



AGENDA

GENERAL COMMITTEE

THE CORPORATION OF THE CITY OF MISSISSAUGA

www.mississauga.ca

WEDNESDAY, APRIL 22, 2015 – 9:00 AM

COUNCIL CHAMBER – 2nd FLOOR – CIVIC CENTRE

300 CITY CENTRE DRIVE, MISSISSAUGA, ONTARIO, L5B 3C1

Members

Mayor Bonnie Crombie	
Councillor Jim Tovey	Ward 1
Councillor Karen Ras	Ward 2
Councillor Chris Fonseca	Ward 3
Councillor Carolyn Parrish	Ward 5
Councillor Ron Starr	Ward 6
Councillor Nando Iannicca	Ward 7
Councillor Matt Mahoney	Ward 8
Councillor Pat Saito	Ward 9
Councillor Sue McFadden	Ward 10
Councillor George Carlson	Ward 11 (Chair)

Contact:

Sacha Smith, Legislative Coordinator, Office of the City Clerk
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Meetings of General Committee streamed
live and archived at mississauga.ca/videos

INDEX – GENERAL COMMITTEE – APRIL 22, 2015

CALL TO ORDER

APPROVAL OF THE AGENDA

DECLARATIONS OF CONFLICT OF INTEREST

PRESENTATIONS

- A. Jennifer Clarke, Supervisor, Community Programs and Lee Ann Reck, Manager, Frank McKechnie Community Centre will present the Hi-Five Pro Award and the Play in the Park Pro Initiative Award to City Council.

DEPUTATIONS - Nil

MATTERS TO BE CONSIDERED

1. All-Way Stop – Speakman Drive and Hadwen Road/Private Access (Ward 2)
2. Stopping Prohibition – Chriseden Drive (Ward 2)
3. Parking Prohibition – Boismere Court (Ward 7)
4. Right-turn Lane Designation – Tenth Line West at Thomas Street (Wards 9 and 10)
5. Proposed Temporary Road Closure – Melton Drive between Cody Lane and Kilgorie Court (Ward 1)
6. Traffic Calming – Second Line West (Ward 11)
7. 2015 Sidewalk and Multi-Use Trail Construction Programs (Wards 3, 4, 5, 6 and 11)
8. Assumption of Municipal Works (Ward 2)
9. Extension of Presto Operating Agreement
10. 2015 Let's Play in the Park Program (All Wards)
11. Community Recognition – Program, Policy and Process for Requests in Support of Community Campaigns and Special Events

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13. 2014 Annual Report on Investments
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COUNCILLORS' ENQUIRIES

OTHER BUSINESS/ANNOUNCEMENTS

CLOSED SESSION

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

The security of the property of the municipality or local board – Enersource (Verbal Update)

ADJOURNMENT

CALL TO ORDERAPPROVAL OF THE AGENDADECLARATIONS OF CONFLICT OF INTERESTPRESENTATIONS

- A. Jennifer Clarke, Supervisor, Community Programs and Lee Ann Reck, Manager, Frank McKechnie Community Centre will present the Hi-Five Pro Award and the Play in the Park Pro Initiative Award to City Council.

DEPUTATIONS - NilMATTERS TO BE CONSIDERED

1. All-Way Stop – Speakman Drive and Hadwen Road/Private Access (Ward 2)

Corporate Report dated April 2, 2015 from the Commissioner of Transportation and Works with respect to an all-way stop at Speakman Drive and Hadwen Road/Private Access.

RECOMMENDATION

That a by-law be enacted to amend the Traffic By-law 555-00, as amended, to implement an all-way stop control at the intersection of Speakman Drive and Hadwen Road/Private Access.

2. Stopping Prohibition – Chriseden Drive (Ward 2)

Corporate Report dated April 2, 2015 from the Commissioner of Transportation and Works with respect to a stopping prohibition on Chriseden Drive.

RECOMMENDATION

That a by-law be enacted to amend the Traffic By-law 555-00, as amended, to extend the existing stopping prohibitions on Chriseden Drive between 8:00 a.m. - 4:00 p.m., September 1 to June 30, Monday - Friday at the following locations:

1. On the north side of Chriseden Drive from Gregwood Road to a point 85 metres (278 feet) easterly thereof.
2. On the east side of Chriseden Drive from Edistel Crescent to a point 25 metres (82 feet) northerly thereof.

(2.)

3. On the west side of Chriseden Drive from Edistel Crescent to a point 85 metres (278 feet) northerly thereof.

3. Parking Prohibition – Boismere Court (Ward 7)

Corporate Report dated April 2, 2015 from the Commissioner of Transportation and Works with respect to a parking prohibition on Boismere Court.

RECOMMENDATION

That a by-law be enacted to amend the Traffic By-law 555-00, as amended, to implement a parking prohibition on the north and west side of Boismere Court.

4. Right-turn Lane Designation – Tenth Line West at Thomas Street (Wards 9 and 10)

Corporate Report dated April 2, 2015 from the Commissioner of Transportation and Works with respect to a right-turn lane designation on Tenth Line West at Thomas Street.

RECOMMENDATION

That a by-law be enacted to amend The Traffic By-law 555-00, as amended, to implement lane designations at the following:

1. A northbound curb lane right-turn designation Tenth Line West between Thomas Street and a point 50 metres southerly thereof.
2. A southbound curb lane right-turn designation on Tenth Line West between Thomas Street and a point 63 metres northerly thereof.

5. Proposed Temporary Road Closure – Melton Drive between Cody Lane and Kilgorie Court (Ward 1)

Corporate Report dated April 2, 2015 from the Commissioner of Transportation and Works with respect to a proposed temporary road closure on Melton Drive between Cody Lane and Kilgorie Court.

RECOMMENDATION

That a by-law be enacted to implement the temporary closure of Melton Drive between Cody Lane and Kilgorie Court commencing at 7:00 a.m. on Monday, May 4, 2015 and ending at 7:00 p.m. on Friday, August 14, 2015.

6. Traffic Calming – Second Line West (Ward 11)

Corporate Report dated April 2, 2015 from the Commissioner of Transportation and Works with respect to traffic calming on Second Line West.

RECOMMENDATION

That traffic calming on Second Line West, north of Old Derry Road be implemented as part of the funding from the Traffic Calming Pilot Program.

7. 2015 Sidewalk and Multi-Use Trail Construction Programs (Wards 3, 4, 5, 6 and 11)

Corporate Report dated March 31, 2015 from the Commissioner of Transportation and Works with respect to the 2015 Sidewalk and Multi-Use Trail Construction Programs.

RECOMMENDATION

That the proposed 2015 Sidewalk and Multi-Use Trail Construction Programs, as outlined in the report dated March 31, 2015 from the Commissioner of Transportation and Works, be approved.

8. Assumption of Municipal Works (Ward 2)

Corporate Report dated April 6, 2015 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-1352, 1135412 Ontario Limited, (lands located north of Truscott Drive, south of South Sheridan Way, east of Clarkson Road North and west of Mississauga Road, in Z-10, known as Kiran Court Estates), and that the Letter of Credit in the amount of \$129,805.15 be returned to the developer and that a by-law be enacted to assume the road allowance within the Registered Plan as public highway and part of the municipal system of the City of Mississauga.

9. Extension of Presto Operating Agreement

Corporate Report dated April 6, 2015 from the Commissioner of Transportation and Works with respect to the extension of the Presto Operating Agreement.

(9.)

RECOMMENDATION

1. That Council exercise the option under the current Greater Toronto and Hamilton Area (GTHA) Fare System Operational Agreement to extend it for three (3) years, from October 27, 2016, to October 27, 2019.
2. That a by-law be enacted to authorize the Mayor and City Clerk to execute an extension of the GTHA Farecard System Operating Agreement on behalf of the City, which governs the roles and responsibilities of Metrolinx, MiWay, GTHA service providers, and the city of Ottawa; in a form that replicates current terms and conditions and is satisfactory to Legal Services.
3. That Council authorize the Director of Mississauga Transit and appointed delegate(s) to entertain negotiations with Metrolinx and participant service providers for a new operating agreement; in a form satisfactory to Legal Services and Materiel Management.

10. 2015 Let's Play in the Park Program (All Wards)

Corporate Report dated March 31, 2015 from the Commissioner of Community Services with respect to the 2015 Let's Play in the Park Program.

RECOMMENDATION

That the report dated March 31, 2015 from the Commissioner of Community Services titled "2015 Let's Play in the Park" be received for information.

11. Community Recognition – Program, Policy and Process for Requests in Support of Community Campaigns and Special Events

Corporate Report dated April 8, 2015 from the Commissioner of Corporate Services and Chief Financial Officer with respect to program, policy and process for requests in support of community campaigns and special events.

RECOMMENDATION

1. That the proposed "Community Recognition Program" identified as Option 2 in the Corporate Report dated April 2, 2015 from the Commissioner of Corporate Services and Chief Financial Officer be approved;
2. That \$1,000 in funding from contingency to cover initial costs to launch the Community Recognition Program in 2015 be approved;

(11.)

3. That the draft "Community Recognition Program" policy attached as Appendix 1 be approved;
4. That the Flag Protocol Policy be amended to align with the new Community Recognition Program policy outlined in Appendix 2; and
5. That the Procedural By-law 0139-2013 be amended to include Proclamations.

12. Multicultural Media and Advertising Strategy

Corporate Report dated April 6, 2015 from the Commissioner of Corporate Services and Chief Financial Officer with respect to multicultural media and advertising strategy.

RECOMMENDATION

That the Report dated April 6, 2015, from the Commissioner of Corporate Services and Chief Financial Officer recommending the approval of a new Multicultural Media and Advertising Strategy, be adopted in accordance with the following:

1. That Council adopt a paid advertising approach for multicultural print media based on criteria/format outlined in this report;
2. That Council support a standard "greeting" advertisement for use in multicultural print media;
3. That Council endorse the suggested Multicultural Media Greeting Schedule for 2015/16;
4. That Council approve funding from contingency in the amount of \$15,000 for 2015;
5. That new multicultural media outlets be added to the City's distribution list at the request of Councillors.

13. 2014 Annual Report on Investments

Corporate Report dated from the Commissioner of Corporate Services and Chief Financial Officer with respect to the 2014 Annual Report on Investments.

RECOMMENDATION

That in compliance with Provincial legislation governing municipal investment practices, the "2014 Annual Report on Investments" dated April 7, 2015 from the Commissioner of Corporate Services and Chief Financial Officer be received for information.

14. Financial Report as at December 31, 2014

Corporate Report dated April 6, 2015 from the Commissioner of Corporate Services and Chief Financial Officer with respect to a financial report as at December 31, 2014.

RECOMMENDATION

1. That the "Financial Report as of December 31, 2014" report dated April 6, 2015, from the Commissioner of Corporate Services and Chief Financial Officer, including appendices 1 to 3, be approved.
2. That the Treasurer be authorized to fund and close the capital projects as identified in this report.
3. That \$3,125,635 be transferred from the Assessment Appeal Reserve (#305165) to fund the balance exceeding the budget for Assessment Appeals.
4. That \$1,200,000 of the year-end operating surplus be transferred to the Building Permits Revenue Stabilization Reserve (#305161), to increase the reserve.
5. That \$2,400,000 of the year-end operating surplus be transferred to the General Contingency Reserve (#305125).
6. That the balance of the year-end operating surplus of \$7,242,331 be transferred to the Capital Reserve Fund (#33121).
7. That a new project PN15347 – Landscape, Parking and Site Improvements in Ward 11 be created with a gross and net budget of \$270,000 and be funded from the 2009 Special Reserve Fund (#35574).
8. That the necessary by-laws be enacted.

ADVISORY COMMITTEE REPORTSEnvironmental Action Committee Report 1-2015 April 7, 2015RECOMMENDATION

EAC-0001-2015

That Councillor Matt Mahoney, Ward 8, be appointed Chair of the Environmental Action Committee for the term ending November 2018 or until a successor is appointed.
(EAC-0001-2015)

EAC-0002-2015

That Councillor George Carlson, Ward 11, be appointed Vice-Chair of the Environmental Action Committee for the term ending November 2018 or until a successor is appointed.

(EAC-0002-2015)

EAC-0003-2015

1. That the PowerPoint presentation by Christopher Davidson, P.Eng, Evidence for Democracy entitled, "Climate Change and Stormwater" to the Environmental Action Committee on April 7, 2015 be received;
2. That Environment Canada be requested to address the issue of climate change, specifically to update the Intensity Duration Frequency (IDF) Curves to facilitate municipal design standards for Stormwater Management.

(EAC-0003-2015)

EAC-0004-2015

That the PowerPoint presentation by Lisa Brusse, Manager Landowner Outreach, Credit Valley Conservation Authority entitled, "Grow Back to Nature!" to the Environmental Action Committee on April 7, 2015 be received.

(EAC-0004-2015)

EAC-0005-2015

That the PowerPoint presentation by Vivian Peets, Public Relations Coordinator, Communications entitled, "Earth Days '15" to the Environmental Action Committee on April 7, 2015 be received.

(EAC-0005-2015)

EAC-0006-2015

That the PowerPoint Presentation by Jamie Ferguson, Acting Natural Areas/One Million Trees Coordinator, Parks and Forestry entitled, "Mississauga Arboretum and Memorial Forest Master Plan and Implementation Strategy" to the Environmental Action Committee on April 7, 2015 be received.

(EAC-0006-2015)

EAC-0007-2015

That the Terms of Reference for the Environmental Action Committee be approved as presented.

(EAC-0007-2015)

EAC-0008-2015

1. That the report dated March 11, 2015, from the Commissioner of Community Services, entitled Group Member Appointments to Environmental Action Committee, be received for information;
2. That the existing members of the Environmental Action Committee have selected and will approach EcoSource, Credit Valley Conservation Authority, Partners in Project Green, and The Little Green Schoolhouse to appoint a representative to EAC.

(EAC-0008-2015)

EAC-0009-2015

That the email dated February 19, 2015 from Prabh Banga, Sustainability Coordinator, City of Markham with respect to the Provincial Environmental Advisory Committee Symposium be received for information.

(EAC-0009-2015)

EAC-0010-2015

That the memorandum dated March 27, 2015 from Brenda Osborne, Director, Environment Division with respect to Provincial Consultations on Climate Change Update be received for information.

