will include continued information collation from the Regional call center and Mississauga 311 data, visits to affected properties by Regional personnel with appropriate notices where people are not home, enhanced garbage pickup as necessary, reviews of any damage to City property, debrief meetings as necessary and regular communications to Council and the public as information becomes available.

**FINANCIAL IMPACT:** Flood Response Plan 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 the sustainment of the Flood Plan and other hazard specific plans.

**CONCLUSION:**

The Flood Response Plan provides the necessary operational direction to City Divisions as well as alignment with Regional flood response plans and will assist with an integrated strategic approach during the response and recovery phases of a flood emergency.

**ATTACHMENT:**

Appendix 1: Emergency Flood Response Plan



---

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

*Prepared By: Shawn Matheson, Division Chief  
Mississauga Fire and Emergency Services*



# CITY OF MISSISSAUGA FLOOD RESPONSE PLAN

*RISK BASED APPENDIX TO CITY EMERGENCY PLAN*

**REVISION HISTORY**

**DOCUMENT MAINTENANCE**

This risk specific plan is an appendix to the City Emergency Plan and will be reviewed annually by the Office of Emergency Management.

Revision Date	Pages Changed	Pages Added	Pages Removed



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## SECTION 1: EXECUTIVE SUMMARY

Floods are part of the natural hydrological cycle and occur along rivers and streams somewhere in Canada every year. Most flooding in Canada is caused by weather-related mechanisms, specifically runoff from snowmelt, storm rainfall, rainfall on snow and the obstruction of flow in rivers and streams by ice jams. Responding to flood emergencies in the City of Mississauga is shared by various City Divisions, The Region of Peel and the Credit Valley Conservation Authority as well as the Ministry of Natural Resources, acting for the Province of Ontario.

The purpose of this plan is to provide operational direction to City Divisions in the response to an event of a flood emergency that impacts private property and/or Municipal Infrastructure. The plan identifies the major warning, response and recovery activities undertaken by the City of Mississauga and its partner agencies during a flood event, with details as to specific actions each stakeholder would undertake during a flood event, key responsibilities and information transfer points.

The response phase of the flood plan is a scalable approach to match City response to the severity of a weather/flood incident. A variety of flood related information sources have been identified and categorized to assist with identifying the degree of response required according to the four-level flood protocol (level 0, 1, 2 and 3) which has been established depending on the storm severity. The plan identifies operational activities required to respond to a flood event, including detailing the core response teams and activities to manage the flood response according to identified storm levels. Flood levels may not necessarily progress from level 1 to 3 or proceed in a given timeline. Therefore, consolidating information from various sources will help evaluate and determine the appropriate flood level and associated response.

Level 0 identifies generally normal conditions with flood monitoring initiated since at least one of the flood information sources (as detailed in figure 4) including weather warnings, media warnings, phone inquiries or field information have surpassed the normal Level 0 conditions. Under the direction of the Direction, Works, Operations and Maintenance (T&W), the Operations Program Manager (T&W) assumes the lead role in monitoring and analyzing the storm information sources to determine the flood storm level.

A Level 1 flood event identifies potential flood warning and is categorized by the storm indicators detailed in Figure 4. The Manager, Works, Maintenance & Operations (T&W) assumes the lead role for a Level 1 response to provide direction to all Level 1 Response Team members (Figure 6).



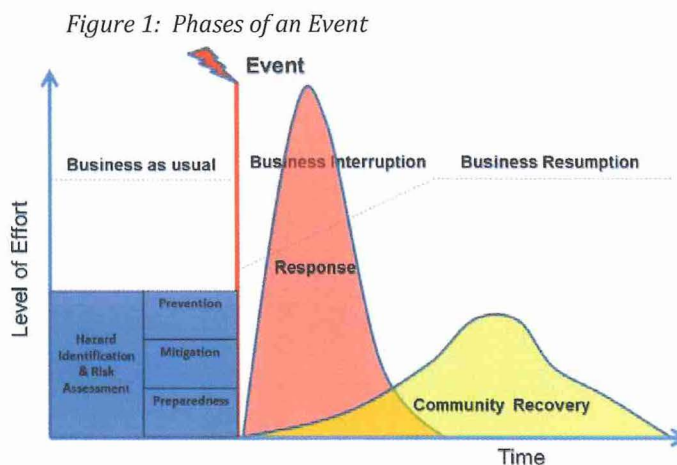
A Level 2 flood event identifies likely flooding and is categorized by the storm indicators detailed in Figure 4. The Director, Works, Operations and Maintenance (T&W) assumes the lead role for a Level 2 response to provide direction to all Level 2 Response Team members (Figure 6).

If a storm has been evaluated at a Level 3, response may include escalation to activate the Emergency Operation Centre (EOC). Storms expected to be of short-duration, localized penetration and of minimal community impact result in a Partial EOC activation (Level 3A) under the leadership of the Commissioner, Transportation & Works. If the storm is expected to be of longer, multi-day duration, widespread penetration and more significant community impact, a Full EOC is activated (Level 3B) under the leadership of the City Manager. The IMT structures for both partial and full EOC activation for flood related events are detailed in Figure 8 and 9 respectively.

The latter part of this document identifies key recovery activities involved after an event has occurred or has started to subside. Key activities for the recovery phase are coordinated from both Regional and City counterparts.

## EMERGENCY MANAGEMENT FRAMEWORK

The City of Mississauga emergency management framework aids officials in decision-making when coordinated actions are required for effective response and recovery to a specific event. These actions may be further organized into phases of an event cycle. Figure 1 (Phases of an Event) shows routine business activities until an event occurs. The phases of the event are then identified through response and recovery periods.



While some weather related incidents like floods may arrive with a warning phase and gradual build-up of City effort, it is also expected that some flood incidents may occur in localized areas with very little warning to the public and City Staff.

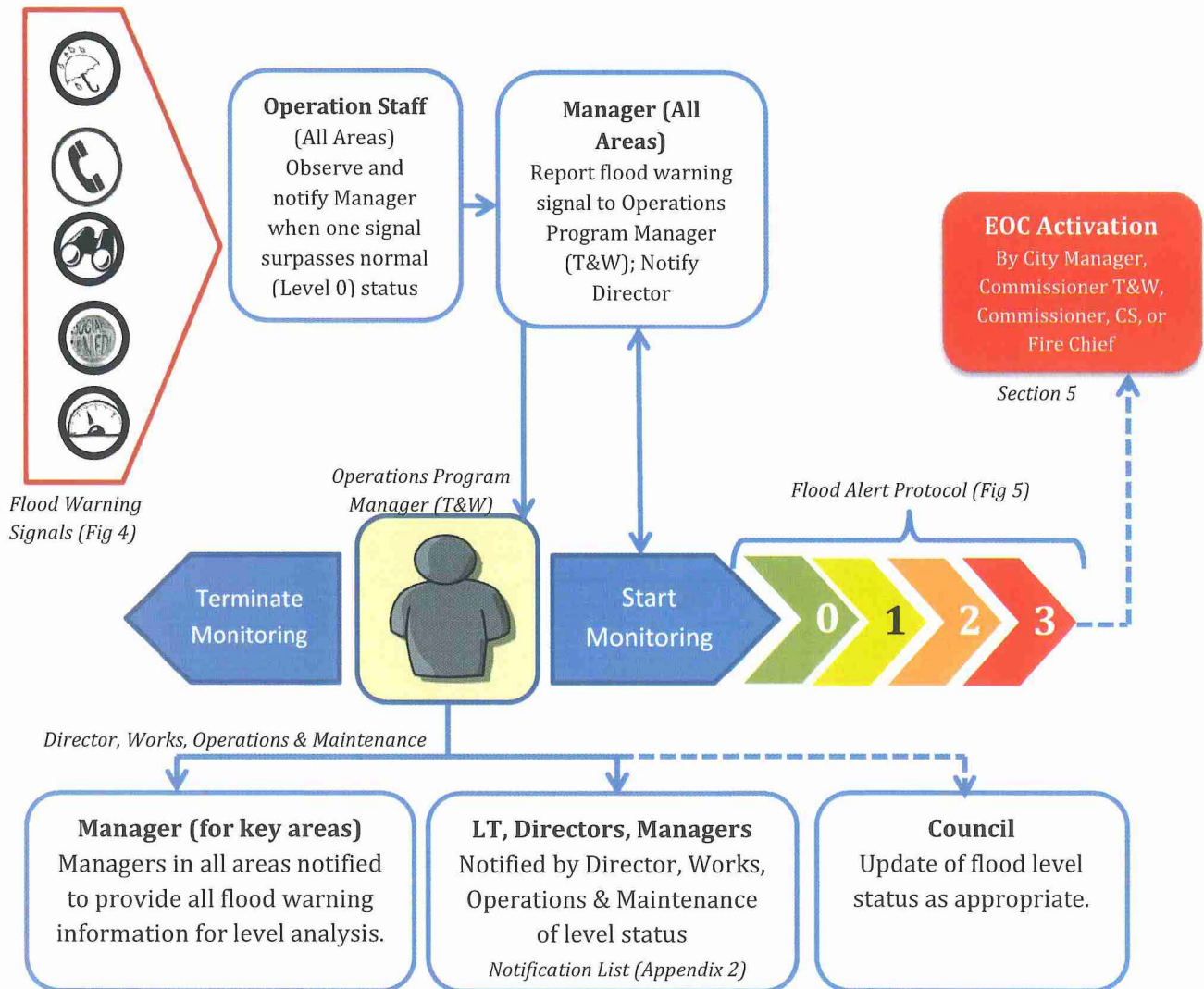
## SECTION 2: FLOOD IDENTIFICATION AND NOTIFICATION

### FLOOD IDENTIFICATION PROCESS

Flood operational response teams lead by Works Operations (Transportation and Works) will respond to flood events and provide the foundation if an escalated Incident Management Team (IMT) is required (as defined in the City of Mississauga Emergency Plan Response). The Operations Program Manager or delegate will receive flood warning indicators from all key divisions, and will continue to assess, identify and communicate the flood response level as detailed in the overview process below (Figure 2).

**NOTE: The Operations Program Manager position is currently vacant. The duties identified in this plan associated for this position will be fulfilled by the Manager, Works, Maintenance & Operations (T&W) or delegate until the position has been recruited.**

Figure 2: Overview of Flood Identification Process



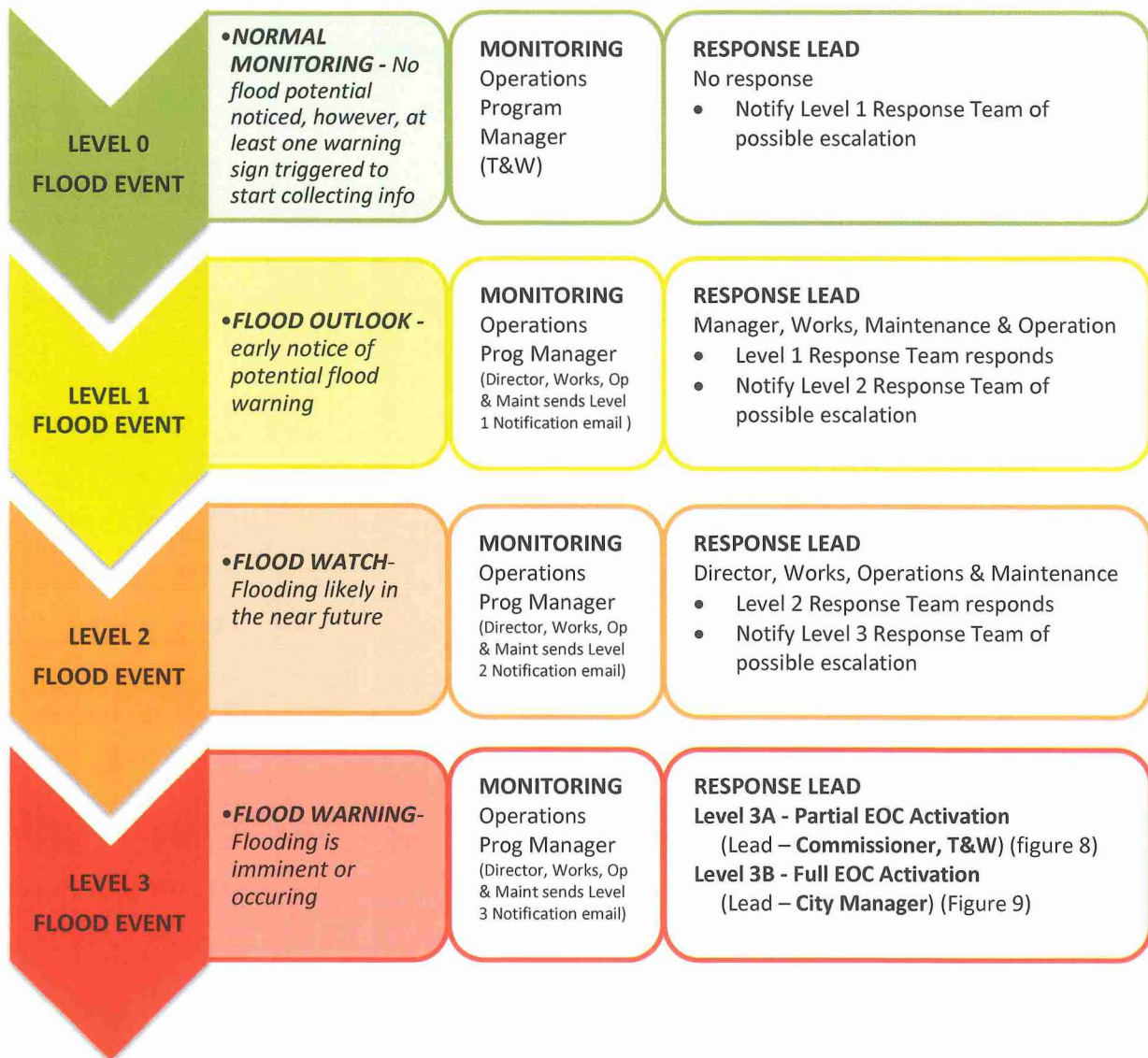


## FLOOD LEVEL ALERT PROTOCOL

While the potential exists for widespread prolonged flooding events, most flooding events in Mississauga have been localized and may come with little or no warning. As such, it is critical to collectively analyze the various flood warning indicators.

Operational staff and Managers in all areas individually monitor flood warning signals in their respective areas and notify the Operations Program Manager (T&W) when any signal surpasses Level 0 flood event criteria (as identified in Figure 6). Once notified of one alert, the Operations Program Manager will initiate monitoring with all areas for all flood warning signals (detailed in Figure 6) for collective analysis.

Figure 3– Flood Level Alert Protocol



Response to flood events has been determined by flood levels where operational response teams are dispatched based on a level 1 or 2 flood event. When the callout is escalated to a level 3, either a partial or full EOC is activated.

It is important to identify that flood level callouts do not necessarily progress from Level 1 to Level 3 or in a given timeline. Depending on the warning signals, a response may begin at any flood level.



## FLOOD WARNING SIGNALS TO IDENTIFY STORM EVENTS

Figure 4: Flood Warning Signals (The Operations Program Manager in T&W will request status updates on the following flood warning triggers to inform a decision and identify the flood storm level.)

FLOOD INFORMATION SOURCES	LEVEL 0 (NORMAL) INDICATORS	LEVEL 1 STORM INDICATORS	LEVEL 2 STORM INDICATORS	LEVEL 3 STORM INDICATORS
<b>WEATHER WARNINGS</b>				
Environment Canada	<2.5 mm/hr	2.5-5.0 mm/hr; maximum of 0.25mm in 6 min	5.1-7.6 mm/hr; maximum of 0.25-0.75 mm in 6 min	>7.6 mm/hr; >0.75 mm in 6 min
Credit Valley Conservation Authority (Primary) (TRCA & Halton Cons. Auth – Secondary)	No message issued or <i>Flood Safety Statement</i> Issued (No flood potential)	<i>Flood Outlook Statement</i> Issued (Early notice of potential flood warning)	<i>Flood Watch Statement</i> Issued (Flooding is likely in the near future)	<i>Flood Warning</i> Issued (Flooding is imminent or occurring)
Daily Provincial Situation Report (sent to CEMC)	No areas identified as risk	Low level of risk identified for some areas in Mississauga	Moderate level of risk identified for some areas in Mississauga; or high level of risk for a small area	High level of risk identified for some areas in Mississauga
<b>MEDIA WARNINGS</b>				
CP24 News/Other Media	No flood threat identified to Mississauga communities	Flood potential identified to Mississauga communities	Media starting to report minor flooding	Multiple location Flooding in Mississauga being reported in media
Social Media (Twitter, Facebook)	No flood related tweets/Facebook posts	One tweet/Facebook post or retweet from original source	More than one tweet/Facebook post or retweet from original source	>2 tweets/Facebook posts or retweets from original source
<b>PHONE INQUIRIES</b>				
Flood Related Phone Calls • Normal Business Hours (311) • After Hours (T&W Dispatch)	No basement flooding calls  No incidents reported re road crossings overtopped	Between 1-10 basement flooding calls  No incidents reported re road crossings overtopped	Between 11-50 basement flooding calls  1-5 incidents reported re road crossings overtopped	Greater than 50 basement flooding calls  More than 5 incidents reported re road crossings overtopped
Fire Communications	Less than 200 emergency calls received	200-400 emergency calls received	401-600 emergency calls received	Greater than 600 emergency calls received
<b>FIELD INFORMATION</b>				
Fire	No Fire life safety water-related incidents (no water rescue from home or creeks).  Less than 50% of Fire resources committed (<15 of 30)  No ponding noticed on roads	No Fire life safety water-related incidents (no water rescue from home or creeks).  Less than 50% of Fire resources committed (<15 of 30)  Localized ponding noticed (<2 inches deep and less than quarter of road)	One Fire life safety water-related incident.  50% of Fire resources committed (15 of 30)  Localized ponding noticed <2 inches deep and less than half of road)	More than one Fire life safety water-related incidents (no water rescue from home or creeks).  More than 50% of Fire resources committed (>15 of 30)  Widespread ponding noticed (>2 inches deep and more than half of road)
Works	Water level and gauges normal at inlet/outlets  No ponding noticed on roads	Water level and gauges normal at inlet/outlets  Localized ponding noticed (<2 inches deep and less than quarter of road)	Water level and gauges slightly elevated at inlet/outlets  Localized ponding noticed <2 inches deep and less than half of road)	Water level and gauges significantly increased at inlet/outlets  Widespread ponding noticed (>2 inches deep and more than half of road)
Transit	No bus route diversions due to flooding  No ponding noticed on roads	No bus route diversions due to flooding  Localized ponding noticed (<2 inches deep and less than quarter of road)	1-2 bus route diversions due to flooding for greater time  Localized ponding noticed <2 inches deep and less than half of road)	>2 bus route diversions due to flooding and/or length of diversion increased  Widespread ponding noticed (>2 inches deep and more than half of road)
Parks	No ponding noticed on roads	Localized ponding noticed (<2 inches deep and less than quarter of road)	Localized ponding noticed <2 inches deep and less than half of road)	Widespread ponding noticed (>2 inches deep and more than half of road)
Enforcement	No ponding noticed on roads	Localized ponding noticed (<2 inches deep and less than quarter of road)	Localized ponding noticed <2 inches deep and less than half of road)	Widespread ponding noticed (>2 inches deep and more than half of road)
	No Response	Manager, Works, Maintenance & Operations (Level 1 Response Lead)	Director, Works, Operations & Maintenance (Level 2 Response Lead)	Commissioner, T&W (Partial EOC Lead) City Manager (Full EOC Lead)



## **KEY FLOOD IDENTIFICATION ACTIVITIES**

All key areas at the City are routinely monitoring individual Flood Warning Signals (as detailed in Figure 4 above). When any one signal has surpassed the normal/Level 0 indicators, the Operations Program Manager (T&W) is notified to initiate a collaborated monitoring of all flood warning signals to analyze and determine the flood event level.

Key activities during the identification process includes the following (see Appendix 1 for a detailed process map of the flood identification process):

### **T&W Works**

- Flood notification is received by the Manager, Works, Maintenance & Operations and Dispatch from the Conservation Authority
- Dispatch receives calls from Fire, 911 or other inquiries and dispatches to specific Yard for response; all calls regarding in-house flooding are transferred to Region of Peel
- Yard Supervisors increase patrol in expected area and initiate Yard Inspection Process including:
  1. Clear inlet/outlets (including catch basins to ensure free from debris)
  2. Set up pumps at key locations
  3. Inspect & flush storm sewers
  4. Monitor water level & gauges
  5. Ensure Spring Sweeping program is active (during spring season only)
- Operations Program Manager receives all flood warning signal information to determine flood level (according to Flood Level Alert Protocol Figure 3) and with Director, Works, Operation & Maintenance sends notification email to communicate flood level status.

### **311 Citizen Contact Centre**

- Customer Service Representatives answer public inquiries and generate service requests during business hours regarding flooding event; all calls regarding in-house flooding are transferred to the Region of Peel (calls are transferred to Works Dispatch after-hours).

### **Corporate Communications**

- Flood notification is received and monitored by Manager, Corporate Communications
- Social media messages are monitored and responded to determine if flood related inquiries are occurring.

- Determines key facts from Operations Program Manager to prepare possible news release
- Review of website content and confirms pre-formatted templates are ready for use.

#### **Fire & Emergency Services**

- Flood notification received and monitored by Deputy Fire Chief
- Fire Communications answer and log all call volumes; call volume is monitored
- Fire Dispatch calls specific Fire Station to dispatch calls

#### **Emergency Management Coordinator**

- Receives flood notification from Conservation Authority and reviews Daily Provincial Situation Report for flood related warnings

#### **Other City Areas**

- Transit, Enforcement, Parks and Recreation staff monitor and patrol streets, parks and paths and Community Centre grounds to identify flooding signs.

### SECTION 3: AUTHORITY AND RESPONSIBILITY OF KEY RESPONSE AREAS FOR FLOOD EVENT

During flood emergencies the following City and External groups play key roles in responding to a flood.

Figure 5: Roles and Responsibilities of Internal and External Agencies during a flood event

#### CITY OF MISSISSAUGA

Division	Department	Roles and Responsibilities
<b>Works Operations</b>	Transportation and Works	Lead City Department managing response activities related to flood events including analysis of flood warning signs, identification and communication of flood levels and mobilizing resources and responding to areas of flooding. Works Dispatch receives and dispatches calls to appropriate Yard for response. Transfer flooding in basement calls to Region of Peel (Service Peel) call centre.
<b>Emergency Management</b>	Community Service	Assist the flood response team with cross-departmental coordination. Maintain contact with key external partners and update on developing flood situations. If the EOC is activated, coordinate all EOC activities in accordance with the City's Emergency Plan.
<b>Fire &amp; Emergency Services</b>	Community Service	Fire Communications receives, logs and dispatches calls to appropriate Fire Station. Fire Operations responds to 911 incidents and water rescue incidents with specialized teams.
<b>Corporate Communications</b>	Corporate Service	Prepares internal and external messages using variety of mediums including media releases, web pages & social media based on event information received. Monitors and responds to media and social media.
<b>311 Citizen Contact Centre</b>	Corporate Service	Respond to all 311 calls and create service requests as appropriate. Transfer calls to the Region of Peel (Service Peel) call centre for calls relating to basement flooding.
<b>Parks &amp; Forestry</b>	Community Service	Mobilize resources to respond to park areas impacted by flooding as well as forestry crews when needed.
<b>Corporate Security</b>	Corporate Service	If the EOC is established perform security functions in accordance with the City Emergency Plan.
<b>Information Technology</b>	Corporate Service	If the EOC is established set up appropriate technology including computers, printers, fax, television, etc. as required in accordance with the City Emergency Plan.
<b>Facilities and Property Management</b>	Corporate Services	Assess flood impact issues related to City facilities. If EOC is established, ensure room at facility is set up and determine alternate locations should the primary location become unsafe.
<b>Other Key Services (Transit, Enforcement, Recreation)</b>	Various	If the EOC is established respond and provide resources/services as directed by EOC including additional patrol resources (staff or vehicles), buses or City facilities for evacuations.

#### REGION OF PEEL

Regional Department	Roles and Responsibilities
Peel Wastewater Operations	Provides initial in field response to flood events from surveillance of high risk areas. Dispatches to residences for collection of data.
Peel Corporate Communications	Coordinates internal and external messaging related to flood events using variety of mediums including web pages & social media.
Service Peel Call Centre	Citizen contact centre that will handle calls related to basement flooding from the municipality.
Peel Emergency Management	Maintains Regional Emergency Program. Responsible for integration with the municipal CEMC to coordinate resources from the upper Tier.

Additional external agencies detailed in Appendix 3

#### OTHER EXTERNAL AGENCIES

Agency	Roles and Responsibilities
Enersource	Respond to power outages during a flood emergency. Provide liaison at City EOC.
Credit Valley Conservation	Primary provider of initial flood warning communications and overland flood and rain intensity data.
Halton Conservation Authority	Provider of initial flood warning communications and overland flood and rain intensity data
Toronto Region Conservation Authority	Provider of initial flood warning communications and overland flood and rain intensity data

Additional external agencies detailed in Appendix 3



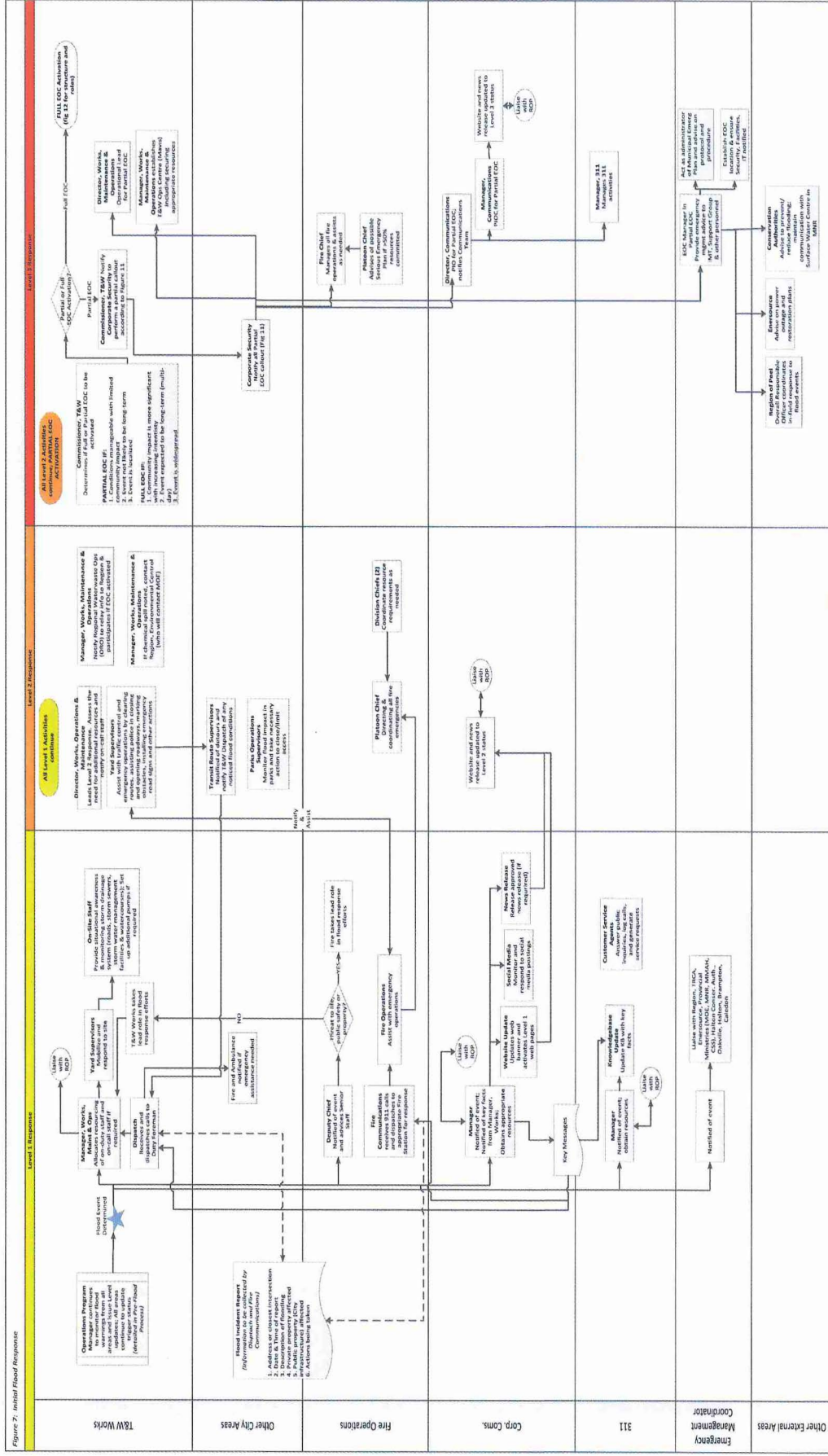
## SECTION 4: FLOOD LEVEL RESPONSE TO STORM EVENTS

Based on the flood level identified (Figure 3 above), level-specific response teams will be dispatched or alerted to respond to the event. Throughout the process, the Operations Program Manager will continue to receive warning information from all areas & continue to monitor and assess flood level status.

Figure 6: Alert Specific Response Teams



INITIAL FLOOD RESPONSE (FIRST 24 HOURS AFTER A FLOOD EVENT)



## **POST-24 HOURS AFTER IDENTIFICATION OF AN EVENT**

Depending on the flood conditions, the initial flood response is expected to last approximately 12-24 hours, although it may be greater in duration.

Historically, in the City of Mississauga, flooding events have been short lived. If the flooding events improve after the initial response, the team will shift into the repairing and restoring any damages during the recovery phase (detailed in Section 6 below) under the direction of Director, Transportation and Environment Planning in Transportation and Works Department.

If flooding events remain consistent or increase in severity, the following should be considered by Senior Management:

1. Ongoing staffing and resourcing considerations
2. Tracking of financial costs including overtime costs, contractor costs and equipment costs
3. Obtaining regional or other municipality support in terms of required resources or equipment
4. Continued communications to the public regarding safety concerns, road conditions and detours, and service levels/closures.
5. Establishment of a Community Information Centres (CIC) – see Section 6

## **SECTION 5: ESCALATION TO ESTABLISH AN INCIDENT MANAGEMENT TEAM**

### **LEVEL 3 FLOOD EMERGENCY**

In the event of a Level 3 Flood Emergency, operations will be directed and controlled by the Incident Management Team (IMT) in the Emergency Operation Centre (EOC). Assistance by the Credit Valley Conservation Authority, the Region of Peel and any other agency will be coordinated through the EOC.

Personnel from primary and supporting agencies are expected to staff the EOC on a 24 hour or as required basis and provide personnel and equipment as applicable for emergency response and recovery activities at the site(s) of flooding.

Additional works and engineering services and equipment may be contracted on an emergency basis when required for response and recovery operations.

Stand down of emergency flood response activities can be a long-term process, extending into the recovery phase. Stand down activities will be coordinated by the EOC.

### **AUTHORITY TO CALL IMT MEMBERS TOGETHER**

In accordance with the City Emergency Plan only the following City staff or their designates have the authority to bring the IMT members together in whole or in part for Flood related emergencies:

- Head of Council
- City Manager
- Fire Chief
- Commissioner of Transportation and Works
- Commissioner of Community Services
- Director of Communications

### **OBJECTIVES OF THE INCIDENT MANAGEMENT TEAM (IMT)**

During a flood emergency, the following objectives should be addressed by the Incident Management Team (IMT):

- |  |                                     |
|--|-------------------------------------|
| • Provide for the safety and health of all responders. | • Protect municipal infrastructure. |
| • Save and protect lives.                              | • Protect property.                 |
| • Reduce suffering.                                    | • Protect the environment.          |
| • Protect public health.                               | • Reduce economic and social losses |



### *FLOOD RESPONSE INCIDENT MANAGEMENT TEAM STRUCTURES*

Depending on the severity of the event, either a partial or full EOC may be declared (Figures 8 and 9 respectfully).

*Figure 8: IMT Structure at the City of Mississauga for a Partial EOC (Flood Event)*

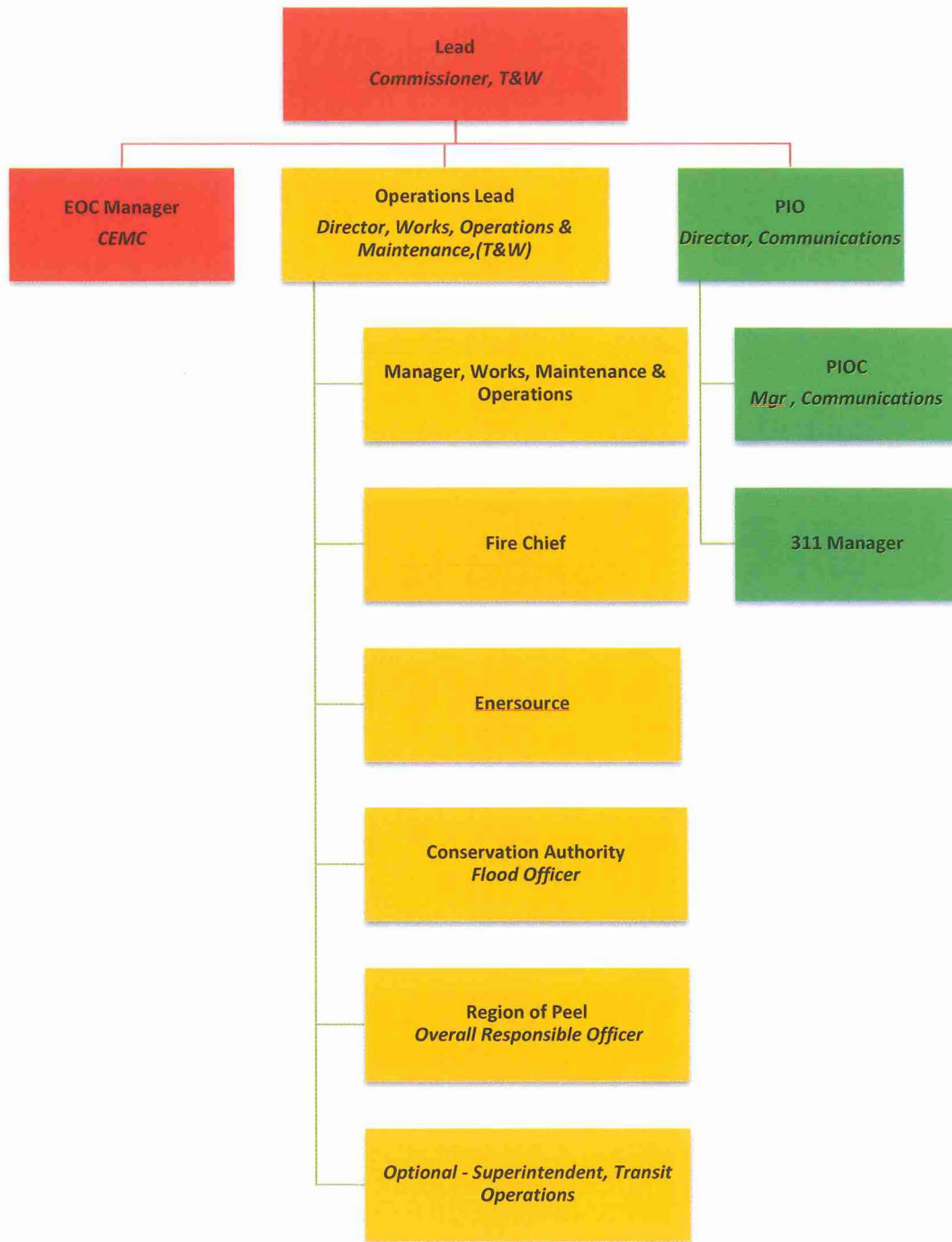




Figure 9: IMT Structure at the City of Mississauga for a Full EOC (Flood Event)



### *FLOOD INCIDENT FACTORS FOR CONSIDERATION*

The following incident factors should be considered by the Incident Management Team:

#### **SAFETY CONSIDERATIONS**

- Emergency services immediately overwhelmed
- Debris removal
- Downed power lines
- Reduced water supply (Drinking & Fire Protection)
- Reduced ability to treat waste water
- Opening of evacuation centres (including heating/cooling issues, staff affected)
- Infrastructure damaged or inaccessible
- Dangerous water levels and currents in streams, creeks and culverts

#### **SERVICE LEVELS**

- Reduced service to the public due to facility closure
- Road closures and detours
- Interruption of other utility services
- Transit requirements for mass evacuations
- Business continuity issues

#### **RESOURCE REQUIREMENTS**

- Heavy equipment resources
- Staff overtime costs

#### **OTHER CONSIDERATIONS**

- Uniting separated/displaced families
- Possible evacuations
- Damage to property and insurance claims
- Flooded homes and businesses
- Disruption of utilities
- Disruption of supply chains (food, fuel, financial services)
- Schools and Day Care Centres closed
- Identify vulnerable populations affected

## **SECTION 6: RECOVERY PHASE**

The recovery phase is characterized by the stand down of flood response activities and is realized when the threat of continued flooding has past and when clean-up activities begin. All activities in this phase are under the leadership of Transportation & Environmental Planning Division (in Transportation & Works Department).

### **OBJECTIVES OF THE FLOOD RECOVERY PHASE**

The Recovery Phase of the flood response plan entails procedures required to return City operations and the lives of impacted residents back to normal. There is usually no clear distinction between the response and recovery phase and for a period both phases will be in effect simultaneously.

The key objectives of the recovery phase include:

1. Support affected residents with timely and accurate information.
2. Connect affected residents with education support tools on what to do after a flood.
3. Repair affected municipal infrastructure.

### **MUNICIPAL FLOOD CLEAN-UP AND REPAIRS**

The flood clean-up of storm related debris and the repair of flood damaged municipal roads and infrastructure is to be undertaken by the City's Transportation and Works, Parks and Forestry and Facilities Property Management, and Peel Public Works.

City clean-up activities should be focused at clearing affected roads, storm sewer infrastructure, parks and City buildings and property. Regional clean-up activities should be focused on clearing affected regional roads and storm sewers, sanitary sewer infrastructure, water distribution infrastructure, as well as affected Regional buildings and property. Additionally, Regional personnel will visit homes that have reported flood problems to collect information regarding the nature and severity of the flooding.

The repair of flood damaged roads and infrastructure should be coordinated as soon as possible in order to restore services and prevent further damage. Clean-up activities related to returning to homes and businesses after a flood can pose significant health and environmental challenges. People may be exposed to potentially life-threatening hazards posed by leaking natural gas lines, and carbon monoxide poisoning from using un-vented fuel-burning equipment indoors. During a flood clean-up, failure to remove contaminated materials and to reduce moisture and humidity may present serious long-term health risks from micro-organisms, such as bacteria and mold.



Public information developed in collaboration from City and Regional Corporate Communications Divisions would be provided to residents and businesses of impacted areas about the health risks that may be encountered, and how to clean-up flood impacted property and structures including insurance claims, financial assistance and other resource materials.

### KEY RECOVERY ACTIVITIES AND RESPONSIBILITIES

Lead	Activity
<b>City</b>	
Director, Transportation, Infrastructure & Planning (T&W) (Recovery Lead)	<ul style="list-style-type: none"> <li>Establish the recovery coordination team leads (T&amp;W, Corporate Communications, Peel Social Services, NGOs)</li> </ul>
T&W Geomatics Manager	<ul style="list-style-type: none"> <li>Coordinate Service call GIS Mapping data with Region of Peel to produce a common operating picture of the flood impact.</li> </ul>
City Manager	<ul style="list-style-type: none"> <li>Reduce EOC Staff &amp; Operations Cycles if applicable</li> <li>Close EOC if applicable</li> </ul>
Director Finance	<ul style="list-style-type: none"> <li>Complete calculations of expenses related to the City response.</li> </ul>
Commissioner, T&W	<ul style="list-style-type: none"> <li>Brief Mayor and Council on the status of events and the recovery progress.</li> </ul>
Manager, Works, Maintenance & Operations Manager, Parks	<ul style="list-style-type: none"> <li>Ensure roadways, pedestrian traffic ways and public spaces impacted by the flood are safe prior to re-opening.</li> </ul>
Director, Corporate Communications	<ul style="list-style-type: none"> <li>Updated media advisory and internal communications de-escalation. Web, Social media etc. Warning banners removed from web site.</li> <li>Update public service announcements on resident safety precautions during the recovery phase.</li> </ul>
CEMC	<ul style="list-style-type: none"> <li>Update key external liaisons throughout the recovery phase.</li> <li>Coordination of utility restoration (Enersource)</li> <li>Schedule a de-briefing to review and evaluate the effectiveness of the response.</li> </ul>
T&W Operations Forestry	<ul style="list-style-type: none"> <li>Debris Removal from public spaces and areas impacting infrastructure. Determine assistance to property owners.</li> </ul>
Leadership Team	<ul style="list-style-type: none"> <li>Consideration of ODRAP assistance through the Ministry of Municipal Affairs &amp; Housing.</li> </ul>
Planning & Building Dept/Fire Inspections	<ul style="list-style-type: none"> <li>Inspections of buildings that have been impacted by flooding.</li> </ul>
<b>Region of Peel</b>	
Waste Management	<ul style="list-style-type: none"> <li>Waste removal services as required during the flood recovery.</li> </ul>
Waste Water Operations	<ul style="list-style-type: none"> <li>Attend residences for collection of post flood property surveys.</li> </ul>
Public Works IT	<ul style="list-style-type: none"> <li>Provide post flood event data with web based GIS tools.</li> </ul>

## **ESTABLISHING COMMUNITY INFORMATION CENTRES (CICs)**

During or after the flood event, CICs may be established at designated City facilities in order for the public in the affected areas to have the ability to obtain face to face information about the flood response and cleanup events. Staffing of the CICs will be impacted by the magnitude of the flood and response. The following agencies may be represented in the staffing of a CIC:

### **CITY OF MISSISSAUGA**

- Planning and Building
- Corporate Communications
- Facilities and Property Management
- Transportation and Works

### **REGION OF PEEL**

- Peel Public Works
- Peel Public Health

### **OTHER AGENCIES**

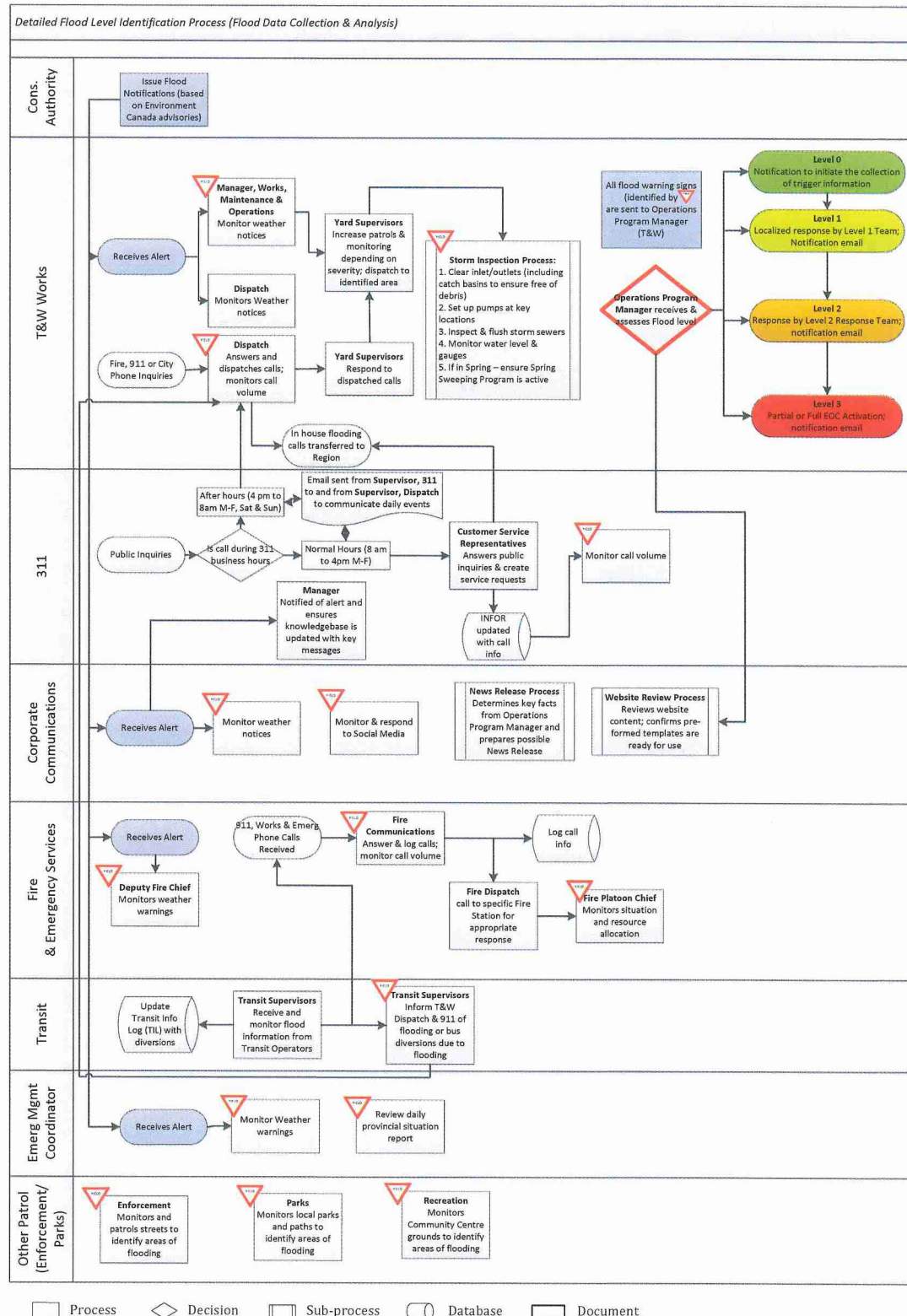
- Enersource Hydro
- Enbridge Gas
- Bell Canada
- Rogers Cable
- Red Cross
- Insurance Bureau of Canada

An “*All Clear*” notice can be issued once building safety and occupancy concerns due to electrical problems, damaged fire safety systems, structural stability, or drinking water contamination have been assessed and resolved to allow evacuees to return to the flood area on a permanent basis. The lifting of prohibit occupancy orders will be accomplished by the Building Department and Fire Prevention Division. Corporate Communications will be provided key external messaging related to this issue for public awareness.

Both City and Regional personnel as well as utility agencies are responsible for building and infrastructure safety assessments, demolition orders, and repair initiatives.

For major and severe floods, the “*all clear*” message as well as public information from the EOC should be provided through public meetings, press conferences, news releases, web postings, etc. to residents and businesses of impacted areas about the health risks that may be encountered, how to clean-up flood impacted property and structures, how and where to access relief information, and other sources to assist people in need. The City’s Corporate Communications would be responsible to communicate the public information message as developed through the EOC process.

## APPENDIX 1: DETAILED FLOOD IDENTIFICATION PROCESS





## APPENDIX 2: FLOOD NOTIFICATION CONTACTS

Upon receiving flood warning information, the Operations Program Manager will assess and notify the Response Team (Figure 7 above) and in addition notify the following positions of the status of the event.

POSITION	NAME	WORK PHONE	CELL PHONE	EMAIL
<b>CITY MANAGER'S OFFICE</b>				
City Manager, CAO (phone and email notification)	Janice Baker	615-3200 (5262)	416-450-6046	<a href="mailto:Janice.Baker@mississauga.ca">Janice.Baker@mississauga.ca</a>
<b>TRANSPORTATION &amp; WORKS</b>				
Commissioner, Transportation & Works (phone and email notification)	Martin Powell	615-3200 (5112)	905-330-8636	<a href="mailto:Martin.Powell@mississauga.ca">Martin.Powell@mississauga.ca</a>
Director, Works, Operations & Maintenance	Geoff Wright	615-3200 (4940)	905-334-0684	<a href="mailto:Geoff.Wright@mississauga.ca">Geoff.Wright@mississauga.ca</a>
Director, Transit	Geoff Marinoff	615-3200 (3868)		<a href="mailto:Geoff.Marinoff@mississauga.ca">Geoff.Marinoff@mississauga.ca</a>
Operations Program Manager	Vacant	Vacant	Vacant	Vacant
Manager Works Maintenance & Ops	Bob Levesque	615-3200 (5144)	905-330-7070	<a href="mailto:Bob.Levesque@mississauga.ca">Bob.Levesque@mississauga.ca</a>
Maintenance Project Manager	Scott Holmes	615-3200 (5894)	905-599-2869	<a href="mailto:Scott.Holmes@mississauga.ca">Scott.Holmes@mississauga.ca</a>
Manager, Works Dispatcher	Margareta Jakobson	615-3200 (3160)	905-302-0479	<a href="mailto:Margareta.jakobson@mississauga.ca">Margareta.jakobson@mississauga.ca</a>
Transit Route Supervisors			905-330-8929	
<b>COMMUNITY SERVICES</b>				
Commissioner, Community Services (phone and email notification)	Paul Mitcham	615-3200 (3100)	905-339-4753	<a href="mailto:Paul.Mitcham@mississauga.ca">Paul.Mitcham@mississauga.ca</a>
Fire Chief	John McDougall	615-3750	905-601-1394	<a href="mailto:John.McDougall@mississauga.ca">John.McDougall@mississauga.ca</a>
Deputy Fire Chief	Kevin Duffy	615-3758	416-970-8458	<a href="mailto:Kevin.Duffy@mississauga.ca">Kevin.Duffy@mississauga.ca</a>
Community Emergency Management Coordinator (CEMC)	Catherine Blair	615-3200 (5348)	905-330-8408	<a href="mailto:Catherine.Blair@mississauga.ca">Catherine.Blair@mississauga.ca</a>
Director Recreation	Howie Dayton	615-3200 (3700)	905-334-4381	<a href="mailto:howie.dayton@mississauga.ca">howie.dayton@mississauga.ca</a>
Director Parks & Forestry	Laura Piette	615-3200 (4852)	905-330-2426	<a href="mailto:Laura.Piette@mississauga.ca">Laura.Piette@mississauga.ca</a>
Division Chief (Fire)	Shawn Matheson	615-3432	905-301-6500	<a href="mailto:Shawn.Matheson@mississauga.ca">Shawn.Matheson@mississauga.ca</a>
Division Chief (Fire)	Brian Walsh	896-5911	905-301-3941	<a href="mailto:Brian.Walsh@mississauga.ca">Brian.Walsh@mississauga.ca</a>
Platoon Chief (Fire)	Al Hills	615-3009	416-570-4201	<a href="mailto:Al.Hills@mississauga.ca">Al.Hills@mississauga.ca</a>
Platoon Chief (Fire)	Mark Ormond	615-3009	416-570-4512	<a href="mailto:Mark.Ormond@mississauga.ca">Mark.Ormond@mississauga.ca</a>
Platoon Chief (Fire)	Mike Corcoran	615-3009	416-570-4058	<a href="mailto:Ray.Corcoran@mississauga.ca">Ray.Corcoran@mississauga.ca</a>
Platoon Chief (Fire)	Gord Smith	615-3009	416-570-3512	<a href="mailto:Gordon.Smith@mississauga.ca">Gordon.Smith@mississauga.ca</a>
<b>CORPORATE SERVICES</b>				
Commissioner, Corporate Services (phone and email notification)	Gary Kent	615-3200 (5395)	905-339-9869	<a href="mailto:Garv.Kent@mississauga.ca">Garv.Kent@mississauga.ca</a>
Director, Corporate Communications	Ivana Di Millo	615-3200 (5047)	905-330-4551	<a href="mailto:ivana.dimillo@mississauga.ca">ivana.dimillo@mississauga.ca</a>
Manager, Corporate Communications	Sonja Banic	615-3200 (5052)	905-330-4617	<a href="mailto:Sonja.Banic@mississauga.ca">Sonja.Banic@mississauga.ca</a>
Manager, Citizen Contact Centre (311)	Denise Prue	615-3200 (5055)	647-502-3096	<a href="mailto:Denise.Prue@mississauga.ca">Denise.Prue@mississauga.ca</a>
Manager, Corporate Security	Jason Keddy	615-3200-4183	905-599-1691	<a href="mailto:jason.keddy@mississauga.ca">jason.keddy@mississauga.ca</a>
Manager, IT Infrastructure Services	Jim Morley	615-3200 (5195)	905-330-9617	<a href="mailto:Jim.Morley@mississauga.ca">Jim.Morley@mississauga.ca</a>
Manager Facilities Maintenance	Rob Bowslaugh	615-3200 (5307)	289-242-2050	<a href="mailto:Rob.Bowslaugh@mississauga.ca">Rob.Bowslaugh@mississauga.ca</a>
Director Information Technology	Shawn Slack	615-3200 (4205)	905-339-8668	<a href="mailto:Shawn.Slack@mississauga.ca">Shawn.Slack@mississauga.ca</a>
<b>PLANNING &amp; BUILDING</b>				
Commissioner, Planning & Building	Ed Sajecki	615-3200 (5561)		<a href="mailto:ed.sajecki@mississauga.ca">ed.sajecki@mississauga.ca</a>

### APPENDIX 3: DETAILED FLOOD RESPONSE CHECKLIST (FIRST 24 HOURS AFTER IDENTIFICATION OF AN EVENT)

#### LEVEL 1 RESPONSE

LEVEL 1 RESPONSE					
DIVISION/AREA	INFORMATION RECEIVED	INFORMATION RECEIVED BY	RESPONSE ACTIONS	INFORMATION OUTPUTS	INFORMATION SENT TO
T&W, Works	Flood warning trigger information received	Operations Program Manager (T&W)	1. Operations Program Manager (T&W) sends Level 1 Alert via email and continues to monitor all flood warning signs	1. Level 1 Alert issued and response initiated	Notification List & Level 1 Ops List (Appendix 2)
	Level 1 Alert Issued	Manager, Works, Maintenance & Operations	1. Allocate resources of on-duty staff and determine if on-call staff required 2. Notifies Yard Supervisors to set up additional pumps at specific locations 3. Notifies Yard Supervisor to provide situational assessment (monitor storm drainage system, including roads, storm sewers, storm water management facilities and watercourses)	1. Staff allocated 2. Pumps set-up at location 3. Staff patrolling to provide situation assessment and obtaining regular feedback of status	Operations Program Manager  Director, Works, Operations & Maintenance
	Telephone calls received from Fire, Police, Region	Dispatch	1. Dispatch receives call and obtains information in accordance to Flood Incident Report and dispatch to Yard Supervisor for response	1. Call information recorded and dispatched	Yard Supervisor
	Public Phone Calls from 7pm to 7am (M-S) and all day Sunday (forwarded after-hours from 311)	Dispatch	1. Dispatch received calls as appropriate 2. Calls regarding water in basement are transferred to Region of Peel	1. Information provided to public or call dispatched 2. Call transferred to ROP	No further action or call transferred to Yard Supervisor; ROP
Fire & Emergency Services Operations	Level 1 Alert Issued	Deputy Chief	1. Advises Senior Staff of Level 1 notification 2. Assesses if flood event is a threat to life, public or property. If so, Fire will assume lead role	1. Senior Staff notified of Level 1 Alert 2. Event lead role established	Fire Senior Staff including Fire Chief & Deputy Fire Chief
	911 or Emergency Calls	Fire Communications	1. Receives call and obtains information in accordance to Flood Incident Report and dispatches to appropriate Fire Station; database updated	1. Call information recorded & dispatched	Fire Operations (Fire Station)
	Works Call Request	Fire Communications	1. Receives call request from Works to assist with emergency operations; dispatches call	1. Call information recorded & dispatched	Fire Operations (Fire Station)
Community Emergency Management Office	Level 1 Alert Issued	EMCC	1. Liaises with Emergency Management counterparts to obtain situational awareness (Region, Enersource, Provincial Ministries (MOE, MNR, MMAH, CSS), Credit Valley Conservation Authority, Halton Conservation Authority, Toronto Region Conservation Authority, Oakville, Halton, Brampton, Caledon	1. Situational awareness	Inform Operations Program Manager (T&W) as appropriate
Corporate Communications	Level 1 Alert Issued	Manager, Corporate Communication	1. Alert Communication Team of Alert Level 1 2. Request key fact update from Operations Program Manager (T&W) 3. Monitor and update social media & media; report number of posts to Operations Program Manager (T&W) 4. Update website and web banner with Level 1 Alert message	1. Team alerted 2. Key facts obtained 3. Respond to SM 4. Website updated	Comms. Team Operations Program Manager (T&W) Director, Comms
	Established Key Messages	Manager, Corporate Communication	1. Notify the following of established key messaging a. Manager, 311 to update knowledgebase b. T&W Dispatch a. Fire Communications/Deputy Fire Chief	1. All areas notified of key messages	Manager, 311 Manager, Dispatch Deputy Fire Chief



LEVEL 1 RESPONSE					
DIVISION/AREA	INFORMATION RECEIVED	INFORMATION RECEIVED BY	RESPONSE ACTIONS	INFORMATION OUTPUTS	INFORMATION SENT TO
311	Level 1 Alert Issued	Manager, 311	1. Notify staff regarding alert 2. Monitor call volume	1. Staff notified regarding alert 2. Notify Operations Program Manager (T&W) regarding call volumes	Operations Program Manager (T&W)
	Public Phone Calls from 7am to 7pm (M-F) (after hour calls forwarded to T&W Dispatch)	Customer Service Agents	1. Answer and log calls, and create service requests as required 2. Calls relating to water in basement are transferred to Region of Peel after being logged in INFOR	1. Calls answered; service requests created 2. Call transferred to ROP	Logged in INFOR Region of Peel

## LEVEL 2 RESPONSE

LEVEL 2 RESPONSE (IN ADDITION TO LEVEL 1 RESPONSE)					
DIVISION/AREA	INFORMATION RECEIVED	INFORMATION RECEIVED BY	RESPONSE ACTIONS	INFORMATION OUTPUTS	INFORMATION SENT TO
T&W, Works	Flood warning trigger information received	Operations Program Manager (T&W)	1. Operations Program Manager (T&W) sends Level 2 Alert via email and continues to monitor all flood warning signs	2. Level 2 response initiated	Notification List & Level 2 Ops List (Appendix 2)
	Level 2 Alert Issued	Manager, Works, Maintenance & Operations	1. Assess the need for additional resources and notify on-call staff 2. Obtain situational awareness from Yard Supervisor 3. Notify Regional Waterwaste Operations to notify the Overall Regional Operator (ORO) and to request participation at the EOC if alert level increased. 4. If chemical spill involved, contact Environmental Control at Region (who will in turn contact Ministry of Environment)	1. Staff allocated 2. Regular situational awareness received 3. ORO informed 4. Environmental Control informed if chemical spill	Operations Program Manager Director, Works, Operations & Maintenance
	911 or Fire calls	Yard Supervisor	1. Assist with traffic control and emergency operations by clearing routes, assisting police in closing and opening roadways, marking obstacles, installing emergency road signs and other actions. 2. Notify Transit Route Supervisors of any road closures for bus detours	1. Assisted as required and update Ops Room 2. Transit notified of road closures	Manager, Works, Maintenance & Operations Transit Route Supervisors
Fire & Emergency Services Operations	Fire Communications dispatched calls	Platoon Chief	1. Directing and coordinating all fire and emergency service operations	1. Response to dispatched calls	Fire Stations; Platoon Chief, Deputy Chief
Corporate Communications	Level 2 Alert; Key messages	Manager, Corporate Communications	1. Obtain key messages from Operations Program Manager (T&W) and update website and release news release as appropriate	1. Website & news release updated with Level 2 Alert key messages	Director, Communications Operations Program Manager (T&W)

### LEVEL 3 RESPONSE

LEVEL 3 RESPONSE (CONTINUED FROM LEVEL 1 AND 2)					
DIVISION/AREA	INFORMATION RECEIVED	INFORMATION RECEIVED BY	RESPONSE ACTIONS	INFORMATION OUTPUTS	INFORMATION SENT TO
T&W, Works	Flood warning trigger information received	Operations Program Manager (T&W)	1. Director receives information and sends Level 3 Alert via email to City Manager, Commissioner, T&W, Commissioner, Community Services, and Fire Chief to determine Partial or Full EOC activation	1. Determination of Partial or Full EOC activation and notification sent out to inform of decision	Notification List & Level 3 Ops List (Appendix 2)
	EOC activation notice from Commissioner, T&W	Director, Works, Operations & Maintenance	1. Notify Manager, Works, Maintenance & Operations to establish the T&W Operational Centre (Mavis) including securing appropriate resources	1. Ops Room established	Commissioner, T&W
Fire & Emergency Services Operations	EOC activation notice from Fire Chief	Platoon Chief	1. Notify Senior Staff of EOC activation	1. Senior Staff Notified	Deputy Chief; Fire Division Chiefs; Fire Stations
Community Emergency Management Coordinator	EOC Activation Notice (from page 11)	EMCC	<ol style="list-style-type: none"> <li>Establish EOC location: <ol style="list-style-type: none"> <li>Ensure that security is in place for the EOC and registration of IMT members</li> <li>Ensure that all members of the IMT have the necessary plans, resources, supplies, maps, and equipment.</li> </ol> </li> <li>Provide emergency management advice to the IMT, General Staff, and other personnel as required. <ol style="list-style-type: none"> <li>Act as administrator of the Municipal Emergency Plan and advising the IMT and Support Group on matters of procedure and mutual aid protocol.</li> <li>Providing advice and clarification about the implementation details of the Emergency Plan.</li> </ol> </li> <li>Addressing any action items that may result from the activation of the Emergency Plan and keep IMT informed of implementation needs.</li> <li>Maintain liaison with other agencies as directed by the IMT. <ol style="list-style-type: none"> <li>Liaise with Conservation Authorities on watershed and flood conditions, and on information to reduce the effects of flooding. Maintain liaison with regional public works and utilities services agencies (i.e. hydro, gas, telephone, cable).</li> <li>Contact neighbouring CEMC's to advise them of the emergency situation.</li> <li>Contacting the EMO Community Officer and advising of the emergency situation.</li> </ol> </li> <li>Ongoing management of EOC <ol style="list-style-type: none"> <li>Ensuring that the Operation Cycle is met by the IMT and related documentation is maintained and kept for future reference.</li> <li>Monitoring the well-being of personnel working in the EOC, including relief or rest if needed. Informing the City Manager (EOC Director) should the EOC become unsafe or not functional and arrange for evacuation of the EOC with the support of Corporate Security.</li> <li>Monitoring personnel leaving the EOC after being relieved, and at the end of the emergency, arrange access to counselling for those seriously stressed, emotionally traumatized, or requiring/requesting assistance, with the guidance from the Director of Human Resources</li> <li>collecting information during the emergency to prepare for the post-emergency formal debriefing and critique, and preparation of an After-Action Report for the Emergency Management Program Committee.</li> </ol> </li> <li>Confirm that CVC has activated their Flood Control Centre</li> </ol>	1. EOC location established and functional	IMT, Operations Lead  EOC Director
Corporate Communications	EOC Activation from Director, Communication	Manager, Corporate Communications	1. Staff contacted to obtain resources (Media Relations, Internal Communications, Social Media, Web & Channel Updates)	Corporate Communications set up with appropriate resources	Director, Communications

LEVEL 3 RESPONSE (CONTINUED FROM LEVEL 1 AND 2)					
DIVISION/AREA	INFORMATION RECEIVED	INFORMATION RECEIVED BY	RESPONSE ACTIONS	INFORMATION OUTPUTS	INFORMATION SENT TO
311	EOC Activation from Director, Communication	Manager, 311	<ol style="list-style-type: none"> <li>Staff contacted to secure resources including Technical Report Specialist, Information Specialist, Statistical Analyst (at EOC)</li> <li>311 converted to answer calls specific to flood emergencies (normal calls suspended)</li> </ol>	<ol style="list-style-type: none"> <li>311 set up with appropriate resources</li> <li>Normal service calls suspended</li> </ol>	Director, Communications
Enforcement	Pet or animal evacuation required	Director, Enforcement	<ol style="list-style-type: none"> <li>Coordinate resources for pet/animal evacuation with Animal Services operations, including the protection of people from wild or diseased animals, control and relocation of wild animals, and the care and welfare of domestic animals.</li> </ol>	<ol style="list-style-type: none"> <li>Manage all animal related calls and report status to Director, Works, Operations &amp; Maintenance, Operations &amp; Maintenance</li> </ol>	Commissioner, Transportation & Works  Director, Works, Operations & Maintenance
Transit	Evacuation support required	Director, Transit	<ol style="list-style-type: none"> <li>Informs the Transit Operations Manager to coordinate the provision and use of transportation resources in support of evacuation or other emergency operations as required.</li> </ol>	<ol style="list-style-type: none"> <li>Resources (bus, operator and supervisor) assigned</li> </ol>	Commissioner, Transportation & Works  Director, Works, Operations & Maintenance
Recreation	Evacuation support required	Director, Recreation	<ol style="list-style-type: none"> <li>Directing and coordinating personnel, equipment and material resources</li> <li>Notify Director, F&amp;PM to ensure facility is operational</li> <li>Activation and operation of emergency evacuation centres at designated community centres, arenas, or libraries, as required.</li> <li>Maintaining liaison with the Regional Commissioner of Human Services and General Manager of Peel Living and providing such support as necessary for the implementation of the Peel Human Services Emergency Sub-Plan.</li> <li>Providing Community Services staff to assist at emergency reception centre(s), and other task as directed.</li> </ol>	<ol style="list-style-type: none"> <li>Establish resourced evacuation centre</li> <li>Establish liaison with Region</li> </ol>	Commissioner, Community Services  Director, Works, Operations & Maintenance



## APPENDIX 3: CITY AND REGION KEY RESPONSE STAFF CONTACT

Service Area	Region of Peel Lead	City Of Mississauga Lead
Emergency Management (CEMCs)	<p>24/7 Duty Officer  <a href="mailto:Prepdo1@peelregion.ca">Prepdo1@peelregion.ca</a>            Cell: 905-872-7737</p> <p>Richard Gibson  <a href="mailto:Richard.gibson@peelregion.ca">Richard.gibson@peelregion.ca</a>            Phone: 905-791-7800 x4456            Cell: 416-791-6702</p>	<p>Catherine Blair,  <a href="mailto:Catherine.blair@mississauga.ca">Catherine.blair@mississauga.ca</a>            Phone: 905-615-3758            Cell: 905-330-8408</p> <p>Kevin Duffy  <a href="mailto:Kevin.duffy@mississauga.ca">Kevin.duffy@mississauga.ca</a>            Phone: 905-615-3758            Cell: 416-970-8458</p>
Corporate Communications	<p>Irene McCutcheon  <a href="mailto:Irene.Mccutcheon@peelregion.ca">Irene.Mccutcheon@peelregion.ca</a>            Phone: 905-791-7800 x4507            Cell: 416-346-4562</p> <p>Amie Miles  <a href="mailto:Amie.Miles@peelregion.ca">Amie.Miles@peelregion.ca</a>            Phone: 905-791-7800 x1636            Cell: 416-209-4317</p>	<p>Sonja Banic  <a href="mailto:Sonja.banic@mississauga.ca">Sonja.banic@mississauga.ca</a>            Phone: 905-615-3200 x5052            Cell: 905-330-4617</p> <p>Catherine Monast  <a href="mailto:Catherine.monast@mississauga.ca">Catherine.monast@mississauga.ca</a>            Phone: 905-615-3200 x5046</p>
Citizen Call Centres	<p>Claudia Petrucci  <a href="mailto:Claudia.Petrucci@peelregion.ca">Claudia.Petrucci@peelregion.ca</a>            Phone: 905-791-7800 x6504            Cell: 416-301-6005</p>	<p>Denise Prue  <a href="mailto:Denise.prue@mississauga.ca">Denise.prue@mississauga.ca</a>            Phone: 905-615-3200 x5055            Cell: 647-502-3096</p> <p>Christine Diggle  <a href="mailto:Christine.Diggle@mississauga.ca">Christine.Diggle@mississauga.ca</a>            Phone: 905-615-3200 x4968</p>
Public Works Call Centre	<p>Donna Gagliardi  <a href="mailto:Donna.Gagliardi@peelregion.ca">Donna.Gagliardi@peelregion.ca</a>            Phone: 905-791-7800 x4380            Cell: 416-528-5029</p> <p>Johann Manente  <a href="mailto:Johann.manente@peelregion.ca">Johann.manente@peelregion.ca</a>            Phone: 905-791-7800 x3297</p>	<p>Margareta Jakobson  <a href="mailto:Margareta.jakobson@mississauga.ca">Margareta.jakobson@mississauga.ca</a>            Phone: 905-615-3200 x3160            Cell: 905-302-0479</p>
PW IT or IT	<p>John Rampal  <a href="mailto:John.Rampal@peelregion.ca">John.Rampal@peelregion.ca</a>            Phone: 905-791-7800 x3291            Cell: 905-965-5114</p> <p>Heather Crawford  <a href="mailto:Heather.Crawford@peelregion.ca">Heather.Crawford@peelregion.ca</a>            Cell: 416-527-2092            Phone: 905-791-7800 x3258</p>	<p>Shawn Slack  <a href="mailto:Shawn.slack@mississauga.ca">Shawn.slack@mississauga.ca</a>            Phone: 905-615-3200 x4205            Cell: 905-339-8668</p> <p>David Shin  <a href="mailto:David.shin@mississauga.ca">David.shin@mississauga.ca</a>            Phone: 905-615-3200 x4279</p>
Wastewater Operations	<p>Simon Hopton  <a href="mailto:Simon.Hopton@peelregion.ca">Simon.Hopton@peelregion.ca</a>            Phone: 905-791-7800 x4404            Cell: 416-433-0564</p> <p>Romano Del Tin  <a href="mailto:Romano.DelTin@peelregion.ca">Romano.DelTin@peelregion.ca</a>            Phone: 905-791-7800 x3257            Cell: 416-526-4397</p>	<p>Lincoln Kan  <a href="mailto:lincoln@mississauga.ca">lincoln@mississauga.ca</a>            Phone: 905-315-3200 x4086            Cell:</p> <p>Bob Levesque  <a href="mailto:Bob.levesque@mississauga.ca">Bob.levesque@mississauga.ca</a>            Phone: 905-615-3200 x5144            Cell: 905-330-7070</p>
Program Planning (Data Analysis &	<p>Lynne Germaine  <a href="mailto:Lynne.Germaine@peelregion.ca">Lynne.Germaine@peelregion.ca</a></p>	

Service Area	Region of Peel Lead	City Of Mississauga Lead
Mitigation Strategies- Flood Remediation)	Phone: 905-791-7800 x4807 Cell: 416-528-0773  Mahtab Tavana <a href="mailto:Mahtab.Tavana@peelregion.ca">Mahtab.Tavana@peelregion.ca</a> Phone: 905-791-7800 x7826 Cell: 416-580-9559	
Water Operations	Andrew Farr <a href="mailto:Andrew.Farr@peelregion.ca">Andrew.Farr@peelregion.ca</a> Phone: 905-791-7800 x4761 Cell: 416-560-4993  Rick Stroud <a href="mailto:Ricknelson.Stroud@peelregion.ca">Ricknelson.Stroud@peelregion.ca</a> Phone: 905-791-7800 x3276 Cell: 416-427-1331	
Waste Management	Erwin Pascual <a href="mailto:Erwin.Pascual@peelregion.ca">Erwin.Pascual@peelregion.ca</a> Phone: 905-791-7800 x4399 Cell: 416-996-5406  Ben Shepherd <a href="mailto:Ben.Shepherd@peelregion.ca">Ben.Shepherd@peelregion.ca</a> Phone: 905-791-7800 x7925 Cell: 416-528-4961  Larry Conrad <a href="mailto:Larry.Conrad@peelregion.ca">Larry.Conrad@peelregion.ca</a> Phone: 905-791-7800, x. 3437 Cell: 416-574-6914	
Roads/Transportation	Mark Crawford <a href="mailto:Mark.Crawford@peelregion.ca">Mark.Crawford@peelregion.ca</a> Phone: 905-791-7800 x3415 Cell: 416-347-9830 John Kolb <a href="mailto:John.Kolb@peelregion.ca">John.Kolb@peelregion.ca</a> Phone: 905-791-7800 x3203 Cell: 416-802-7335	Bob Levesque (See above)  Scott Holmes <a href="mailto:Scott.holmes@mississauga.ca">Scott.holmes@mississauga.ca</a> Phone: 905-615-3200 x5894 Cell: 905-599-2869
Environmental Control	Elaine Gilliland <a href="mailto:Elaine.Gilliland@peelregion.ca">Elaine.Gilliland@peelregion.ca</a> Phone: 905-791-7800 x3105 Cell: 416-729-9504  Roberto DiAntonio <a href="mailto:Roberto.DiAntonio@peelregion.ca">Roberto.DiAntonio@peelregion.ca</a> Phone: 905-791-7800 x3106 Cell: 416-729-9506	Jeff Smylie <a href="mailto:Jeff.smylie@mississauga.ca">Jeff.smylie@mississauga.ca</a> Phone: 905-615-3200 x5171
Human Services	Grace Caron <a href="mailto:Grace.Caron@peelregion.ca">Grace.Caron@peelregion.ca</a> Phone: 905-793-9200 x8435 Cell: 647-205-3183  Kelly Anne Salerno <a href="mailto:Kelly-Anne.Salerno@peelregion.ca">Kelly-Anne.Salerno@peelregion.ca</a> Phone 905-793-9200 x8603 Cell: 416-433-3661	

## APPENDIX 5: ADDITIONAL EXTERNAL AGENCIES INVOLVED IN FLOOD RESPONSE

### REGION OF PEEL

The Region of Peel works with local municipalities to respond to flood emergencies in order to protect life, property and the environment. In addition to the external agencies identified in Figure 3, the following Regional services are involved with emergency flood response measures.