(EAC-0010-2015)

EAC-0011-2015

That the memorandum dated April 1, 2015 from Karen Morden, Legislative Coordinator with respect to the 2015 meeting dates of the Environmental Action Committee be received for information.

(EAC-0011-2015)

Mississauga Accessibility Advisory Committee Report 2-2015 April 13, 2015

RECOMMENDATION

AAC-0006-2015

That Carol-Ann Chafe be appointed Chair of the Accessibility Advisory Committee for a term ending November 2018 or until a successor is appointed.

(AAC-0006-2015)

AAC-0007-2015

That Melanie Taddeo be appointed Vice-Chair of the Accessibility Advisory Committee for a term ending November 2018 or until a successor is appointed.

(AAC-0007-2015)

AAC-0008-2015

That Naz Husain, Rabia Khedr, Melanie Taddeo, Mashkoor Sherwani and Clement Lowe be appointed to the Accessible Transportation Subcommittee of the Accessibility Advisory Committee for the term ending November 2018 or until a successor is appointed.

(AAC-0008-2015)

AAC-0009-2015

That Rabia Khedr, Naz Husain, Clement Lowe and Carol-Ann Chafe be appointed to the Corporate Policies and Procedures Subcommittee of the Accessibility Advisory Committee for the term ending November 2018 or until a successor is appointed.

(AAC-0009-2015)

AAC-0010-2015

That Carol-Ann Chafe, Clement Lowe, Asim Zaidi and Mashkoor Sherwani be appointed to the Facility Accessibility Design Subcommittee of the Accessibility Advisory Committee for the term ending November 2018 or until a successor is appointed.

(AAC-0010-2015)

AAC-0011-2015

That Melanie Taddeo, Asim Zaidi, Carol-Ann Chafe, Naz Husain and Robert Bain be appointed to the Promotional Awareness Subcommittee of the Accessibility Advisory Committee for the term ending November 2018 or until a successor is appointed.

(AAC-0011-2015)

AAC-0012-2015

1. That the deputation by Maria Glidden, Development Coordinator and Natasha Mistry, Public Policy and Stakeholder Relations, Crohn's and Colitis Canada entitled, "The GoHere Initiative" be received;
2. That the Accessibility Advisory Committee supports the GoHere Initiative's request to place decal stickers in public City facilities to provide way finding to public washrooms;
3. That the matter be referred to Facilities and Property Management staff to determine the feasibility of implementing the program, and to include Communications support regarding education and awareness.

(AAC-0012-2015)

AAC-0013-2015

That the PowerPoint presentation by Michael Cleland, Area Manager, Sports, Tourism, Community Development and Hershey, Ashley Travassos, Communications Advisor, and Lisa Boyce-Gonsalves, Community Development Coordinator – Inclusion and Accessibility, entitled, "Pan Am/ Para Pan Am Games" be received for information.

(AAC-0013-2015)

AAC-0014-2015

That the Terms of Reference for the Accessibility Advisory Committee be approved.

(AAC-0014-2015)

AAC-0015-2015

That the Accessibility Advisory Committee Resource Manual be received for information.

(AAC-0015-2015)

AAC-0016-2015

That the memorandum dated April 6, 2015 from Karen Morden, Legislative Coordinator with respect to the 2015 meeting dates of the Accessibility Advisory Committee be received for information.

AAC-0016-2015

Heritage Advisory Committee Report 3-2015 April 14, 2015RECOMMENDATION

HAC-0015-2015

1. That the Scruton House, 307 Queen Street South, be designated under the *Ontario Heritage Act* for its physical/design, historical/associative and contextual value.
2. That, should the property be protected with notice of intent to designate, the property Owner continue to work with Heritage Planning Staff with regard to the proposed addition, whereby staff have been delegated the authority to approve the final proposal in order to clarify a physical definition of the rear addition and roofline.

(HAC-0015-2015)

HAC-0016-2015

That the request to alter the property at 141 Lakeshore Road East, as described in the report from the Commissioner of Community Services, dated March 17, 2015, be approved and that the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.

(HAC-0016-2015)

HAC-0017-2015

That the request to alter the property at 1190 Dixie Road, as described in the report from the Commissioner of Community Services, dated March 17, 2015, be approved and that the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.

(HAC-0017-2015)

HAC-0018-2015

That the property at 1276 Clarkson Road North be removed from the City's Heritage Register.

(HAC-0018-2015)

HAC-0019-2015

That the property located at 1320 Minaki Road, (Ward 1), which is listed on the City's Heritage Register, is not worthy of heritage designation, and consequently, that the owner's request to demolish proceed through the applicable process.

(HAC-0019-2015)

HAC-0020-2015

That the Terms of Reference for the Heritage Advisory Committee, dated April 14, 2015, be approved.

(HAC-0020-2015)

HAC-0021-2015

That Councillor G. Carlson, C. McCuaig and R. Mateljan be appointed to the Heritage Designation Sub-Committee for the term ending November 2018.

(HAC-0021-2015)

HAC-0022-2015

That E. Bjarnason, L. Graves and M. Wilkinson be appointed to the Public Awareness Subcommittee for the term ending November 2018.

(HAC-0022-2015)

Mississauga Cycling Advisory Committee Report 4-2015 April 14, 2015

RECOMMENDATION

MCAC-0016-2015

That the deputation by Alex Lo-Basso, Graphic Designer and Tina Mackenzie, Manager, Creative Services regarding the Mississauga Cycling Advisory Committee brand be referred to the Active Transportation Manager.

(MCAC-0016-2015)

MCAC-0017-2015

That the deputation by Arthur Lo, TDM Analyst, Region of Peel and Margie Chung, Principal Planner, Region of Peel regarding the Active Transportation Plan Implementation Strategy's 2014 progress report be received.

(MCAC-0017-2015)

MCAC-0018-2015

That the Mississauga Cycling Advisory Committee (MCAC) enter into an agreement with CCN for the 2015 Tour de Mississauga registration system and that the fee of \$3,644.25 be allocated in the 2015 MCAC budget.

(MCAC-0018-2015)

MCAC-0019-2015

That members of the Mississauga Cycling Advisory Committee provide three (3) cycling safety objectives to the Communication and Promotions Subcommittee to be incorporated into the Committee's 2015 work plan.

(MCAC-0019-2015)

MCAC-0020-2015

That the 2015 Mississauga Cycling Advisory Committee Calendar of Events be received as amended.

(MCAC-0020-2015)

COUNCILLORS' ENQUIRIES

OTHER BUSINESS/ANNOUNCEMENTS

CLOSED SESSION

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

The security of the property of the municipality or local board – Enersource (Verbal Update)

ADJOURNMENT



Corporate Report

Clerk's Files

Originator's
Files

MG.23.REP
RT.10.Z-18

DATE: April 2, 2015

TO: Chair and Members of General Committee
Meeting Date: April 22, 2015

General Committee

APR 22 2015

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

SUBJECT: All-Way Stop
Speakman Drive and Hadwen Road/Private Access (Ward 2)

RECOMMENDATION: That a by-law be enacted to amend The Traffic By-law 555-00, as amended, to implement an all-way stop control at the intersection of Speakman Drive and Hadwen Road/Private Access.

BACKGROUND: Concerns have been identified by an area resident regarding overall traffic and pedestrian safety and the need for operational improvements at the intersection of Speakman Drive and Hadwen Road/Private Access.

As a result, the Transportation and Works Department completed a comprehensive review of the intersection of Speakman Drive and Hadwen Road/Private Access to determine if an all-way stop is warranted.

Currently, the intersection of Speakman Drive and Hadwen Road/Private Access operates as a three-legged intersection with a stop control on Hadwen Road.

COMMENTS:

The Transportation and Works Department completed a comprehensive review of Speakman Drive and Hadwen Road/Private Access to determine the need for additional intersection controls.

An A.M./P.M. manual turning movement count was completed on Wednesday March 4, 2015. The data was used to calculate an all-way stop warrant, which revealed the following values:

Speakman Drive and Hadwen Road/Private Access - March 4th, 2015

Part A: Volume for All Approaches: 100%

Part B: Volume Splits: 100%

In order for an all-way stop to be warranted, both warrants must equal 100%. Based on these results, an all-way stop is warranted at the intersection of Speakman Drive and Hadwen Road/Private Access.

A review of the collision history at this intersection did not reveal any reported collisions within the past three years that would be considered correctable by the installation of an all-way stop. An all-way stop would not be warranted based on the collision history.

FINANCIAL IMPACT: Cost for the sign installation can be accommodated in the 2015 Current Budget.

CONCLUSION: Based on the manual turning movement count, the Transportation and Works Department recommends the installation of an all-way stop at the intersection of Speakman Drive and Hadwen Road/Private Access.

ATTACHMENTS: Appendix 1: All-Way Stop - Speakman Drive and Hadwen Road/Private Access (Ward 2)



Martin Powell, P. Eng.

Commissioner of Transportation and Works

Prepared By: Magda Kolat, Traffic Operations Technician





Corporate Report

Clerk's Files

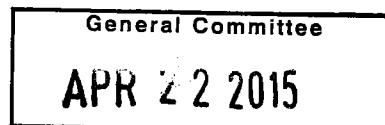
Originator's
Files

MG.23.REP
RT.10.Z-9

2.

DATE: April 2, 2015

TO: Chair and Members of General Committee
Meeting Date: April 22, 2015



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

SUBJECT: Stopping Prohibition
Chriseden Drive (Ward 2)

RECOMMENDATION: That a by-law be enacted to amend the Traffic By-law 555-00, as amended, to extend the existing stopping prohibitions on Chriseden Drive between 8:00 a.m. - 4:00 p.m., September 1 to June 30, Monday - Friday at the following locations:

1. On the north side of Chriseden Drive from Gregwood Road to a point 85 metres (278 feet) easterly thereof.
2. On the east side of Chriseden Drive from Edistel Crescent to a point 25 metres (82 feet) northerly thereof.
3. On the west side of Chriseden Drive from Edistel Crescent to a point 85 metres (278 feet) northerly thereof.

BACKGROUND: The Transportation and Works Department received a request through the Ward Councillor's office to extend the stopping prohibitions on Chriseden Drive between 8:00 a.m. - 4:00 p.m., September 1 to June 30, Monday - Friday to improve traffic flow and public safety in the vicinity of Tecumseh Public School.

COMMENTS:

It was brought to the Transportation and Works Department's attention through the Ward Councillor's office that motorists are stopping in the vicinity of the school to allow children to cross the roadway, during admittance and dismissal times, creating multiple safety concerns. In addition, the stopped vehicles restrict the flow of traffic on Chriseden Drive during these times.

As a result, the Ward Councillor requested that the Transportation and Works Department bring forward a report to extend the stopping prohibition between 8:00 a.m. - 4:00 p.m., September 1 to June 30, Monday – Friday, on Chriseden Drive.

FINANCIAL IMPACT:

Costs for the sign installations can be accommodated in the 2015 Current Budget.

CONCLUSION:

The Transportation and Works Department supports the extension of the stopping prohibitions between 8:00 a.m. - 4:00 p.m., September 1 to June 30, Monday - Friday at the following locations:

1. On the north side of Chriseden Drive from Gregwood Road to a point 85 metres (278 feet) easterly thereof.
2. On the east side of Chriseden Drive from Edistel Crescent to a point 25 metres (82 feet) northerly thereof.
3. On the west side of Chriseden Drive from Edistel Crescent to a point 85 metres (278 feet) northerly thereof.

ATTACHMENTS:

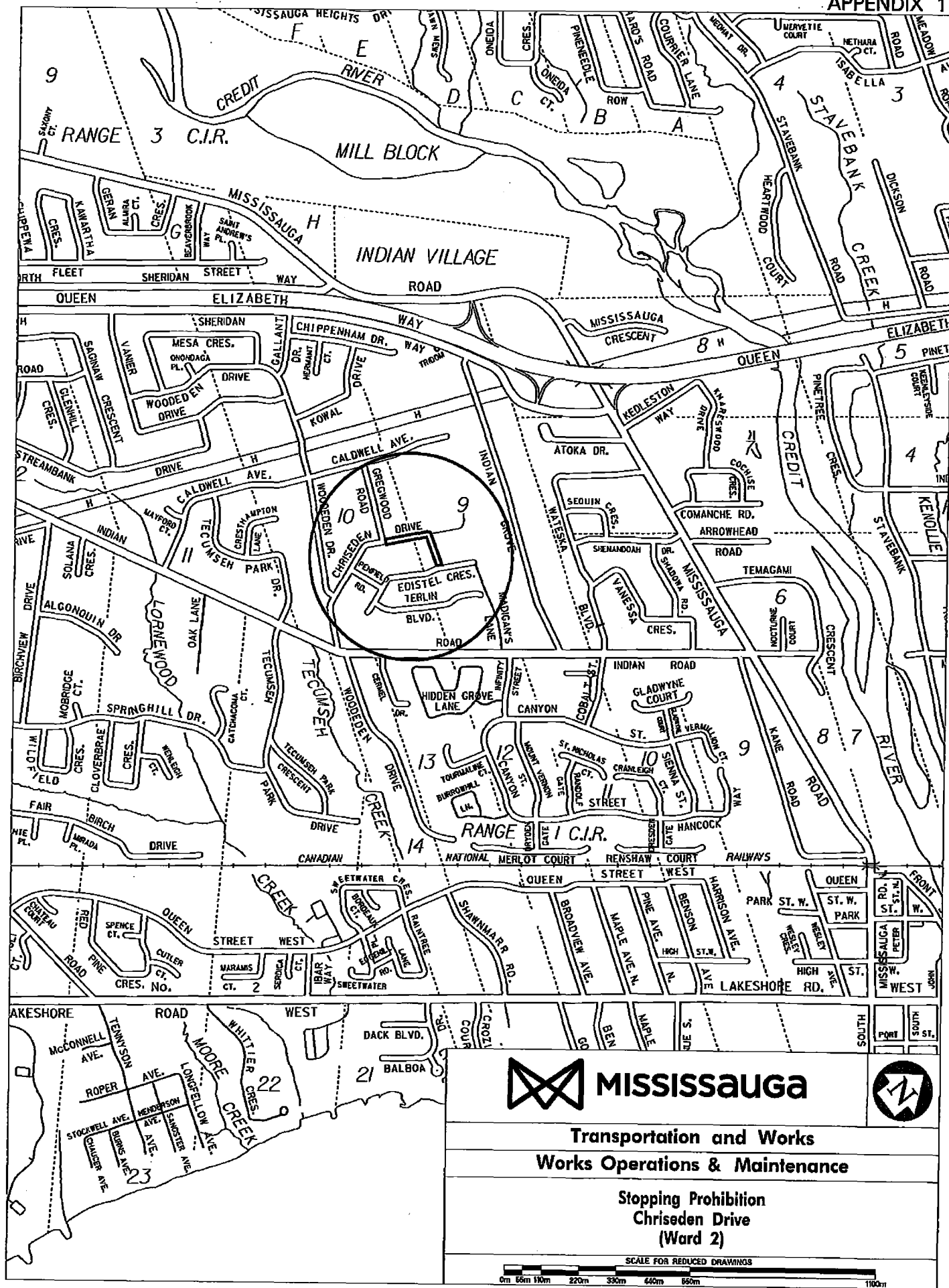
Appendix 1: Location Map: Stopping Prohibition
Chriseden Drive Drive (Ward 2)



Martin Powell, P. Eng.