#### PEEL REGIONAL POLICE

Peel Regional Police provides first response to emergencies and coordinates all police operations at the emergency site(s), including the following activities:

- Establish inner and outer perimeters around the emergency site(s), including traffic control and temporary road closures, as required.
- Direct the control and dispersal of crowds within the emergency site(s).
- Coordinate the arrangements for police operations with other municipal, provincial or federal departments and arrange for additional supplies and equipment as required.
- Coordinate arrangements for the evacuation of buildings or areas.
- Maintain law and order in evacuation and reception centres and other temporary facilities.
- Protect property and maintain law and order at the emergency site(s).
- Direct that the Coroner be contacted in the event of fatalities and coordinate whatever additional support in accordance with the *Coroners Act*.

#### PEEL PUBLIC WORKS

Peel Public Works provides regional road, water, wastewater and waste management services, responds to flood emergencies that impact these services, and provides flood emergency support assistance to area municipalities, when called upon. During a flood emergency, Peel Public Works will be responsible for the following activities:

- Provide engineering, personnel, materials, supplies and equipment, as required, in support of flood emergency operations.
- Coordinate the provision of emergency potable water, supplies and sanitation facilities, as required, in support of flood emergency operations.
- Coordinate efforts to re-establish affected regional road, water, wastewater and waste management services, as required.
- If residential flooding calls are received staff will be dispatched to investigate probable cause(s) and complete basement flooding surveys.
- If there is a water main break that affects water supply to homeowners, then Peel Public Works will be responsible for supplying bottled water to the affected residents.

#### PEEL PUBLIC HEALTH

Peel Public Health provides public health services to ensure residents and workers obtain information on preventing illness and improving the health of the community. During a flood emergency, Peel Public Health will be responsible for the following activities:

- Provide recommendations and/or direction regarding public health measures involving infection control measures, the use of personal protective equipment, and/or the evacuation of buildings or areas.



- Coordinate the acquisition and distribution of anti-viral medications, vaccines, and/or antibiotics.
- Coordinate the response to infectious disease outbreaks, including the operation of mass clinics and assessment clinics.
- Liaise with emergency response agencies (i.e. voluntary and non-profit support agencies) regarding health services and public health issues in emergency areas, including food safety in shelter.

#### **PEEL PARAMEDIC SERVICES**

Peel Paramedic Services provides pre-hospital emergency medical care to those individuals who are seriously ill or injured. During a flood emergency, Peel Paramedic Services will be responsible for the following activities:

- Direct and coordinate all ambulance services, as required.
- Coordinate with police the movement of ambulances to and from the emergency site(s).
- Provide triage and treatment at the emergency site(s), casualty collection posts, and the distribution of casualties as coordinated through base hospitals.
- Coordinate the provision of special emergency health service resources (i.e. ambulance buses, support units, paramedics, ambulance helicopters, etc.) at the emergency site(s).
- Liaise with Peel Public Health and assist with organization and transportation of persons in health care facilities, homes for the aged, nursing and rest homes, invalids and disabled citizens that need to be evacuated.

#### **PEEL HUMAN SERVICES**

Peel Human Services provides social services to assist residents in Peel. During a flood emergency, Peel Human Services will be responsible for the following activities:

- Direct and coordinate the actions of all social service and volunteer agencies, as required.
- Coordinate the provisions of emergency feeding, reception, accommodations, clothing, identification, registration inquiry, and personal service programs, as required.
- Coordinate social assistance from other government departments or private agencies, as required.

### **CONSERVATION AUTHORITIES**

Conservation Authorities work with the Ontario Ministry of Natural Resources to provide flood forecasting and warning service for municipalities and residents within their watersheds so that they can respond to potential flooding and flooding emergencies.

For flooding and flood emergencies, the Conservation Authorities have the following areas of responsibility:

- Monitor watershed and weather conditions and operate a flood forecasting system in order to provide warning of anticipated or actual flood conditions.
- Issue Watershed Condition Statements, including Flood Watch and Flood Warning bulletins to municipalities and other appropriate agencies and advising of potential flooding.
- Operate Conservation Authority dams and flood control structures to reduce the effects of flooding.

- Provide advice to municipalities to prevent or reduce the effects of flooding.
- Maintain communications with municipalities and the Surface Water Monitoring Centre of the Ministry of Natural Resources during a flood.

The following Conservation Authorities are within the municipal boundary of the City of Mississauga:

- Credit Valley Conservation (CVC)
- Toronto and Region Conservation Authority (TRCA)
- Conservation Halton (CH)

To streamline and coordinate communication with the City of Mississauga, Credit Valley Conservation has been assigned as the principle conservation authority.

## **ONTARIO PROVINCIAL GOVERNMENT**

The Province may coordinate a response in support of municipal actions to a flooding emergency, if called upon. The following Provincial Ministries may have specific

duties to perform during a flood emergency:

### **MINISTRY OF COMMUNITY SERVICES AND HOUSING**

Emergency shelter, clothing, feeding, victim registration and inquiry services, and other humanitarian aid.

### **MINISTRY OF ENVIRONMENT**

Release of hazardous materials to the natural environment.

### **MINISTRY OF HEALTH**

Large scale, province wide health/medical issues

### **MINISTRY OF LABOUR**

Worker health and safety

### **MINISTRY OF NATURAL RESOURCES**

Control of forest fires and flooding. Works with Conservation Authorities and Environment Canada to forecast when and where flooding is likely to occur. Through the Surface Water Monitoring Centre, the MNR operates a Provincial Warning System to alert Conservation Authorities of potential meteorological events that could create a flood hazard.

Together, the MNR and Conservation Authorities monitor watershed and weather conditions to predict flows and water levels within their areas of jurisdiction, and issue flood messages to municipalities. Flood messages allow municipalities to notify the public of developing unsafe river and lake conditions, and allow individuals to take precautions.

### **MINISTRY OF THE MINISTER OF COMMUNITY SAFETY AND CORRECTIONAL SERVICES**

Coordination of Provincial Emergency Management functions through Emergency Management Ontario

### **MINISTRY OF TRANSPORTATION**

Maintenance of Provincial highways and other transportation services.





# Corporate Report

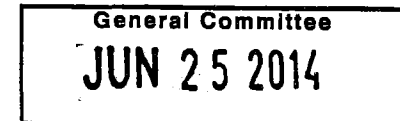
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**DATE:** June 9, 2014

**TO:** Chair and Members of General Committee  
Meeting Date: June 25, 2014



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

**SUBJECT:** **Public Vehicle Advisory Committee Meetings of May 13 and June 9, 2014**

**RECOMMENDATION:** That Council approve the following recommendations that emanated from the Public Vehicle Advisory Committee reports originally scheduled on the May 13 and June 9, 2014 Public Vehicle Advisory Committee meetings:

1. That the report from the Commissioner of Transportation and Works, dated May 2, 2014 entitled "Project Plan – Taxi Plate Issuance Model Review" be received and that the Proposed Project Timeline appendix be adjusted as outlined in the report from the Commissioner of Transportation and Works, dated June 9, 2014 and entitled, "Public Vehicle Advisory Committee meetings of May 13 and June 9, 2014".
2. That the requirement to maintain the existing tint-free provisions in the Public Vehicle Licensing By-law 420-04, as amended, as outlined in the report from the Commissioner of Transportation and Works, dated May 2, 2014 and entitled "Review of the Tint-free Requirements in the Public Vehicle Licensing By-law 420-04, as amended" be approved.

**BACKGROUND:** The Public Vehicle Advisory Committee (PVAC) meetings of May 13 and June 9, 2014 failed for quorum resulting in the delay of City business.

**COMMENTS:** Due to the lack of quorum at the PVAC meetings of May 13 and June 9, 2014, staff are requesting permission to move forward with respect to the Project Plan – Taxi Plate Issuance Model Review and that the Proposed Project Timeline appendix be adjusted to cancel the proposed PVAC project status update meeting in September 2014. Given the inability of the PVAC to achieve quorum at its last two meetings, a further PVAC meeting in September 2014 is not recommended.

Due to the failed quorum at the PVAC meetings of May 13 and June 9, 2014 staff are also requesting to move forward with the recommendations in the Corporate Report from the Commissioner of Transportation and Works, dated May 2, 2014 and entitled “Review of the Tint-free Requirements in the Public Vehicle Licensing By-law 420-04, as amended”.

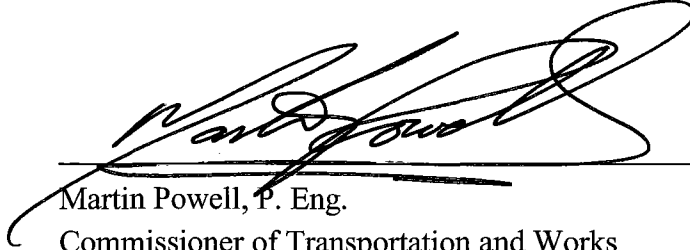
The subject reports are attached as Appendix 1 and Appendix 2, respectively.

**FINANCIAL IMPACT:** There will be no financial impact to the City of Mississauga.

**CONCLUSION:** The PVAC meetings of May 14 and June 9, 2014 failed for quorum resulting in the delay of City business. Staff are therefore requesting the approval of the Corporate reports that were listed on the May 14 and June 9, 2014 PVAC agendas.

**ATTACHMENTS:** Appendix 1: Corporate Report from the Commissioner of Transportation and Works, dated May 2, 2014 and entitled “Project Plan – Taxi Plate Issuance Model Review”.

Appendix 2: Corporate Report from the Commissioner of  
Transportation and Works, dated May 2, 2014 and  
entitled "Review of the Tint-free Requirements in the  
Public Vehicle Licensing By-law 420-04, as amended".



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Martin Powell, P. Eng.

Commissioner of Transportation and Works

*Prepared By: Mickey Frost, Director, Enforcement*

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## Corporate Report

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**DATE:** May 2, 2014

**TO:** Chair and Members of the Public Vehicle Advisory Committee  
Meeting Date: May 12, 2014

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

**SUBJECT:** Project Plan – Taxi Plate Issuance Model Review

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**RECOMMENDATION:** That the Public Vehicle Advisory Committee provide comments to staff on the draft project plan for the consultants to review the issuance model for taxi plates and accessible taxi plates as outlined in the report from the Commissioner of Transportation and Works, dated May 2, 2014 and entitled "Project Plan – Taxi Plate Issuance Model Review".

**BACKGROUND:** At its meeting of July 3, 2013 Council approved the following recommendation:

"GC-0466-2013

1. *That consideration be given to including \$100,000 for consulting services in the 2014 Budget for Regulatory Services to review the issuance model for taxi plates and accessible taxi plates.*
2. *That the existing model for the issuance of taxi plates, and related processes, as outlined in the Public Vehicle Licensing By-law 420-04, as amended, be used until such time as the consultant's final report and recommendations regarding the issuance of taxi plates and accessible taxi plates are approved by the Public Vehicle Advisory Committee and Council."*

Funding for the study was included in the 2014 operating budget for Regulatory Services, which was subsequently approved by Council at

its meeting of December 11, 2013. At its meeting of December 11<sup>th</sup>, Council also approved the following recommendation:

*"PVAC-0029-2013*

*That the Public Vehicle Advisory Committee provide comments to staff on the draft scope of work for consulting services to review the issuance model for taxi plates and accessible taxi plates as outlined in the report from the Commissioner of Transportation and Works dated November 27, 2013 entitled 'Scope of Work for Consulting Services re Taxi Plate Issuance Model'."*

Staff incorporated the comments of the Public Vehicle Advisory Committee (PVAC) into the scope of work for the study and Procurement Number FA.49.172-14, Request for Proposal for Consulting Services for Taxi Plate Issuance Model Review. The request for proposal for the study was subsequently issued on January 13, 2014 with a closing date of February 3, 2014. On March 6, 2014 the contract for the study was awarded to Hara Associates.

Hara Associates is a small firm of economists and management consultants specializing in the evaluation and design of public policy and regulations. The regulation of vehicles-for-hire has been, and continues to be, a major area of interest for the firm. In particular, Hara Associates specializes in:

- Audit, evaluation and review – reviewing the allocation of regulatory resources, as well as the effectiveness of legislation and regulations;
- Cost and rate setting – evaluating the fairness of current fares and developing methods for rate review;
- Licence numbers and issuance – determining number of licences needed to serve the public and developing efficient procedures for licence issue; and,
- Taxi demand modelling – determining objective statistical estimates of the number of taxicabs required to serve the community.

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Hara Associates has been serving taxi and limousine regulators since 1987. Past clients include Los Angeles; Edmonton; Washington, D. C.; Halifax; Sudbury; Calgary; Kitchener-Waterloo; and, Ottawa-Carleton.

**COMMENTS:**

Hara Associates have developed a draft project plan for the taxi plate issuance model review. A copy of the draft project plan is attached to this report as Appendix 1. Representatives from Hara Associates will be in attendance at the PVAC meeting of May 12, 2014 to present the project plan and to respond to any questions.

It is recommended that the members of the Public Vehicle Advisory Committee review the draft project plan prepared by Hara Associates and provide their comments to staff on it.

**FINANCIAL IMPACT:**

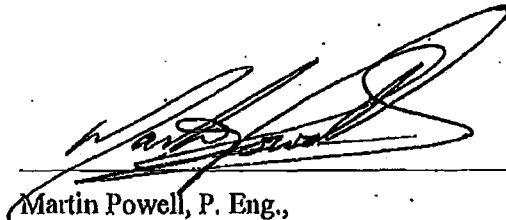
Funding in the amount of \$100,000 has been included in the 2014 operating budget for Regulatory Services for consulting services to review the issuance model for taxi plates and accessible taxi plates.

**CONCLUSION:**

Funding for consulting services to review the issuance model for taxi plates and accessible taxi plates was included in the 2014 operating budget for Regulatory Services. An RFP was issued in early 2014 for this work and was awarded to Hara Associates. This report brings forward the draft project plan for this study for consideration by the PVAC.

**ATTACHMENTS:**

Appendix 1: Proposed Project Timeline for Taxi Plate Issuance Model Review

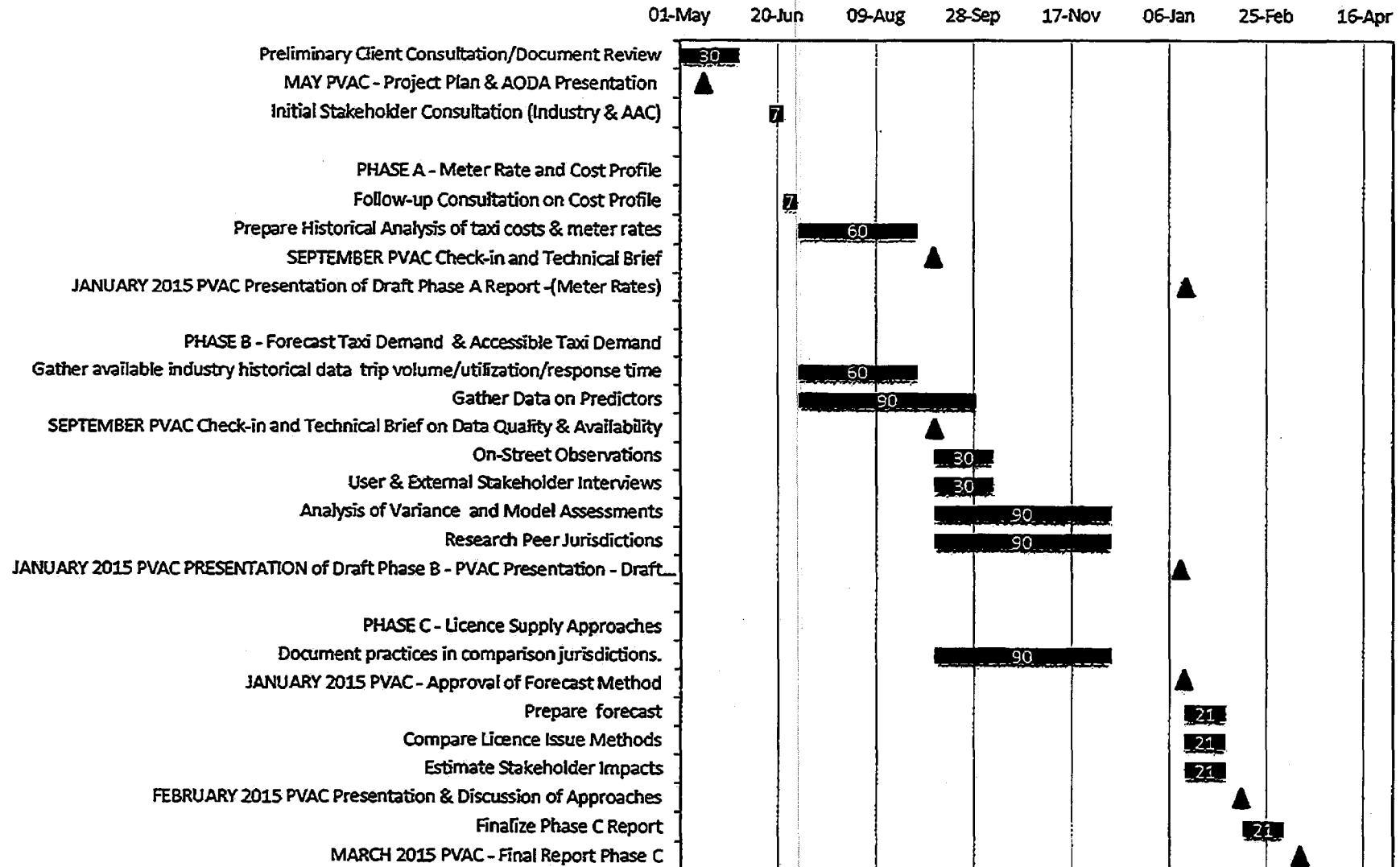


Martin Powell, P. Eng.,  
Commissioner of Transportation and Works

*Prepared By: Mickey Frost, Director of Enforcement*



# Proposed Project Timeline - Taxi Plate Issuance Model Review



▲ = PVAC Meeting

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## Corporate Report

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**DATE:** May 2, 2014

**TO:** Chair and Members of the Public Vehicle Advisory Committee  
Meeting Date: May 12, 2014

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

**SUBJECT:** Review of the Tint-free Requirements in the Public Vehicle  
Licensing By-law 420-04, as amended

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**RECOMMENDATION:** That the Public Vehicle Advisory Committee approve the requirement to maintain the existing tint-free provisions in the Public Vehicle Licensing By-law 420-04, as amended, as outlined in the report from the Commissioner of Transportation and Works, dated May 2, 2014 and entitled "Review of the Tint-free Requirements in the Public Vehicle Licensing By-law 420-04, as amended".

**BACKGROUND:** At the Public Vehicle Advisory Committee (PVAC) meeting of December 9, 2013 a deputation was received regarding a request to have tint added to a taxicab for medical reasons. The request was deferred and on April 8, 2014 two more deputations requesting tint were heard by the PVAC. The PVAC referred the request to staff and asked that a report be provided. Additionally, staff received complaints from Peel Regional Police (PRP) regarding public safety concerns for the occupants in tinted taxicabs. The tint-free requirements are for the safety of both the taxicab drivers and the passengers.

**COMMENTS:** Staff have reviewed the by-laws of Ottawa, Brampton, Oakville, Burlington, Toronto, Oshawa, Vaughan and Hamilton and found that the requirements of their by-laws range from tint-free windows to tint which does not exceed the factory-installed set limits.

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Staff also reviewed with PRP their practice of addressing vehicle tint under the *Highway Traffic Act* (HTA). The HTA states that the windows to the right and left of the driver cannot be covered with any coating which obscures the view of the interior of the vehicle from the outside. PRP have indicated that they enforce the HTA tint requirements based on safety concerns. They base the test for enforcement on whether or not they can identify the number, age and gender of the occupants in the vehicle and they do not support tinting on public vehicles. Furthermore, PRP need to identify any risk to public safety in the vehicle. If they are not able to view the occupants then the tint is too dark and they proceed with charges under the HTA.

Staff's review of the Mississauga Public Vehicle Licensing By-law 420-04, as amended, found that the definition therein is based on the requirements of the HTA and the comments received from PRP. Staff are also reviewing the Tow Truck Licensing By-law 521-04, as amended, to ensure that it also meets the public safety and consumer protection requirements confirmed by PRP for public vehicle window tinting.

**FINANCIAL IMPACT:** No direct financial impact would be experienced by the Corporation of the City of Mississauga.

**CONCLUSION:** Staff found that the Public Vehicle Licensing By-law 420-04, as amended, has a definition of tint-free which is based on the requirements of the HTA. The individual schedules in the Public Vehicle Licensing By-law 420-04, as amended, indicate that tint-free windows and those that have factory tinted windows installed are permissible. The provisions of the by-law and the HTA are to ensure public safety. Staff recommend that the by-law remain as written to ensure the safety of the customers and the drivers.

  
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Martin Powell, P. Eng.

Commissioner of Transportation and Works

*Prepared By: Daryl Bell Manager, Mobile Licensing Enforcement*



# Corporate Report

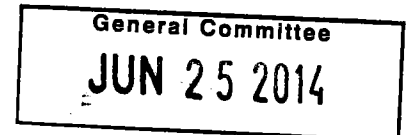
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**DATE:** June 9, 2014

**TO:** Chair and Members of General Committee  
Meeting Date: June 25, 2014



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

**SUBJECT:** Consultation with Medical Transfer, Shuttle, Parcel Delivery and  
Designated Driver Industries

**RECOMMENDATION:** That staff schedule appropriate consultation in lieu of a public meeting to discuss the issuance of licensing of the following services: medical transfer, shuttle, parcel delivery and designated driver industries as outlined in the report from the Commissioner of Transportation and Works, dated June 9, 2014 and entitled "Consultation with Medical Transfer, Shuttle, Parcel Delivery and Designated Driver Industries".

**BACKGROUND:** At its meeting of September 27, 2013, the Public Vehicle Advisory Committee (PVAC) directed staff to consult with representatives from the medical transfer, shuttle, parcel delivery and designated driver industries to discuss amending the Public Vehicle Licensing By-law 420-04, as amended, regarding licensing those industries. Copies of the reports on this matter that were considered by the PVAC on September 27, 2013 are attached as Appendix 1 and Appendix 2, respectively.

At the request of the PVAC a public meeting was scheduled for June 9, 2014 to receive comments from the effected industries. The PVAC meeting of June 9, 2014 failed for quorum. This is the second time that a PVAC meeting has failed for quorum and agenda items were not dealt with, thus delaying City business.

**COMMENTS:** The scheduled PVAC meeting to hold public consultation to discuss the issuance of licensing of the following services: medical transfer, shuttle, parcel delivery and designated driver industries failed for quorum. As a result, appropriate consultation with the effected industries should be undertaken by staff in lieu of a public meeting.

**FINANCIAL IMPACT:** There will be no financial impact to the City of Mississauga.

**CONCLUSION:** The PVAC meetings of May 14 and June 9, 2014 failed for quorum resulting in the delay of City business. It is therefore recommended that appropriate consultation be conducted by staff with the effected industries, in lieu of a public meeting, to discuss the issuance of licensing of the following services: medical transfer, shuttle, parcel delivery and designated driver industries.

**ATTACHMENTS:** Appendix 1: Corporate Report from the Commissioner of Transportation and Works, dated September 27, 2013 and entitled "Amendments to the Public Vehicle Licensing By-law 420-04, as amended, for licensing of Shuttle Service Vehicles, Owners and Drivers"

Appendix 2: Corporate Report from the Commissioner of Transportation and Works, dated September 27, 2013 and entitled "Amendments to the Public Vehicle Licensing By-law 420-04, as amended, for licensing of Medical Transfer Service Vehicles, Owners and Drivers"



Martin Powell, P. Eng.

Commissioner of Transportation and Works

*Prepared By: Mickey Frost, Director, Enforcement*



## Corporate Report

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**DATE:** September 27, 2013

**TO:** Chair and Members of the Public Vehicle Advisory Committee  
Meeting Date: October 15, 2013

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

**SUBJECT:** Amendments to the Public Vehicle Licensing By-law 420-04, as amended, for licensing of Shuttle Service Vehicles, Owners and Drivers

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- RECOMMENDATION:**
1. That staff report back to the Public Vehicle Advisory Committee with amendments to the Public Vehicle Licensing By-law 420-04, as amended, to include the licensing of shuttle service vehicles, owners, and drivers; and,
  2. That staff consult with representatives of the shuttle service industry on the proposed amendments.

**BACKGROUND:** Concerns regarding unregulated services were raised at the joint AAC/PVAC meetings on April 29 and May 14, 2013 and further discussed at the PVAC meeting on June 17, 2013. Staff were directed to investigate and prepare a report for the fall of 2013.

Concerns were raised with the effect that the unregulated services had on the taxicab/limousine industry. The concerns included financial impact, public safety and consumer protection. In particular, questions were raised regarding driver abstracts; criminal record searches; driver training; owner responsibilities; and, vehicle safety standards. Furthermore, AAC/PVAC subcommittee members felt that the shuttle service operations functioned in similar fashion to



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the taxicab/limousine industry and should be held to the same standard as the rest of the public vehicle industry, including a proper complaint process for passengers when they have concerns with the vehicle or driver.

**COMMENTS:**

Staff have reviewed the by-laws of the surrounding municipalities and found that no municipality in the GTA currently licenses shuttle services. Staff have received numerous complaints from the taxicab industry regarding shuttle services and have investigated these concerns.

Staff looked at the shuttle services operating from hotels and found that hotel staff are directing hotel patrons to transportation services such as private shuttle services to get to various locations. Staff found that there are signs posted at some hotels displaying the telephone numbers to call to arrange a ride and the fee. Staff also found that in other hotels, shuttle services are under contract with the hotel and the hotel offers its patrons shuttle services. When questioned, shuttle service drivers claim to be under contract with the hotel, therefore, exempt from the by-law because they are an extension of the hotel.

Due to the fact that the services are not regulated, there are concerns about vehicle safety standards being met and the overall condition of the vehicles. Furthermore, the drivers and owners are unregulated which does not ensure that the drivers and owners have acceptable criminal record searches and driver abstracts that support they operate vehicles in a safe manner. The shuttle services perform transportation services via contractual flat rate fees, both as a single-source provider or multi-user provider.

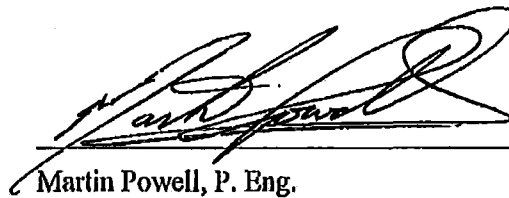
The shuttle service industry is not licensed under the by-law but does provide services similar to the taxicab/limousine industry. Furthermore, drivers may be operating in a fashion which does not provide consumer protection and ensure public safety. If the public does feel they have a complaint about the service, the vehicle or the driver, they have no recourse except for complaints to the police and/or possible civil litigation.

As a result, staff recommend that a by-law be enacted to amend the Public Vehicle Licensing By-law 420-04, as amended, to require the licensing of shuttle service vehicles, owners and drivers. It is further recommended that staff report back to the PVAC with amendments to the Public Vehicle Licensing By-law 420-04, as amended, to include the licensing of shuttle service vehicles, owners and drivers; and, that staff consult with representatives of the shuttle service industry on the proposed amendments.

**FINANCIAL IMPACT:** There is no financial impact to the City.

**CONCLUSION:**

Shuttle services have been operating throughout the City of Mississauga without the benefit of regulation. The vehicles are not inspected to ensure that ministry safety standards are met and drivers are not trained to ensure public safety and to protect the consumer. Shuttle services operate for financial gain and are being paid by the hotels, conference centres and patrons to transport passengers from one destination to another. Shuttle services operate in the same manner as taxicabs/limousines except they operate on a flat rate fee without regulation of the fees charged. In order to instill public confidence, the shuttle services must be licensed to ensure the vehicles are safe; and, that the service owners and drivers have acceptable criminal record searches, safe driving records and adequate training to provide quality customer service.



Martin Powell, P. Eng.

Commissioner of Transportation and Works

*Prepared By: Daryl Bell, Manager, Mobile Licensing Enforcement*



## Corporate Report

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**DATE:** September 27, 2013

**TO:** Chair and Members of the Public Vehicle Advisory Committee  
Meeting Date: October 15, 2013

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

**SUBJECT:** Amendments to the Public Vehicle Licensing By-law 420-04, as amended, for licensing of Medical Transfer Service Vehicles, Owners and Drivers

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- RECOMMENDATION:**
1. That staff report back to the Public Vehicle Advisory Committee with amendments to the Public Vehicle Licensing By-law 420-04, as amended, to include the licensing of medical transfer service vehicles, owners, and drivers; and,
  2. That staff consult with representatives of the medical transfer service industry on the proposed amendments.

**BACKGROUND:** Concerns regarding unregulated services were raised at the joint AAC/PVAC meetings on April 29 and May 14, 2013 and further discussed at the PVAC meeting on June 17, 2013. Staff were directed to investigate and prepare a report for the fall of 2013.

Concerns were raised with the effect that the unregulated services had on the accessible taxicab industry. The concerns included financial impact, public safety and consumer protection. In particular, questions were raised regarding driver abstracts; criminal record searches; driver training, including proper accessible taxicab training; owner responsibilities; and, whether anyone would be

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responsible to assist members of the public if they had concerns with the vehicles or drivers.

**COMMENTS:**

Staff have reviewed the by-laws of the surrounding municipalities and found that no municipality in the GTA currently licenses medical transfer service vehicles. Staff have received numerous complaints from the taxicab industry regarding medical transfer services and have provided information to those concerned.

The medical transfer services operate under contract to long-term care facilities, nursing homes, hospitals and community associations and are dedicated to serving seniors and individuals with disabilities. Schools, institutions and clients that require transport to assessment offices, treatment clinics and rehabilitation firms are referred through insurance companies. The medical transfer services perform an accessible transport services via contractual flat rate fees.

The medical transfer service industry is not licensed under the by-law but does provide services similar to accessible taxicabs. Due to the fact that the service is unregulated problems may arise such as drivers who have not been properly trained, vehicles that may not meet safety standards and insurance requirements. Furthermore, the drivers may be operating in a fashion which does not provide consumer protection and ensure public safety. If the public does feel they have a complaint about the service, vehicle or driver, they have no recourse except to contact the police or possible civil litigation.

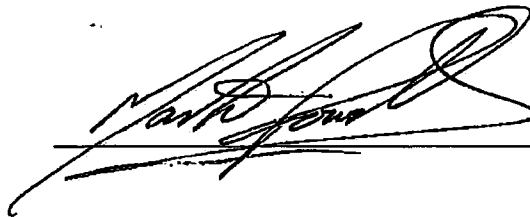
As a result, staff recommend that a by-law be enacted to amend the Public Vehicle Licensing By-law 420-04, as amended, to require the licensing of medical transfer service vehicles, owners and drivers. It is further recommended that staff report back to the PVAC with amendments to the Public Vehicle Licensing By-law 420-04, as amended, to include the licensing of medical transfer vehicles, owners, and drivers; and, that staff consult with representatives of the medical transfer service industry on the proposed amendments.

**FINANCIAL IMPACT:** There is no financial impact to the City.

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**CONCLUSION:**

Medical transfer services have been operating throughout the City of Mississauga without the benefit of regulation. The vehicles are not inspected to ensure that ministry safety standards are met and drivers have not been trained to ensure public safety and consumer protection. The transfer services operate for financial gain and are being paid by the patients, insurance companies and/or other institutions to transport passengers from one destination to another. The medical transfers operate in the same manner as an accessible taxicab except they operate on a flat rate fee. In order to instill public confidence, the medical transfer services must be licensed to ensure that the vehicles are safe; and, that the service owners and drivers have acceptable criminal record searches, safe driving records and adequate training to provide quality customer service.

A handwritten signature in black ink, appearing to read 'Martin Powell', is written over a horizontal line.

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

*Prepared By: Daryl Bell, Manager, Mobile Licensing Enforcement*



## Corporate Report

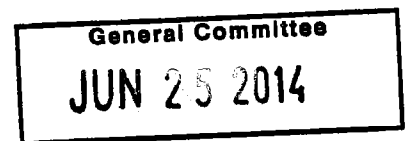
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**DATE:** June 6, 2014

**TO:** Chair and Members of General Committee  
Meeting Date: June 25, 2014

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



**SUBJECT:** **Work Plan Outline for Expansion of the Provincial Greenbelt  
Plan Area into Mississauga**

**RECOMMENDATION:** That the report dated June 6, 2014, from the Commissioner of Community Services titled "Work Plan Outline for Expansion of the Provincial Greenbelt Plan Area into Mississauga " be received for information.

**REPORT  
HIGHLIGHTS:**

- City Council directed staff to submit a corporate report prior to the 2014 summer session to outline a plan and costs estimates to expand the Provincial Greenbelt by designating selected public lands as Urban River Valley (URV).
- The designation by the Province does not provide additional protection beyond the City's existing Official Plan.
- While URV designation would transfer authority to the Province over those lands; the Greenbelt Plan stipulates that the City's Official Plan guides the permitted uses, activities and policy on those lands.
- Expanding the Provincial Greenbelt is done by designating selected public lands within the Credit River corridor as Urban River Valley (URV)
- Criteria for parcels for URV consideration were selected so to not limit the City current or future use of the lands, and that aligns with the Credit River Parks Strategy and with the City's Official Plan.



- 87 parcels could be considered for URV designation totalling 213 ha (526 ac) or about 75% of the City-owned lands in the Credit River corridor.
- No capital costs anticipated to implement the URV designations.
- Final recommendation on specific parcels to be considered by Council in Spring 2015.
- The City of Mississauga's Official Plan policies already afford significant protection to parcels being considered as URV lands.

**BACKGROUND:**

The Provincial Greenbelt Plan (2005) identified the Credit River and the Etobicoke Creek as River Valley Connections (outside of the Greenbelt), opening the possibility of including, in the future, connections between the Greenbelt and Lake Ontario.

On April 21, 2010, Council supported, in principle, the addition of public lands in the Credit River Valley to the Provincial Greenbelt, and directed the preparation of a Feasibility Analysis for expansion of the Provincial Greenbelt Plan Area into Mississauga (GC-0288-2010).

The Environmental Advisory Committee expressed support to the expansion of the Greenbelt Plan Area into Mississauga during the December 10, 2013 meeting (EAC-0049-2013). The recommendation to coordinate with Credit Valley Conservation with respect to mapping costs and timing was approved by Mississauga City Council on December 11, 2013 (Resolution 0214-2013).

The resulting Feasibility Analysis was received by General Committee on February 5th, 2014 (GC-0021-2014). This analysis identified the location of publicly owned lands within the Credit River and Etobicoke Creek, and assessed the implications of designating public lands within these watersheds as Urban River Valley (URV) lands.

On February 12, 2014, City Council directed staff (Resolution 022-2014) to outline a plan and cost estimates to designate selected public lands as Urban River Valley as outlined in the legislation.

Identification of parcels to be designated in Mississauga as URV is being led by the City as this allows control over the specific parcels to be designated. The process will have two phases, focusing first on lands along the Credit River, and once completed, it will assess lands along Etobicoke Creek.

Since the Urban River Valley designation in the Greenbelt Plan will be governed by the City's official plan policies and designations, no additional restrictions will be placed on the City's use of its lands at this time. However, the City's actions will have to be in conformity with the Provincial Greenbelt Plan on parkland, open space and trails. The most significant implication will be on the preparation of municipal parkland and trail strategies, which must have regard for the related section of the Greenbelt Plan. Currently, many of these considerations are aligned with the City's goals and would be addressed in municipal parkland and trail strategies in any event.

**COMMENTS:**

Under current Greenbelt Plan rules, URV parcels will be governed by the City's Official Plan policies; however, designating URV lands allows for the Province to have a say in the future on how the lands are to be used.

**Change in Authority**

Valley lands including all sites to be designated as Urban River Valley, are protected by the Official Plan of the City of Mississauga. The essence of the proposal is to upload authority and control of these lands to the Province under the Provincial Greenbelt Policies, on the premise that the sites would be managed in accordance with the City Official Plan. Council should be aware, however, that the Province would have authority over subject lands and it could change the policy framework at any time, triggering the need to amend the City's Official Plan to align with provincial policy.

Greenbelt policies apply to all areas designated by the Province and originally intended to restrict development within rural municipalities. Through designation there is some risk that local conditions in another municipality could trigger policy changes in the future, that could affect lands in Mississauga.

Staff have worked to limit the risk of future policy changes affecting the river valley by restricting the definition and limits of lands to be designated as Urban River Valley. The designation boundary closely

follows the Credit River Watercourse. Only passive recreation is to be permitted within the designated area including trails, benches and shelters.

### **Process for Designation**

The report produced by the Province "Growing the Greenbelt" (2008) establishes the process and criteria under which the Greenbelt Plan can be expanded. Expanding the provincial Greenbelt into Mississauga through URV land designations will adhere to the following work plan outline, process and criteria:

- Report to General Committee on June 25<sup>th</sup>, 2014 regarding the work plan, costing, draft parcel selection criteria and draft mapping;
- Finalize criteria and parcels to be included in URV;
- Develop policies that will apply to URV lands;
- Coordination with other public land owners (i.e. CVC, TRCA, Region of Peel, and Province);
- Public Consultation;
- Preparing detailed submission along with City Council Resolution (Spring, 2015);
- Submission sent to the Region;
- Region forwards submission to the Province;
- URV request is considered by Province;
- Development of Official Plan Amendment; and
- Province issues an Amendment to the Greenbelt Plan to include the subject lands.

### **Identification of City-owned parcels for URV designation**

A key consideration for the City is not to restrict its ability to establish any planned or potential park or recreational uses within the lands. The group of land parcels in Mississauga to be proposed for URV designation need to align with both, the City's Official Plan policies and the vision and goals of the Provincial Greenbelt Plan. This means that dealing with changes the City may wish to carry out could require a layer of provincial approvals.

City staff from Park Planning, Forestry, and Policy Planning developed and applied criteria to identify parcels for URV designation. Options considered included using established overlays of hazard lands, City's Greenbelt lands, Natural Areas System, environmentally sensitive areas, and river buffers. From these options

it was determined that the Natural Areas System and the City's Greenbelt lands would be the most suitable overlays. The Natural Areas System provides the 'system' backbone required by the Provincial criteria. Furthermore both types of lands are identified in the Official Plan and are already afforded the highest level of protection by the City's existing Official Plan policies.

Parcels to be considered for URV designation would need to adhere to the following identification criteria:

- Natural Areas System
- City Greenbelt lands
- Crest of Slope line as provided by CVC
- Cross reference with proposals contained in the Council-approved Credit River Parks Strategy
- Exclusionary features (e.g. for portions located outside of Crest of Slope, portions located in tributaries, parcels containing buildings, playgrounds, parking lots, baffles or similar structures)


City staff has preliminarily identified 87 land parcels of City-owned lands to be considered for URV designation (see Appendix 2). Parcels total approximately 213 ha (526 ac) and represent approximately 75% of City-owned lands in the Credit River main corridor (and approximately 25% of the corridor as a whole). While most City parcels proposed for URV are entire parcels, approximately 10 parcels will require to be adjusted for exclusions.

Since the URV designation is for publicly owned lands, the City of Mississauga has worked with other land owners to identify preliminary lands suitable for URV designation by other applicable public land owners including the CVC. (Note: Appendix 2 is for parcel identification purposes only and does not reflect endorsement from other public owners).

Under the current Provincial Greenbelt policies the URV designation will not hamper the City's current or desired use for the lands as the identified parcels are already protected under the City's Official Plan.

If approved, the Mississauga Official Plan will require minor amendment to implement the Greenbelt Plan Urban River Valley designation.

- STRATEGIC PLAN:** The City's Official Plan and Natural Heritage and Urban Forest Strategy already demonstrate leadership under the Green Pillar. Expansion of the Provincial Greenbelt Plan Area into Mississauga by designating Urban River Valley (URV) lands in the City also supports the Strategic Plan's Green Pillar. Through its implementation, the Provincial Greenbelt expansion demonstrates the City's strategic goals to lead and encourage environmentally responsible approaches.
- FINANCIAL IMPACT:** Discussions between the City surveyor and the Crown Land Surveyor anticipate that there will be no costs associated with land surveying as mapping can be undertaken without formal surveys. Existing staff resources are carrying out the process.
- CONCLUSION:** As per the direction of Council, a plan has been developed which includes criteria, draft site selection, steps and costing to move forward with the potential Urban River Valley designation for publicly owned lands. Staff to present the final parcels to be considered for URV land designations to General Committee by Spring, 2015. Moving forward with URV designation does not provide more protection for the land as it is already governed by City's existing Official Plan policy. URV designation would transfer authority to the Province over those lands, however, the City's Official Plan will guide the lands permitted uses, activities and policy.
- ATTACHMENTS:**
- Appendix 1: Criteria for Greenbelt expansion (Excerpt from "Growing the Greenbelt" 2008).
  - Appendix 2: Map of Publicly-owned Parcels Suitable for URV Land Designation



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

*Prepared By: Olav Sibille, Planner, Park Planning*

## CRITERIA TO EXPAND THE PROVINCIAL GREENBELT

To include the lands within the Greenbelt Plan, the request must come from the Region of Peel based on a demonstration that the Province's six criteria for expanding the Greenbelt can be met:

***Criteria 1: The request must be made by the Region of Peel and must demonstrate that the municipality has undertaken appropriate consultation with key stakeholders, public bodies, and Aboriginal communities.***

This engagement process would need to be undertaken and documented, and would be a cost to the City and Region.

***Criteria 2: The expansion is to be located adjacent to the Greenbelt or demonstrates a clear functional relationship.***

By selecting only publicly owned lands, a patchwork will be created and as a result, many of the parcels will not be located adjacent to the Greenbelt. However, they would have functional relationship to the Greenbelt by virtue of being within a stream corridor that connects north to the Greenbelt Plan Area. As well, coordination with the City of Brampton and the City of Toronto (along Etobicoke Creek) would be needed to ensure a fully connected Urban River Valley designation. However, Provincial staff have indicated that the City of Mississauga could bring their publicly owned lands into the Urban River Valley designation without the need for either the City of Brampton or the City of Toronto to include their publicly owned lands.

***Criteria 3: The request is to show how it meets the intent of the visions and one or more goals of the Greenbelt Plan.***

The vision of the Greenbelt Plan is to give permanent protection to the natural heritage system and the goals are to protect and restore connections between Lake Ontario, the Oak Ridges Moraine, the Niagara Escarpment and the major river valleys. While in theory this vision and the goals will be furthered, this vision and the goals are being achieved today as the lands are already protected in public ownership and are protected through Official Plan policies and zoning by-laws associated with the green system, including the existing natural heritage system (and enhanced by the proposed recommendations of the ongoing NH&UFS). However, Provincial staff indicated that a further benefit is the permanence of the Greenbelt Plan designation.

***Criteria 4: One or more of the Greenbelt systems are identified.***

The lands along the Credit River and Etobicoke Creek would be part of the Greenbelt Natural Heritage System, but it is important to recognize that a continual natural heritage system would not be created through this designation, as privately owned lands in the river valleys would not be included.

***Criteria 5: The proposed area for expansion cannot impede the implementation of the Growth Plan.***

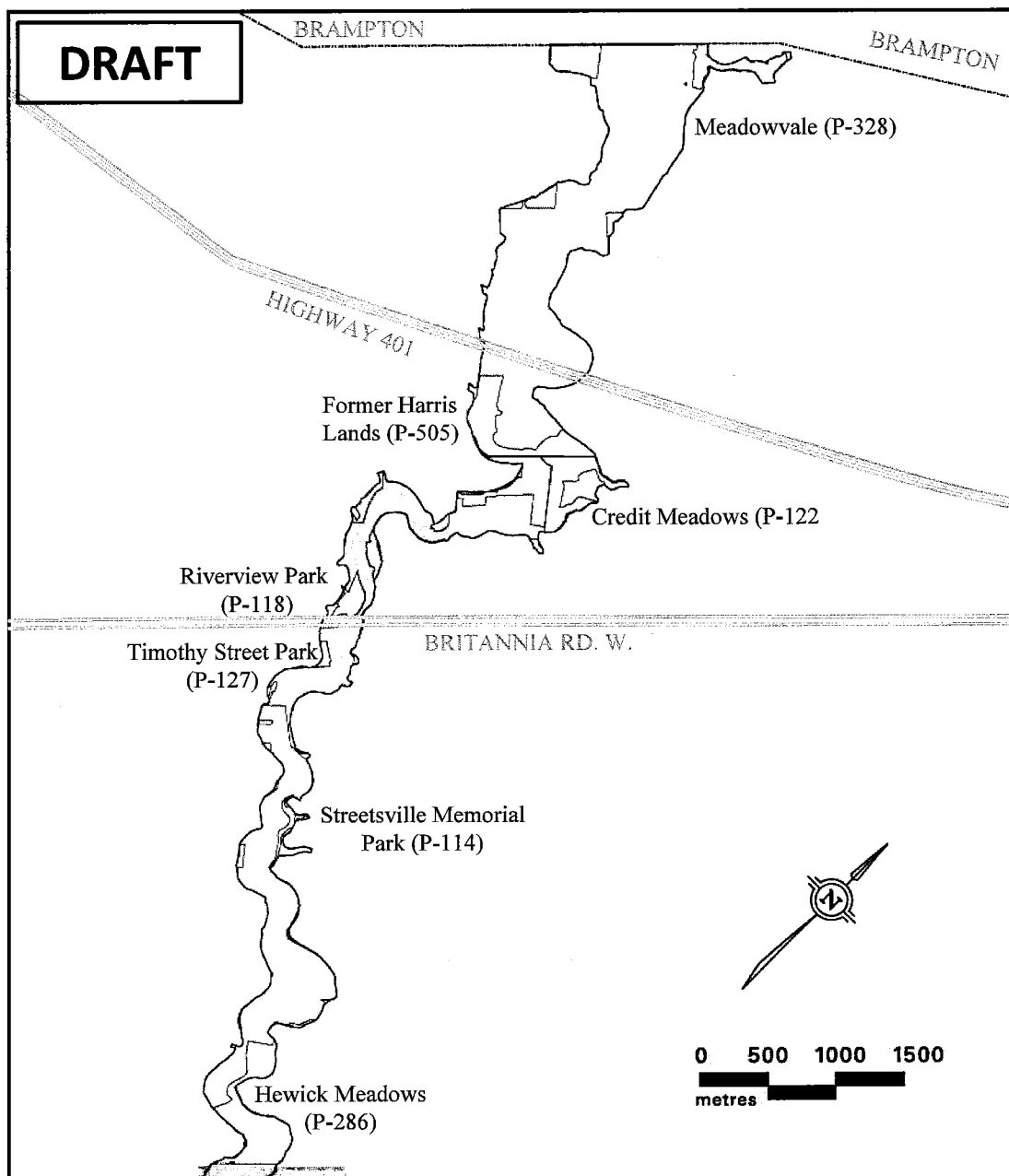
The lands are already designated for environmental protection and are in public ownership so there should be no impact on the Growth Plan.

***Criteria 6: The request cannot undermine provincial interests or other provincial initiatives.***

Since the Urban River Valley designation applies only to public owned lands that are already protected from development, it is unlikely that it would affect any other provincial initiatives.

Source: Feasibility Analysis for Expansion of the Provincial Greenbelt Plan Area into Mississauga, – Sorensen Gravely Lowes Planning Associates Inc. (November, 2013), based on “Growing the Greenbelt” August 2008 – Province of Ontario.

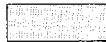




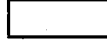


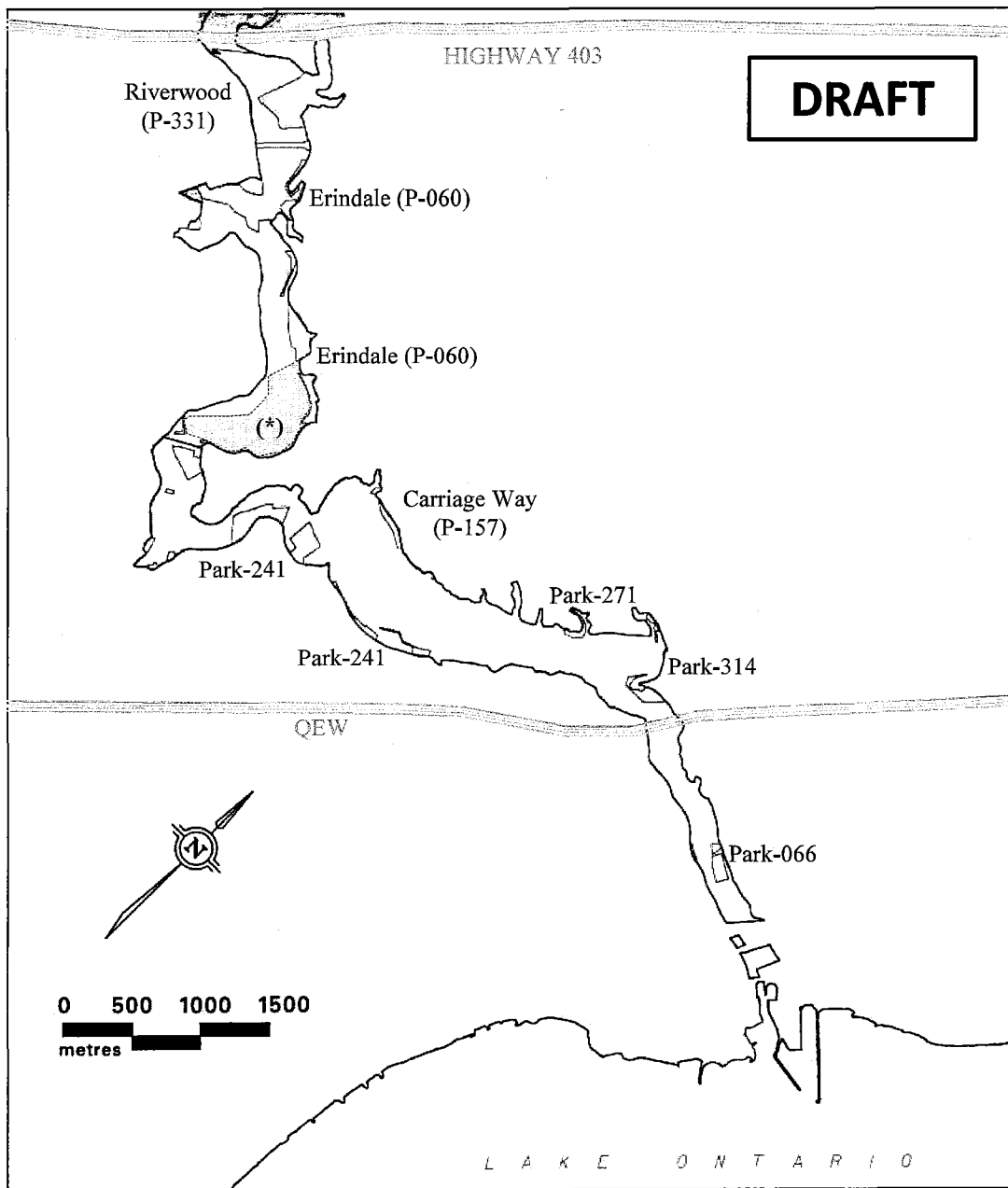


# EXPANSION OF THE PROVINCIAL GREENBELT PLAN AREA INTO MISSISSAUGA

*Overlap of City Owned Lands, MOP Greenbelt and NAS within the Credit River main corridor (as per Crest of Slope)*

## Northern Area

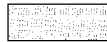



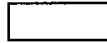

-  City of Mississauga Owned Lands
-  CVC Owned Lands
-  Region of Peel Owned Lands
-  Provincially Owned Lands
-  Crest of Slope
-  City lands proposed as URV lands



# EXPANSION OF THE PROVINCIAL GREENBELT PLAN AREA INTO MISSISSAUGA

*Overlap of City Owned Lands,  
MOP Greenbelt and NAS  
within the Credit River  
main corridor (as per Crest of Slope)*

## Southern Area

-  City of Mississauga Owned Lands
-  CVC Owned Lands
-  Region of Peel Owned Lands
-  Provincially Owned Lands
-  Crest of Slope
-  City lands proposed as URV lands

(\*) City to coordinate approach with CVC on inclusion of southern portion of Erindale (former regional landfill)



# Corporate Report

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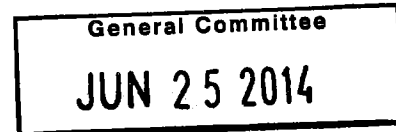
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**DATE:** June 5, 2014

**TO:** Chair and Members of General Committee  
Meeting Date: June 25, 2014



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

**SUBJECT:** **Municipal Works Servicing Agreement between Metrolinx,  
The Corporation of the City of Mississauga and The Regional  
Municipality of Peel Pursuant to Site Plan SP- 12/039  
(Ward 4)**

**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 Municipal Works Servicing Agreement between Metrolinx, The Corporation of the City of Mississauga and the Regional Municipality of Peel to the satisfaction of the City Solicitor as outlined in the Corporate Report dated June 5, 2014 from the Commissioner of Transportation and Works..

**BACKGROUND:** Appendix 1 indicates the location of the proposed Regional works in support of the GO Transit Station at 210 Centre View Drive under Site Plan Application SP-12/039.

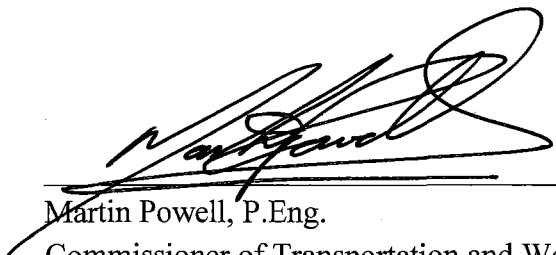
**COMMENTS:** Metrolinx, pursuant to Site Plan Application SP-12/039, is responsible for certain Regional works associated with the proposed GO Transit Station located at 210 Centre View Drive. These Regional works are comprised of the construction of sanitary sewers, watermains and appurtenant structures along Station Gate Road. The associated restoration works for Station Gate Road and Rathburn Road West are under the jurisdiction of the City of Mississauga. The Transportation and Works Department has identified that Metrolinx will be required to enter

into a Servicing Agreement with the City of Mississauga and The Regional Municipality of Peel. Under the terms of the Municipal Works Servicing Agreement, Metrolinx will be responsible for the construction of these works and all associated costs.

**FINANCIAL IMPACT:** Not applicable.

**CONCLUSION:** Metrolinx is constructing certain works associated with the GO Transit Station at 210 Centre View Drive. As these works involve new Regional infrastructure to be located within the municipal rights-of-way of Station Gate Road and Rathburn Road West, Metrolinx is required to enter into a Servicing Agreement with The Corporation of the City of Mississauga and the Regional Municipality of Peel.

**ATTACHMENTS:** Appendix 1 – Site Location Map – Centre View Drive GO Transit Station



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Martin Powell, P.Eng.

Commissioner of Transportation and Works

*Prepared By Pedro Quinsay, P. Eng.  
Development Engineering Technician*

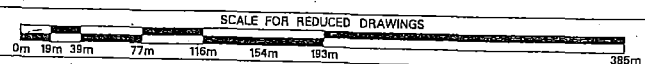


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Transportation and Works  
Transportation & Infrastructure Planning

210 Centre View Drive  
Metrolinx  
Appendix 1



# Corporate Report

Clerk's  
Files  
Originator's  
Files 43M-1844,  
CD.09.BAI,  
CD.09.HWY

8

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**DATE:** May 29, 2014

**TO:** Chair and Members of General Committee  
Meeting Date: June 25, 2014

**General Committee**

**JUN 25 2014**

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

**SUBJECT:** Assumption of Municipal Works (Wards 5, 6 & 8)

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**RECOMMENDATION:** That the City of Mississauga assume the municipal works as constructed by the developer under the terms of the Servicing Agreement for 43M-1844, Paradise Homes Cobblestone Inc. (lands located north of Cardington Street, south of Bristol Road West, east of Terry Fox Way and west of Heatherleigh Avenue, in Z-37, known as Cobblestone South, T-86095) and that the Letter of Credit in the amount of \$617,600.07 be returned to the developer and that a by-law be enacted to establish the road allowances within the Registered Plan as public highway and part of the municipal system of the City of Mississauga.

43M-1844 (Ward 6)

That the City of Mississauga assume the municipal works as constructed by the developer under the terms of the Municipal Works Agreement for CD.09.BAI, BAIF Developments Limited (lands located north of Eglinton Avenue East, south of Matheson Boulevard East, west of Renforth Drive and east of Commerce Boulevard, in Z-34E, known as Citation Place) and that the Letter of Credit in the amount of \$214,416.93 be returned to the developer. Citation Place has been established as a Public Highway pursuant to By-Law 0074-2005

CD.09.BAI (Ward 5)



That the City of Mississauga assume the municipal works as constructed by the developer under the terms of the Servicing Agreement for CD.09.HWY, The Erin Mills Development Corporation (lands located north and south of Highway 403 and east and west of Ridgeway Drive, in Z-58, known as municipal works within an easement) and that the Letter of Credit in the amount of \$226,434.56 be returned to the developer.

CD.09.HWY (Ward 8)

**BACKGROUND:**

The developers identified on the attached Table of Assumptions (Appendix 1) have complied with all the requirements of the Servicing Agreement and Municipal Works Agreement for the installation of the municipal services.

**FINANCIAL IMPACT:**

With the assumption of Cobblestone South, T-86095 (43M-1844), the City will now be required to provide maintenance for 806 metres (2644 feet) of the newly constructed storm sewer and 1.74 lane kilometres (5707 feet) of roadway.

With the assumption of Citation Place (CD.09.BAI) the City will now be required to provide maintenance for 140 metres (459 feet) of newly constructed storm sewer and 0.34 lane kilometres (1116 feet) of roadway.

With the assumption of the municipal works within an easement across ORC, Hydro One and Highway 403 lands, (CD.09.HWY) the City will now be required to provide maintenance of the newly constructed storm management facility and 21 metres (69 feet) of storm sewer.

**CONCLUSION:**

It is in order for the City to assume the municipal works within the sites identified on the attached Table of Assumptions (Appendix 1).


**ATTACHMENTS:**

Appendix 1: Table of Assumptions

Appendix 2: Approximate location of Cobblestone South, T-86095

Appendix 3: Approximate location of Citation Place

Appendix 4: Approximate location of Municipal Works within an Easement



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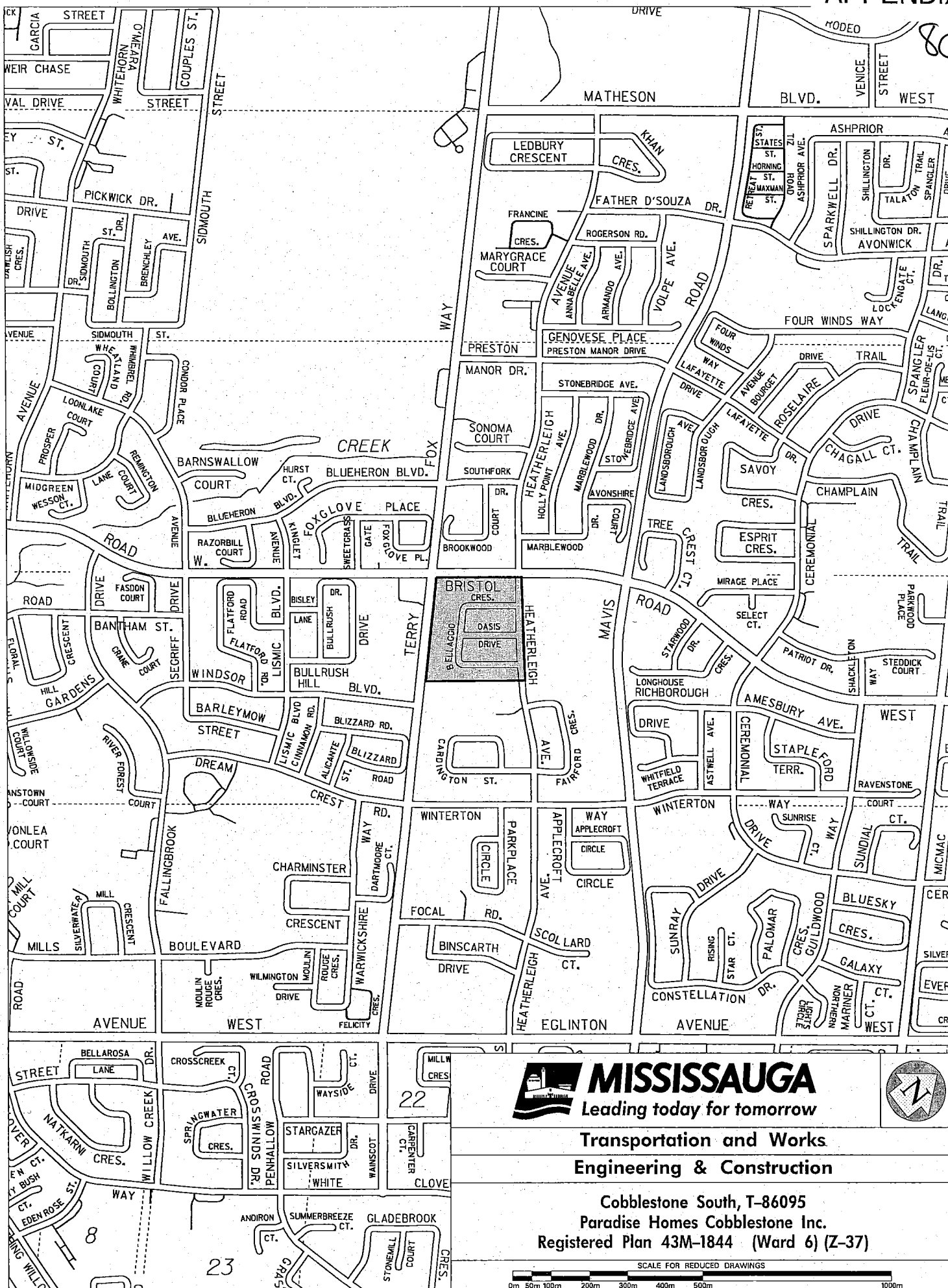
Martin Powell, P. Eng.  
Commissioner of Transportation and Works

*Prepared by: Silvio Cesario, P.Eng.,  
Acting Manager, Development Construction*

## TABLE OF ASSUMPTIONS

PLAN/FILE REFERENCE #	LOCATION	DEVELOPER ADDRESS	SERVICING AGREEMENT DATE	SECURITIES TO BE RELEASED
43M-1844	North of Cardington Street, south of Bristol Road West, east of Terry Fox Way and west of Heatherleigh Avenue (Z-37)	Paradise Homes Cobblestone Inc. 625 Cochrane Drive, Suite 801 Markham, ON L3R 9R9  Attn: Mr. Steven Weisz	April 13, 2011	\$617,600.07
CD.09.BAI	North of Eglinton Avenue East, south of Matheson Boulevard East, west of Renforth Drive and east of Commerce Boulevard (Z-34E)	BAIF Development Limited 3625 Dufferin Street, Suite 404 Downsview, ON M3K 1N4  Attn: Mr. Paul Minz, President	January 19, 2005	\$214,416.93
CD.09.HWY	North and south of Highway 403 and east and west of Ridgeway Drive (Z-58)	The Erin Mills Development Corporation 7501 Keele Street, Suite 500 Concord, ON L4K 1Y2  Attn: Mr. Randy Griffin	February 24, 2010	\$226,434.56  (Cancel Insurance)

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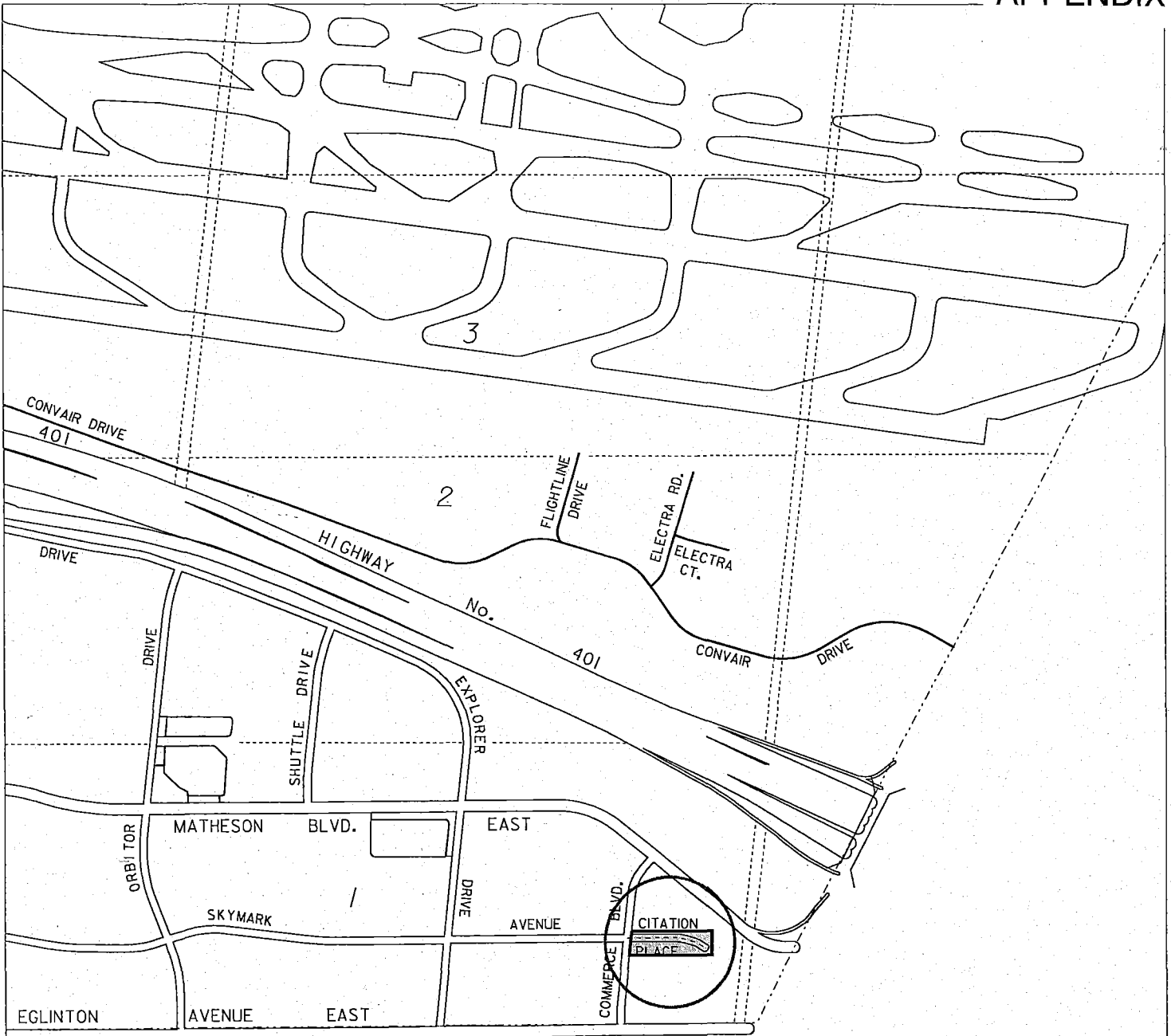
**Transportation and Works  
Engineering & Construction**

Cobblestone South, T-86095  
Paradise Homes Cobblestone Inc.  
Registered Plan 43M-1844 (Ward 6) (Z-37)

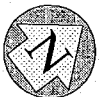
SCALE FOR REDUCED DRAWINGS



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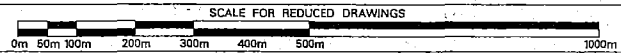


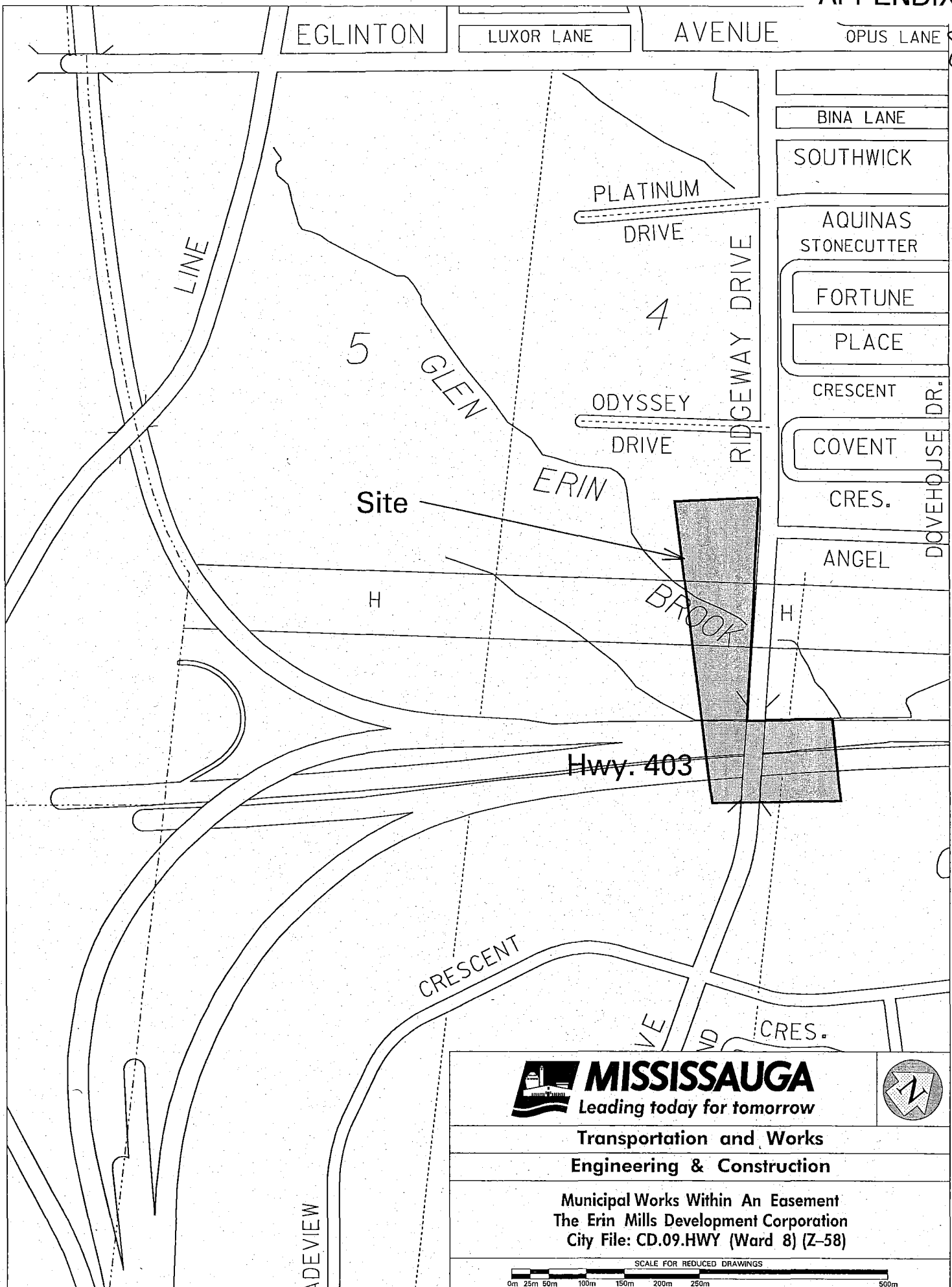
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**Transportation and Works  
Engineering & Construction**

**Municipal Works Agreement – Citation Place  
BAIF Developments Limited  
City File NO.: CD.09.BAI (Ward 5)(Z-34E)**







# Corporate Report

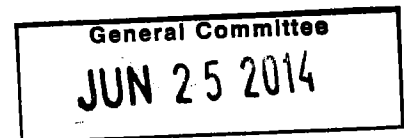
Clerk's Files

Originator's  
Files

9

**DATE:** June 9, 2014

**TO:** Chair and Members of General Committee  
Meeting Date: June 25, 2014



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

**SUBJECT:** **City Wide requirements for Cellular Voice and Data Services –  
Vendor of Record Province of Ontario Agreement “Paging,  
Mobile Devices and Services”  
File Ref: Procurement FA.49.0484-14**

**RECOMMENDATION:**

1. That the Purchasing Agent be authorized to enter into the Vendor of Record Province of Ontario Agreement available to the Broader Public Sector through the Ministry of Government Services and to execute the necessary contracts and agreements with Rogers Communications Partner, Telus Communications Inc., and Bell Mobility Inc. for the period of six (6) years with additional two (2) two year extension options, as outlined in the Ontario Master Agreement VOR OSS-00415819 – “Paging, Mobile Devices and Services” covering City side requirements for all Cellular Voice and Data Services including GPS, Radio, Tablet, Wireless and any other Mobile Devices, in the estimated amount of \$6,700,000, exclusive of taxes, based on current accounts for a ten (10) year contract term;
2. That the Purchasing Agent be authorized to negotiate other wireless cellular services and incorporate them in the Buyer Master Agreement (non-Ontario Agreements) as addendums to the Ontario Master Agreement VOR OSS-00415819;



3. That the Purchasing Agent be authorized to increase the value of the contract where necessary to accommodate growth and where amount is approved in the budget;
4. That the Purchasing Agent be authorized to negotiate and issue contract amendments to add any future Cellular Services including GPS, Radio, Tablet, Wireless and any other fixed or Mobile Devices, and incorporate them in the Buyer Master Agreement (non-Ontario Agreements) where necessary, to accommodate the City's new growth requirements and where amounts are approved in the budget;
5. That Rogers Communications Partner, Telus Communications Inc., and Bell Mobility Inc. continue to be designated a "City Standard" for a ten (10) year period.