Commissioner of Transportation and Works

Prepared By: Denna Yaunan, A.Sc.T., Acting Traffic Technologist





Corporate Report

Clerk's Files

Originator's
Files

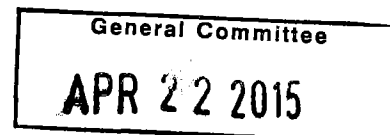
3.

DATE: April 2, 2015

TO: Chair and Members of General Committee
Meeting Date: April 22, 2015

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

SUBJECT: **Parking Prohibition**
Boismere Court (Ward 7)



RECOMMENDATION: That a by-law be enacted to amend the Traffic By-law 555-00, as amended, to implement a parking prohibition on the north and west side of Boismere Court.

BACKGROUND: The Transportation and Works Department is in receipt of a request from area residents with regard to the existing parking prohibition on the north side of Boismere Court.

Currently, three-hour anytime parking is permitted on both sides of Boismere Court with the exception of the north side of Boismere Court from a point 53 metres (174 feet) west of Asta Drive to a point 19 metres (62 feet) westerly thereof. This prohibition was implemented in 2005.

Based on the number of concerns that have been raised by area residents, the Transportation and Works Department, along with the Ward Councillor, agreed to distribute a parking questionnaire for the feasibility of implementing a parking prohibition on the north and west side of Boismere Court.

COMMENTS:

To determine the level of support for a parking prohibition anytime on the north and west side of the roadway, a parking questionnaire was distributed to the residents of Boismere Court

Fourty-two (42) questionnaires were delivered and 16 (38%) were returned; 11 (69%) supported the implementation of parking prohibition anytime and 5 (31%) were opposed.

Since greater than 66% of the total respondents support parking prohibition, the Transportation and Works Department recommends implementing a parking prohibition anytime on the north and west side of Boismere Court.

The Ward Councillor supports the proposal for a parking prohibition anytime.

FINANCIAL IMPACT:

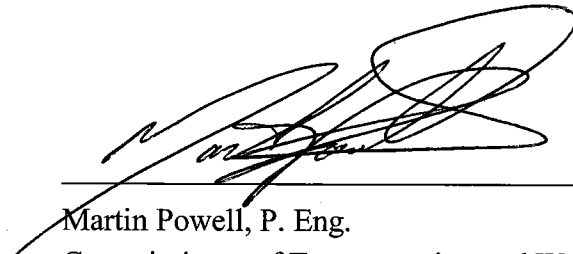
Costs for the signage installation can be accommodated in the 2015 current budget.

CONCLUSION:

The Transportation and Works Department supports the implementation of a parking prohibition anytime at the north and west side of Boismere Court.

ATTACHMENTS:

Appendix 1: Location Map: Parking Prohibition
Boismere Court (Ward 7)



Martin Powell, P. Eng.

Commissioner of Transportation and Works

Prepared By: Vivian Mansour, Traffic Operations Technician



MISSISSAUGA

**Transportation and Works
Works Operations & Maintenance**

**Parking Prohibitions
Boismere Road
(Ward 7)**

SCALE FOR REDUCED DRAWINGS
0m 55m 110m 220m 330m 440m 550m 1100m



Corporate Report

Clerk's Files

Originator's
Files

MG.23.REP
RT.10.Z57

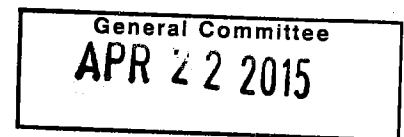
4.

DATE: April 2, 2015

TO: Chair and Members of General Committee
Meeting Date: April 22, 2015

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

SUBJECT: **Right-turn Lane Designation
Tenth Line West at Thomas Street
(Ward 9 and 10)**



RECOMMENDATION: That a by-law be enacted to amend The Traffic By-law 555-00, as amended, to implement lane designations at the following:

1. A northbound curb lane right-turn designation Tenth Line West between Thomas Street and a point 50 metres (164 feet) southerly thereof.
2. A southbound curb lane right-turn designation on Tenth Line West between Thomas Street and a point 63 metres (207 feet) northerly thereof.

BACKGROUND: A request was received by the Transportation and Works Department regarding the current operating conditions on Tenth Line West at Thomas Street. Subsequently, staff completed a review of the existing pavement markings and traffic signal operation at the intersection of Tenth Line West at Thomas Street. Currently, the existing delineation in the northbound and southbound curb lane permits through/right-turn

movements. When proceeding northbound and southbound through the intersection motorists in the curb lane must immediately merge into the through lane. This creates a potential safety concern for motorists travelling through the intersection of Tenth Line West and Thomas Street.

COMMENTS:

The proposed lane designation change will provide motorists a dedicated lane to proceed northbound and southbound along Tenth Line West and will improve the overall safety and operation of the intersection. Adequate advance notification signage will be posted in the area to notify motorists of the lane designations. .

FINANCIAL IMPACT: Costs for the signs can be accommodated in the 2015 Current Budget.

CONCLUSION:

The Transportation and Works Department recommends designating the northbound curb lane on Tenth Line West between Thomas Street and a point 50 metres southerly thereof and the southbound curb lane on Tenth Line West between Thomas Street and a point 63 metres northerly thereof, as exclusive right-turn lanes.

ATTACHMENTS:

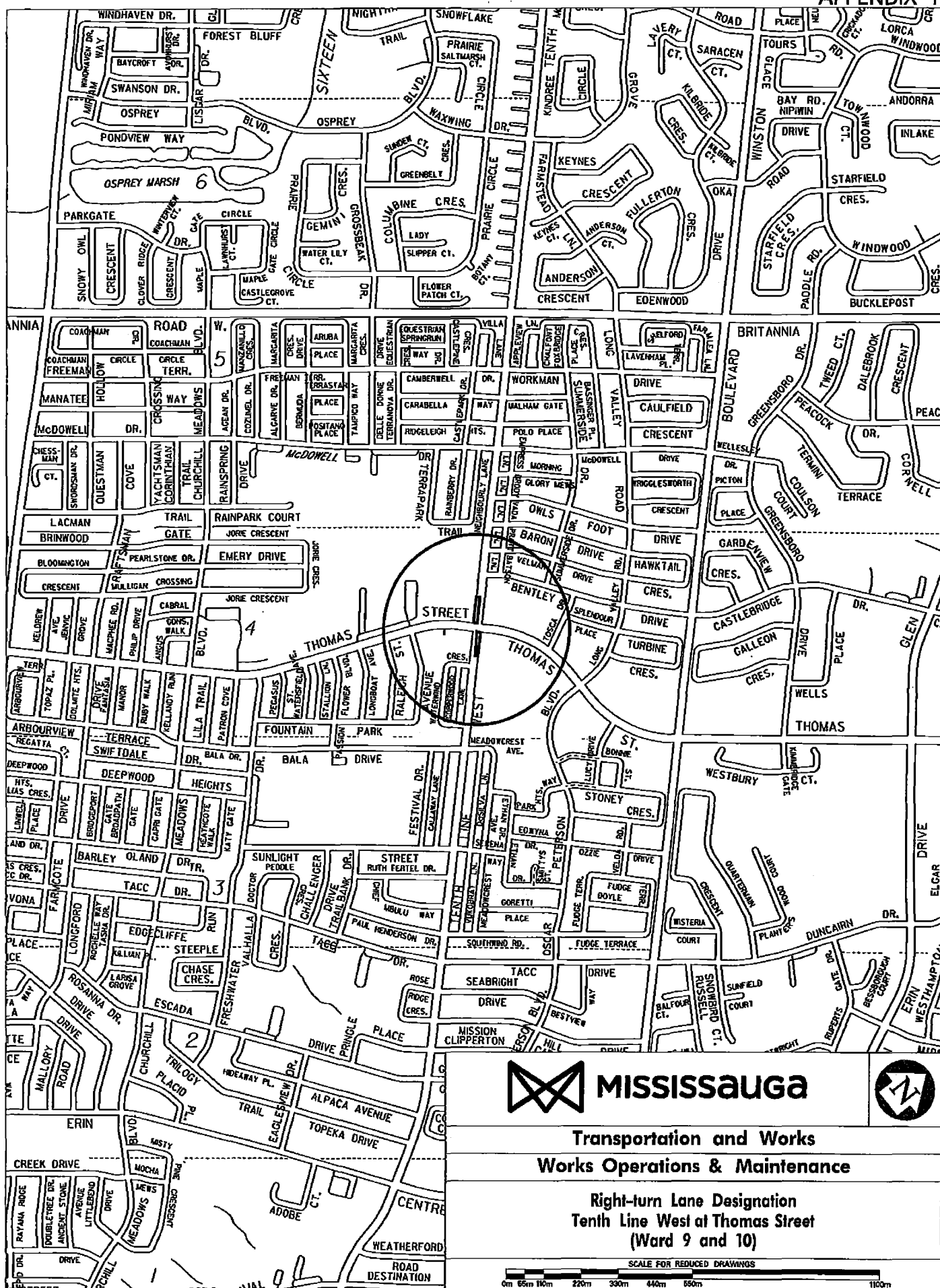
Appendix 1: Location Map: Tenth Line West at Thomas Street.



Martin Powell, P.Eng.

Commissioner of Transportation and Works

Prepared By: Denna Yaunan, A.Sc.T., Acting Traffic Technologist



MISSISSAUGA



**Transportation and Works
Works Operations & Maintenance**

**Right-turn Lane Designation
Tenth Line West at Thomas Street
(Ward 9 and 10)**





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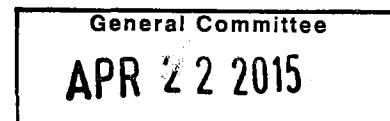
5.

DATE: April 2, 2015

TO: Chair and Members of General Committee
Meeting Date: April 22, 2015

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

SUBJECT: **Proposed Temporary Road Closure – Melton Drive between Cody Lane and Kilgorie Court (Ward 1)**



RECOMMENDATION: That a by-law be enacted to implement the temporary closure of Melton Drive between Cody Lane and Kilgorie Court commencing at 7:00 a.m. on Monday, May 4, 2015 and ending at 7:00 p.m. on Friday, August 14, 2015.

BACKGROUND: The Region of Peel intends to proceed with the replacement of the existing sanitary sewer.

COMMENTS: The required works involve sanitary sewer replacement along the centreline of the roadway and service replacements encompassing road crossings. The right-of-way of the above mentioned roadway is narrow and consists of only one traffic lane per direction. The work requires the use of various heavy vehicles and equipment that will occupy most of the right-of-way and therefore daily road closures are inevitable.

It should be noted that the road closure will occur during construction hours only (7:00 a.m. – 7:00 p.m.) and will be confined to approximately 20 metres (66 feet) sections of the roadway at the time,

progressively moving until the sanitary sewer replacement is completed.

Upon approval, the Region of Peel will notify all affected residents and will supply and install the appropriate closure and detour signage, barricades and advance road closure information signs to notify the public of the closure.

The Transportation and Works Department will notify all emergency services, 311 Customer Service Centre, Student Transportation, and MiWay.

The area Ward Councillor has been made aware of the anticipated daily road closures.

FINANCIAL IMPACT: Not Applicable.