**REPORT  
HIGHLIGHTS:**

- Wireless cellular services are currently managed by Service Management, in Information Technology. There are 1,130 cellular users, including voice only, data only, and voice and data services.
- Wireless users are on 250 minute per month plans that are pooled at a cost of \$20 per user per month.
- The Province of Ontario conducted a competitive RFP process in 2013 and as a result, the Province named Rogers Communications as the successful primary vendor, Telus Mobility as successful secondary vendor and Bell Mobility as the successful third vendor.
- The VOR Agreement provides cost certainty for wireless expenses, as both voice and data are unlimited for a set amount.
- The City may choose to expand the agreement to include any future Cellular Services including GPS, Radio, Tablet, Wireless and any other mobile devices to the Buyer Master Agreement (Non-Ontario Agreement) that are not part of the current VOR Ontario Agreement.
- An analysis of a three month period from January – March 2014 was conducted on the largest of the City's cellular (a Rogers Wireless account) pooled accounts to determine cost savings under the Ontario VOR rates. The results of migrating the 776 users to the new rates would reduce the current annual cellular spending by approximately \$165,000 or 40% of current annual cellular

spending.

- Migration of cellular user accounts to the new rates could take 12 months to complete, therefore, full savings will likely not be realized until 2016.
- Currently the vendor subsidizes the cost of hardware based on the length of the contract. The current subsidized cost of a device is a percentage of the MSRP, but the price can change dramatically based on promotion, age of device, and often changes without notice.
- Upgrades will cost on average \$70 - \$100 more based on device choice.

**BACKGROUND:**

Wireless cellular services are currently managed by Service Management, in Information Technology. There are 1,130 cellular users, including voice only, data only, and voice and data devices. There are currently 951 Rogers Wireless users and 776 users (not including the Mayor, Councillors or their support staff) in a pooled account which is part of the rates that were negotiated by the Region of Peel and was enacted in 2010.

There are approximately 70 current users who are distributed among two competitive pooled voice accounts with Bell Mobility and Telus Mobility, however, 40 accounts which Telus Mobility provides services to the Mississauga Fire Department with Push to Talk (PTT) "walkie-talkie" service cannot be changed due to technology limited to Telus Mobility only.

Wireless users are on 250 minute per month plans that are pooled at a cost of \$20 per user per month. This plan provides a large pool of minutes that allows users who routinely exceed 250 minutes per month to use remaining pooled minutes of users who are under their 250 minute per month allotment. The entire pool of minutes has never been exceeded.

**COMMENTS:**

The Province of Ontario conducted a competitive RFP process in 2013 and as a result, the province named Rogers Communications as the successful primary vendor, Telus Mobility as successful secondary vendor and Bell Mobility as successful third vendor. This structure allows Rogers to be the primary vendor, however, in the case where

required technology or service cannot be provided by the primary vendor, that the second and third vendors can be tasked with providing the required service.

The City may be required to enter into an agreement with all three vendors, Rogers Wireless, Telus Mobility and Bell Mobility, to obtain the rates offered through the VOR Agreement. These agreements will be in conjunction with the terms set out by province, and lasts for six years, starting February 2014, plus two renewal options each for two years.

The VOR Agreement provides cost certainty for wireless expenses, as both voice and data are unlimited for a set amount.

The City may choose to expand the agreement to include any future Cellular Services including GPS, Radio, Tablet, Wireless and any other Mobile Devices to the Buyer Master Agreement (Non-Ontario Agreement) that are not part of the current VOR Ontario Agreement. The Buyer Master Agreement may include Access Point Name (APN) and Secured APN. The City will be able to use the existing terms and conditions as defined in the current VOR Ontario Agreement to obtain the best rate from the appropriate vendor for any required or expanded services. This will help reduce the amount of administration the City spends on procurement of any cellular services including GPS, Radio, Tablet, Wireless and any other Mobile Devices by leveraging the currently completed competitive procurement process of the Province of Ontario.

An analysis of a three month period from January – March 2014 was conducted on the largest of the City's cellular services (a Rogers Wireless account only) pooled accounts to determine cost savings under the Ontario VOR rates. The results of migrating the 776 Rogers cellular services users to the new rates would reduce the current annual cellular services spending by approximately \$165,000 or approximately 40% of current annual cellular spending. The Contract Manager will work with Rogers Wireless, Telus Mobility, and Bell Mobility to move current contracts to the new VOR rates.

Current pooled accounts will be dissolved and be reorganized into Departmental/Divisional accounts under a primary parent account. This would allow for review of invoices and reporting to be available through an online portal viewable by staff in the corresponding Departmental/Divisional groups. Departmental /Divisional Administrative Staff would be given access to review their cellular services bills and usage online on a monthly basis.

The Contract Manager will investigate if there are substantial cost savings by following the Provincial VOR vendor ranking, and will work to move all contracts as they renew to the primary vendor.

Migration of cellular service accounts to the new rates could take 12 months to complete, therefore, full savings will likely not be realized until 2016.

#### **Comparison Table of Plans**

Key Highlights	Current Region of Peel Rates	New VOR Rates
Contract term	Maximum 3 year term	Maximum 2 year term
Voice Plan	<ul style="list-style-type: none"><li>• Pooled</li><li>• 250 minutes</li><li>• Cost : \$20</li><li>• "If you don't use it you lose it"</li></ul>	<ul style="list-style-type: none"><li>• No pooling</li><li>• Unlimited local voice</li><li>• Maximum charge \$5</li><li>• "You only pay for what you use"</li></ul>
Data Plan	<ul style="list-style-type: none"><li>• Pre-pay for an allotted amount of data</li><li>• High data overage charges</li><li>• Tethering included</li></ul>	<ul style="list-style-type: none"><li>• Tiered Flex Plans</li><li>• No data overage costs</li><li>• All type of data usage included; example: Tethering</li></ul>
Upgrade term	18 Months	24 Months

#### **New Price Plan**

##### **Highlights include:**

- Flat rate voice plan for all voice users for \$5.00 per month (see Appendix 1, Voice Table for current vs VOR comparison).

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- Tiered data plan with cost certainty of \$55.00 per month (see Appendix 1, Data Table for current vs VOR comparison).

### **Hardware Costs**

Currently the vendor subsidizes the cost of smart phone devices based on the length of the contract. The current subsidized cost of a device is a percentage of the MSRP, but the price can change dramatically based on promotion, age of device, and often changes without notice. The proposed VOR plan also provides cost certainty with smart phone device Prices. All smart phone devices are subsidized at a rate of 65% (MSRP) of the device on a voice and data contract. There is 50% of MSRP for devices on voice only or data only contracts. The difference in subsidy is no different than what consumers noticed when the contract term length turned from three to two years. Upgrades will cost on average \$70-\$100 more based on device choice (See Appendix 1).

**FINANCIAL IMPACT:** The conversion of all contracts to the VOR will take about one and a half years, at which point we will see an overall reduction in operating costs of approximately \$165,000.

The Total Monthly Spending table (below) summarizes the results of migrating the 776 Rogers cellular services accounts only to the new rates which amounts to approximately \$165,000 or 40% of current annual cellular services spend.

<b>Voice/Data/Hardware; (Based on Rogers cellular services only) Monthly Spending Cost Comparison:</b>		
	<b>Current</b>	<b>VOR (Proposed)</b>
Voice	\$ 15,520.00	\$ 3,880.00
Data	\$ 15,330.00	\$ 10,591.25
Hardware	\$ 2,834.00	\$ 5,500.04
<b>Sub-Total:</b>	<b>\$ 33,684.00</b>	<b>\$ 19,971.29</b>
<b>Total Annual Spend:</b>	<b>\$ 404,208.00</b>	<b>\$ 239,655.48</b>

The estimated cellular spending for the next ten years is \$6,700,000 (see Appendix 2).

**CONCLUSION:**

This report recommends that the City enter into the Province of Ontario Master Agreement VOR OSS-00415819VOR - "Paging and Mobile Devices and Services" and execute contracts with Rogers Communications Partner, Telus Communication Inc., Bell Mobility, under the terms of the Buyer Master Agreement (Non- Ontario Agreement) that may include expanded Cellular Services such as APN and any future cellular services covering all voice and data services for the City wide requirements including GPS, Radio, Tablet, Wireless and any other Mobile Devices.

These changes will not only provide a higher level of service for both voice and data with better cost certainty and a onetime operating reduction of approximately \$165,000, but it will also allow the City to utilize those services effectively as the City side contract incorporating other city used cellular services like GPS, Radio, Tablet, Wireless and any other Mobile Devices that are currently being managed on separate contracts.

**ATTACHMENTS:**

Appendix 1: Reduction in Cellular Expenses

Appendix 2: Summary of Cellular Spending



Gary Kent

Commissioner of Corporate Services and Chief Financial Officer

*Prepared By: Shawn Slack, Director Information Technology and  
Chief Information Officer*

## Reduction in Cellular Expenses

Voice Table				
Monthly Comparison				
Clients	Current	VOR	Total Current	Total VOR
776	\$ 20.00	\$ 5.00	\$ 15,520.00	\$ 3,880.00
Voice Total			\$ 15,520.00	\$ 3,880.00

Data Table					
Monthly Comparison					
Data Range	clients	Current	VOR	Total Current	Total VOR
Less than 300 MB	365	\$ 30.00	\$ 15.25	\$ 10,950.00	\$ 5,566.25
Less than 1GB	103	\$ 30.00	\$ 30.00	\$ 3,090.00	\$ 3,090.00
Less than 6GB	43	\$ 30.00	\$ 45.00	\$ 1,290.00	\$ 1,935.00
unlimited	0		\$ 55.00	\$ -	\$ -
Clients total	511	Data Total		\$ 15,330.00	\$ 10,591.25

Average Upgrades / Month	Average cost of Hardware		Total Average upgrade cost / Month	
	Current	VOR	Current	VOR
26	\$109.00	\$211.54	\$2,834.00	\$5,500.04
Hardware Total			\$2,834.00	\$5,500.04



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<b>Voice/Data/Hardware</b> <b>(Based on Rogers cellular services only)</b> <b>Monthly Spending Cost Comparison:</b>		
	<b>Current</b>	<b>VOR (Proposed)</b>
Voice	\$ 15,520.00	\$ 3,880.00
Data	\$ 15,330.00	\$ 10,591.25
Hardware	\$ 2,834.00	\$ 5,500.04
<b>Sub-Total:</b>	<b>\$ 33,684.00</b>	<b>\$ 19,971.29</b>
<b>Total Annual Spend:</b>	<b>\$ 404,208.00</b>	<b>\$ 239,655.48</b>
<b>Annual Saving:</b>		<b>\$ 164,552.52</b>

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## Appendix 2

## Summary of Cellular Spending

Wireless Spending - Voice/Data accounts		
Year	Cellular Spend	Description
2014	\$ 560,280.00	Base Cost only -no overage/user fees included
2015	\$ 448,224.00	80% 2014 usage
2016	\$ 336,168.00	60% 2014 usage
2017	\$ 336,168.00	expected base usage cost
2018	\$ 336,168.00	
2019	\$ 336,168.00	
2020	\$ 336,168.00	
2021	\$ 336,168.00	
2022	\$ 336,168.00	
2023	\$ 336,168.00	
2024	\$ 336,168.00	
<b>TOTAL</b>	<b>\$ 4,034,016.00</b>	

I-Bus - Transit APN			
Year	Budget Data	APN Charges (static)	Description
2014	\$ 170,160.00	\$ 7,200.00	Current - # of buses *\$30/month
2015	\$ 136,128.00	\$ 7,200.00	80% of spending
2016	\$ 102,096.00	\$ 7,200.00	60% of spending
2017	\$ 102,096.00	\$ 7,200.00	
2018	\$ 102,096.00	\$ 7,200.00	
2019	\$ 102,096.00	\$ 7,200.00	
2020	\$ 102,096.00	\$ 7,200.00	
2021	\$ 102,096.00	\$ 7,200.00	
2022	\$ 102,096.00	\$ 7,200.00	
2023	\$ 102,096.00	\$ 7,200.00	
2024	\$ 102,096.00	\$ 7,200.00	
<b>Sub-Total</b>	<b>\$ 1,225,152.00</b>	<b>\$ 79,200.00</b>	
	<b>Total</b>	<b>\$ 1,304,352.00</b>	

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Parking APS and Traffic- 2 New Forecasted APNs **			
Year	Budget Data	APN Charges estimated ( Static)	Description
2014	\$ 12,240.00	\$ 7,200.00	current - 34 accounts \$30/month
2015	\$ 120,240.00	\$ 14,400.00	Estimated - 334 accounts @\$30/month
2016	\$ 120,240.00	\$ 14,400.00	
2017	\$ 120,240.00	\$ 14,400.00	
2018	\$ 120,240.00	\$ 14,400.00	
2019	\$ 120,240.00	\$ 14,400.00	
2020	\$ 120,240.00	\$ 14,400.00	
2021	\$ 120,240.00	\$ 14,400.00	
2022	\$ 120,240.00	\$ 14,400.00	
2023	\$ 120,240.00	\$ 14,400.00	
2024	\$ 120,240.00	\$ 14,400.00	
<b>Sub-Total</b>	<b>\$ 1,214,640.00</b>	<b>\$ 151,200.00</b>	
<b>Total</b>		<b>\$ 1,365,840.00</b>	

\*\* Forecasted growth by 300 Accounts in 2015

Cellular Voice and Data Services	
Ten (10) year Estimated Spending:	
Service	Amount
Wireless Spending - Voice/Data	\$ 4,034,016.00
I-Bus - Transit APN & Data	\$ 1,304,352.00
Parking APS and Traffic - APN & Data	\$ 1,365,840.00
<b>Ten (10) Year Estimated Total Spend:</b>	<b>\$ 6,704,208.00</b>



# Corporate Report

Clerk's Files

Originator's  
Files

10.

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**DATE:** June 10, 2014

**TO:** Chair and Members of General Committee  
Meeting Date: June 25, 2014

General Committee

JUN 25 2014

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

**SUBJECT:** **Contract Amendment with Cisco Systems Canada Co. for  
providing Wireless Network, Voice Upgrade & Expansion to  
Current Network Infrastructure**  
**File Ref: Procurement FA.49.0607-12**

- 
- RECOMMENDATION:**
1. That the Purchasing Agent be authorized to execute the necessary contract amendments to Cisco Systems Canada Co. to extend the term through 2023 for supply of hardware, maintenance and support services, associated consulting services and application licenses to support the City's Technology Upgrades and expansion to existing Network Infrastructure as outlined in this report of Commissioner of Corporate Services and Chief Financial Officer dated June 10, 2014.
  2. That the Purchasing Agent be authorized to issue contract amendments to increase the value of the contract where necessary to accommodate growth and where funding is approved in the budget planning process.
  3. That Cisco Systems Canada Co. (Cisco Systems) continues to be designated a "City Standard" for the term ending in 2023.

**REPORT****HIGHLIGHTS:**

- Cisco Systems Canada Co. is the City's current vendor until 2017 for providing the technology upgrades and expansion to existing wireless and voice infrastructure.
- The City has standardized on Cisco equipment for many years for both wired and wireless infrastructure and recently awarded the Network Replacement initiative through a competitive procurement process to Onx Enterprise Solution Ltd. with Cisco being the foundation technology for the City network.
- There is a need to amend the current contract with Cisco Systems Canada Co. until 2023 to provide the new requirements of wireless network, voice upgrade and expansion to the existing network infrastructure inline with the Onx Contract for Cisco equipment. Council approved the original contract at their meeting on May 1, 2012 (GC-0378-2012).
- Wireless networks have had a significant impact on how we deliver our services. It has enabled better outreach to the Citizens of Mississauga by providing free public access in our Libraries and Community Centres.
- The Advanced Traffic Management System (ATMS) initiative from Transportation and Works will be the next big driver behind our wireless network expansion by connecting approximately 500 intersections. This will provide the level of service and communications required to operate the ATMS in real time from a central location.
- Over the entire term, the discount negotiated will save the City approximately \$2 million in direct equipment costs and an additional 3% off of the current maintenance and support rates for wireless equipment.
- The City's Cisco Voice System and Phones will also require upgrades and replacement in this tenure.
- The required budget to implement the network requirements for ATMS are part of the overall approved ATMS budget at \$2.4 million over the duration of the project to connect approximately 500 traffic signal intersections, traffic cameras and other related traffic equipment.

**BACKGROUND:**

The City of Mississauga provides services in many facilities including Libraries, Community Centres and Arenas as well as in open spaces such as Parks, Pathways and Celebration Square. The City also provides other key services to the public such as Transit, Fire Services, Works, Traffic, Parks and Forestry. Essential to the delivery of these services is Information Technology through the provisioning of both wired and wireless networks to provide connectivity for voice and data communications as well as wireless connectivity for staff, public and machine to machine communications (i.e. digital signs). The City also uses Cisco for Voice Communications, Phones and Call Centre supporting 311 Operations, Mississauga Transit and Works Dispatch.

The City's network is supported by the Public Sector Network (PSN) which is a private fibre network that provides dedicated high-speed connectivity to all but a couple of City Facilities with significant growth in the most recent years connecting things such as digital screens, pylon signs, traffic signals and security cameras. The PSN has enabled the City to provide a very high level of service to a significant campus of facilities, staff, the public, sites and machines in a very cost efficient way.

The use of wireless technology has allowed the City to extend and expand the network efficiently to areas where the fibre network does not economically reach extending up to 3 kilometers in single wireless runs to bring traffic signals, signs and even some smaller facilities onto the City network

The City has standardized on Cisco equipment for many years for both wired and wireless infrastructure and recently awarded the Network Replacement initiative through a complete procurement process to Onx Enterprise Solution Ltd. with Cisco being the foundation technology for the City network.

The current wireless network that supports public access in Libraries, Community Centres, Marinas and all primary City sites, both Indoor and Outdoor, is based on Cisco and will be expanding to meet the growth and demands of our services in a "wireless first" paradigm shift.

**COMMENTS:**

With the recent competitive award to Onx Enterprise Solution Ltd. in November 2013 and establishing Cisco as the required technology to implement the City's new network architecture for voice and data communications, the City is now well positioned to grow the wired and wireless network to meet service demand and growth.

The types of services and uses of both wired and wireless networks have seen a significant shift from networks for people to networks for machine to machine communication. In IT industry terms, this is known as the "Internet of Things" where connecting machines and smart devices is the primary area of growth to build a Smart City founded on the use of technology.

The City has many initiatives that are driving this growth as follows:

- *Advance Traffic Management System (ATMS)* which requires all traffic signals moving from traditional telecom copper connection to a wired or wireless IP network connection. When fully complete, over 700 intersections will be connected with the majority of them being connected by the PSN fibre network and wireless access points on the City Network. This will provide the required communications to operate an advanced traffic management system.
- *Mobile Worker* which requires a balance of Wi-Fi and cellular connections to support field staff in Forestry, Parks, Security, Enforcement, Facilities & Property Management and City Staff. The use of wireless to carry out both field based job duties and day to day operations of the City continues to grow at a significant rate.
- *Public Wi-Fi* has become a key aspect of how the Libraries and Recreation provide services in our facilities and in Celebration Square. Wireless Mississauga has over 5,500 unique users access in valued service very day while a partnership with Sheridan College has over 550 Sheridan College students accessing their class portal and course information in the Sheridan Mississauga campus as well as in any City Library or Community Centre.

Wireless networks have had a significant impact on how we deliver our services. It has enabled better outreach to the Citizens of Mississauga by providing free public access in our Libraries and Community Centres. It has enabled the connection of things such as signs, traffic signals, traffic cameras, security cameras, digital signs and equally as important our critical field staff who provide service out in the community, parks and City facilities.

The ATMS initiative will be the next big driver behind our wireless network expansion by connecting approximately 500 intersections. This will provide the level of service and communications required to operate the ATMS in real time from a central location. The Traffic Control System replacement is underway and the transition of the traffic signals of the traditional Bell copper lines must be completed before the full capabilities of the ATMS can be fulfilled.

The network will be built out using the latest Cisco based wireless technology building on the existing wireless network and aligned with the recent competitive procurement process of network replacement where a Cisco based solution was selected and services are being provided by Onx Enterprise Solution Ltd. (vendor). Information Technology and Materiel Management were able to forecast the growth and lifecycle replacement of the wireless network equipment coterminous with the Onx agreement through to 2023 with significant discounts and cost savings over the current values. Over the entire term (2014-2023), the discount negotiated will save the City approximately \$2 million in direct equipment costs and an additional 3% off of the current maintenance and support rates for wireless equipment.

The following table provides detailed quantities for the growth required for ATMS, expansion of Indoor and Outdoor wireless for the public and staff as well as connecting additional signs, digital screens and other related equipment of the period of nine years including lifecycle replacement of equipment:



<b>Outdoor Wireless</b>	<b>Indoor Wireless</b>
<b>ATMS &amp; Growth</b> 2014 – 200 Access Points (AP's) 2015 – 200 Access Points 2016 – 200 Access Points 2017 – 200 Access Points  <b>Lifecycle Replacement</b> 2016 – 180 of the existing AP's 2019 to 2022 – lifecycle replacement of up to 800 of the devices installed for ATMS.	<b>Indoor Mobile Worker Access</b> 2014 – 50 Access Points (AP's) 2015 – 50 Access Points  <b>Lifecycle Replacement</b> 2015 to 2023 – lifecycle replacement of up to 850 indoor AP's installed in City facilities such as Libraries, Community Centres, Arenas and the Civic Campus.
<b>Switches</b> <b>Growth Related</b> To support the expansion of ATMS including traffic cameras and other related traffic equipment, 500 small network switches will be required and will be replaced due to lifecycle within nine years.	

The City's Cisco Voice System and Phones will also require upgrades and replacement in this term. The following table provides a summary of these requirements:

<b>Unity Connection Voicemail</b>
2018 – Call Manager & Call Centre Upgrade including Hardware, Redundancy at Disaster Recovery Site, Maintenance & Support and Implementation Services
2018 – T1 Voice Gateway Upgrades and E911 Upgrades, Maintenance & Support and Implementation Services
2014 to 2022 – Telephone Set replacements City Wide

Purchasing By-law Authorization

The recommendation in this report is made in accordance with Schedule A of the Purchasing By-law items 1(b)(xi) which states that a single source procurement method may be applied when, “a need exists for compatibility with, or for the maintenance and support of a City Standard and there are no reasonable alternatives, substitutes, or accommodations”.

Corporate IT, Legal and Materiel Management staff are collaborating to establish the detailed project information, negotiate the final arrangements and prepare the requisite forms including the contract amendments.

**FINANCIAL IMPACT:** Council in its report dated May 1, 2012, has approved \$3.034 million over five years to Implement the Technological Upgrades and Expansion to Network Infrastructure (GC-0378-2012).

To implement the new requirements of Wireless Network, Voice Upgrade and expansion to the existing network infrastructure including ATMS, the combined capital spend is forecasted at \$9.58 million till the end of the term (2023) as per the details below:

1.	Wireless Access Points (Outdoor/Indoor)	\$ 4.67 M
2.	Voice Upgrade	\$ 0.15 M
3.	Telephone Set Replacement	\$ 0.81 M
4.	Switches (Networking)	\$ 1.00 M
5.	Professional Services	\$ 0.45 M
6.	Maintenance & Support	<u>\$ 2.50 M</u>
		\$ 9.58 M
7.	Spend to date on original contract	\$ 1.87 M
8.	Remaining to spend	<u>\$ 1.16 M</u>
	TOTAL UPSET LIMIT	\$12.61 M

PN's (10526, 11524, 11542, 13507, 13508, 13509, 14507, 14524) have already been approved through the IT budget for a total of \$1.60 million. The required budgets to implement the wired and wireless network requirements for the Advanced Traffic Management System are part of the overall approved ATMS budget and are budgeted at \$2.4 million over the duration of the project.

Funds are available in the approved Information Technology Capital Program for wired and wireless network upgrades and replacement, as well as forecasted in the ten year program to fully develop and support the growth and expansion required to support the delivery of City operations and services.

The current pricing structure is based on discount percentage from list price for hardware and maintenance & support from Cisco.

Over the entire term, the discount negotiated will save the City approximately \$2 million in direct equipment costs and an additional 3% off of the current maintenance and support rates for wireless equipment.

**CONCLUSION:**

The City has standardized on Cisco equipment for many years for both wired and wireless infrastructure including the network replacement initiative with Cisco being the foundation technology for the City network.

The ATMS initiative will be the next big driver behind our wireless network expansion. This will provide the level of service and communications required to operate the ATMS in real time from a central location.

It is recommended that the City amend the current contract with Cisco Systems Canada Co. on a single source basis and continue it to be designated as a "City Standard" for the term ending 2023 for the supply of hardware, maintenance and support services, associated consulting services and application licenses to support the City's Technology Upgrades and Expansion to Existing Network Infrastructure.

10h

**ATTACHMENTS:** Appendix 1: Summary Statement of Work



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Gary Kent  
Commissioner of Corporate Services and Chief Financial Officer

*Prepared By: Shawn Slack, Director Information Technology  
and Chief Information Officer*

## Summary of Scope of Work

Year	Equipment / Services Description	Quantity of Devices/Services
2014	New outdoor access points	200
	New indoor access points	50
	Unity voice mail servers and software	2
	Telephone set replacement	300
	ATMS network switches	125
	Maintenance and support	Yearly
	Professional services	Yearly
2015	New outdoor access points	200
	New indoor access points and life cycle replacement	300
	Telephone set replacement	300
	ATMS network switches	125
	Maintenance and support	Yearly
	Professional services	Yearly
2016	New outdoor access points and life cycle replacement	380
	Telephone set replacement	300
	ATMS network switches	125
	Maintenance and support	Yearly
	Professional services	Yearly
2017	New outdoor access points	200
	Telephone set replacement	300
	ATMS network switches	125
	Maintenance and support	Yearly
	Professional services	Yearly
2018	Indoor access point life cycle replacement	250
	Telephone set replacement	300
	Cisco VoIP Call Manager servers and software	3
	Cisco VoIP Call Centre servers and software	3
	Cisco T1 trunk gateways for VoIP	3
	Cisco E911 (enhances 911) servers and software	2
	Maintenance and support	Yearly
	Professional services	Yearly

10j

2019	<i>Outdoor access point lifecycle replacement</i>	200
	<i>Indoor access point life cycle replacement</i>	50
	<i>Telephone set replacement</i>	300
	<i>Unity voicemail servers and software life cycle replacement</i>	2
	<i>ATMS network switch lifecycle replacement</i>	125
	<i>Maintenance and support</i>	Yearly
	<i>Professional services</i>	Yearly
2020	<i>Outdoor access point lifecycle replacement</i>	200
	<i>Indoor access point life cycle replacement</i>	50
	<i>Telephone set replacement</i>	300
	<i>ATMS network switches</i>	125
	<i>Maintenance and support</i>	Yearly
	<i>Professional services</i>	Yearly
2021	<i>Outdoor access point lifecycle replacement</i>	380
	<i>Indoor access point life cycle replacement</i>	50
	<i>Telephone set replacement</i>	300
	<i>ATMS network switches</i>	125
	<i>Maintenance and support</i>	Yearly
	<i>Professional services</i>	Yearly
2022	<i>Outdoor access point lifecycle replacement</i>	200
	<i>Telephone set replacement</i>	300
	<i>ATMS network switches</i>	125
	<i>Maintenance and support</i>	Yearly
	<i>Professional services</i>	Yearly
2023	<i>Maintenance and support</i>	Yearly



# Corporate Report

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PO.11.DUN

11.

**DATE:** June 3, 2014

**TO:** Chair and Members of General Committee  
Meeting Date: June 25, 2014

**General Committee**

**JUN 25 2014**

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

**SUBJECT:** 1) Agreement of Purchase and Sale between the Corporation of the City of Mississauga and 675553 Ontario Ltd. (Conservatory Group) - 110 Dundas Street West (Ward 7); and 2) Repeal of By-law 0168-2013

- RECOMMENDATION:**
1. That a by-law be enacted authorizing the Commissioner of Corporate Services and Chief Financial Officer and the City Clerk to execute and affix the Corporate Seal to an Agreement of Purchase and Sale (the "Agreement") and all documents related thereto, between 675553 Ontario Ltd. ("Conservatory Group"), as Purchaser, and The Corporation of the City of Mississauga, as Vendor, for the purchase of 0.316 ha (0.78 ac.) of vacant land municipally known as 110 Dundas Street West and legally described as PCL 16-1 Sec 43-Tor Twp-1 (SDS) Pt. Lt. 11 and 12 Pl Tor 12 SDS Pt. Lt. 16 Con 1 SDS Pt. of Lane Pl Tor-12, Closed by By-law B1768, being Part 3 on Reference Plan 43R-35481, City of Mississauga, Regional Municipality of Peel, in Ward 7, at a purchase price of Nine Hundred and Thirty-Eight Thousand Six Hundred and Twenty Dollars (\$938,620.00).
  2. That a by-law be enacted to repeal By-law Number 0168-2013 enacted by Council on July 3, 2013.

**BACKGROUND:**

The subject vacant City lands, municipally known as 110 Dundas Street West and located on the south east corner of Dundas Street West and Confederation Parkway, is the site of the former Central Library. These lands were declared surplus to the City's requirements on June 20, 2012 (Resolution 0158-2012).

At its meeting held on July 3, 2013, Council adopted Recommendation 0128-2013 enacting a by-law (0168-2013) authorizing the Commissioner of Corporate Services and Treasurer and the City Clerk to execute an Agreement of Purchase and Sale for the purchase of a vacant parcel of the surplus City owned lands by 675553 Ontario Ltd. ("Conservatory Group"), this parcel being Part 3 on Reference Plan 43R-28828, at a purchase price of \$883,200.00. Part 3 on Reference Plan 43R-28828 contained an area of 0.297 ha (0.736 acres).

Upon further discussions with the Purchaser and the Transportation and Works Department, it was determined that the road widening requirements for Confederation Parkway (abutting the westerly boundary of the vacant City lands) were less than had been initially identified, and subsequently a large parcel of land could be sold. Therefore, a new Reference Plan (43R-35481) was prepared by the Purchaser taking into consideration the reduced road allowance requirement and identifying the lands to be sold as Part 3 as now containing an area of 0.316 ha (0.78 acres).

**COMMENTS:**

The Transportation and Works Department are satisfied with the road allowance requirement for Confederation Parkway as identified in the new Reference Plan and have no objections to the proposed sale.

As a result of the change in the area to be sold to the Purchaser, the original by-law (0168-2013) for this sale is to be repealed and replaced with the one contemplated by this report.

**FINANCIAL IMPACT:**

The proceeds of the sale in the amount of \$ \$938,620.00, based on fair market value, will be deposited into the Capital Reserve Fund account number 400125-33121.



**CONCLUSION:**

It is reasonable to sell the subject lands to the lands to the Conservatory Group to be incorporated into its proposed development.

**ATTACHMENTS:**

Appendix 1: Sketch identifying the lands to be sold to the Conservatory Group (Ward 7).



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Gary Kent,  
Commissioner of Corporate Services and Chief Financial Officer

*Prepared By: Kevin Nutley, Supervisor, Land Management*





# Corporate Report

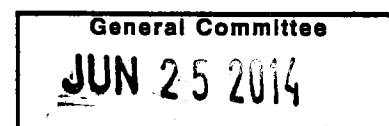
Clerk's Files

Originator's  
Files

PO.11.EGL

**DATE:** June 4, 2014

**TO:** Chair and Members of General Committee  
Meeting Date: June 25, 2014



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

**SUBJECT:** **Surplus land declaration of a 33 foot Strip of Land located on the south side of Eglinton Avenue, east of 1120 Eglinton Avenue East (Ward 3)**

- 
- RECOMMENDATION:**
1. That a City owned 33 foot wide strip of land located on the south side of Eglinton Avenue, east of 1120 Eglinton Avenue East, containing an area of approximately 2,108 square metres (0.52 acres) and legally described as PT LT 7 CON 2 NDS Toronto PTS 2 & 3, R0968028; in the City of Mississauga, Regional Municipality of Peel, in Ward 3, be declared surplus to the City's requirements.
  2. That Realty Services staff be authorized to proceed to dispose of the subject property to the adjacent landowners, once it has been declared surplus.
  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 of the 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 subject lands.

**BACKGROUND:**

Based on information contained in a 1991 Corporate Report, the City expropriated an abandoned strip of land from the estates of David Coulter and John Moore. The primary purpose of the expropriation was to provide sufficient parking for the North Dixie (Tomken) Twin Arena; and to create a buffer area between the arena and the adjacent Hydro One corridor. In addition, portions of the expropriated lands were used to regularize title in regards to the widening of Tomken Road and Eglinton Avenue.

Not all of the expropriated lands were used by the City and, in 1995, a portion of the residual lands were declared surplus and sold to Laidlaw Waste Systems, located at 1126 Fewster Drive, to facilitate the expansion of a recycling centre. Another remnant portion of the 1991 expropriated lands are lands that extend onto Eglinton Avenue, identified as the subject lands for the purpose of this Corporate Report.

At the time of the expropriation, the subject lands were encumbered with a private right way to the benefit of two adjacent properties located at 1120 Eglinton Avenue East. The right of way provides legal access to Eglinton Avenue but was never developed into a proper laneway. Two other adjacent properties, located at 1150 Eglinton Avenue East and 1105-1135 Crestlawn Drive respectively, have illegally encroached onto the subject lands to allow for additional parking for their respective parking lots.

The City has received expressions of interest from several adjacent landowners to purchase the subject lands. The primary interested party is located at 1120 Eglinton Avenue East (the landowners who have a right of way to use the subject property). In addition, the owners of the property located at 1105-1135 Crestlawn Drive have expressed an interest in purchasing the portion of the subject lands which they are presently encroaching on.