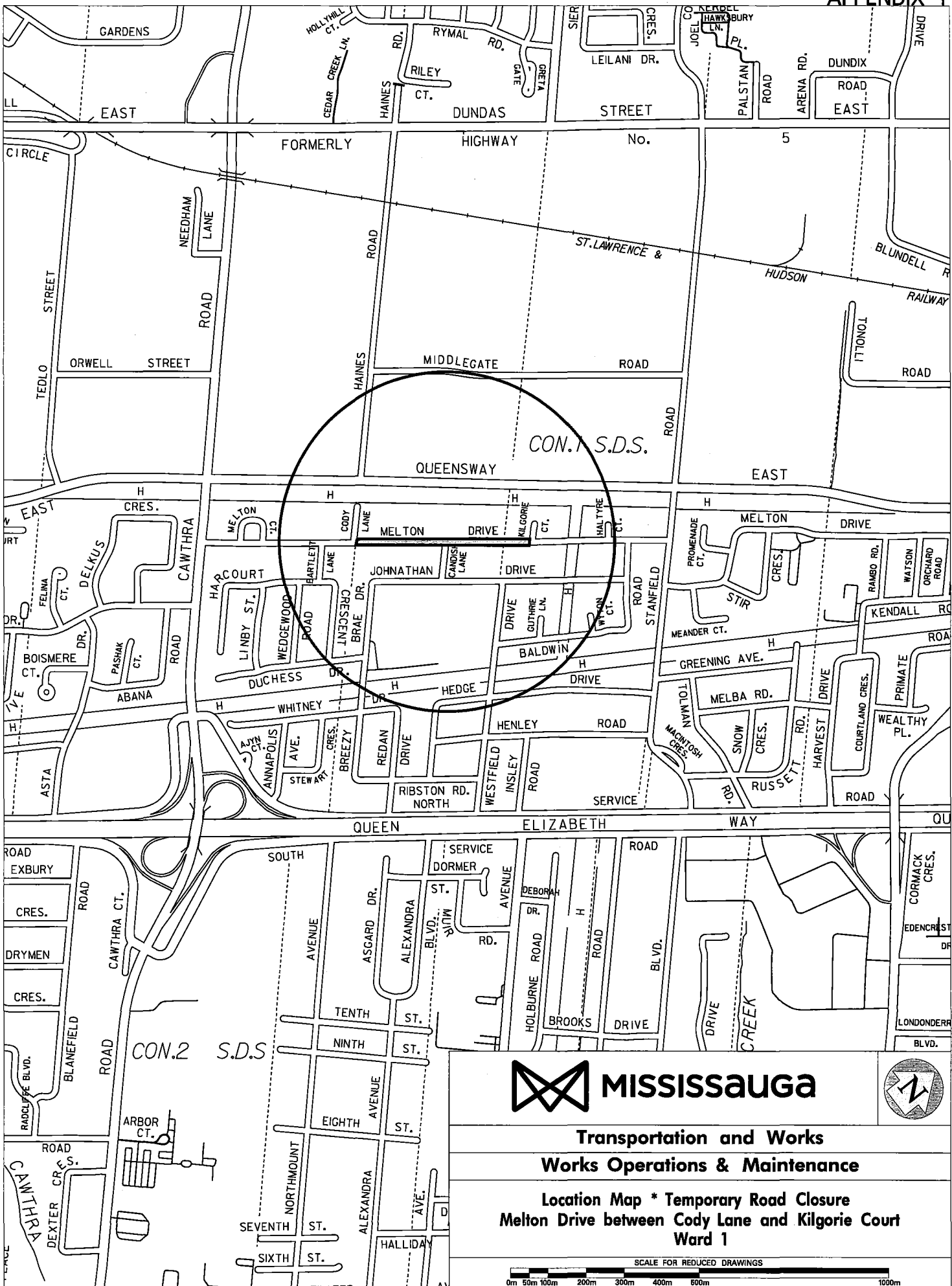
CONCLUSION: In recognition of the need to complete the replacement of sanitary sewer, the Transportation and Works Department supports the temporary closure of Melton Drive between Cody Lane and Kilgorie Court commencing at 7:00 a.m. on Monday, May 4, 2015 and ending at 7:00 p.m. on Friday, August 14, 2015.

ATTACHMENTS: Appendix 1: Location Map: Temporary Road Closure - Melton Drive between Cody Lane and Kilgorie Court (Ward 1)



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

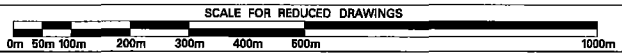
Prepared By: Darek Koziol, Traffic Operations Technologist



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**Transportation and Works
Works Operations & Maintenance**

**Location Map * Temporary Road Closure
Melton Drive between Cody Lane and Kilgorie Court
Ward 1**





Corporate Report

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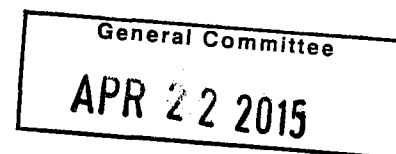
6.

DATE: April 2, 2015

TO: Chair and Members of General Committee
Meeting Date: April 22, 2015

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

SUBJECT: **Traffic Calming**
Second Line West (Ward 11)



RECOMMENDATION: That traffic calming on Second Line West, north of Old Derry Road be implemented as part of the funding from the Traffic Calming Pilot Program.

BACKGROUND: As part of the recommendations adopted by Council on January 21, 2015 as they relate to Traffic Calming, the remaining capital funds from the Traffic Calming Pilot Program are to be used to extend the program in 2015, including the reinstallation of devices at existing locations and the potential addition of new locations.

COMMENTS: With remaining Capital funds available following the reinstallation of the speed cushion traffic calming devices removed in November 2014, staff will be installing additional speed cushions on Second Line West, north of Old Derry Road.

This location is in keeping with the original parameters of the pilot program of addressing well documented speeding issues expressed by residents that are well known to both staff and the individual Ward Councillor. Additionally, this location satisfies staff's need related to the pilot program of being relatively isolated and smaller in scope with minimal residential frontage.

The rural nature of this section of Second Line West, combined with the high percentage of motorists utilizing the access to the Meadowvale Conservation Area at the north limit of Second Line West, provides staff the opportunity to evaluate the operation and effectiveness of traffic calming measures to address speeding issues in this unique setting.

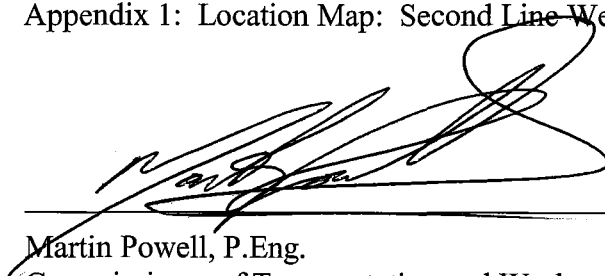
Through previous consultation at a public meeting in June of 2014, both the Ward 11 Councillor and the small number of directly affected local residents have expressed their full support for traffic calming measures on Second Line West, north of Old Derry Road. Staff will contact Emergency, Region and City services for their comments and input on proposed traffic calming on this roadway prior to installation.

It is anticipated that installation of traffic calming devices will take place in the late Spring of 2015.

FINANCIAL IMPACT: Costs associated with the purchase and installation of speed cushion devices will be accommodated by the remaining capital funds from The Traffic Calming Pilot Program.

CONCLUSIONS: Installing physical traffic calming devices on Second Line West, north of Old Derry Road, will address resident concerns related to aggressive driving while providing staff an opportunity to expand the pilot program and continue evaluating the effectiveness of traffic calming devices in a different setting.

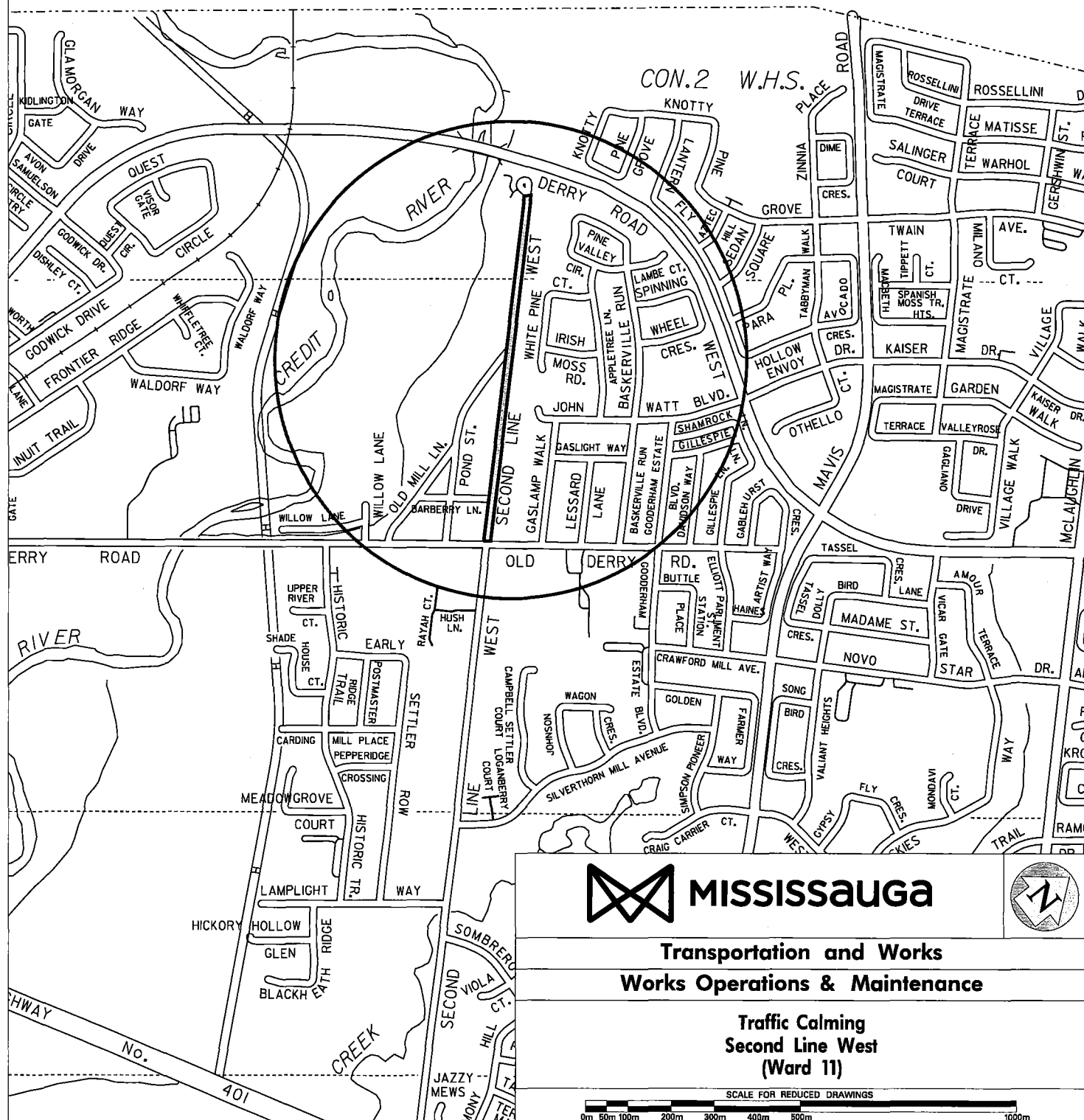
ATTACHMENTS: Appendix 1: Location Map: Second Line West (Ward 11)



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

Prepared By: Maxwell Gill C.E.T., Traffic Operations Technologist

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Corporate Report

Clerk's Files

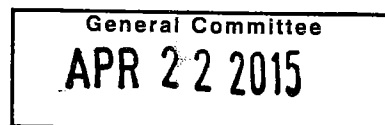
Originator's
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7.

DATE: March 31, 2015

TO: Chair and Members of General Committee
Meeting Date: April 22, 2015



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

SUBJECT: 2015 Sidewalk and Multi-Use Trail Construction Programs
(Wards 3, 4, 5, 6 and 11)

RECOMMENDATION: That the proposed 2015 Sidewalk and Multi-Use Trail Construction Programs, as outlined in the report dated March 31, 2015 from the Commissioner of Transportation and Works, be approved.

**REPORT
HIGHLIGHTS:**

- New sidewalks will be constructed in 2015 with an emphasis on transit accessibility, for a total of 5.3 kilometres (3.3 miles).
- A total of 4.3 kilometres (2.7 miles) of new multi-use trails will be constructed as part of the 2015 Cycling Program Capital Budget, based on the Mississauga Cycling Master Plan.
- A total of 7.5 kilometres (12 miles) of new multi-use trails will be constructed over 2014-2016 as part of the 2013-2016 Cycling Program Capital Budget, in conjunction with the Region of Peel's Hanlan Water Project.
- A total of 0.7 kilometres (0.4 miles) of multi-use trails will be reconstructed as part of the 2015 Cycling Rehabilitation Program.

BACKGROUND:

The Transportation and Works Department has reviewed and prioritized new sidewalk construction needs, taking into consideration a compiled inventory of requests with emphasis on transit accessibility, to determine the recommended 2015 sidewalk construction program. In addition, staff has reviewed and prioritized new multi-use trail construction needs based on the Mississauga Cycling Master Plan.

COMMENTS:

Candidates for these programs have been assessed based upon safety considerations, transit servicing, alignment with the Cycling Master Plan, construction feasibility, timing of adjacent land development, connections to the existing sidewalk and cycling networks and coordination with other capital infrastructure projects.

Sidewalk Program

Table 1 provides a description of the proposed works at various locations. All proposed sidewalks are 1.5 metre (5 foot) wide concrete sidewalks. Site drawings showing the locations of each proposed sidewalk are attached (Appendix 3 to Appendix 8).

Multi-Use Trail Program

All of the multi-use trail construction locations outlined in this report are being tendered and constructed in coordination with other capital infrastructure projects, namely the Region of Peel's Hanlan Water Project. Construction timing will be subject to the overall project schedules, but at this time it is anticipated that the majority of the multi-use trail construction would take place in late 2015.

Table 2 provides a description of the proposed works at various locations. All trails are approximately 3 metres (10 feet) wide. Site drawings showing the locations of each proposed multi-use trail are attached (Appendix 9 to Appendix 14).

Cycling Rehabilitation Program

The south side of Rathburn Road West between the east leg of Deer Run and Queensbridge Drive (west intersection) is to be rehabilitated. The multi-use trail was originally constructed in 1985 and is in need of repair. The location of this trail is shown in Table 2.

STRATEGIC PLAN: The addition of sidewalk and cycling network infrastructure supports the CONNECT, MOVE, and LIVING GREEN pillars of the Strategic Plan.

FINANCIAL IMPACT: New cycling and sidewalk construction along major roads is funded through Development Charges.

An amount of \$1,000,000 from Development Charges was approved in the 2015 Capital Budget for sidewalk construction. Approximately \$885,000 of these funds will be used to fund the sidewalk program outlined within this report. An amount of \$185,000 from the Developer Contributions Reserve fund will be used to fund the sidewalk construction on Midway Boulevard and Keaton Crescent (non-major roads).

An amount of \$1,200,000 was approved in the 2015 Capital Budget for the overall Cycling Program. The 2015 multi-use trail program outlined in this report is estimated at \$1,128,000 (excluding the Hanlan-related works). The remaining funds in the 2015 Cycling Program capital budget will be used for on-road cycling facilities. Council approval for these projects will be addressed in future reports, as appropriate.

An amount of \$2,525,000 was approved for the construction of multi-use trails in association with the Hanlan Water Project as a multi-year project, cash-flowed over the 2013-2016 Capital Budgets.

An amount of \$250,000 was approved in the 2015 Capital Budget for the overall Cycling Rehabilitation Program.