**COMMENTS:**

The proposed surplus declaration and sale of the subject lands has been circulated to all City departments no objections were received.

The subject lands are too small and narrow to be developed and must be combined with an adjacent property. It is noted that the lands are designated "MU" (Mixed Use) and zoned "D", Development, under By-law 225-2207 as amended, so any development proposal on these lands would likely require a Zoning By-law Amendment.

Transportation and Works have raised concerns regarding the potential use of the unused right of way as an access road onto Eglinton Avenue and have requested Realty Services restrict/eliminate these rights in its negotiations with the owner of 1120 Eglinton Avenue. They have also expressed a concern regarding the potential creation of a landlocked parcel located to the rear of 1120 Eglinton Avenue, and have stipulated that any pending sale must prevent this from occurring. As such, Transportation and Works have requested that Realty Services circulate the pending Agreement of Purchase and Sale with them for approval.

Prior to any potential sale of the subject lands, public notice will have been given by the posting of a notice of the 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 said lands. This notice satisfies the requirements of the City Notice By-law 0215-2008 as amended by By-law 0376-2008.

**FINANCIAL IMPACT:** Revenue generated by the sale of the subject lands at fair market value will be credited to the Capital Reserve Fund (Account 33121).

**CONCLUSION:** It is reasonable to declare the subject lands surplus to the requirements of the City of Mississauga for sale to the adjacent landowners as the sale the sale will eliminate the City's responsibility, liability, and financial burden associated with the enforcement of the right of way across the subject lands and the removal of the unauthorized encroaching parking lots.

**ATTACHMENTS:** Appendix 1: Sketch of the proposed lands to be declared surplus.  
(Ward 3).

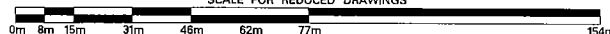


Gary Kent  
Commissioner of Corporate Services and Chief Financial Officer

*Prepared By: Kevin Bolger, Project Leader*



SCALE FOR REDUCED DRAWINGS





# Corporate Report

Clerk's Files

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PO.11.DIX

**DATE:** June 6, 2014

**TO:** Chair and Members of General Committee  
Meeting Date: June 25, 2014

**General Committee**

**JUN 25 2014**

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

**SUBJECT:** **Surplus declaration of City owned lands, being the former Fire Station 106 - 3450 Dixie Road (Ward 3)**

- RECOMMENDATION:**
1. That City owned lands, being a former Fire Station (FS106) located at 3450 Dixie Road, containing an area of approximately 1,989 square metres (0.49 acres) and legally described as Part of Block H, Plan 726, Former Township of Toronto, designated as Parts 1-5 on Plan 43R-5732, in the City of Mississauga, Regional Municipality of Peel, in Ward 3, be declared surplus to the City's requirements.
  2. That Realty Services staff be authorized to approach the Peel District School Board (PDSB), the adjacent landowner, to determine its interest in purchasing the subject lands at fair market value or, alternatively, enter into a joint partnership to assemble the subject lands with a portion of PDSB property, with the intent of disposing the combined properties on the open market at fair market value.
  3. That, in the event that the Peel District School Board does not wish to acquire the subject lands, Realty Services staff be authorized to proceed and dispose of the lands to be declared surplus at fair market value by way of sale on the open market, pursuant to the Acquisition and Disposal of Real Property Corporate Policy 05-04-01.

4. That, in the event the subject property does not sell on the open market as a result of its limited independent development potential, Realty Services staff be authorized to work with Planning and Building staff to explore appropriate interim use of the property, until such time as the property can be assembled with adjacent properties and developed.
5. 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 of the 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 subject lands.

**BACKGROUND:**

As a result of the construction of the new Fire Station 106 at 1355 Winding Trail, the former fire station located at 3450 Dixie Road was vacated in February 2013. The facility is currently vacant and unused since the fire department moved to the new location on Winding Trail.

**COMMENTS:**

The proposed surplus declaration and sale of the subject lands has been circulated to all City departments, and no objections were received as the property is not required to support any other City service areas.

In accordance to Corporate Policies 09-08-02 (Applications for Development of Contaminated or Potentially Contaminated Sites) and 05-04-01 (Acquisition and Disposal of Real Property), prior to disposing of the subject property, a Phase One Environmental Site Assessment (ESA) should be completed. In addition, as the site was last used a fire station a Record of Site Condition will be required prior to the site being redeveloped to a more sensitive land use such as residential development.

The property is designated Residential Medium Density in the Applewood Neighbourhood Character Area in the Mississauga Official Plan (the "MOP"). Lands designated Medium Density in this area permit low rise apartment dwellings, townhouse dwellings, and horizontal multiple dwellings.

The subject lands are currently zoned "RM4-59" under Zoning By-law 0225-2007, as amended, which only permits an Essential Emergency Service, which would include fire, emergency, ambulance, and



distress facilities. If the property were to be re-developed for residential uses, a re-zoning application would be required. At the time of application, the proposal will reviewed to ensure it is in conformity the MOP and comments will be provided accordingly.

Due to small the size of the subject property it may be difficult to achieve a reasonable independent medium density residential re-development. As such, the property may need to be developed in conjunction with an abutting property, said property being the rear of the Burnhamthorpe Public school site owned by the PDSB to overcome the development constraints. It is recommended that the City approach the PDSB, to see if they have any interest in acquiring the City property or, to enter into a joint partnership with the City.

Any potential re-use of the existing building (other than an Essential Emergency Service use) would require a re-zoning. The 4,798 square foot building was built for the single purpose of use as a fire station, and will be difficult to re-use without extensive renovations.

Prior to any potential sale of the subject lands public notice will have been given by the posting of a notice of the 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 said lands. This notice satisfies the requirements of the City Notice By-law 0215-2008 as amended by By-law 0376-2008.

**FINANCIAL IMPACT:** Not Applicable.

**CONCLUSION:** It is reasonable to declare the subject lands surplus to the requirements of the City of Mississauga for sale on the open market, at a fair market value to be determined by an independent appraisal.

**ATTACHMENTS:** Appendix 1: Sketch of the proposed lands to be declared surplus.



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Gary Kent  
Commissioner of Corporate Services and Chief Financial Officer

*Prepared By: Kevin Bolger, Project Leader*

3c



Subject Property



**MISSISSAUGA**

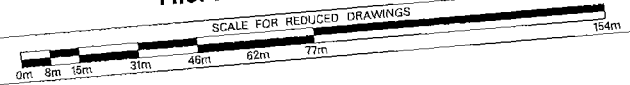
Leading today for tomorrow

Corporate Services

Realty Services

Sketch of the proposed lands to be  
declared surplus - 3450 Dixie Road.  
File: PO.11.DIX (Ward 3)

SCALE FOR REDUCED DRAWINGS



This is not a Plan of Survey



## Corporate Report

Clerk's Files

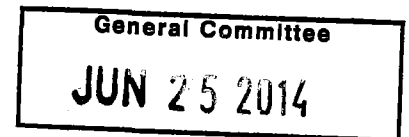
Originator's  
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PO.11.VIC

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**DATE:** June 6, 2014

**TO:** Chair and Members of General Committee  
Meeting Date: June 25, 2014



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

**SUBJECT:** **Surplus declaration of City owned lands, being the former Fire Station 105 - 3136 Victory Crescent (Ward 5)**

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- RECOMMENDATION:**
1. That City owned lands, being a former Fire Station (FS105) located at 3136 Victory Crescent, containing an area of approximately 1,114.2 square metres (0.28 acres) and legally described as Part of Lot 11, Concession 7, EHS, in the City of Mississauga, Regional Municipality of Peel, in Ward 5, be declared surplus to the City's requirements.
  2. That Facilities and Property Management be authorized to undertake the demolition of the existing 2,400 square foot, two storey former fire station building located on the site.
  3. That Realty Services staff be authorized to proceed to dispose of the lands to be declared surplus at fair market value by way of sale on the open market, pursuant to the Acquisition and Disposal of Real Property Corporate Policy 05-04-01.
  4. 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 of the 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 subject lands.

**BACKGROUND:**

The Old Malton Fire Station located at 3136 Victory Crescent was built in 1956 and vacated by the Fire Department in 1980. The building was then leased to Scouts Canada until 2004.

**COMMENTS:**

The proposed surplus declaration and sale of the subject lands has been circulated to all City departments, and no objections were received as the lands are not required to support any other City service areas.

The building is in poor condition, with a 2010 building condition study estimating costs of approximately \$370,000 to complete required repairs. As the facility cannot be used in its present state, and the existing zoning (R4-1 Residential) does not provide for uses other than residential, leasing the building would be very challenging and it is therefore in the City's best interest to demolish the building and allow for infill development under the current zoning. Consideration for the demolition of the building was part of the surplus circulation sent to all City departments and no objections to the demolition were received.

In accordance to Corporate Policies 09-08-02 (Applications for Development of Contaminated or Potentially Contaminated Sites) and 05-04-01 (Acquisition and Disposal of Real Property), prior to disposing of the subject property, a Phase One Environmental Site Assessment (ESA) should be completed to identify potential and/or actual environmental liability associated with historic and/or current uses of the site and surrounding lands. In addition, as the site was last used a fire station, a Record of Site Condition will be required prior to the site being redeveloped to a more sensitive land use such as residential development.

The subject lands are currently zoned R4-1, Residential. The primary use permitted within this zone is for detached dwellings, however, there are various additional uses permitted under the general provisions of the zoning by-law. Any future development will be subject to review under the required approvals/permits and the City

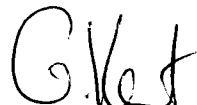
will confirm compliance with all applicable provisions at that time. The Official Plan section 6.9.2.1 that affects the subject site is currently being amended to allow for multiple lots to be created from a severance. It is recommended that the City prepare the site for disposition, but hold off on the actual sale until the Official Plan amendment is complete.

Prior to any potential sale of the subject lands public notice will have been given by the posting of a notice of the 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 said lands. This notice satisfies the requirements of the City Notice By-law 0215-2008 as amended by By-law 0376-2008.

**FINANCIAL IMPACT:** Costs associated with the demolition of the former fire station building and other costs (survey, environmental reports, appraisal) required to prepare the subject lands for disposal are to be charged to the Various Surplus Land Disposals account PN11850, with a portion of the revenue generated from the sale of the subject lands to be credited to this account to offset these costs.

**CONCLUSION:** It is reasonable to declare the subject lands surplus to the requirements of the City of Mississauga for sale on the open market, at a fair market value to be determined by an independent appraisal.

**ATTACHMENTS:** Appendix 1: Sketch showing the proposed lands to be declared surplus. (Ward 5)



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Gary Kent  
Commissioner of Corporate Services and Chief Financial Officer

*Prepared By: Kevin Bolger, Project Leader*

14c





# Corporate Report

Clerk's Files

Originator's  
Files

15.

**DATE:** June 16, 2014

**TO:** Chair and Members of General Committee  
Meeting Date: June 25, 2014

General Committee

**JUN 25 2014**

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

**SUBJECT:** **Tax Exemption of Municipal Capital Facilities**  
1255 Derry Road West – Meadowvale Conservation Area, Ward 11  
335 Church Street – Vic Johnston Community Centre, Ward 11; and  
850 Enola Avenue – Adamson Estate, Ward 1

- 
- RECOMMENDATION:** 1. That By-law 0434-2004, as amended, being a By-law to provide for Municipal Capital Facilities, be amended to:
- (a) ratify the lease agreements pertaining to each of 1255 Derry Road West (Meadowvale Conservation Area), 335 Church Street (Vic Johnston Community Centre) and 850 Enola Avenue (Adamson Estate) (each a "Property" and together, the "Properties"), as described in the report from the Commissioner of Corporate Services and Chief Financial Officer dated June 17, 2014, as agreements made pursuant to Section 110 of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended (the "*Municipal Act*");
  - (b) add each of 1255 Derry Road West and 850 Enola Avenue for the purposes of declaring them to be Municipal Capital Facilities as defined by the *Municipal Act*; and

- (c) exempt each of the Properties from taxation for municipal and school purposes effective the date of the execution of By-law 0434-2004 so amended.
2. That the City Clerk be directed to notify the Minister of Education, Municipal Property Assessment Corporation, the Regional Municipality of Peel and the School Boards of the enactment of the amended By-law 0434-2004.
3. That Council for The Corporation of the City of Mississauga declare by resolution that the Municipal Capital Facilities located on each of the Properties are for the purposes of the municipality and for public use.

**REPORT  
HIGHLIGHTS:**

- The Properties qualify for exemption from taxation for municipal and school purposes under the *Municipal Act*.
- To qualify for such tax exemption, Council is required to declare each of the Properties as Municipal Capital Facilities and By-law 0434-2004 must be amended.

**BACKGROUND:**

Properties owned and occupied by a municipality or local board are exempt from taxation pursuant to Section 3(9) of the *Assessment Act*, R.S.O. 1990, c. A.31, as amended. This exemption does not apply where: (a) the City leases *its* property *to* a tenant who would otherwise be taxable if the tenant owned the property itself; nor (b) in cases where the City is leasing property *from* an owner who is taxable.

Section 110 of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended ("*Municipal Act*") permits the council of a municipality to exempt property from taxation, for municipal and school purposes, lands upon which municipal capital facilities are or will be located.

"Municipal Capital Facilities" include facilities used for cultural, recreational or tourist purposes, provided that a municipality, or other public sector entity including a local board (defined in the *Municipal Affairs Act*, as amended) owns the Municipal Capital Facilities, including the property on which they are situated. Conservation



authorities are not excluded from the definition of “Local Board” under the *Municipal Affairs Act*, and, as such, property owned by a conservation authority that is leased by the City and used for cultural, recreational or tourist purposes is not prohibited from being declared a Municipal Capital Facility. In addition to other types of facilities, “Municipal Community Centres” also qualify as Municipal Capital Facilities under the *Municipal Act*.

**COMMENTS:**

The City entered into lease agreements with respect to each of the following Properties. Staff recommends that the Properties be designated as Municipal Capital Facilities and exempted from taxation pursuant to the *Municipal Act*:

**1. 850 Enola Avenue (Adamson Estate)**

This Property is owned by the Credit Valley Conservation Authority (“CVC”). While the Municipal Property Assessment Corporation (“MPAC”) exempted this Property from taxation, staff recommends declaring it a Municipal Capital Facility because the City is the tenant and staff want to ensure that this Property continues to be exempt on a go forward basis in case at some point MPAC decides it should be taxable.

While the City previously declared this Property a Municipal Capital Facility through By-law No. 0434-2004, as amended, it requires re-declaration because the lease agreement associated with such declaration expired and has been replaced with a new lease agreement on different terms.

This City’s use of this Property falls under the Municipal Capital Facility category of “local community centre” pursuant to the Municipal Act.

**2. 1255 Derry Road (Meadowvale Conservation Area)**

This Property is owned by the CVC and leased by the City as a parkette, which falls under the “cultural, recreational or tourist”

classification for Municipal Capital Facilities under the *Municipal Act*. Staff recommends that this Property be declared a Municipal Capital Facility and exempted from taxation for municipal and school purposes.

**3. 335 Church Street –Vic Johnston Community Centre.**

The City owns this Property and it has been exempted from taxation by MPAC. Staff recommends declaring it a Municipal Capital Facility because the City has leased the Property to a tenant that provides a municipal service and this tenant could be deemed taxable in the future. Staff want to ensure that as long as this tenancy relationship continues, the Property continues to be exempt.

Council passed Resolution No. 0141-2013 on July 3, 2013 declaring this Property a Municipal Capital Facility and authorizing an amendment to By-law 0434-2004. This Property falls under the “Municipal Community Centre” classification of Municipal Capital Facilities.

**FINANCIAL IMPACT:** Should Council adopt the recommendations noted herein and declare each of the properties Municipal Capital Facilities, the City will not be required to pay its share of the annual taxes for municipal and school purposes which would otherwise be required pursuant to the lease agreement for 1255 Derry Road, and the other Properties will remain tax exempt until the City ceases to use them as Municipal Capital Facilities in accordance with the *Municipal Act*. The annual savings to the City will be approximately \$9,000 annually.

**CONCLUSION:** City-owned and certain local board-owned property is subject to taxation if occupied by a tenant who would be taxable if such tenant owned the land, except in certain circumstances not applicable to the Properties. Additionally, property leased by the City from an owner that is otherwise taxable is not automatically exempt from taxation. Declaring the Properties as Municipal Capital Facilities and exempting

them from taxation for school and municipal purposes in accordance with the *Municipal Act* results in annual savings to the City of approximately \$9,000.



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Gary Kent

Commissioner of Corporate Services & Chief Financial Officer

*Prepared By: Connie Mesih, Manager, Revenue and Taxation*



# Corporate Report

Clerk's Files

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16.

**DATE:** June 16, 2014

**TO:** Chair and Members of General Committee  
Meeting Date: June 25, 2014

General Committee

**JUN 25 2014**

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

**SUBJECT:** **Expansion of Presumptive Cancers under the *Workplace Safety and Insurance Amendment Act for Firefighters (Presumptions for Firefighters)*, 2014**

**RECOMMENDATION:** That the Expansion of Presumptive Cancers under the *Workplace Safety and Insurance Amendment Act for Firefighters (Presumptions for Firefighters)*, 2014 report dated June 16, 2014, from the Commissioner of Corporate Services and Chief Financial Officer, be received for information.

**REPORT  
HIGHLIGHTS:**

- The *Workplace Safety and Insurance Amendment Act (Presumptions for Firefighters)*, was introduced in 2007 to create presumptions relating to heart injuries and occupational diseases (cancers) that apply to Firefighters and Fire Investigators
- Recently, the listing of presumptive cancers was expanded to add six (6) new cancers which will be phased in over the next few years
- Municipalities are Schedule II employers under the *Workplace Safety and Insurance Act, 1997*, which means we are self-insured;
- There will be a significant financial impact because the full burden for costs, many of which would have previously been the responsibility of the Province, are now assumed by the municipality.

**BACKGROUND:**

The *Workplace Safety and Insurance Amendment Act (Presumptions for Firefighters)*, was introduced in 2007 to create presumptions relating to heart injuries and occupational diseases (cancers) that apply to Firefighters and Fire Investigators. On November 4, 2009 the Ontario Government expanded its presumptive occupational disease legislation to include volunteer and part time fire fighters and Fire Inspectors.

Recently, the listing of presumptive cancers was expanded to add six (6) new cancers which will be phased in over the next few years. Regardless of when the approved cancers are “presumed”, approved claims will be retroactive to January 1, 1960.

The difference in this legislation compared to other workers is that workers in other industries must prove their claim on a case by case basis.

The presumption means municipal employers to bear the cost of medical treatment without the worker having to prove that the illness is connected to the workplace in types of work performed.

**COMMENTS:**

Firefighters or their survivors may file a new claim for benefits or request that a claim previously denied by the WSIB or the Appeals Tribunal be re-opened in accordance with the new listing of covered cancers.

The cancers that are now presumed to arise out of and in the course of employment and the criteria below are:

Current Occupational Diseases	Criteria
Brain cancer	10 years of service
Bladder cancer	15 years of service
Kidney cancer	20 years of service
Colorectal cancer	10 years of service and diagnosed prior to worker's 61 <sup>st</sup> birthday
Non-Hodgkin's Lymphoma	20 years of service
Leukemia	15 years of service
Ureter cancer	15 years of service
Esophageal cancer	25 years of service
Heart injury	Within 24 hours of fighting a fire

The New Cancers effective immediately are:

New Occupational Diseases	Criteria
Breast cancer	10 years of service
Multiple Myeloma cancer	15 years of service
Testicular cancer	10 years of service

The Phased in cancers are:

Year	Occupational Diseases	Criteria
2015	Prostate cancer	15 years of service
2016	Lung	15 years of service and Did not smoke 10 years before diagnosed
2017	Primary Site Skin cancer	15 years of service

The presumption means that municipal employers must bear the cost of medical treatment without the Firefighter having to prove that the illness is connected to the workplace.

The profile of MFES illustrates that:

- The average age is 42 for a MFES employee
- Employee turnover before retirement is very low
- The average age at retirement is 60 years
- The average age for a new recruit is 31
- The vast majority are males

**FINANCIAL IMPACT:** Municipalities are Schedule II employers under the *Workplace Safety and Insurance Act, 1997*, which means we are self-insured; therefore, there will be a significant financial impact because the full cost, which would have previously been the responsibility of the Province, is now assumed by the municipality.

The potential costs associated with Occupational Disease claims include:

- Wage Loss
- Health Care
- Spousal Lump Sum

- Monthly Pension Award
- Burial Expenses
- Bereavement Counselling
- Labour Market Re-Entry for Spouse
- Non-Economic Loss Award
- WSIB Administration Charge

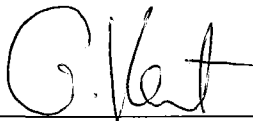
Although we have not yet undertaken an actuarial costing, we can report that from the passing of the legislation in 2007 the City has paid \$3.6 million for 17 claims. The cost of a claim for an active employee who has succumbed to the presumptive cancer is increased because of the provision in the collective agreement to pay a premium life insurance benefit of 2X the employee's salary when AD&D is not applicable.

With the new cancers added, we have knowledge of at least 20 denied WSIB claims that may now be approved.

It must be noted that Firefighters do not have to provide evidence with respect to prior or post-employment lifestyle, secondary occupation or other factors for all but lung cancer. For lung cancer the Firefighter must confirm he/she did not smoke for 10 years prior to diagnosis.

**CONCLUSION:**

The cost of implementation for this legislation is significant and transfers the financial risk from the Provincial Health Care system to municipalities.



Gary Kent

Commissioner of Corporate Services and Chief Financial Officer

*Prepared By: Louise Ann Riddell, Manager of Strategic Healthy Workplace and Graham Walsh, Legal Counsel*



# Corporate Report

Clerk's Files

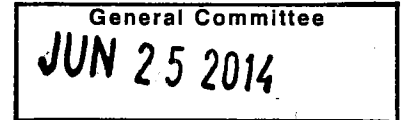
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**DATE:** June 10, 2014

**TO:** Chair and Members of General Committee  
Meeting Date: June 25, 2014



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

**SUBJECT:** Corporate Policy -Employee Recruitment Policy

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**RECOMMENDATION:**

1. That the Employee Recruitment Policy and Procedure attached as Appendix 1 to the report dated June 10, 2014, from the Commissioner of Corporate Services and Chief Financial Officer, be approved.
2. That the Corporate Policy and Procedure "01-01-01 Position Authorization" be rescinded as relevant details from the policy are included in the Employee Recruitment policy and/or in the Recruitment Guidelines.
3. That the Corporate Policy and Procedure "01-01-03 Temporary Transfers" be rescinded as relevant details from the policy are included in the Employee Recruitment policy and/or in the Recruitment Guidelines.
4. That the Corporate Policy and Procedure "01-01-04 Job Postings and Advertisements" be rescinded as relevant details from the policy are included in the Employee Recruitment policy and/or in the Recruitment Guidelines.
5. That the Corporate Policy and Procedure "01-01-05 Candidate Selection Process" be rescinded as relevant details from the policy are included in the Employee Recruitment policy and/or in the Recruitment Guidelines.



6. That the Corporate Policy and Procedure "01-01-06 Conducting Reference Checks" be rescinded as relevant details from the policy are included in the Employee Recruitment policy and/or in the Recruitment Guidelines.
7. That the Corporate Policy and Procedure "01-01-07 Handling Applications" be rescinded as relevant details from the policy are included in the Employee Recruitment policy and/or in the Recruitment Guidelines.

**REPORT  
HIGHLIGHTS:**

- A new Employee Recruitment policy has been drafted to reflect recommendations from the Recruitment Process Review completed by Human Resources using LEAN methodology.
- The Employee Recruitment policy is supported by the Recruitment Guidelines. These guidelines describe the step by step process for recruiting positions at the City of Mississauga. This format of a policy and accompanying guidelines is consistent with other Human Resources policies including the Alternative Work Arrangement policy and the Tuition Reimbursement policy.
- The draft policy and Recruitment Guidelines will result in higher quality recruitment and greater standardization across the organization as well as greater effectiveness and efficiency in filling vacant positions with new controls in place to monitor compliance.
- There is no financial impact as a result of this policy.
- With this new policy Human Resources is recommending rescinding six existing Recruitment policies as relevant details from these policies are included in the new policy or the Recruitment Guidelines.

**BACKGROUND:**

In 2010, the Human Resources (HR) Division reviewed the City of Mississauga's (City) HR Strategy and developed an enhanced framework titled the "People Strategy". A key objective within the People Strategy, based on feedback from City leadership, was to

enhance the role of the departmental HR Managers to become strategic business partners. To achieve this goal and to address further feedback received regarding excess bureaucracy and timeliness of the recruitment process, it was important to explore opportunities to provide services more efficiently in an effort to free up departmental HR capacity to engage in more strategic and value added work without requiring additional HR staff. With the challenges the City is facing, such as increased retirement and turnover in the near future, there will be an increase in demand for HR services. As a result, HR embarked on the Recruitment Process Review (Review), using LEAN methodology, facilitated by outside consultants.

**COMMENTS:**

The goal of the Review was to identify opportunities for streamlining and standardizing recruitment and to create a future recruitment state that is more effective and efficient at attracting and promoting key talent in a timely and responsive manner.

The results of the Review recommended several process improvements to shift the City's recruitment practices to a more modern and streamlined process, enabling HR staff to be more proactive and become stronger strategic business partners. These recommended improvements reflect a new recruitment philosophy where Hiring Managers are accountable for the recruitment of staff that report to them, while HR Recruiters provide support, expertise and advice to the Hiring Manager. This new philosophy allows HR professionals to perform higher value-added recruitment activities, such as workforce planning and the development of recruitment strategies. These strategies enhance the City's ability to compete in the job market, react more quickly to changing labour market conditions and reduce process bottlenecks while utilizing the expertise of Hiring Managers to identify and select the best candidate for each vacancy. Partnership and joint ownership of the recruitment process balances consistent and fair practices with business unit needs and supports employee career development. The improvements are also intended to improve standardization and monitor compliance. The following captures highlights of the recommendations from the Review:

- Establish a governance structure that would outline revised roles for HR staff and Hiring Managers;
- Transition to a new process which includes an enhanced role

for HR focussed on workforce and recruitment planning, sourcing/screening, administration and providing support for Hiring Managers throughout the recruitment cycle, with the Hiring Manager accountable for planning and conducting the interviewing without HR staff always on the panel;

- Separate recruitment policies from procedures and process;
- Establish policies and processes for:
  - Flexibility to place people into roles without posting under certain circumstances; and
  - Use active recruitment practices and tools for sourcing passive candidates (e.g. LinkedIn).
- Establish recruitment Service Level Agreements with internal clients;
- Establish regular reporting on recommended/selected metrics;
- Document business rules to streamline screening, interviewing, testing and administration;
- Develop recruitment training for Hiring Managers in recruitment practices;
- Implement recruitment toolkit for Hiring Managers;
- Explore outsourcing where appropriate for reference checks, criminal checks and educational and professional designation checks.

The benefits of the recommendations from the Review include:

- A modern, flexible and nimble recruitment process comparable to the City's municipal competitors making the City more competitive and attractive to key talent;
- Reducing the time to fill a position given the redesign of the recruitment process, including the parameters when a vacancy does not have to be posted;
- Increasing consistency and standardization across the corporation in the application of recruitment processes with controls in place to monitor compliance;
- Complementing the City's existing Recruitment policies including Hiring of Retired City of Mississauga Employees, 01-01-09 and Employment of Relatives, 01-01-10;
- Improving role clarity between HR Recruiters and Hiring Managers;
- Reducing duplication of efforts, especially with HR Recruiters not having to always be included in interviews alongside of

## Hiring Managers;

- Providing alternative ways to source candidates and top talent including using social media to find the best candidate for a job;
- Supporting the City's succession planning strategy by maximizing development opportunities for key talent where employees with approved development plans can be placed in a vacancy without a posting;
- Implementing the *Accessibility for Ontarians with Disabilities Act* (AODA) legislation by including the long term accommodation process with the recruitment process.

The recommended changes are documented in the Recruitment Guidelines (Guidelines) found in Appendix Two. The Guidelines were successfully tested in 2013 in a pilot project. Selected Hiring Managers partnered with HR Recruiters to test and validate the recommended processes and the Guidelines over an eight month period. A target was set for 20% of all recruitments to follow the recommended processes during the eight month period. As the pilot progressed feedback was positive and more Hiring Managers and HR Recruiters were selected to validate the new processes. At the conclusion of the pilot, 60% of recruitments during the pilot project were conducted following the recommended changes. In all cases the new processes shortened the time to fill a vacancy with reductions in some competitions as high as 82%. Compliance to the new processes was strictly monitored by the HR Recruiter responsible for the competition. The pilot provided HR with valuable information for writing the new policy, refining the Recruitment Guidelines, including the audit processes, and for preparing training and tools that will be provided to all Hiring Managers.

With the change in recruitment philosophy, and the successful completion of the pilot project, it was determined that a new policy was required and some of the existing Recruitment policies could be rescinded with the relevant process and procedural information from the policies being included in new Guidelines. The use of Guidelines with this policy is consistent with other HR policies and accompanying guidelines, including Alternative Work Arrangements and Tuition Reimbursement policies. The Guidelines describe the step by step recruitment process, incorporating LEAN principles, from the time a vacancy occurs until an employee is on-boarded with the City.

The following policies were identified as redundant with creation of the new policy and Guidelines:

- 01-01-01 Position Authorization (1994) (Appendix 3)
- 01-01-03 Temporary Transfers (2002) (Appendix 4)
- 01-01-04 Job Postings and Advertisements (1994) (Appendix 5)
- 01-01-05 Candidate Selection Process (2005) (Appendix 6)
- 01-01-06 Conducting Reference Checks (1994) (Appendix 7)
- 01-01-07 Handling Applications (1995) (Appendix 8)

**FINANCIAL IMPACT:** There is no financial impact as a result of this report

**CONCLUSION:** The introduction of the new Employee Recruitment policy and Guidelines implements the recommendations from the Recruitment Process Review. Most importantly, the new policy reflects the shift in the City's recruitment practices to a more modern approach to recruitment while balancing consistent and fair practices with business unit needs and supporting the investments the City makes in employee career development. The draft policy and Recruitment Guidelines will result in higher quality recruitment and greater standardization across the organization as well as greater effectiveness and efficiency in filling vacant positions with new controls in place to monitor compliance.

**ATTACHMENTS:**

- Appendix 1: Employee Recruitment Policy
- Appendix 2: Recruitment Guidelines
- Appendix 3: 01-01-01 Position Authorization
- Appendix 4: 01-01-03 Temporary Transfers
- Appendix 5: 01-01-04 Job Postings and Advertisements
- Appendix 6: 01-01-05 Candidate Selection Process
- Appendix 7: 01-01-06 Conducting Reference Checks
- Appendix 8: 01-01-07 Handling Applications



Gary Kent

Commissioner of Corporate Services and Chief Financial Officer

*Prepared By: Lori Kelly, Manager, Strategic Talent Management*

# Corporate Policy and Procedure



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TAB: HUMAN RESOURCES  
SECTION: RECRUITMENT  
SUBJECT: EMPLOYEE RECRUITMENT

## POLICY STATEMENT

The City of Mississauga ensures equality in employment for all applicants and is committed to selecting the best candidate for the position. The City of Mississauga supports and encourages employees to realize their career goals and reach their maximum potential.

## PURPOSE

The purpose of this policy is to provide management and employees with an overview of the guiding principles and standard practices that govern recruitment at the City of Mississauga. The policy outlines roles and responsibilities throughout the recruitment process to ensure all recruitment practices are consistently applied.

## SCOPE

This policy applies to all Internal and External Applicants.

In the event that an Internal Applicant's collective agreement conflicts with this policy, the terms and conditions of the collective agreement will apply.

This policy is supported by Human Resources' Recruitment Guidelines ("the Guidelines"), that detail the step-by-step recruitment and selection process, divided into the following six phases:

1. Confirm Essential Duties and Approve Filling of Vacancy
2. Recruitment Planning
3. Screen Applicants
4. Interview/test Candidates
5. Referencing
6. Select Successful Candidate(s)

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## LEGISLATIVE REQUIREMENTS

This policy complies with the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA), the *Ontario Human Rights Code*, and the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA). For additional information on MFIPPA, refer to Corporate Policy and Procedure, Records Management, Freedom of Information and Protection of Privacy.

The City will comply with all requirements of Ontario Regulation 191/11 of the AODA, the Integrated Accessibility Standards Regulation (IASR), by taking into account the accessibility needs of all applicants with disabilities; removal of unnecessary barriers that restrict employment; notifying all applicants of the availability of accommodation throughout all steps of the recruitment process; and providing individual accommodation plans (upon request or as initiated by management).

## DEFINITIONS

### Critical Hire

For the purposes of this policy:

"Critical Hire" means a candidate for a position where there is the inability to attract suitable candidates in the labour market with the specific skill or skills required for a critical role within the City of Mississauga.

### External Applicant

"External Applicant" means an applicant who is not an employee of the City of Mississauga.

### Hiring Manager

"Hiring Manager" means the business unit manager/supervisor who is responsible for filling a vacancy, including making the hiring decision.

### Human Resources Recruiter

"Human Resources Recruiter" (HR Recruiter) means the Human Resources staff member responsible for supporting the Hiring Manager in the recruitment process, including coaching the Hiring Manager with respect to legislative, collective agreement, policy and Guideline requirements. The Human Resources Business Partner Manager, Human Resources Consultant or

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Human Resources Associate may all act as the HR Recruiter.

## Internal Applicant

“Internal Applicant” means an applicant who is an employee of the City of Mississauga, including the Mississauga Library system.

## Passive Applicant

“Passive Applicant” means a qualified applicant, with specific skills and experience, who is not actively looking for work, but who may be interested in applying if a suitable job is available.

## Redeployment

“Redeployment” means that an employee is transferred to another position at the same or lower grade when their position in the City of Mississauga no longer exists.

## Restricted Posting

“Restricted Posting” means a job posting that is limited to a specific group of employees, based on the position's required skills and experience and/or on specific operational needs.

## Temporary Transfer

“Temporary Transfer” means a transfer to:

- an Acting Appointment – a position when there is a need to fill the position in the absence of the incumbent (e.g. maternity leave, leave of absence), or to fill a vacant position on an interim basis. The employee is expected to carry out the core responsibilities of the position, and will assume the position title;
- a Career Development Opportunity for skills development. Eligible employees have either been identified through the City of Mississauga's Succession Planning process or have a documented, approved development plan. The employee will be expected to carry out the core responsibilities of the position, and will assume the position title;
- a Secondment - a position that is created when there is a need to complete a special, temporary project, with set start and end dates, for which no specific position currently exists. The employee will be expected to carry out specific duties and responsibilities; or
- a position with a duration of six months or less that is not



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necessarily an Acting Assignment, Career Development Opportunity or Secondment.

## ADMINISTRATION

This policy is administered by the Human Resources Division, Corporate Services Department. Revisions to the Guidelines that support this policy are approved by the Director, Human Resources.

## Documentation and Records Retention

The Human Resources Recruiter is responsible for ensuring that applicable documentation for all steps in the recruitment process is retained in accordance with the Records Retention By-Law 537-96. All staff involved in the recruitment process are responsible to ensure the confidentiality of all documentation.

## GUIDING PRINCIPLES

Human Resources has established guiding principles for recruitment that are outlined in the roles and responsibilities of Human Resources staff and Hiring Managers and described in the Guidelines. The guiding principles reflect the philosophy that Hiring Managers are accountable for the recruitment of staff that report to them, while HR Recruiters provide support, expertise and advice to the Hiring Manager.

## ACCOUNTABILITY

### Departmental Directors:

Departmental directors are accountable for:

- ensuring all applicable managers/supervisors are aware of this policy and of any subsequent revisions; and
- ensuring compliance with this policy.

### Hiring Managers

Hiring Managers are accountable for:

- identifying a vacancy within their business unit;
- partnering with the HR Recruiter to consider the unit's current and future workforce needs and/or opportunities;
- partnering with the HR Recruiter throughout the recruitment process, as detailed in the Guidelines; and

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- complying with all legislative requirements, collective agreements, this policy and the Guidelines.

## Human Resources Recruiters

Human Resources Recruiters are accountable for:

- providing workforce planning and recruitment strategy consultation;
- supporting and auditing the recruitment process;
- sourcing External and Internal Applicants;
- partnering with the Hiring Manager throughout the recruitment process, as detailed in the Guidelines;
- providing coaching, guidance and advice to Hiring Managers as required; and
- assisting Hiring Managers to ensure that the recruitment process is equitable and is in compliance with all legislative requirements, this policy, collective agreements and the Guidelines.

## RECRUITMENT FRAMEWORK

The Guidelines that support this policy provide detailed direction to staff in all aspects of the recruitment process. The following is an overview of the six recruitment phases, from the initial position request to hiring of the candidate.

### 1. Confirm Essential Duties and Approve Filling of Vacancy

A vacancy is identified by the Hiring Manager and:

- written authorization in the form of the Position Authorization Form #109 (PAF) must be completed for all staffing requirements and, for budgeted positions, approved at the director level; for non-budgeted positions and modifications resulting in impacts to budget, at the commissioner level (Note: Approval through the budget process may represent “prior written authorization” for part-time and temporary positions related to programs budgeted by hours or total dollars.);
- an Essential Duties Worksheet, as outlined in the Guidelines,

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- must be completed and/or reviewed for all positions;
- a vacancy may be filled on a permanent or temporary basis without a posting, considered in the order below, through:
  - Long Term Accommodation (for more information refer to corporate Policy and Procedure – Short Term and Long Term Accommodation)
  - Redeployment
  - Critical Hire
  - Temporary Transfer
- all other vacancies are posted either through a restricted posting, or an internal and/or external posting.

Note: New positions created due to reorganization are not considered “vacancies” unless the reorganization results in a net increase in the total number of permanent full-time positions.

Note: A Temporary Transfer that is in excess of one year must be reviewed after completion of the original assignment and every six months thereafter to confirm it should continue as temporary or be considered for permanent status. At the end of the assignment, the employee may be placed in the position without posting, subject to acceptable performance and director approval, or the employee will return to his or her regular position.

## 2. Recruitment Planning

The HR Recruiter partners with the Hiring Manager to initiate the Recruitment Planning steps, with consideration given to the following:

- vacancies will be posted internally for a minimum of seven calendar days, excluding holidays, and externally for a minimum of three calendar days;
- if a vacancy for the same job becomes available up to six months from the date of the original job posting, the vacancy

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does not need to be reposted. Candidates may be considered from the previous applications for the position;

- the HR Recruiter and/or Hiring Manager may actively seek out Passive Applicants and invite them to apply for a vacancy. These applicants will be required to follow the normal recruitment process;
- an external search firm may be used to fill the vacancy, in accordance with the Purchasing By-Law, and will generally be limited to the recruitment and selection of applicants for senior staff positions and/or job vacancies where a Critical Hire may be required;
- all solicited applications and resumes from Internal Applicants will be acknowledged;
- External Applicants will be informed in the posting that only those applicants selected for an interview will be contacted;
- the City of Mississauga does not accept unsolicited resumes; and
- late applications may be accepted, in consultation with the Hiring Manager and the HR Recruiter.

### 3. Screen Applicants

The Hiring Manager partners with the HR Recruiter to conduct an initial screening of applications, based on pre-approved screening criteria:

- applications are reviewed to identify the candidates who meet the requirements of the job posting;
- applications are reviewed to ensure compliance with Corporate Policies and Procedures "Hiring Retired City of Mississauga Employees" and "Employment of Relatives"; and
- a short list of qualified candidates to be interviewed is compiled.

### 4. Interview/Test Candidates

The Hiring Manager, in consultation with the HR Recruiter, establishes evaluation criteria and interview questions related to the requirements of the vacancy in advance of the interviews/

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testing:

- the Hiring Manager conducts all interviews which are based on job-related factors and conducted in a manner which is fair and consistent for all candidates. The participation of the HR Recruiter in the interview and the selection of interview panel members, will be determined by the HR Recruiter in advance of the interviews/testing as per the Guidelines; and
- tests and/ behavioural assessments must be pre-approved by the HR Recruiter and the weighting for the selection test results, relative to other evaluation criteria, must be pre-determined.

## 5. Referencing

References must be checked for all successful candidates to confirm suitability for employment:

- either the HR Recruiter or the Hiring Manager, under the direction of the HR Recruiter, conducts the references (for large recruitment campaigns, such as firefighters and transit operators, an external service provider may be utilized);
- a minimum of two favourable employment references are required; and
- at least one favourable employment reference must be from the applicant's current or previous supervisor, who can comment directly on the applicant's performance.

## 6. Select Successful Candidate(s)

The successful candidate for the position is selected and a job offer is made in accordance with the following:

- the Hiring Manager selects the preferred candidate and provides their rationale for selection to the HR Recruiter. (When a choice must be made between equally qualified candidates, preference will be given to permanent full-time employees, to promote the development of employees within the City of Mississauga.);
- the HR Recruiter is responsible for making the job offer to the successful candidate;

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- a medical examination or assessment prior to the job offer may be required to confirm the candidate's ability to perform the essential duties of the job;
- all necessary documentation must be received and acceptable and acceptable to the City (e.g. Criminal Records Search, Driver's Abstract, Eligibility to Work in Canada, educational documents, etc.); and
- for Commissioner positions, a selection committee made up of all members of Council, the City Manager and an external recruitment consultant will consider the City Manager's recommendation of the successful candidate and will make a final recommendation to Council. Upon Council's approval, the City Manager will proceed with an offer of employment directly with the successful candidate.

## EXCEPTIONS

Exceptions to the recruitment practices outlined in this policy may only be made with the approval of the Director, Human Resources, and at the discretion of the applicable Commissioner.

## REFERENCE:

## LAST REVIEW DATE:

## CONTACT:

For additional information contact your Human Resources Business Partner Manager.

HUMAN RESOURCES DIVISION

mycitycareer

# Recruitment Guidelines

**Guidelines for Recruiting Full Time Positions**

**(Permanent and Contract Employees)**

**July 2, 2014**

## General

The Recruitment Guidelines provide a step by step guide to the City of Mississauga's recruitment process for full time and contract employees. The Guidelines serve as a companion document to the Employee Recruitment policy.

The Guidelines have been written following the recruitment framework found in the Employee Recruitment policy. The following is the table of contents for the Recruitment Guidelines.

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If you have any **questions** related to the Recruitment Guidelines, please contact your Human Resources Business Partner Manager or Shared services, Human Resources at phone **extension 3737** or via **email**: [HRassistant.sharedservices@mississauga.ca](mailto:HRassistant.sharedservices@mississauga.ca)



## 1.0 CONFIRM ESSENTIAL DUTIES AND APPROVE FILLING OF VACANCY

1.0 CONFIRM ESSENTIAL DUTIES AND APPROVE FILLING OF VACANCY	<b>1.1 Identify The Vacancy</b>		
	<b>Work Instructions &amp; Ownership</b>	<b>Service Level Timeframe</b>	<b>Tools</b>
	1) Hiring Manager identifies that a vacancy has occurred.		
	2) Hiring Manager notifies HR Business Partner Manager, or designated HR Consultant or HR Associate, if Department has HR Consultants or HR Associates, of vacancy.		
	<b>1.2 Confirm Vacancy/Assign an HR Recruiter</b>		
	<b>Work Instructions &amp; Ownership</b>	<b>Service Level Timeframe</b>	<b>Tools</b>
	1) HR Business Partner Manager assigns HR Recruiter*, if Department doesn't have Department designated HR Recruiters.		
	2) HR Recruiter confirms details for vacancy.		
	<b>1.3 Review the Vacancy/Confirm Essential Duties of Position</b>		
	<b>Work Instructions &amp; Ownership</b>	<b>Service Level Timeframe</b>	<b>Tools</b>
1) HR Recruiter reviews the vacancy.		Workforce Planning Discussion Planner	
2) HR Recruiter partners with Hiring Manager to discuss current and future business needs/opportunities and efficiencies as well as current and future workforce needs/opportunities for the unit.			
➤ If reorganization is identified, follow Reorganization Guidelines.			
➤ If a decision is made to redesign or repurpose the vacant position or move ahead with filling the vacation position, go to 3.			
3) HR Recruiter requests the following from HR Assistant, if available:			
a) Job Evaluation			
b) Job Description			
c) Job Posting			
d) Cognitive Demands Analysis/Physical Demands Analysis			
4) HR Recruiter partners with Hiring Manager to confirm Essential Duties of the position based on business needs/opportunities and workforce needs/opportunities discussed in #2 (See Appendix 1-Essential Duties Process).		Essential Duties Worksheet	

## 1.0 CONFIRM ESSENTIAL DUTIES AND APPROVE FILLING OF VACANCY

**1.3 Review the Vacancy/Confirm Essential Duties of Position (con'td)****Work Instructions & Ownership****Service Level  
Timeframe****Tools**

5) HR Recruiter to determine if Temp JE rating required.

- If Yes, HR Recruiter partners with Compensation and Benefits to conduct Job Evaluation process and then go to Section 1.4
- If No, go to Section 1.4

Tem JE  
Request  
Form**1.4 Request, Complete and Approve of Position Authorization Form (PAF)****Work Instructions & Ownership****Service Level  
Timeframe****Tools**

1. HR Recruiter Emails request to HR Analyst to initiate PAF process.

2. HR Analyst follows the Shared Services PAF process.

- Examples of budget impacts requiring Commissioner approval include conversions of existing positions to a new grade such as converting a grade F Planner to a grade H Manager or converting a grade F Supervisor to a grade D Parks Person, converting a position from contract to permanent, converting a position from funding from capital to funding from operating.
- Approval through the budget process may represent "prior written authorization" for part-time and temporary positions related to programs budgeted by hours or total dollars.
- Exceptions for an approved PAF may be made, in consultation with a HR Business Partner Manager, to fill absences due to vacation, statutory leaves, collective agreement leaves, or other approved/authorized short-term temporary absences or leaves.
- If the position is temporary the duration should be stated on the PAF if known.

Email  
template  
PAF  
Request**1.5 Filling Vacancy****Work Instructions & Ownership****Service Level  
Timeframe****Tools**

1. HR Recruiter to submit Essential Duties Worksheet and approved PAF to Manager, Labour Relations to review suitability for placement of an employee who requires a long term accommodation

- If the position is filled through the accommodation process, follow Long Term Accommodation Guidelines.
- If the position is not filled through Long Term Accommodation, go to 2.

☐ HR Recruiter Completes Recruitment Audit Form

1.0 COFIRM ESSENTIAL DUTIES AND APPROVE FILLING OF VACANCY	1.5 Filling Vacancy (cont'd)		
	Work Instructions & Ownership	Service Level Timeframe	Tools
	<p>2. HR Recruiter partners with HR Business Partner Manager to review suitability for redeployment.</p> <ul style="list-style-type: none"> <li>➤ If the position is filled through Redeployment, follow the Redeployment Guidelines.</li> <li>➤ If the position is not filled through Redeployment, go to 3.</li> </ul> <p>3. HR Recruiter partners with Hiring Manager to determine how to fill the vacancy. Considerations to fill without a posting will be given to opportunities for:</p> <ul style="list-style-type: none"> <li>a) Critical hire</li> <li>b) Temporary Transfer including an acting assignment, Career Development Assignment, secondment or vacancy six months or less that is not a vacancy listed in b)</li> <li>c) Restricted posting where a job posting is limited to a specific group of candidates, based on the operational needs of the unit (e.g. re-organizations, renovations, etc.).</li> <li>d) Internal and/or External Posting</li> </ul> <ul style="list-style-type: none"> <li>➤ If b), follow Guidelines for Placement for Career Development Assignment. HR Recruiter must review approved development plan. Consultation with Talent Management is required.</li> <li>➤ If c) or d), go to Section 2.0</li> </ul>		

## 2.0 RECRUITMENT PLANNING

2.0 RECRUITMENT PLANNING	<b>2.1 Conduct Recruitment Planning</b>		
	<b>Work Instructions &amp; Ownership</b>	<b>Service Level Timeframe</b>	<b>Tools</b>
	<p>1. HR Recruiter makes request to HR Assistant to send the Recruitment Plan Worksheet package, including documents, as available from Section 3 on Recruitment Plan Worksheet.</p> <p>2. HR Recruiter partners with Hiring Manager complete the Recruitment Plan Worksheet:</p> <ul style="list-style-type: none"> <li>a) Review Completed Essential Duties Worksheet</li> <li>b) Review previous job posting (if applicable) and develop new job posting (if applicable) using Essential Duties Worksheet. Use "Equal Opportunities" language in job posting: <ul style="list-style-type: none"> <li>"We are an Equal Opportunity Employer. In accordance with the <i>Accessibility for Ontarians with Disabilities Act, 2005</i> and the <i>Ontario Human Rights Code</i>, the City of Mississauga will provide accommodations throughout the recruitment, selection and/or assessment process to applicants with disabilities. If selected to participate in the recruitment selection and/or assessment process, please inform City Human Resources staff of the nature of any accommodation(s) that you may require in respect of any materials or processes used to ensure your equal participation. All personal information is collected under the authority of the <i>Municipal Freedom of Information and Protection of Privacy Act</i>."</li> </ul> </li> </ul> <p>Use new policy related posting language:</p> <ul style="list-style-type: none"> <li>"Applicants applying to this posting maybe considered for the same or similar position should another vacancy occur within six months of the date of this posting."</li> </ul> <ul style="list-style-type: none"> <li>c) Develop sourcing strategy.</li> <li>d) Determine whether to source external? <ul style="list-style-type: none"> <li>➤ If Yes: <ul style="list-style-type: none"> <li>- HR Recruiter and/or Hiring Manager identifies external sourcing locations which will be the most effective recruitment media including: City's website, niche boards, newspapers, professional publications, university/college recruitment offices, job fair, radio and outreach programs including organizations serving persons with disabilities.</li> <li>- HR Assistant determines cost of external posting.</li> </ul> </li> </ul> </li> </ul>		<p>Recruitment Plan Worksheet</p> <p>What Leaders Need to Know ... Accommodation, Recruitment and Revised Attendance Support and Management Reference Guide</p>

2.0 RECRUITMENT PLANNING	<b>2.1 Conduct Recruitment Planning</b>		
	<b>Work Instructions &amp; Ownership</b>	<b>Service Level Timeframe</b>	<b>Tools</b>
	<ul style="list-style-type: none"> <li>- HR Assistant verifies with Talent Management Administrative Coordinator if funding is available and approves cost for external sourcing locations.</li> <li>- HR Recruiter and Hiring Manager define sequence and preferred length of time for Internal and External Job Posting ensuring minimum posting time as defined in the Employee Recruitment policy is adhered to.</li> <li>- HR Recruiter partners with Hiring Manager to develop screening questionnaire.</li> </ul>		
	e) Prepare Interview Plan and determine interview structure number and type of interviews (i.e. telephone; in-person).		
	f) Develop interview questions and testing process and tools and criteria from Essential Duties Worksheet. All tests and assessments need to be accessible.		
	g) HR Recruiter partners with Hiring Manager to develop testing materials and assessments. If applicable, Hiring Manager to provide answer sheets/guide.		
	h) Determine if use of external search firm is required.		
	3. HR Recruiter determines if HR attends interviews. Criteria for HR to attend interviews may include: new Hiring Manager, Hiring Manager with limited or not recruitment experience, conflict of interest for Hiring Manager, or at the request of the Hiring Manager's Supervisor.		
	4. HR Recruiter partners with Hiring Manager to develop candidate screening criteria using Essential Duties Worksheet (to be used for Applicant Inventory and Short List questionnaire and internal candidate inventory template).		
	5. HR Recruiter to submit Recruitment Plan Worksheet and job posting to HR Assistant including any additional documentation or materials, i.e. testing.		
	<input type="checkbox"/> <b>HR Recruiter Completes Recruitment Audit Form</b>		
	6. HR Assistant to place appointment holds in interview panel calendars and schedule logistics of interview (rooms, equipment, resources and testing locations, if applicable).		
	7. HR Assistant coordinates and prepares documentation for testing and or assessments.		

## 3.0 SCREEN APPLICANTS

3.1 Post Job		
Work Instructions & Ownership	Service Level Timeframe	Tools
<p>1. HR Assistant to post job on internal and external sites as per Recruitment Plan Worksheet. HR Assistant to obtain the signature of the authorized HR Recruiter on the posting.</p> <ul style="list-style-type: none"> <li>➤ All job postings to include:               <ul style="list-style-type: none"> <li>- Position Title</li> <li>- Department and section</li> <li>- Salary grade or range</li> <li>- Position to which the posted position reports</li> <li>- Positions that report to the posted position</li> <li>- Required qualifications (knowledge, skills, physical demands, medical requirements)</li> <li>- Detailed description of responsibilities</li> <li>- Special circumstances if any (rotating shifts, weekend work, unionized environment, etc.)</li> <li>- Final date of receipt of application</li> <li>- AODA Language</li> <li>- Posting language referencing the ability to refer to a competition for up to six months should the same or similar position become vacant.</li> </ul> </li> <li>➤ External Job Postings must comply with the Municipal Freedom of Information and Protection of Privacy Act and the Corporation's Visual Identity Program (with only minor variance if necessary for University/College job boards or professional publications). External Job Postings must state that the City of Mississauga is an equal opportunity employer (refer to Section 2.1 2B) and will indicate if applications will be acknowledged.</li> <li>➤ Jobs should be posted by noon of the job posting date (located at top of job posting), otherwise, the closing date should be changed to the next business day.</li> </ul> <p>2. HR Assistant to create competition file.</p> <p>3. HR Assistant to collect and sort applications.</p> <p>4. HR Assistant to prepare Applicant Inventory List.</p>		<p>Creating Effective Job Ads Job Aid</p> <p>Job Posting Template</p> <p>Applicant Tracking Job Aid</p> <p>Applicant Inventory List</p>

3.2 Candidate Inventory and Applicant Tracking System Screening		
Work Instructions & Ownership	Service Level Timeframe	Tools
<p>1. a) Hiring Manager partners with HR Recruiter to conduct initial screening based on agreed to screening criteria.</p> <p>b) Hiring Manager partners with HR Recruiter to confirm short list of candidates to be interviewed.</p> <p>Note, this process of accepting and screening applicants for a position can continue up to the time a job offer is made for the position.</p> <p>2. <u>For External Applicants only:</u></p> <p>a) HR Recruiter requests that HR Assistant completes an Employee file review for all short listed candidates. HR Recruiter identifies short listed candidates for the HR Assistant.</p> <p>b) HR Assistant to print a hard copy of questionnaire completed on line by the applicant at time of application and attach to the application form.</p> <p>c) HR Assistant conducts an Employee file review on candidates identified by HR Recruiter to confirm eligibility for rehire as well as confirm status of Criminal Record, whether or not the candidate has a relative working and their Eligibility for Rehire.</p> <p>d) HR Assistant informs HR Recruiter of candidates who have previously worked for the City of Mississauga and the details of their employee file.</p> <p>e) HR Recruiter partners with Hiring Manager confirm short list of candidates for interview.</p> <p><input type="checkbox"/> HR Recruiter Completes Recruitment Audit Form</p>		<p>Applicant Tracking Job Aid</p> <p>Applicant Inventory</p> <p>Employee File Review Template</p>

## 4.0 INTERVIEW/TEST CANDIDATES

4.0 INTERVIEW/TEST CANDIDATES	4.1 Interview Administration		
	Work Instructions & Ownership	Service Level Timeframe	Tools
	<ol style="list-style-type: none"> <li>1. Identify who will administer test e.g. HR Recruiter, Hiring Manager or HR Assistant.</li> <li>2. HR Assistant confirms interview schedule dates, location and logistics.</li> <li>3. HR Assistant contacts short listed candidates to interview and/or testing. Include AODA invite to interview script:  <i>"In accordance with the Accessibility for Ontarians with Disabilities Act, 2005 and the Ontario Human Rights Code, the City of Mississauga will provide accommodations throughout the recruitment, selection and/or assessment process to candidates with disabilities. Please inform City Human Resources staff of the nature of any accommodations that you may require in respect of any materials or processes used to ensure your equal participation."</i> </li> <li>4. HR Assistant schedules interview and/or testing times and dates with candidates. If accommodation during interview is requested, follow steps in "What Leaders Need to Know...Accommodation, Recruitment and the Revised Attendance Support and Management Program" reference guide. <ul style="list-style-type: none"> <li>➤ If this is the second round interview, HR Assistant to send candidates Reference Consent Form and ask that they bring the completed form to the interview. HR Assistant also asks candidates to bring copies of documentation of all credentials*</li> </ul> </li> <li>5. HR Assistant assembles interview packages, assessment/testing tools and materials for delivery to Hiring Manager and Interview Panel, if applicable, before interviews. HR Assistant also sends scoring matrix electronically to Hiring Manager for completion if HR has not been identified to participate in interviews.</li> </ol>		<p>AODA invite to interview templates</p> <p>Recruitment Plan Worksheet</p> <p>Interview Schedule template</p> <p>Regret notification template</p> <p>What Leaders Need to Know ... Accommodation , Recruitment and Revised Attendance Support and Management Reference Guide</p>



4.0 INTERVIEW/TEST CANDIDATES	4.1 Interview Administration		
	Work Instructions & Ownership	Service Level Timeframe	Tools
	6. HR Assistant sends regrets notifications to internal candidate not chosen to participate in interview.  7. If HR was identified to participate in interviews (in Section 2.1 (3)), go to Section 4.2 If HR was not identified to participate in interviews (in Section 2.1(3)), go to Section 4.3		

\*See **Glossary** for definition of "credentials"

4.0 INTERVIEW/TEST CANDIDATES	4.2 If HR IS required in Interviews		
	Work Instructions & Ownership	Service Level Timeframe	Tools
	1. HR Recruiter/Hiring Manager conduct interview.		Statement of Confidentiality Form
	2. Hiring Manager facilitates the interview process including scoring.		Questions Template
	3. Hiring Manager to get consent from all candidates to complete Predictive Index, if applicable. ➤ If this is the second round interview, Hiring Manager to collect Employment Reference Confirmation Form and all credential documentation.		Scoring Matrix  Employment Reference Confirmation Form
	4. Identified PMR for testing is responsible for administering technical and behavioural tests.		PI consent form
	5. Hiring Manager to score tests ensuring anonymity of candidates.		
	6. HR Recruiter in partnership with Hiring Manager determines if second round interviews are required. ➤ If Yes, HR Recruiter requests HR Assistant to retrieve existing Predictive Index survey or requires new Predictive Index from candidate. HR Assistant provides Predictive Index to HR Recruiter for review then go to Section 4.1 (2) ➤ If No, go to 4.4 (1)		
	7. HR Recruiter collects all interview/testing documents ensuring all documents are kept confidential.		

4.0 INTERVIEW/TEST CANDIDATES	4.3 If HR IS NOT required in Interviews		
	Work Instructions & Ownership	Service Level Timeframe	Tools
	1. If applicable, HR Recruiter provides coaching to Hiring Manager, and may include panel members, before participation on interview panel.		Interview Guide
	2. Hiring Manager manages the interview process including taking interview notes and scoring.		Statement of Confidentiality Form
	3. Hiring Manager to get consent from all candidates to complete Predictive Index, if applicable.		Opening and Closing Interviews Job Aid
	➤ If this is the second round interview, Hiring Manager to collect Employment Reference Confirmation Form and all credential documentation.		Questions Template
	4. Identified PMR for testing is responsible for administering technical and behavioural tests.		Scoring Matrix
	5. Hiring Manager to score tests ensuring anonymity of candidates.		Employment Reference Confirmation Form
	6. Hiring Manager to discuss with the HR Recruiter if second round interviews are required.		PI consent form
	➤ If Yes, go to Section 4.1 (2) ➤ If No, go to 7.		
	7. Hiring Manager completes scoring matrix and collects all interview documents ensuring all documents are kept confidential and submits them the HR Recruiter.		

4.0 INTERVIEW/TEST CANDIDATES	4.4 Post-Interview Meeting and Interview Audit – (Mandatory if HR is Not Participating in Interviews)		
	Work Instructions & Ownership	Service Level Timeframe	Tools
	1. HR Recruiter conducts post interview discussion with Hiring Manager/panel. This includes reviewing the employee file, ensuring appropriate documentation such as interview notes, reviewing score/behavioural assessments, consent forms and copies of credentials are included.		
	<input type="checkbox"/> HR Recruiter Completes Recruitment Audit Form		
	2. Hiring Manager selects candidate to reference.		
	3. HR Recruiter assists Manager to ensure candidate selection decision complies with policies, union collective agreement and legislation. If HR Recruiter is not in support of the candidate selection a discussion with the HRBPM, if applicable, is required and documentation must be made to the file about the action that was taken to address the issue.		
	4. HR Recruiter and Hiring Manager evaluate and revise questions for future competitions.		

## 5.0 REFERENCING

5.0 REFERENCING	<b>5.1 Referencing</b>		
	<b>Work Instructions &amp; Ownership</b>	<b>Service Level Timeframe</b>	<b>Tools</b>
	1. Hiring Manager identifies reference criteria (competencies/skills) based on interview and position requirements in consultation with HR Recruiter.		Fillable reference form
	2. HR Recruiter confirms receipt of Employment Reference Confirmation Form from external candidate(s).		Employment Reference Confirmation Form
	3. HR Recruiter to inform internal candidate that a reference check is required and requests permission to contact the employee's present supervisor if not already granted. If the employee prefers to inform the supervisor in advance, time will be allowed to do so.  <input type="checkbox"/> HR Recruiter Completes Recruitment Audit Form		
	4. HR Recruiter or the Hiring Manager, under the direction of the HR Recruiter, performs reference checks for the successful candidate(s) using Employment Reference Confirmation Form.		
	5. If Hiring Manager performs reference checks, HR Recruiter to coach Hiring Manager on how to complete.		
	6. HR Recruiter to complete Employee file review if an internal candidate.  <input type="checkbox"/> HR Recruiter Completes Recruitment Audit Form		

## 6.0 SELECT SUCCESSFUL CANDIDATE (S)

6.0 SELECT SUCCESSFUL CANDIDATE (S)	<b>6.1 SELECT SUCCESSFUL CANDIDATE(S)</b>		
	<b>Work Instructions &amp; Ownership</b>	<b>Service Level Timeframe</b>	<b>Tools</b>
	1. Following completion of reference check, Hiring Manager and HR Recruiter consult on reference findings.		
	2. Hiring Manager selects top candidate and provides decision making rationale to HR Recruiter. If HR Recruiter is not in support of the hiring decision a discussion with the HRBPM and/or Director (of the Hiring Manager and/or HR Director), if applicable, is required and documentation must be made to the file about the action that was taken to address the issue. <ul style="list-style-type: none"> <li>➤ If candidate is not selected, go to Section 4.4 (3)</li> <li>➤ If candidate is selected, go to Section 6.2</li> </ul>		
	<b>6.2 Job Offer</b>		
	<b>Work Instructions &amp; Ownership</b>	<b>Service Level Timeframe</b>	<b>Tools</b>
	1. HR Recruiter in partnership with Hiring Manager determines salary in accordance with the Salary Administration policy.		Welcome Letter template
	2. HR Recruiter makes job offer ensuring that all necessary documentation is received and is acceptable to the City of Mississauga (e.g. Criminal Records Search, Driver's Abstract, Eligibility to Work in Canada, Educational documents, medical examination or assessment etc.).		Employment Contract Template  Recruitment Audit Form
	3. If candidate accepts: <ul style="list-style-type: none"> <li>➤ If Yes, discuss start date and request candidate to provide Criminal Record Search (CRS) or Declaration.</li> <li>➤ If No, continue to negotiate job offer. If unsuccessful, go to Section 4.4 (3).</li> </ul>		
	4. HR Recruiter to notify Hiring Manager of successful job offer and suggested start date. If the candidate is internal, a mutually agreeable start date will be negotiated between the Hiring Manager and the employee's current Manager/Supervisor. The potential impact on the candidate's home department will be considered. If the candidate is external, a standard two week notice period should be the minimum consideration.		

6.0 SELECT SUCCESSFUL CANDIDATE (S)	6.2 Job Offer		
	Work Instructions & Ownership	Service Level Timeframe	Tools
	5. HR Recruiter reviews Recruitment Audit form for completion.		
	6. HR Recruiter provides requested feedback to unsuccessful candidates.		
	7. HR Recruiter gives competition file to HR Assistant.		
	8. HR Assistant prepares employment contract and offer letter using approved templates (these include the mandatory completion of the Accessibility ELearning module: <i>Breaking Down Barriers – Understanding the IASR</i> ). See AODA Recruitment Guide for language.  The following language has been approved for use in communication to employees of the accommodation policies used to support employees with disabilities “In accordance with the <i>Accessibility for Ontarians with Disabilities Act, 2005</i> and its Integrated Accessibility Standards Ont. Reg. 191/11, the City of Mississauga has the following policies that provide for the accommodation of employees with disabilities: (TBD) Employee Recruitment 01-03-04 Respectful Workplace; 01-03-05 Attendance Support and Management Program; 01-07-05 Health and Safety Program; 01-07-11 Short Term and Long Term Accommodation; 01-04-02 Salary Administration; 03-08-05 Accessibility.”		
	9. HR Assistant sends contract and offer letter to HR Recruiter for signature.  ➤ Offer letter to include a general description of benefits, including confirmation of any specially-negotiated arrangements. ➤ Written acceptance of the position, with any special arrangements documented, to ensure mutual understanding of the conditions of employment. ➤ Written acceptance of the position is required before an announcement can be made.		
	10. HR Assistant sends offer letter and contract to candidate electronically for external candidates, and electronically or on paper for internal candidates.		

6.0 SELECT SUCCESSFUL CANDIDATE (S)	6.2 Job Offer		
	Work Instructions & Ownership	Service Level Timeframe	Tools
	11. HR Assistant must receive a signed copy of the offer letter prior to the employee's start date.		
	12. HR Assistant closes competition according to Recruitment Audit form: <ul style="list-style-type: none"> <li>- Send Regret Notification (Email or phone call) to unsuccessful candidates</li> <li>- Complete Employee Placement Form/Employee Change Form</li> <li>- Prepare Contents of Employee File</li> <li>- Prepare Contents of Competition File</li> </ul> <p>Competition files may be destroyed in compliance with the Records Retention by-law. Destruction will be carried out with the approval of the Human Resources Division, by the Office of the City Clerk.</p>		
	13. HR Assistant to enter new employee into SAP.		



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## 7.0 ON-BOARDING

<i>Work Instructions &amp; Ownership</i>	<i>Service Level Timeframe</i>	<i>Tools</i>
1. HR Assistant conducts Payroll Sign-On including asking for CRS or Declaration and reviewing original documentation of credentials.  2. a) Hiring Manager on-boards new employee; b) Hiring Manager ensures all requirements on MyCityCareer Orientation Policy Checklist have been met.  3. HR Assistant partners with Compensation for Benefits Sign-On.  4. HR Assistant to close and file competition file.		MyCityCareer Orientation Policy Checklist

## 8.0 GLOSSARY

8.0 Glossary	
HR Recruiter	The term HR Recruiter has been used to describe the HR staff person responsible for recruitment. This could be an HR Business Partner Manager, HR Consultant or HR Associate. For efficiency in this document these three positions have been described as "HR Recruiter".
Credentials	Required credentials must be related to the Essential Duties of the job and must appear on the Job Posting. Examples of the credentials could include educational requirements, professional designations, Drivers Licence, Work Permits.

**APPENDIX 1 CONFIRM ESSENTIAL DUTIES OF POSITION**

Essential Duties are confirmed when initiating the hiring process, preparing the job posting or the job description. This information will be important for determining if an applicant and/or employee can competently perform the essential duties of the position with or without reasonable accommodation. The Essential Duties Worksheet is the corporate standard for documenting the Essential Duties of a position.

**1.4 PROCESS - Confirm Essential Duties of Position**

<i>Work Instructions &amp; Ownership</i>	<i>Service Level Timeframe</i>	<i>Tools</i>
1. HR Recruiter to schedule meeting/phone call with Hiring Manager.		Essential Duties Worksheet
2. HR Recruiter/HR Assistant to assemble package (if available) of: a) Job Evaluation b) Job Description c) Job Posting d) CDA/PDA		What Leaders Need to Know ... Accommodation, Recruitment and Revised Attendance Support and Management Reference Guide
3. HR Recruiter facilitates discussion with Hiring Manager to complete Essential Duties Worksheet.		
4. Hiring Manager to identify/confirm general purpose of position. Hiring Manager to list and describe major functions of position.		
5. HR Recruiter partners with Hiring Manager to confirm functions are essential. For each function listed respond to questions to determine if the function is essential or preferred; identify % of time; equipment; education; training.		
6. Hiring Manager to Identify: a) Cognitive Competencies for Position b) Equipment used by position c) Physical Demands of Position d) Work Conditions for Position e) Other responsibilities for position		

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1.4 PROCESS - Confirm Essential Duties of Position

ESSENTIAL DUTIES PROCESS

<i>Work Instructions &amp; Ownership</i>	<i>Service Level Timeframe</i>	<i>Tools</i>
7. HR Recruiter partners with Hiring Manager to confirm cognitive; equipment; physical demands; work conditions identified are essential.		
8. HR Recruiter partners with Hiring Manager to sign-off Essential Duties Worksheet.		
9. HR Assistant to update Essential Duties Worksheet as required.		
10. HR Assistant to save Completed Essential Duties worksheets in: K:\HR\SHARED\Recruiter Toolbox\1. Planning\Essential Duties(folders exist by Dept./Div./Section).		

## APPENDIX 2 CANDIDATE SELECTION PROCESS FOR COMMISSIONERS

The candidate selection process for Commissioners is different than the process for other positions. The process below is followed after the close of the job posting.

Note, job postings for Commissioners must be posted both externally and internally.

CANDIDATE SELECTION PROCESS FOR COMMISSIONERS		
<i>Work Instructions &amp; Ownership</i>	<i>Service Level Timeframe</i>	<i>Tools</i>
<p>1. A Consultant, if applicable, or the HR Recruiter presents a long list of candidates to the City Manager and Director, Human Resources. They will determine who will proceed to the first interview.</p> <p>2. The City Manager, together with the commissioners, the consultant and the Director, Human Resources will interview the candidates selected from the long list and determine a short list to be referred to a selection committee consisting of all members of Council, the City Manager and the consultant.</p> <p>3. The short list of candidates will be interviewed by the selection committee.</p> <p>4. The City Manager will recommend a candidate to the selection committee.</p> <p>5. The selection committee will consider the City Manager's recommendation and will make a final recommendation to Council.*</p> <p>6. Upon Council's approval, and following reference checks, the City Manager will proceed with an offer of employment and will finalize the terms of employment directly with the successful candidate.</p> <p>7. If candidate accepts:</p> <ul style="list-style-type: none"> <li>➤ If Yes, discuss start date and request candidate to provide Criminal Record Search (CRS) or Declaration.</li> <li>➤ If No, continue to negotiate job offer. If unsuccessful, go to 4.</li> </ul>		

\*Note, the Chief Building Official, City Clerk, Treasurer and Fire Chief are other positions that require Council approval prior to referencing and a job offer is made.

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TAB: HUMAN RESOURCES  
SECTION: RECRUITMENT  
SUBJECT: POSITION AUTHORIZATION

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**POLICY STATEMENT** All vacant positions within the Corporation must have prior written authorization from the Human Resources representative and the department head, before they can be filled.

Approval through the budget process may represent "prior written authorization" for part-time and temporary positions related to programs budgeted by hours or total dollars.

**PURPOSE** Prior written authorization ensures complement control of all vacant positions.

This policy establishes general requirements of the position authorization process. Detailed procedures on completion and processing of position authorization forms can be found in the Personnel Administration Procedures Manual.

**PROCESS** A Position Authorization/Placement Form #109 (PAF) must be completed for all staffing requirements. Exceptions may be made, in consultation with a Human Resources representative, to fill absences due to vacation, statutory leaves, collective agreement leaves, or other approved/authorized short-term temporary absences or leaves.

The PAF must indicate funds available, and have the proper authorization signatures of a Human Resources representative and the department head or designate.

All PAF's for new permanent positions must be checked by the Human Resources representative before they are signed to

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confirm that the position is required, that there is an appropriate fit with the organizational structure, and that the job description, salary grade and title are appropriate and whether there is current budget approval with the department head.

The PAF for temporary positions must indicate the duration of the assignment. Any extension to the length of an assignment requires the completion of an additional PAF.