CONCLUSION:

The proposed 2015 Sidewalk and Multi-Use Trail Construction Programs reflect the needs and priorities to advance the planned pedestrian and cycling networks, with an emphasis on transit accessibility and the implementation of the Cycling Master Plan.

ATTACHMENTS:

- Appendix 1: Table 1: Sidewalk Program
- Appendix 2: Table 2: Multi-Use Trail Program
- Appendix 3: Bramalea Road (Ward 5) Sidewalk Program
- Appendix 4: Mid-Way Boulevard (Ward 5) Sidewalk Program
- Appendix 5: Financial Drive (Ward 11) Sidewalk Program
- Appendix 6: Keaton Crescent (Ward 5) Sidewalk Program
- Appendix 7: Torbram Road (Ward 5) Sidewalk Program
- Appendix 8: Goreway Drive (Ward 5) Sidewalk Program
- Appendix 9: Cawthra Road (Ward 4) Multi-use Trail Program
- Appendix 10: Dixie Road (Ward 3) Multi-use Trail Program
- Appendix 11: Eglinton Avenue East (Ward 5) Multi-use Trail Program
- Appendix 12: Tomken Road (Ward 5) Multi-use Trail Program
- Appendix 13: Tomken Road (Ward 5) Multi-use Trail Program
- Appendix 14: Rathburn Road West (Ward 6) Cycling Rehabilitation Program



Martin Powell, P.Eng.

Commissioner of Transportation and Works

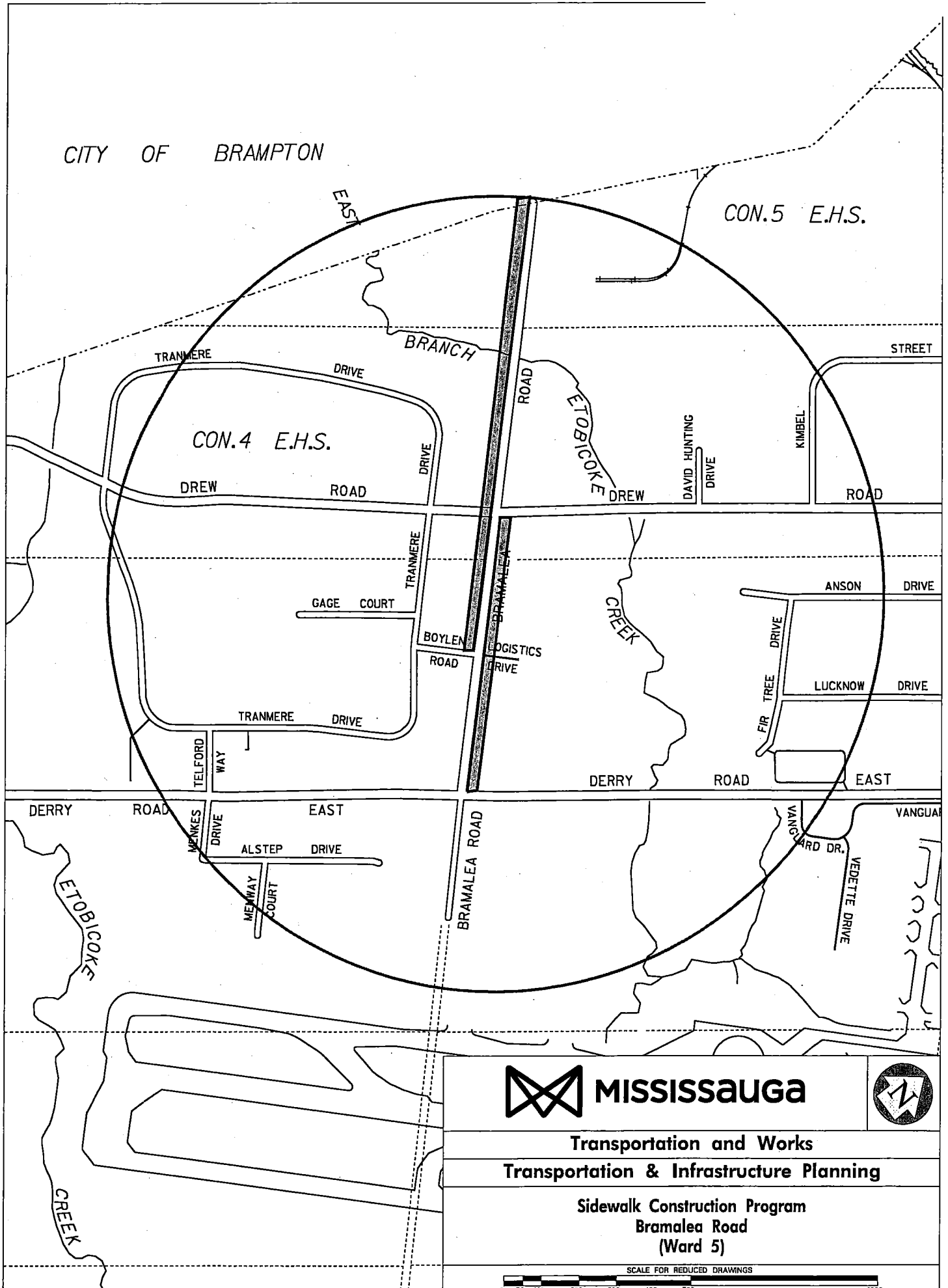
Prepared By: Jacqueline Hunter
Active Transportation Technologist

Table 1: Sidewalk Program

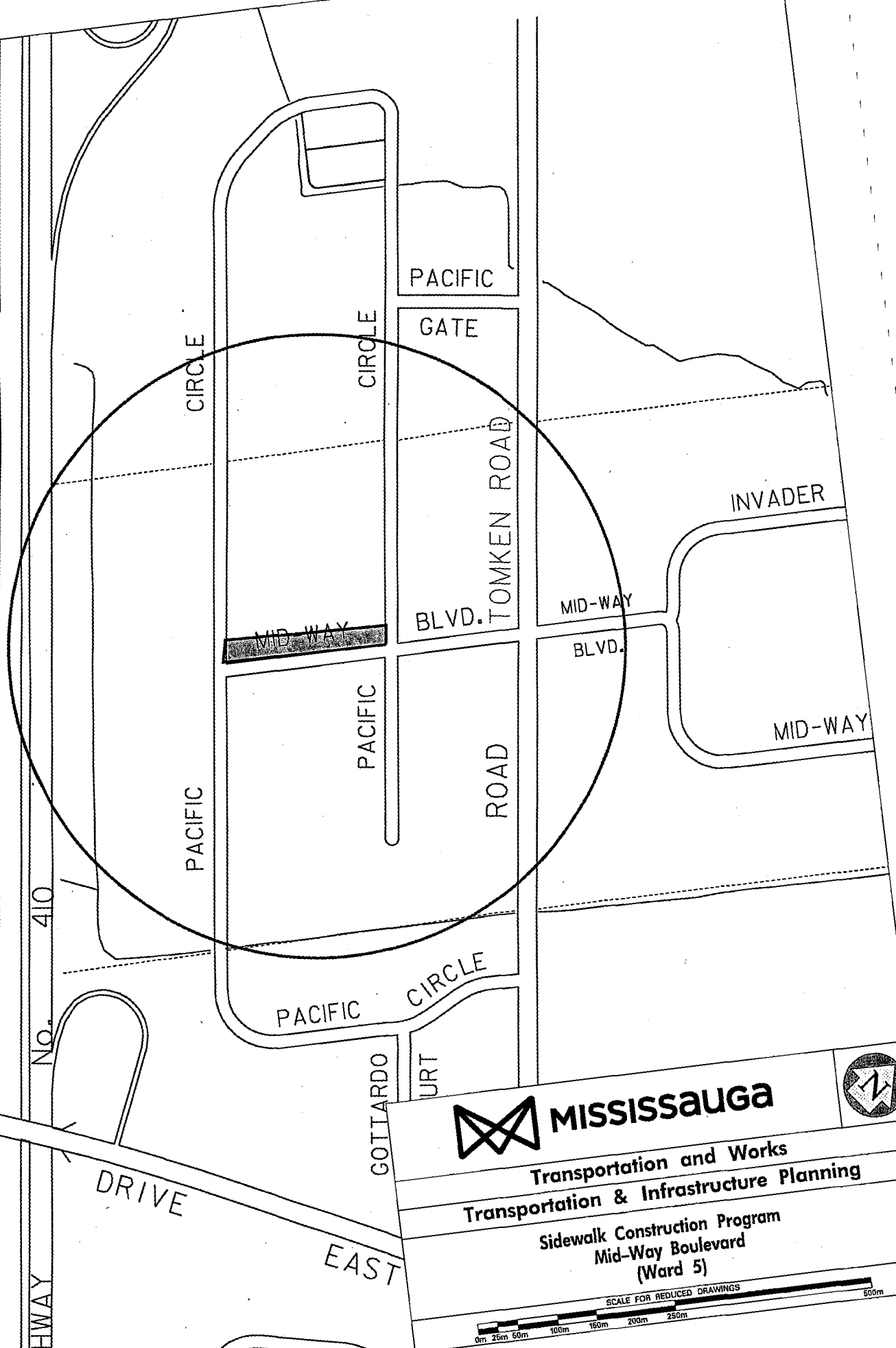
Appendix	Roadway/Ward	Location	From	To
1	Bramalea Road (Ward 5)	East Side	Derry Road East	Drew Road
1	Bramalea Road (Ward 5)	West Side	Boylen Road /Logistics Drive	north City limit
2	Mid-Way Boulevard (Ward 5)	North Side	Pacific Circle (west intersection)	Pacific Circle (east intersection)
3	Financial Drive (Ward 11)	East Side	Derry Road West	Meadowvale Boulevard
4	Keaton Crescent (Ward 5)	East, North and West sides (inner circle)	Matheson Boulevard West (west intersection)	Matheson Boulevard West (east intersection)
5	Torbram Road (Ward 5)	West Side	Derry Road East	Kimbel Street
6	Goreway Drive/Disco Road (Ward 5)	East Side	Zahavy Way	Atwell Drive

Table 2: Multi-Use Trail Program

Appendix	Roadway/Ward	Location	From	To	Comments
7	Cawthra Road (Ward 4)	West Side	Burnhamthorpe Road East	Meadows Boulevard	Hanlan Water Project (2013-2016)
8	Dixie Road (Ward 3)	West Side	Golden Orchard Drive	Eastgate Parkway	Hanlan Water Project (2013-2016)
9	Eglinton Avenue East (Ward 5)	South Side	Eastgate Parkway	Etobicoke Creek	Adjacent to Transitway
10	Tomken Road (Ward 5)	East	Eastgate Parkway	Britannia Road East	Hanlan Water Project (2013-2016)
11	Tomken Road (Ward 5)	West	Courtneypark Drive East	Derry Road East	Deferred from 2012, property acquisition
12	Rathburn Road West (Ward 6)	South	Deer Run (east intersecton)	Queensbridge Drive (west intersecton)	Originally constructed in 1985 and is in need of repair



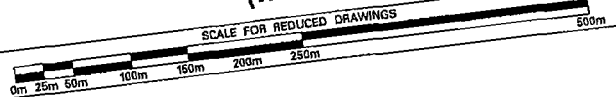
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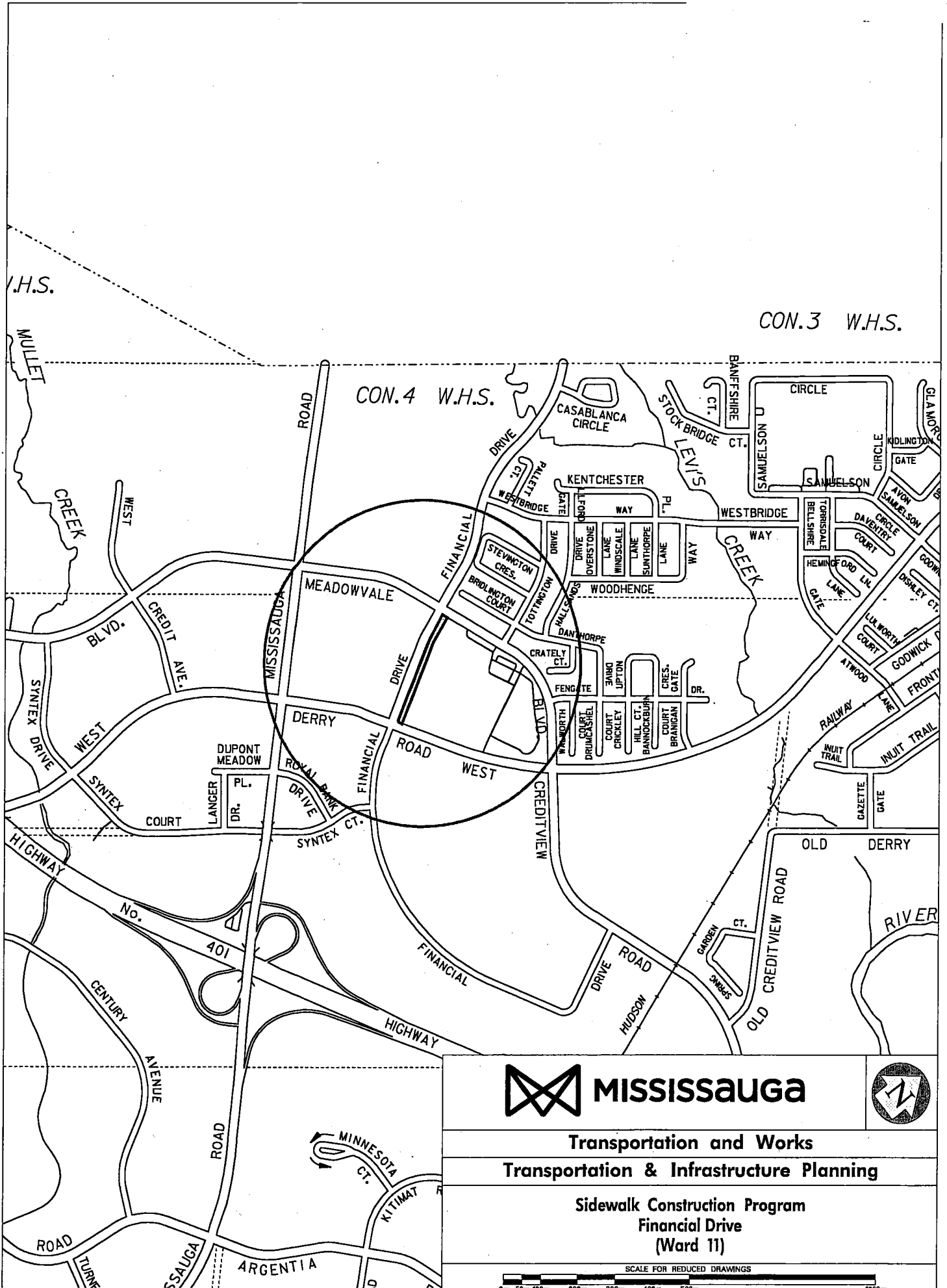