REFERENCE: GC-142-94, Part 2.2 – 1994 03 09

LAST REVIEW DATE: April, 2006

CONTACT: For more information, contact your departmental Human Resources representative.

# Corporate Policy and Procedure



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TAB: HUMAN RESOURCES  
SECTION: RECRUITMENT  
SUBJECT: TEMPORARY TRANSFERS – ACTING APPOINTMENTS,  
SECONDMENTS, CAREER DEVELOPMENT

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**POLICY STATEMENT** An employee may be transferred, on a temporary basis, to:

- an acting assignment;
- a secondment; or
- a career development position.

**PURPOSE** Temporary transfers provide an opportunity for staff development, while ensuring that the short-term needs of the Corporation in filling vacancies are met. This policy identifies procedures which must be followed when making a temporary transfer.

**SCOPE** This policy applies to all non-union employees. Union employees should refer to the terms of their particular collective agreement.

This policy deals with the process of filling a vacancy on a temporary basis. For information on compensation while in a temporary assignment, refer to Corporate Policy and Procedure - Salary Administration.

The performance of duties or responsibilities while the employee is continuing to perform his or her regular duties is not considered a temporary transfer. However, the employee may be eligible for additional compensation for the additional duties. Refer to Corporate Policy and Procedure - Salary Administration.

**Definitions** For the purpose of this policy, “temporary transfer” includes acting appointments, secondments, and appointments to career



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development positions. The employee's regular position may be filled by someone else during the term of the assignment, or the regular position may be left vacant. At the end of the assignment, the employee will return to his or her regular position.

“Acting appointments” are used when there is a need to fill a position in the absence of the incumbent, or to fill a vacant position on an interim basis. The employee will be expected to carry out the core responsibilities of the position, and will assume the position title for the acting position.

“Secondments” are used when there is a need to complete a special, temporary project for which no specific position exists. The employee will be expected to carry out specific duties and responsibilities as determined by the project plan.

“Career development” positions are those which are designed to provide development opportunities to staff. The employee will be expected to carry out the core responsibilities of the position, and will assume the position title for the career development position.

## PROCEDURE

### Needs Assessment

Prior to making a temporary transfer, consideration should be given to the possibility of assigning necessary duties on a shared basis to other staff within the work unit. If sharing of duties will address the need to complete the requirements of the position, a temporary transfer may not be necessary.

### Authorization

If a temporary transfer is deemed necessary, the position must be authorized prior to making the transfer. Refer to Corporate Policy and Procedure - Position Authorization.

### Duration

The position authorization should include the duration of the temporary transfer, if known. Once the temporary transfer has been in effect for 18 months, the commissioner of the respective

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department, in consultation with the Director, Human Resources or designate, is responsible for reviewing the temporary transfer to determine whether it should continue. Decisions to continue a temporary transfer must consider all affected positions, and the commissioner(s) responsible for those positions must be consulted. If an assignment is continued beyond 18 months, it must be reviewed again every six months. Departments are encouraged to consider rotating the assignment among qualified staff, rather than continuing it beyond 18 months.

## Candidate Selection

If the temporary transfer will be for a period of less than six months, the position may be filled through a job competition, or through a direct appointment by the commissioner. If the temporary transfer will be for a period of six months or more, the position will be filled through a job competition. Refer to Corporate Policies and Procedures - Job Posting; Candidate Selection. In addition to the regular candidate selection requirements, the final selection of a candidate will be made in consideration of the potential impact of the temporary transfer on the candidate's home department.

The departmental Manager, Human Resources, is responsible for ensuring that an appropriate candidate selection process is used.

Where a temporary transfer is used to fill a position on a temporary basis, and the incumbent does not return to the position, the acting employee is not automatically placed in the position. The position must be posted and filled according to approved recruitment policies.

## REFERENCE:

Resolution 0071-2001 - 2001 03 07  
Amended 2002 01 16 to move compensation information to  
Corporate Policy and Procedure - Salary Administration

## LAST REVIEW DATE:

April, 2007

## CONTACT:

For more information, contact the departmental Manager, Human Resources.

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TAB: HUMAN RESOURCES  
SECTION: RECRUITMENT  
SUBJECT: JOB POSTINGS AND ADVERTISEMENTS

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**POLICY STATEMENT** All job vacancies are communicated in a manner which facilitates the selection of the best personnel available and promotes the development of employees within the Corporation.

**PURPOSE** This policy establishes methods of communicating job vacancies both within and outside the Corporation.

**INTERNAL POSTING** All job vacancies for permanent full-time positions, and temporary positions exceeding six months duration are posted throughout the Corporation, with the exception of rehabilitation positions as specified by Corporate policy.

Notwithstanding the above, if a new vacancy becomes available within four weeks of the same job description previously being posted, the new vacancy does not need to be posted. Candidates will be selected from the existing inventory of applications.

New positions created as the result of a re-organization are not considered "vacancies" unless the re-organization results in a net increase in the total number of permanent full-time positions. In addition, jobs created specifically to meet the needs of a re-deployment situation are not considered "vacancies".

**Preparation of Postings** The Human Resources representative prepares job postings and co-ordinates the distribution process. The immediate supervisor of the position being recruited reviews and verifies the posting prior to printing.

**Posting Duration** Vacancies are posted internally for seven calendar days excluding holidays and/or in accordance with the requirements of any applicable collective agreement. Alternate formats (eg. large print, electronic file) will be available upon request.

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All job postings must have the signature of an authorized Human Resources representative. Before the posting is signed appropriate supporting requisition documents and the accuracy and completeness of the job posting must be verified by the Human Resources representative.

## Posting Content

All job postings must include the following:

- position title;
- department and section;
- salary grade or range;
- position to which the posted position reports;
- positions that reports to the posted position;
- required qualifications (knowledge, skills, physical demands, medical requirements);
- detailed description of responsibilities;
- special circumstances if any (rotating shifts, weekend work, unionized environment, etc.); and
- the final date of receipt of applications.

## ADVERTISING

Positions at the commissioner level and above must be advertised externally.

External advertisements for other positions may be done simultaneously with the job posting where, in the opinion of the Human Resources representative and the recruiting department, such advertisement would be beneficial to the recruitment process.

When a position is advertised externally, it is also circulated to the Region of Peel, the Town of Caledon and the City of Brampton for posting.

## Preparation and Placement of Advertisement

The Human Resources representative, in consultation with the hiring department, prepares and places the ad using the most effective external recruitment media. This may include newspapers, professional publications, university/college recruitment offices, job fairs, radio and outreach programs including organizations serving persons with disabilities.

## Advertisement Content

Advertisements must comply with the *Municipal Freedom of Information and Protection of Privacy Act* and the Corporation's

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Visual Identity Program, recognizing that in some situations minor variances to the Visual Identity Program may be necessary (i.e. university/college job boards or professional publications).

Advertisements will state that the City of Mississauga is an equal opportunity employer.

All advertisements will indicate if applications will be acknowledged.

REFERENCE:

GC-142-94, Part 2.3 - 1994 03 09 - amended per AAC-0070-2004

CONTACT:

For more information, contact your departmental Human Resources representative.

# Corporate Policy and Procedure



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TAB: HUMAN RESOURCES  
SECTION: RECRUITMENT  
SUBJECT: CANDIDATE SELECTION PROCESS

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**POLICY STATEMENT** All applicants are given an equal opportunity for employment and will be treated in accordance with the provisions of the *Ontario Human Rights Code*, the *Ontarians with Disabilities Act*, and any other applicable legislation.

**PURPOSE** This policy outlines the procedures which must be taken to ensure equitable treatment of applicants when filling vacancies.

## DEFINITIONS

**Internal Candidate** Internal candidates are applicants who are employees of the City of Mississauga, including the Mississauga Library system.

**External Candidate** External candidates are applicants who are not employees of the City of Mississauga.

## ROLE OF HUMAN RESOURCES

The Human Resources representative assists departments in the evaluation and selection of candidates to fill a job vacancy. The Human Resources representative is responsible for ensuring accessibility to each qualified candidate with a disability during the hiring process, where said disability and/or the need for accommodation is disclosed, and for ensuring that the candidate selection process and staffing decisions comply with statutory and legislative requirements, collective agreements where applicable, and corporate policies and procedures.

## PROCEDURES

The manager of the position to be filled, in consultation with the Human Resources representative, determines the required qualifications prior to the position being posted.

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Applications are reviewed by both representatives to identify the candidates who meet the requirements of the job posting. Only qualified candidates will be considered for interviews.

## Screening

If there are a large number of candidates that meet the requirements of a particular position, the hiring department may request that the Human Resources representative screen the qualified applicants and prepare a "short list" of candidates to be interviewed, or conduct first round interviews where appropriate. The criteria and procedures for selecting candidates for interviews will be documented in the competition file.

## Interviews

A Human Resources representative should be involved in all interviews for permanent positions and wherever practical, for temporary positions. Interviews will be based on job-related factors, and will be conducted in a manner which is fair and consistent.

The Human Resources representative and the hiring department will establish evaluation criteria and interview questions related to the requirements of the available position in advance of the interviews.

One set of interview notes must be kept and filed in the competition file upon completion.

## Testing

Where appropriate, applicants may be given job-specific tests and/or psychological tests. All tests must be pre-approved by the Human Resources representative and applied consistently to all applicants. The weighting for the selection test results, relative to other evaluation criteria, must be pre-determined.

Alternate formats will be made available to all qualified candidates who declare a disability and/or disclose the need for accommodation, provided that bona fide job requirements are not

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compromised.

One set of test results must be kept and filed in the competition file upon completion.

## Reference Checks

References must be checked before an offer of employment is made. See Corporate Policy and Procedure - Conducting Reference Checks.

## Hiring Family Members

While employment of relatives is allowed, it must be done in accordance with the Employment of Relatives Policy. For information on hiring family members refer to Corporate Policy and Procedure – Human Resources – Recruitment – Employment of Relatives.

## Final Selection

The City of Mississauga selects only the best personnel available for vacant positions. When a choice must be made between equally qualified candidates, preference will be given to permanent full-time employees to promote the development of employees within the Corporation.

The Human Resources representative and the hiring department will discuss the results of the selection process, reach an agreement on the successful candidate and confer on a starting salary. The Human Resources representative must document the reasons for the successful candidate's selection as per the pre-determined evaluation process in the competition file.

## Offer of Employment

An offer of employment will be made and confirmed in writing by the Human Resources representative.

A general description of benefits, including confirmation of any specially-negotiated arrangements must be provided within the written offer of employment. Written acceptance of the position is required any time special arrangements have been negotiated, to ensure mutual understanding of the conditions of employment.



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The Human Resources representative contacts the department of a successful internal candidate to arrange a mutually agreeable time for transfer.

## Medical Examinations

After a written offer of employment has been made, a medical examination or assessment may be required to confirm the candidate's ability to perform the essential duties of the job. Candidates who do not successfully complete the physical may be accommodated in accordance with the *Occupational Health and Safety Act*.

## Unsuccessful Candidates

All internal candidates, and any external candidates who were interviewed, will be notified in writing of the results of the job competition by the Human Resources representative as soon as possible. If time does not permit written notification, candidates will be notified verbally and will receive subsequent written confirmation of the results.

## USING CONSULTING SERVICES

The use of consulting services will generally be limited to the recruitment and selection of candidates for senior staff positions (i.e. grade J and above) and job vacancies where market conditions have severely restricted the number of available candidates.

## Selection of Consultant

Consultants will be selected in accordance with the City's by-law governing purchasing. Where permitted by the by-law, consultants will be selected by the City Manager for commissioner positions and above, and the Director, Human Resources or designate for all other positions. Fees, payment of expenses, and required procedures will be set out in a written agreement authorized by the Director, Human Resources or designate.

The candidate selection process used by the consulting service

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must comply with statutory and legislative requirements, and procedures in this policy.

## Recruitment Process

The consultant will follow established procedures for the preparation of internal job postings and media advertisements. When hiring a commissioner, the consultant will consult with stakeholders as appropriate and conduct a national search.

Advertisements and job postings must be approved by the Director, Human Resources or designate. Applications will be received and acknowledged in accordance with the terms of the contract.

## Candidate Selection – Positions other than Commissioner

Where the consultant is responsible for receiving applications, the Director, Human Resources will be provided with a list of all internal applicants and a review of their qualifications. The short-list of recommended candidates will be determined by the consultant and presented to a selection committee.

Final candidates will be interviewed by a selection committee, which may include the Director, Human Resources and the City Manager. All final candidates will be notified of the outcome of their candidacy by the Director, Human Resources or designate.

## Candidate Selection – Commissioner Positions

The consultant will present a long list of candidates to the City Manager and the Director, Human Resources. They will determine who will proceed to the first interview process.

The City Manager, together with the commissioners, the consultant and the Director, Human Resources will interview the candidates selected from the long list and determine a short list to be referred to a selection committee consisting of all members of Council, the City Manager, and the consultant.

The short list of candidates will be interviewed by the selection

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committee. The City Manager will recommend a candidate to the selection committee. The selection committee will consider the City Manager's recommendation and will make a final recommendation to Council.

Upon Council's approval, the City Manager will proceed with an offer of employment and will finalize the terms of employment directly with the successful candidate.

REFERENCE: GC-0170-2005 – 2005 03 30  
Resolution 0061-2005 – 2005 03 30  
Amended per AAC-0070-2004  
GC-0157-2011 – 2011-03-30 – Added reference to new  
Employment of Relatives policy

LAST REVIEW DATE: April, 2005

CONTACT: For more information, contact your departmental Human  
Resources representative.

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TAB: HUMAN RESOURCES  
SECTION: RECRUITMENT  
SUBJECT: CONDUCTING REFERENCE CHECKS

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**POLICY STATEMENT** References must be checked for all successful applicants for permanent positions and temporary positions where the individual will be in a position of trust, or where the assignment exceeds six months in duration.

**PURPOSE** Reference checks are conducted to confirm a candidate's suitability for employment. This policy establishes appropriate procedures for gathering employment reference information, in accordance with all applicable legislation, including the *Municipal Freedom of Information and Protection of Privacy Act*.

**RESPONSIBILITY FOR REFERENCE CHECKS** The departmental Human Resources representatives are responsible for conducting all reference checks for the Corporation. The Human Resources representative may delegate this responsibility to the hiring department, if the position being filled is highly technical in nature. If such delegation occurs, the references will be checked under the supervision of the Human Resources representative. The procedures defined in this policy must be followed, and completed Employment Reference Confirmation forms must be received by the Human Resources representative prior to the extension of an offer of employment.

**PROCEDURE** References must be checked before a job offer is extended.

**Internal Candidates** The Human Resources representative informs the successful internal candidate that a reference check is required and requests permission to contact the employee's present supervisor, if prior permission was not granted on the Internal Job Posting Application. If an employee prefers to inform his/her supervisor

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in advance, time will be allowed to do so.

## External Candidates

Prior to an offer of employment being made to an external candidate, the Human Resources representative wherever possible must secure reference information from the preferred candidate's most recent employer and at least one other favourable employment related reference. If the candidate is reluctant to permit a reference check with their present employer prior to an offer of employment being made, a conditional offer of employment may be extended conditional upon the receipt of a satisfactory reference.

A list of employment related references, and written permission to contact these references must be obtained from the candidate during the interview process. When it is not possible to obtain verbal references, a written request for reference information will be sent to the previous/current employer, along with a Employment Reference Confirmation form and a Personal Information Release form signed by the candidate. All letters of reference are to be verified by the Human Resources representative. The Human Resources representative will discuss reference information with the hiring department, and will identify any areas of concern.

## Verification of Credentials

The Human Resources representative shall verify all required credentials such as a licence, certificate, eligibility for bonding, degree or diploma, by obtaining a copy of the relevant document and placing it in the candidate's personnel file.

## Reference Check Form

The completed Employment Reference Confirmation form for the successful candidate is filed in his/her personnel file. Completed Employment Reference Confirmation forms for unsuccessful candidates are filed in the competition file.

## POSITIONS OF LESS

The hiring department, in consultation with the Human Resources

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THAN SIX MONTHS representative, may require reference checks for temporary positions of less than six months duration.

REFERENCE: GC-142-94, Part 2.5 - 1994 03 09

LAST REVIEW DATE: April, 2007

CONTACT: For more information, contact your departmental Human Resources Manager.

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TAB: HUMAN RESOURCES  
SECTION: RECRUITMENT  
SUBJECT: HANDLING APPLICATIONS

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**POLICY STATEMENT** The Human Resources Division, Corporate Services Department, receives all resumes and applications for employment with the City of Mississauga and ensures that they are considered for appropriate job opportunities.

**PURPOSE** Centralized receipt of job applications ensures that applicants can be considered for any available position within the Corporation which is appropriate for their skills.

This policy identifies procedures for the receipt, filing and acknowledgement of applications, and establishes a standard practice for the consideration of late applications.

**RECEIPT OF APPLICATIONS** The Human Resources Division is responsible for the receipt of all applications and/or resumes.

Applicants are responsible for ensuring that their applications and/or resumes are received by the Human Resources receptionist on or before the deadline on the job posting or advertisement.

In the event that other staff receive applications or resumes, they must be forwarded to the Human Resources receptionist. Departments may elect to have staff forward such applications or resumes directly to the receptionist, immediately on receipt, or to forward the applications or resumes to their departmental Human Resources representative, who will then be responsible for forwarding them to the receptionist.

**FILING APPLICATIONS** Applications will be filed in either the competition file, or the general application files. *(Don't need)*

**Solicited Applications** Applications and/or resumes received in response to an internal posting or to an advertisement are filed in the appropriate

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competition file for review. Human Resources staff do not file unsolicited applications /resumes in competition files.

Once a selection has been made, the applications/resumes of unsuccessful candidates are retained in the competition file. The competition files are then retained in the Human Resources Division, and may be reviewed by departmental Human Resources representatives to match applications with suitable vacancies that are open to external candidates.

## Unsolicited Applications

Unsolicited applications are filed in general application files, for review by departmental Human Resources representatives to match applications with suitable vacancies that are open to external candidates.

General application files are sorted by category of qualifications and experience.

## Records Retention

Solicited applications may be destroyed one year following the date upon which the competition for which they were submitted is closed. Unsolicited applications may be destroyed six months following the date of receipt of the application by the Human Resources receptionist. Destruction will be carried out by the Human Resources Division, by shredding the documents.

## ACKNOWLEDGEMENT

All solicited applications and resumes from internal applicants will be acknowledged. External applicants will be informed in the advertisement for solicited applications that only those candidates selected for an interview will be acknowledged.

Unsolicited applications will not be acknowledged.

## LATE APPLICATIONS

Applications received after the cut-off date on the job posting or advertisement, but before the interview process has begun, may be accepted in exceptional circumstances only. (An absence on vacation or sick leave during the posting period may be considered "exceptional circumstances".)

Generally, applications will not be accepted after the interview process has begun. Exceptions may be made if none of the



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candidates being interviewed are fully qualified for the position.

The Human Resources representative, in consultation with the hiring department, determines whether to accept the late application.

REFERENCE: GC-379-95 - 1995 06 14

LAST REVIEW DATE: April, 2001

CONTACT: For more information, contact the departmental Human Resources representative.



# Corporate Report

Clerk's Files

Originator's  
Files

18.

**DATE:** May 23, 2014

**TO:** Chair and Members of General Committee  
Meeting Date: June 25, 2014

General Committee

**JUN 25 2014**

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

**SUBJECT:** **Proposed Corporate Policy and Procedure – Whistleblower Program**

**RECOMMENDATION:** That Council approve the proposed Corporate Policy and Procedure – Whistleblower Program attached as Appendix 1 to the report dated May 23, 2014 from the City Manager and Chief Administrative Officer, with implementation in the fall of 2014.

**BACKGROUND:** Following an investigation into serious workplace issues involving the City's Enforcement division in 2012, a committee was formed to discuss the possible introduction of a Corporate Whistleblower Policy that would allow employees to anonymously raise concerns about the use of City resources and other similar issues without the fear of reprisal. This committee was comprised of members of the City's Legal Services, Human Resources, Internal Audit, and Enforcement Divisions (the "Committee").

Whistleblower policies and procedures are now legal requirements for all publicly traded companies in North America and they are becoming more common in the municipal sector. For example, both the City of Toronto and the City of Oakville currently maintain whistleblower policies and the Committee's benchmarking and investigation determined that this has been beneficial in those

instances.

Working in conjunction with the City Manager's Office, the Committee developed the Draft Corporate Whistleblower Program policy for your consideration, which is attached as Appendix 1 to this report.

This proposed new policy has already been subject to the standard staff consultation and feedback process and you may find a summary of the feedback that the Committee received attached as Appendix 2.

**COMMENTS:**

As outlined in the attached draft policy, the Committee is proposing to purchase a web-based system that will allow City employees to register a whistleblower complaint without divulging their name or contact information. The Committee's research determined that there are several service providers that can provide such a system to the City at a reasonable cost.

Once a complaint has been filed by the employee, it will then be sent to the Legal Services Division and a small expert panel will be convened to determine which City division is best equipped to investigate the complaint, based on its subject matter. In some cases, an external third party investigator could be brought in to investigate.

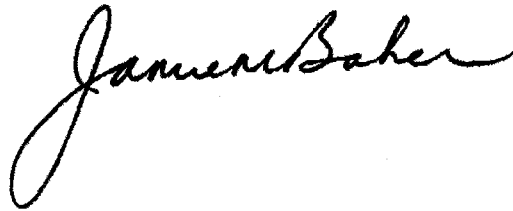
Once an investigator has been assigned, he/she will be able to correspond directly with the employee using the web-based system, all without ever compromising the whistleblower's anonymity. Once the investigation has been completed, the investigator will prepare a report of his/her findings for the City Manager's review.

Legal Services will monitor status of all complaints and will provide quarterly updates to the City Manager on the progress of all investigations. To the extent possible, measures have been taken to mitigate any potential abuse of this policy.

**FINANCIAL IMPACT:** Benchmarking indicates the cost of using an external service provider is approximately \$14,000-\$17,000 annually, plus the cost of any external investigators.

**CONCLUSION:** On the recommendation of the Leadership Team, the attached proposed Corporate Policy and Procedure - Whistleblower Program, with full implementation scheduled for the fall of 2014, should be adopted by Council.

**ATTACHMENTS:** Appendix 1: Draft Corporate Policy and Procedure - Whistleblower Program



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

*Prepared By: Graham Walsh, Legal Counsel*

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TAB: CORPORATE ADMINISTRATION

SECTION: ACCOUNTABILITY AND TRANSPARENCY

SUBJECT: WHISTLEBLOWER PROGRAM

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POLICY STATEMENT The City of Mississauga is committed to the principles of corporate accountability, transparency and honesty.

PURPOSE The purpose of this policy is to establish procedures for employees for the anonymous reporting and investigating of allegations of Waste and/or Wrongdoing within the City of Mississauga when there is fear of reprisal when using established channels.

SCOPE The Whistleblower Program may be utilized by all City of Mississauga staff and by the City's elected officials.

Complaints involving elected officials will be forwarded to the Integrity Commissioner, appointed under the *Council Code of Conduct*, who will conduct the investigation in accordance with the *Council Code of Conduct Complaint Protocol*, if appropriate.

Available Reporting  
Options

Several existing Corporate Policies and Procedures outline the actions the City will take in the event of accusations or findings of staff misconduct. Staff and, where applicable, elected officials, should review these policies and consider using established channels of reporting allegations of Waste and/or Wrongdoing in accordance with the applicable policy:

- Access to and Acceptable Use of Information Technology Resources
- Employee Complaints Review Procedure
- Fraud and Theft
- Respectful Workplace
- Workplace Violence

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Unionized employees also have access to the grievance procedure outlined in their collective agreements as a channel to report Waste and/or Wrong doing.

Otherwise, Employees who fear reprisal may anonymously report suspicions of Waste and/or Wrongdoing through the Whistleblower Program.

## Excluded Complaints

Complaints regarding Council decisions or City policies and by-laws are outside of the scope of this policy.

## LEGISLATIVE AUTHORITY

Disclosure of information is subject to the *Municipal Freedom and Protection of Privacy Act* (MFIPPA). For additional information on MFIPPA refer to Corporate Policy and Procedure - Corporate Administration - Freedom of Information and Protection of Privacy. This does not affect the anonymity of the Whistleblower.

## DEFINITIONS

### Employee

For the purposes of this policy:

“Employee” means, for simplification of the language in this policy, all union and non-union employees, as well as elected officials, unless otherwise stated.

### Subject Party

“Subject Party” means the person(s) identified in a Whistleblower complaint.

### Waste

“Waste” means the gross mismanagement/abuse of City resources in a willful, intentional or negligent manner.

### Whistleblower

“Whistleblower” means an Employee who has knowledge or suspicion of an activity and chooses to submit a complaint through the Whistleblower Program.

### Whistleblower Program

“Whistleblower Program” means the processes and mechanisms

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for the confidential and anonymous reporting of Waste and/or Wrongdoing where fear of reprisal exists, and the subsequent investigation and outcome of each complaint.

## Wrongdoing

“Wrongdoing” means any illegal or inappropriate conduct, including but not limited to:

- crime or suspected criminal activity;
- fraud and theft;
- the wrongful or unauthorized acquisition, use, appropriation or disposal of City assets, including monies, information, data, materials, labour or equipment, including furniture and fixtures;
- falsification, alteration, or manipulation of the Corporation’s documents, records or computer files;
- the violation of public trust or duty;
- danger to public health or safety;
- the misuse of position for personal gain;
- financial irregularities, including but not limited to: forgery or alteration of cheques, drafts, promissory notes and securities; any misappropriation or mishandling of funds or securities; and/or
- any fraudulent claim for reimbursement of expenses by the City.

## ADMINISTRATION

The Whistleblower Program is managed by an independent third party service provider.

Complaints are submitted through the third party service provider’s external, anonymous reporting system and investigated by professionals employed by a third party service provider, or another independent investigator, or by appropriate City staff.

The Legal Services Division, City Manager’s Office, acts as the contract manager for the third party service provider and, when required, the point of contact for other independent investigators

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or City staff, such as Human Resources, assigned to an investigation resulting from a Whistleblower complaint.

## ACCOUNTABILITY

### City Manager

The City Manager is accountable for:

- ensuring the City retains a Whistleblower Program provider whose services include procedures for receiving, assessing, appropriately investigating and reporting the outcome of allegations and complaints received under the Whistleblower Program;
- ensuring staff cooperate with Whistleblower Program investigations as required;
- where applicable, ensuring the underlying causes are determined and that recommendations are made to correct the situation and prevent further occurrences; and
- where appropriate to the circumstances, inform Council of Whistleblower Program investigations and/or outcomes.

### Departmental Directors

All departmental directors are accountable for:

- ensuring all applicable managers/supervisors are aware of this policy and of any subsequent revisions;
- ensuring compliance with this policy; and
- cooperating with Whistleblower Program investigations as required.

### Managers/Supervisors

Managers/supervisors are accountable for:

- ensuring staff in their respective work units are aware of this policy and any subsequent revisions;
- ensuring staff comply with this policy; and
- cooperating with Whistleblower Program investigations as required.

### All Employees

All Employees are accountable for:

- complying with this policy;
- reporting any occurrence or indication of Waste and/or



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Wrongdoing that they are aware of to their manager/supervisor or other management staff through established channels or, where fear of reprisal exists, through the Whistleblower Program; and

- cooperating with Whistleblower Program investigations as required.

## PROCESS

All Employees have a responsibility to report serious violations or breaches of City policies, procedures and by-laws; allegations of criminal activity; and any other Employee misconduct which may be detrimental to the City's interests. Employees are encouraged to report such matters to their supervisor using established channels, but may report them anonymously through the Whistleblower Program when they fear reprisal.

An independent, objective and impartial investigation of any suspected acts or allegations of Waste and/or Wrongdoing will be conducted, regardless of the Subject Party's position, title or length of service, or the relationship with the City of any party who might be involved in such an investigation.

## Reporting Mechanism

The reporting system, accessible 24 hours a day, 7 days a week by email or online through a secure website submission form, is operated by an independent third-party service provider to ensure strict Employee confidentiality and anonymity. Information on how to access the reporting system is available on Inside Mississauga.

Whistleblowers are not required to provide their name or any other personal information when submitting a complaint of suspected Waste and/or Wrongdoing by a Subject Party(s). However, in some cases, investigation may not be possible unless the source of the information is identifiable and/or if insufficient information has been provided.

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## Reporting Process

An anonymous report is submitted through the third-party service provider and assigned a confidential code. The Whistleblower should include as much information as possible, including the nature of the Waste and/or Wrongdoing; which Employees are alleged to be involved; specific dates, times and locations; and any relevant evidence.

The Whistleblower should access the complaint on a regular basis, using their assigned code, in order to check the progress of the complaint and to determine if the independent provider has requested additional information.

## Investigation

Complaints will be investigated by employees of the independent service provider, another independent investigator, or by City staff, when appropriate. Legal Services, in consultation with appropriate City staff, will make this determination. In all cases, an appropriate, qualified independent team will be assigned and an objective investigation will be conducted.

Anonymous two-way communication is facilitated if more information is needed with respect to the complaint. If additional information is requested during the investigation and the Whistleblower chooses not to participate/respond, the investigator may decide not to investigate further and the report will be updated accordingly. All Employees are expected to cooperate fully with any investigation.

## Conclusion

At the conclusion of each investigation, the independent service provider or staff investigator will document the results in a confidential report and provide the report to the City Manager. The City will make every reasonable effort to pursue the recovery of City losses from the Subject Party(s) or other appropriate source(s).

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## PROTECTION FROM REPRISALS

Unsubstantiated complaints made in good faith will not result in any reprisal against the Whistleblower or the Subject Party, including:

- dismissal or threat of dismissal;
- discipline or suspension, or the threat of discipline or suspension;
- subjecting the Employee to any form of harassment or abuse; or
- imposing any penalty, directly or indirectly, including career limitations or change in work conditions/ assignment.

The City Manager must be informed if a Whistleblower believes he/she is being retaliated against, or any Employee is informed of or becomes aware of possible reprisals against an individual as the result of a complaint under the Whistleblower Program.

The City Manager will assign complaints of retaliation by City staff to an independent reviewer, who will investigate and report the outcome to the City Manager and the City employee. Where the investigation substantiates the allegations of reprisals, staff involved in the reprisal will be subject to the appropriate disciplinary action, in accordance with this policy. Complaints of retaliation by an elected official will be investigated by the Integrity Commissioner.

## CONFIDENTIALITY

Confidentiality of the  
Subject Party

A Subject Party(s) accused of Waste and/or Wrongdoing is innocent until proven guilty and entitled to due process. The decision to inform the Subject Party(s) of the allegation or the investigation will be at the discretion of the investigator(s) and will be determined on a case-by-case basis. The identity of the Subject Party(s) will be confidential and only made known on a need-to-know basis in order to conclude the investigation.

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## Confidentiality During Investigation

Whistleblowers, witnesses, the Subject Party(s), investigators and Employees interviewed as part of an investigation must maintain confidentiality of all information related to an investigation. Breaches of confidentiality may be regarded as serious misconduct and will be subject to disciplinary action, in accordance with this policy.

## DISCIPLINARY ACTION

Employees who knowingly make a false or misleading statement; seek reprisal against an individual as the result of a complaint; do not cooperate during the course of an investigation or complaint of retaliation; or against whom acts of Waste and/or Wrongdoing are substantiated will be subject to disciplinary action, up to and including dismissal.

## REPORTS

The City Manager will provide a high-level summary of the complaints received and investigations conducted in an annual report to Council, through the Audit Committee.

## REFERENCE:

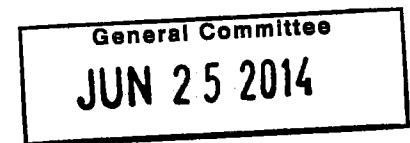
## LAST REVIEW DATE:

## CONTACT:

For additional information contact Legal Services, City Manager's Office.

REPORT 2 - 2014

TO: CHAIR AND MEMBERS OF GENERAL COMMITTEE



The Museums of Mississauga Advisory Committee presents its second report for 2014 and recommends:

MOMAC-0005-2014

That the Update with respect to the Museums of Mississauga Advisory Committee (MOMAC) 2014 Priorities and Work Plan dated June 16, 2014, from J. Harvey, MOMAC Chair, be received.

(MOMAC-0005-2014)

MOMAC-0006-2014

That the Museums of Mississauga Report dated June 6, 2014 from Annemarie Hagan, Manager, Museums & Traditions, highlighting Collections and Exhibits activities, Museums Events, Grants received, an update on Capital Projects, and Visitor Evaluations for the period March 16, 2013 to May 31, 2014, be received.

(MOMAC-0006-2014)

MOMAC-0007-2014

That the following Items for Information be received:

- (a) That the Corporate Report dated June 2, 2014 from the Commissioner of Community Services titled "*Update on the Benares Funds – Fiscal Year 2013 – Benares Historic House, 1503 Clarkson Road North, Mississauga (Ward 2)*", be received for information;
- (b) City News Article with respect to Museums Spring Exhibitions and Programs dated May 5, 2014;
- (c) Mississauga News Article on the Art Gallery of Mississauga entitled "*Gallery just too small, AGM officials say*", dated June 5, 2014.

(MOMAC-0007-2014)

## REPORT 4-2014

TO: CHAIR AND MEMBERS OF GENERAL COMMITTEE

General Committee

JUN 25 2014

The Heritage Advisory Committee presents its fourth report for 2014 and recommends:

## HAC-0034-2014

That the property located at 49 Queen Street South, which is listed on the City's Heritage Register as part of the Streetsville Core Cultural Landscape, is not worthy of heritage designation, and consequently, that the owner's request to demolish the structures be approved and that the appropriate City officials be authorized and directed to take the necessary action to give effect thereto, as described in the Corporate Report dated May 20, 2014, from the Commissioner of Community Services.

(Ward 11)

(HAC-0034-2014)

## HAC-0035-2014

That the request to alter the property at 41 Bay Street, as described in the Corporate Report dated May 21, 2014 from the Commissioner of Corporate Services, be approved. (Ward 1)

(HAC-0035-2014)

## HAC-0036-2014

That the property at 3031 Churchill Avenue, which is listed on the City's Heritage Register as part of the War Time Housing Cultural Landscape in Malton, is not worthy of heritage designation, and consequently, that the owner's request to demolish the structure be approved and that the appropriate City officials be authorized and directed to take the necessary action to give effect hereto, as described in the Corporate Report dated May 21, 2014 from the Commissioner of Community Services. (Ward 5)

(HAC-0036-2014)

## HAC-0037-2014

That the property at 3032 Churchill Avenue, which is listed on the City's Heritage Register as part of the War Time Housing Cultural Landscape in Malton, is not worthy of heritage designation, and consequently, that the owner's request to demolish the structure be approved and that the appropriate City officials be authorized and directed to take the necessary action to give effect hereto, as described in the Corporate Report dated May 12, 2014 from the Commissioner of Community Services. (Ward 5)

(HAC-0037-2014)

## HAC-0038-2014

That the property at 1407 Stavebank Road, which is listed on the City's Heritage Register as part of the Mineola West Neighbourhood Cultural Landscape, is not worthy of heritage designation, and consequently, that the owner's request to demolish the structure be approved and that the appropriate City officials be authorized and directed to take the necessary action to give effect hereto, as described in the Corporate Report dated May 12, 2014 from the Commissioner of Community Services. (Ward 1)

(HAC-0038-2014)

HAC-0039-2014

That the property at 52 Inglewood Drive, which is listed on the City's Heritage Register as part of the Mineola West Neighbourhood Cultural Landscape, is not worthy of heritage designation, and consequently, that the owner's request to demolish the structure be approved and that the appropriate City officials be authorized and directed to take the necessary action to give effect hereto, as described in the Corporate Report dated May 12, 2014 from the Commissioner of Community Services. (Ward 1)  
(HAC-0039-2014)

HAC-0040-2014

That the chart prepared by Mumtaz Alikhan, Legislative Coordinator, with respect to the Heritage Advisory Committee's status of outstanding issues as at June 17, 2014, be received for information.  
(HAC-0040-2014)

HAC-0041-2014

That the Letter dated May 16, 2014 from AECOM entitled *Municipal Class Environmental Assessment Study for Second Line West Pedestrian/Cyclist Crossing of Highway 401* advising that the Second Line West vehicular crossing of Highway 401 is being removed to accommodate the widening of Highway 401, be received for information.  
(HAC-0041-2014)