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Transportation and Works
Transportation & Infrastructure Planning

Sidewalk Construction Program
Mid-Way Boulevard
(Ward 5)





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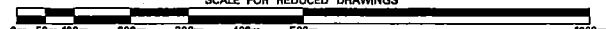


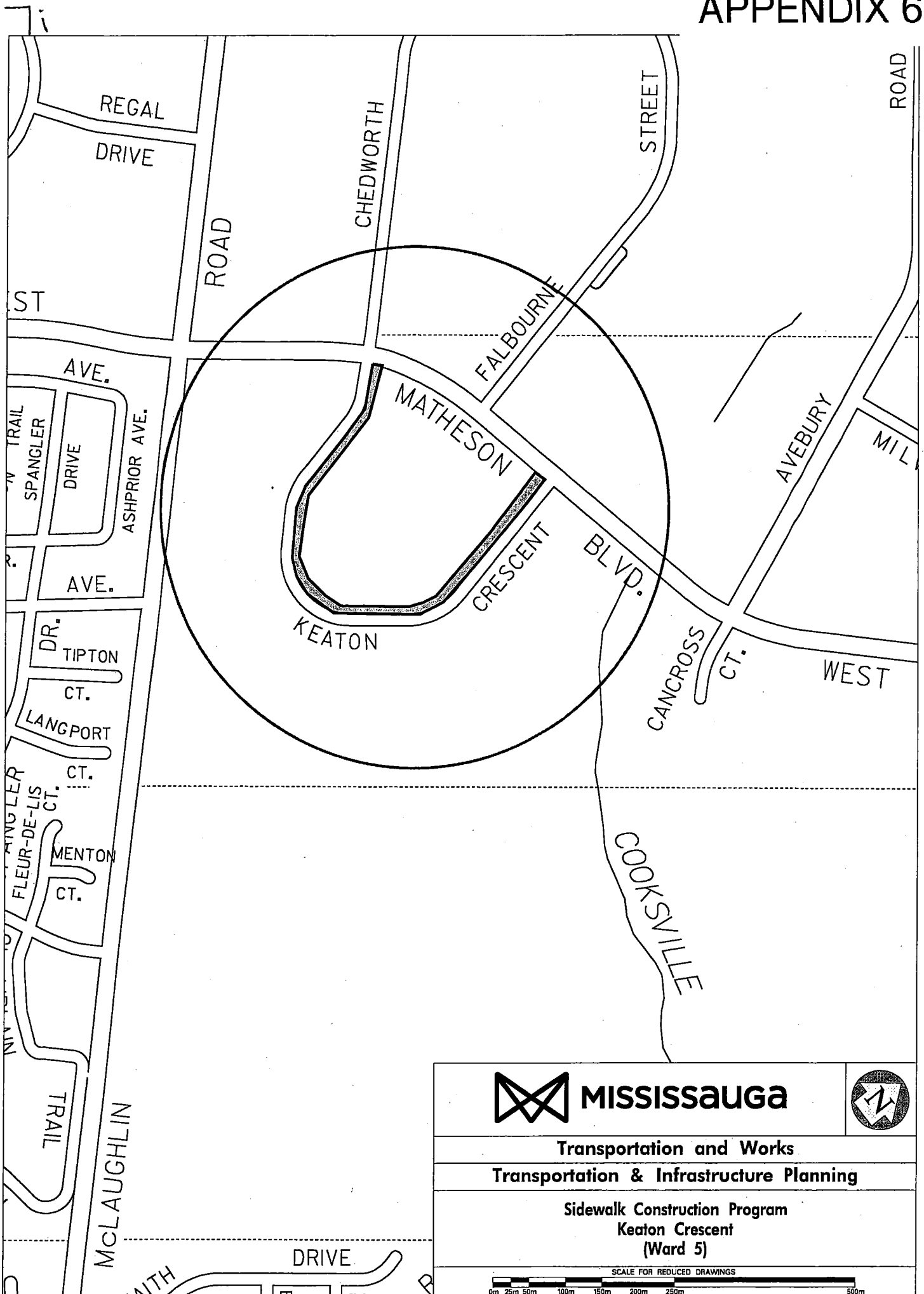
Transportation and Works

Transportation & Infrastructure Planning

**Sidewalk Construction Program
Financial Drive
(Ward 11)**

SCALE FOR REDUCED DRAWINGS



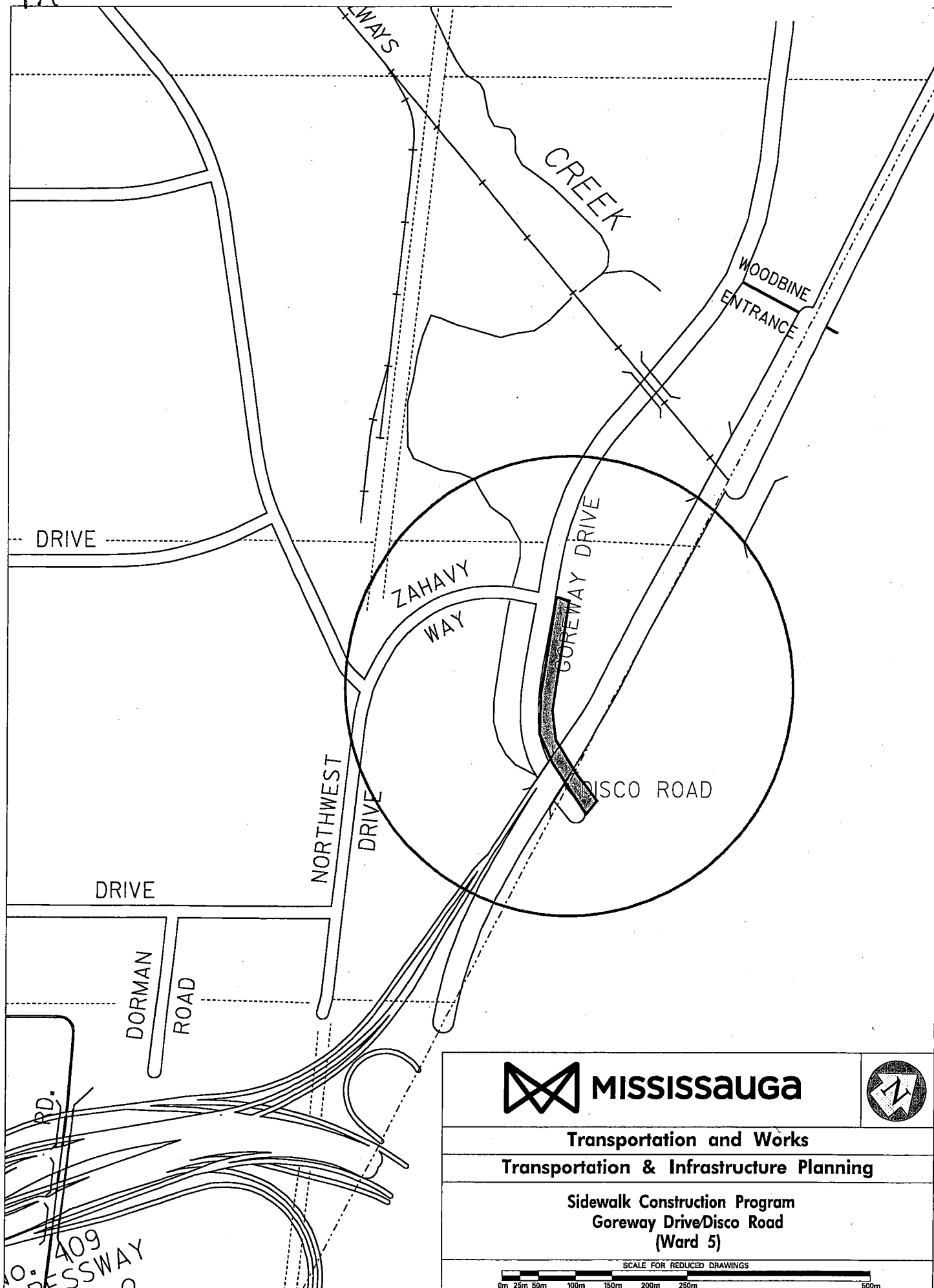


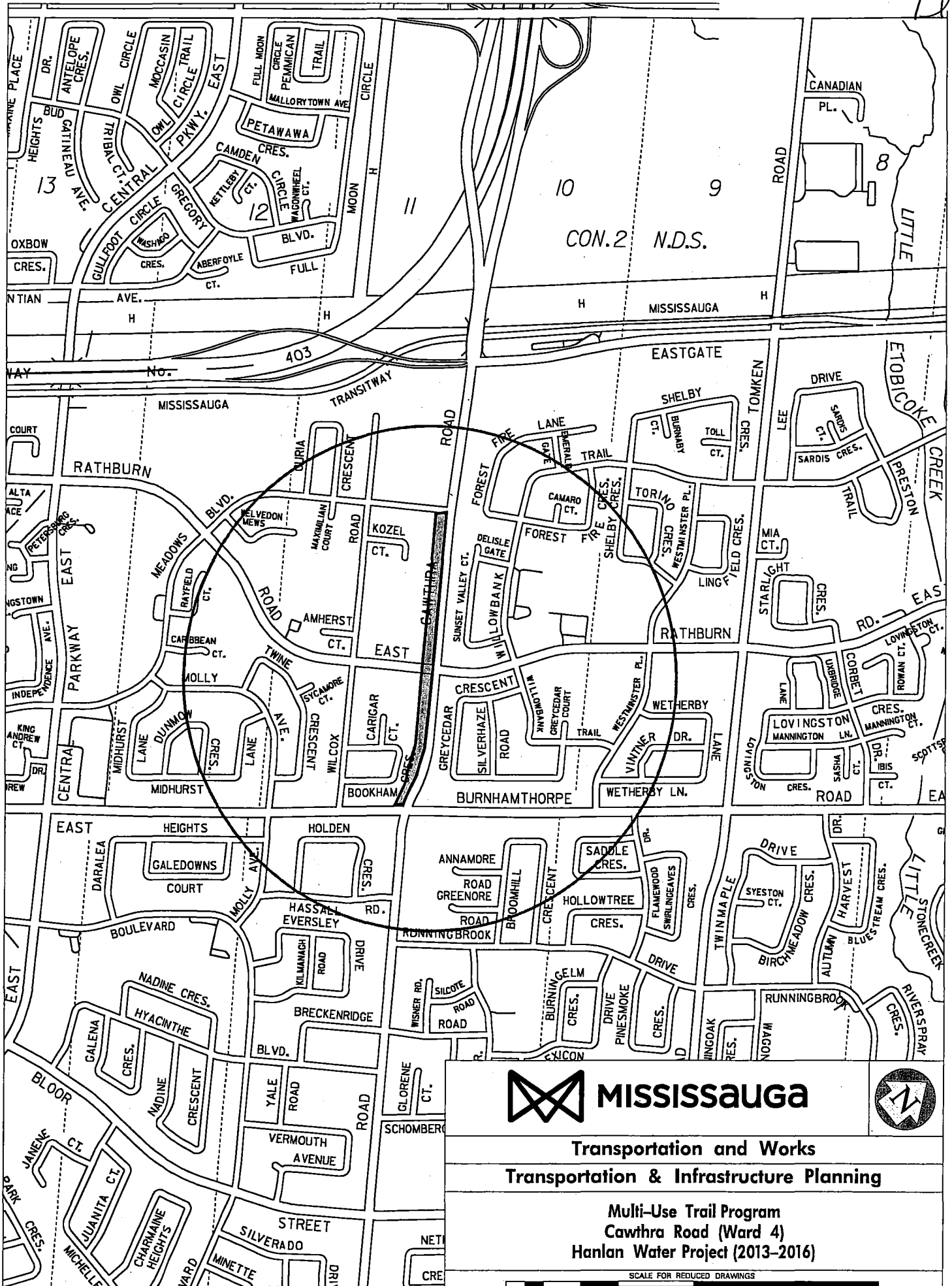
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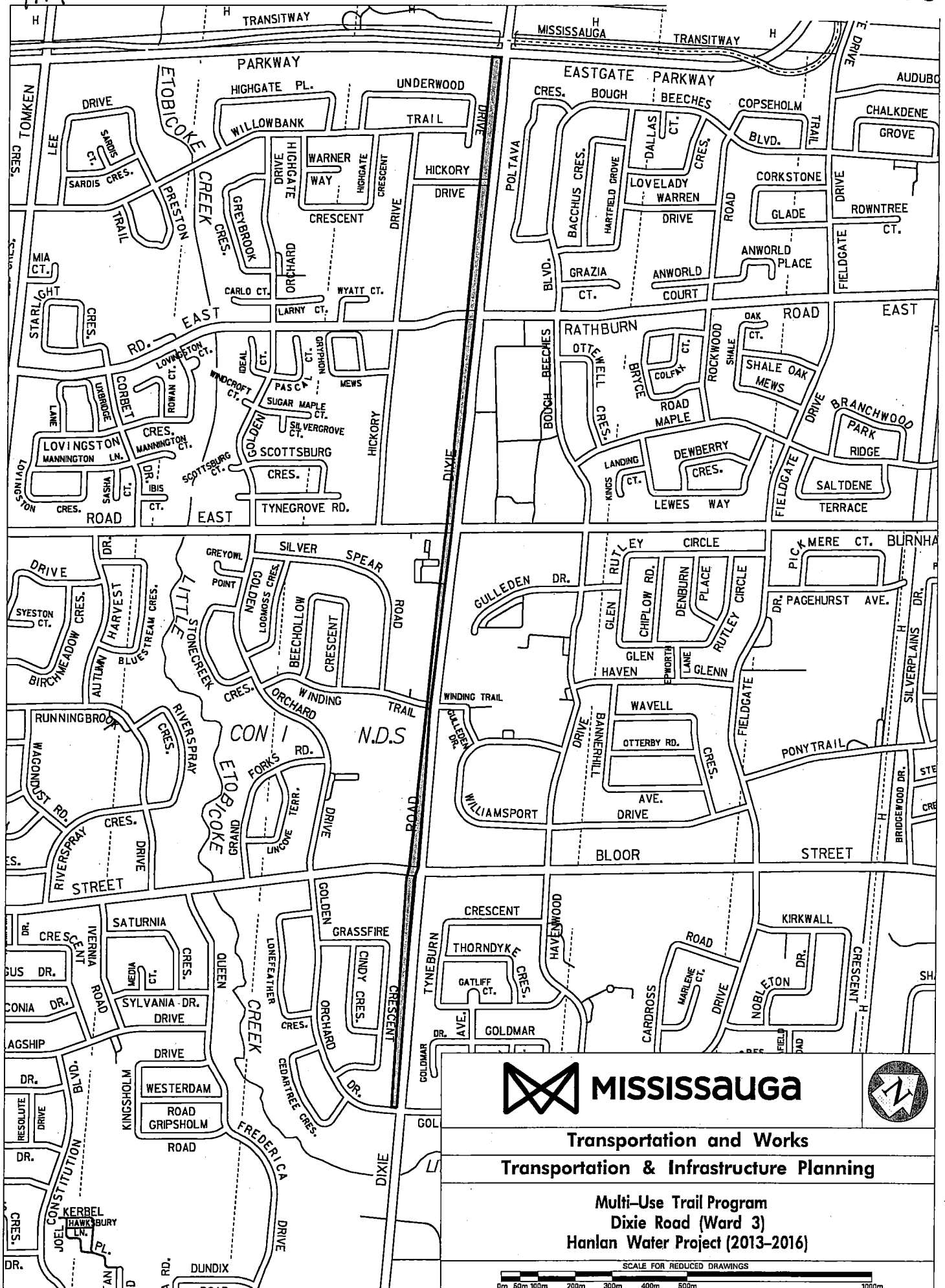


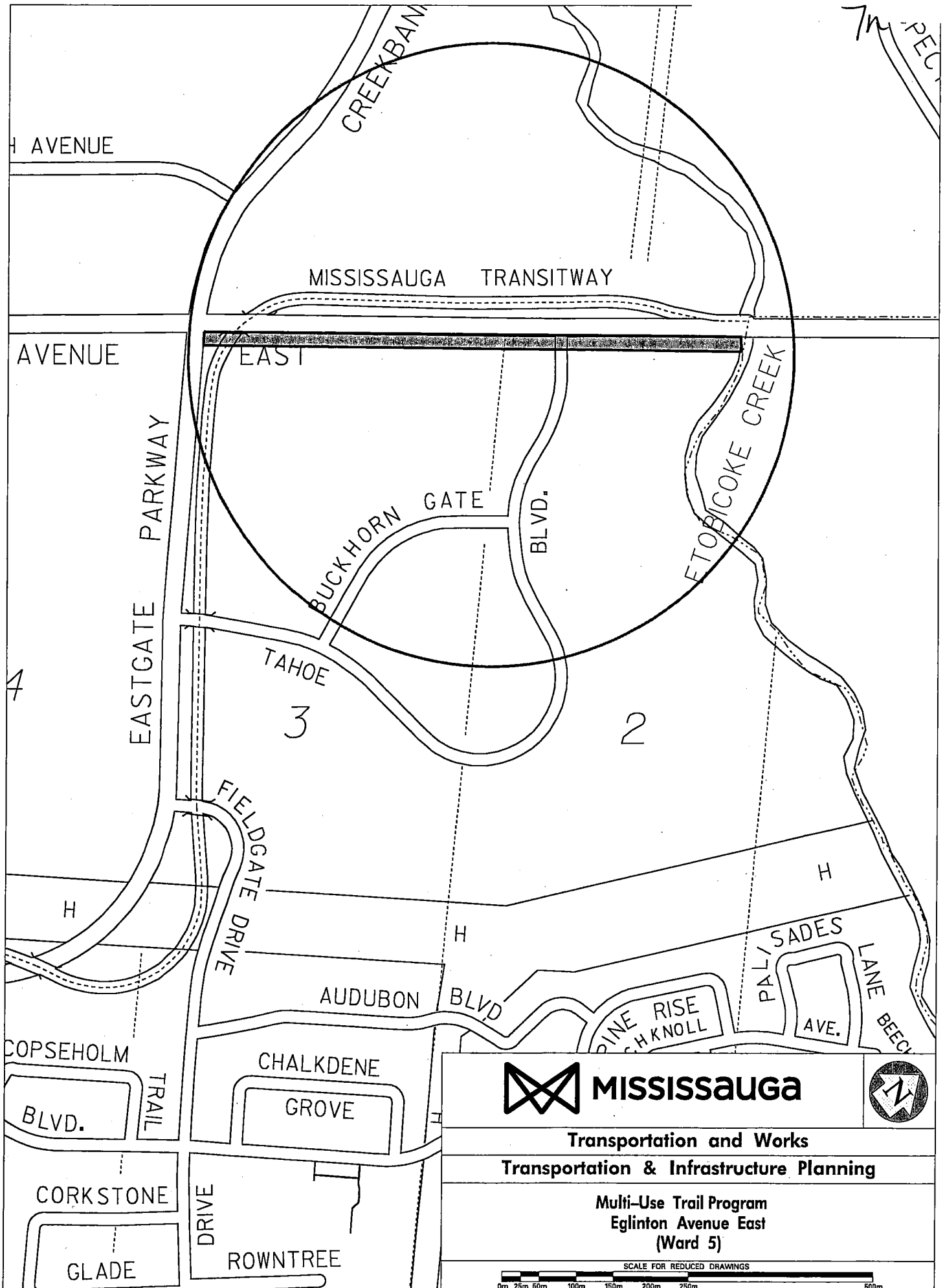
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APPENDIX 8









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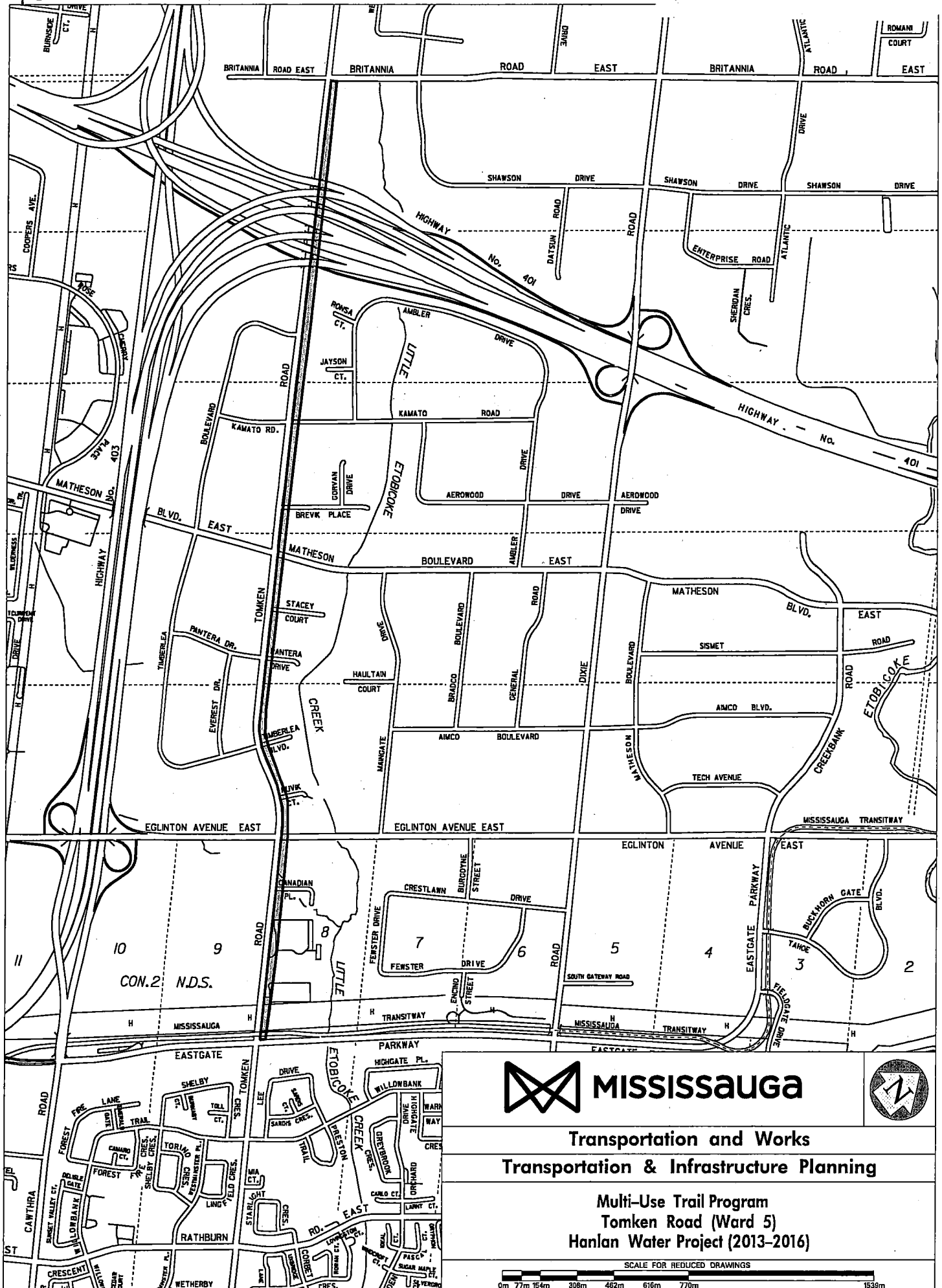
Transportation and Works

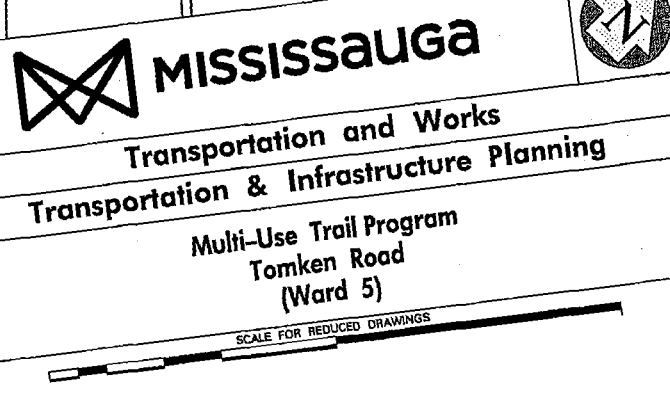
Transportation & Infrastructure Planning

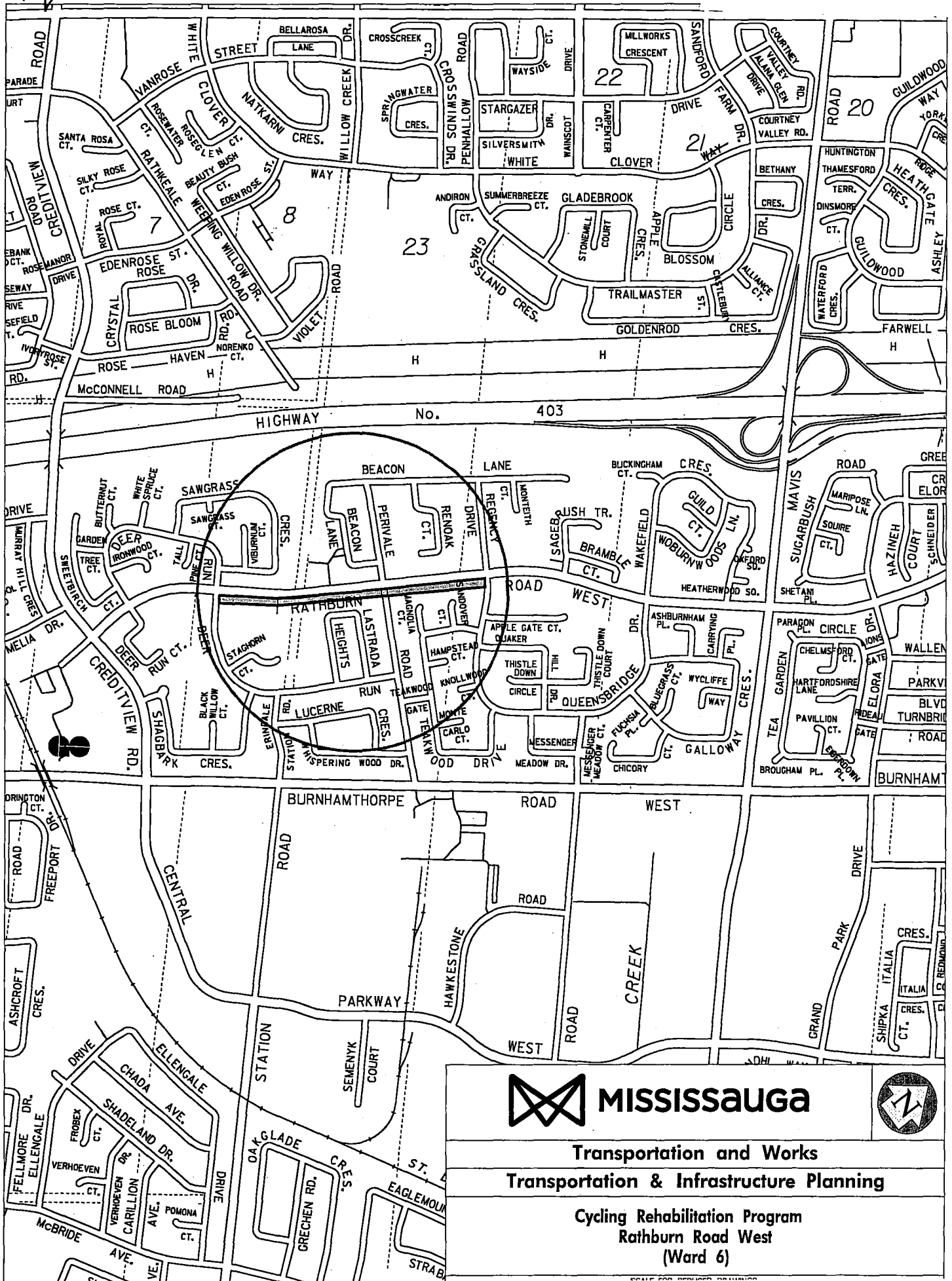
**Multi-Use Trail Program
Eglinton Avenue East
(Ward 5)**

SCALE FOR REDUCED DRAWINGS

0m 25m 50m 100m 150m 200m 250m 600m









Corporate Report

Clerk's
Files
Originator's 43M-1352
Files

8.

DATE: April 6, 2015

TO: Chair and Members of General Committee
Meeting Date: April 22, 2015

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

SUBJECT: Assumption of Municipal Works (Ward 2)

General Committee

APR 22 2015

RECOMMENDATION: That the City of Mississauga assume the municipal works as constructed by the developer under the terms of the Servicing Agreement for 43M-1352, 1135412 Ontario Limited, (lands located north of Truscott Drive, south of South Sheridan Way, east of Clarkson Road North and west of Mississauga Road, in Z-10, known as Kiran Court Estates), and that the Letter of Credit in the amount of \$129,805.15 be returned to the developer and that a by-law be enacted to assume the road allowance within the Registered Plan as public highway and part of the municipal system of the City of Mississauga.

43M-1352 (Ward 6)

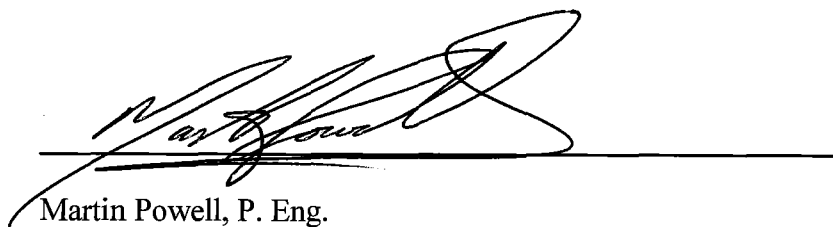
BACKGROUND: The developer identified on the attached Table of Assumptions (Appendix 1) has complied with all the requirements of the Servicing Agreement.

8a

FINANCIAL IMPACT: With the assumption of Kiran Court Estates (43M-1352), the City will now be required to provide maintenance of 335 meters (1,099 feet) of storm sewer and 0.047 lane kilometers (154 feet) of roadway.

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

ATTACHMENTS: Appendix 1: Table of Assumptions
Appendix 2: Approximate location of Kiran Court Estates (43M-1352).

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

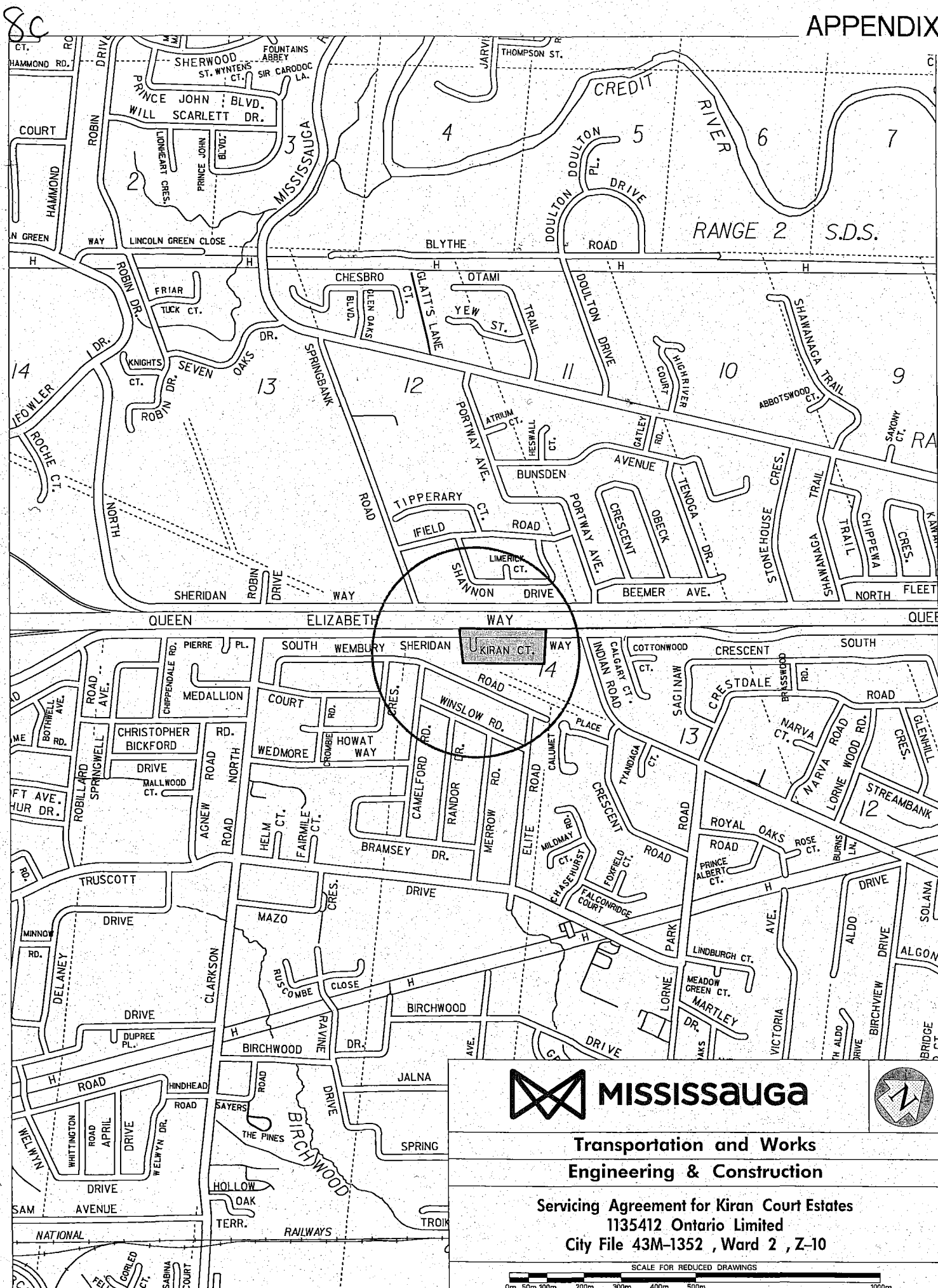
Martin Powell, P. Eng.
Commissioner of Transportation and Works

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

APPENDIX 1

TABLE OF ASSUMPTIONS

PLAN/FILE REFERENCE #	LOCATION	DEVELOPER ADDRESS	SERVICING AGREEMENT DATE	SECURITIES TO BE RELEASED
43M-1352	North of Truscott Drive, south of South Sheridan Way, east of Clarkson Road North and west of Mississauga Road, (Z-10)	1135412 Ontario Limited c/o Land-Pro Engineering Consultants Inc. 2601 Matheson Boulevard East, Suite 206 Mississauga, ON L4W 5A8 Attn: Mr. Vigay Gupta	August 11, 1999	\$129,805.15 Cancel Insurance

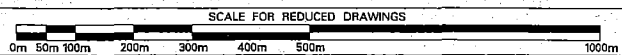


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**Transportation and Works
Engineering & Construction**

**Servicing Agreement for Kiran Court Estates
1135412 Ontario Limited
City File 43M-1352 , Ward 2 , Z-10**





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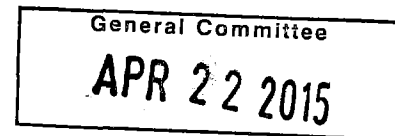
9.

DATE: March 30, 2015

TO: Chair and Members of General Committee
Meeting Date: April 22, 2015

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

SUBJECT: Extension of Presto Operating Agreement



- RECOMMENDATION:**
1. That Council exercise the option under the current Greater Toronto and Hamilton Area (GTHA) Fare System Operational Agreement to extend it for three (3) years, from October 27, 2016, to October 27, 2019.
 2. That a by-law be enacted to authorize the Mayor and City Clerk to execute an extension of the GTHA Farecard System Operating Agreement on behalf of the City, which governs the roles and responsibilities of Metrolinx, MiWay, GTHA service providers, and the city of Ottawa; in a form that replicates current terms and conditions and is satisfactory to Legal Services.
 3. That Council authorize the Director of Mississauga Transit and appointed delegate(s) to entertain negotiations with Metrolinx and participant service providers for a new operating agreement; in a form satisfactory to Legal Services and Materiel Management.

**REPORT
HIGHLIGHTS:**

- On June 23, 2006, Council enacted a by-law to enter into a ten (10) year operating agreement (from 2006 to 2016) between the City and the Ministry of Transportation, of which GO Transit and GTHA service providers are also signatories, for the operation of the Presto system.

- The Ministry transferred its Presto rights and obligations to Metrolinx on December 1, 2011.
- Article 2.2. Renewal of the Agreement establishes that: "Each renewing Service Provider must demonstrate agreement to renew by providing to [Metrolinx] a copy of a by-law or resolution properly authenticated by its respective council or board as the case may be. The renewal period will be for an additional term of three (3) years. The renewal will be on the same terms and conditions as provided herein, unless the parties agree otherwise, in writing."
- Consultations around future governance options with Presto and Executive Client Committee members began in the summer of 2014. Given the length of time expected to assess and align the newly proposed governance structure, along with any potential operating and capital cost implications, staff are recommending an extension to the existing Operating Agreement as the most viable short-term option, subject to all parties approval.

BACKGROUND:

On January 21, 2005, Council authorized the City to execute the GTA Fare System Procurement Governance Agreement (PGA), which governed the procurement process of the GTA Farecard System, with the appointment of the MTO as the procurement agent for all participating municipalities and transit agencies. In the same agreement, the provincial government agreed to fund 100% of the capital and operating costs of the GTA Farecard System central system; and one-third (1/3) of the capital costs for the acquisition and implementation of the municipal system.

On July 5, 2006, Council enacted a by-law to appoint the Director of Mississauga Transit and Manager of Business Systems as the City's Presto representatives and managers of its Operating Agreement.

On June 23, 2006 Council approved the City of Mississauga entering into a ten year operating agreement (2006-2016) between the City of Mississauga and other participating municipalities, GO Transit and the Ministry of Transportation for the operation of the Presto system.

At that time, the cost sharing arrangement saw the Province fund 100% of the capital and operations costs of the Central System for the duration of the agreement. The Province also funded one third of the

capital costs of Municipal Service Provider (SPs) systems. SPs funded their operations and agreed to pay a service fee for maintenance and support of Presto devices and access to the Central System.

The Greater Toronto and Hamilton Area Fare System (GTHAFS) Operating Agreement (OA) set forth the roles and responsibilities of the SPs. It establishes a longer term governance structure that provides the mechanisms for the parties to work together at various levels to address ongoing operating requirements of the system.

Since that time, MiWay has moved customers to the Presto fare payment system through a phased approach. Today, over 36% of MiWay customers currently use the Presto card as their choice for transit fare payment.

PRESENT STATUS:

The current OA includes a provision for three (3) extensions of three (3) years each, subject to the agreement of all parties, and is set to expire October 27, 2016.

The OA may be renewed by agreement of Metrolinx and SPs. Each renewing SP must demonstrate agreement to renew by providing the Metrolinx with a copy of a by-law resolution properly authenticated by its respective council.

The renewal period will be for an additional term of three (3) years, and on the same terms and conditions as provided in the original OA, unless the parties agree otherwise in writing.

In preparation of the current OA expiration date of October 2016, in the fall of 2012, all SPs made a request to Metrolinx to begin discussions towards a new governance model. In the summer of 2014, Presto began consultations with SPs around potential governance options.

COMMENTS:

In preparation for the expiry of the current OA, Presto has been researching possible governance and funding model options. The Presto Executive Committee formed by representatives from Metrolinx and the heads of each municipal transit agency, evaluated

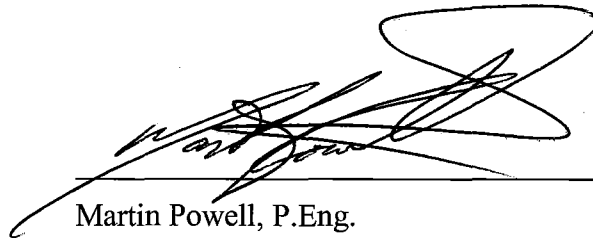
model options in 2014; however, no agreement has been reached yet on a suitable business model going forward.

All SPs agreed that a three (3) year extension to current OA will provide adequate time to assess and select a governance and funding model that can be brought to City Council for consideration and once approved include appropriate time to address any budget implications.

FINANCIAL IMPACT: The extension of the current OA to October 2019 will help maximize the investment made by the City in Presto.

Operating costs of \$540,000 are already approved within MiWay's operating budget for 2015 and have been included in the 2015-18 Business Plan.

CONCLUSION: It is recommended that by-law be enacted for MiWay to pursue an extension of the OA with Metrolinx for three (3) years to October 27, 2019. This will afford MiWay appropriate time to evaluate and select a Presto governance and funding model to bring to Council for consideration and approval.



Martin Powell, P.Eng.

Commissioner of Transportation and Works

Prepared By: Fermin Pico, Manager, Business Systems



Corporate Report

Clerk's Files

Originator's
Files

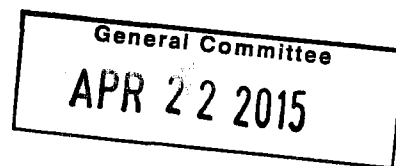
10.

DATE: March 31, 2015

TO: Chair and Members of General Committee
Meeting Date: April 22, 2015

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

SUBJECT: **2015 Let's Play in the Park Program
(All Wards)**



RECOMMENDATION: That the report dated March 31, 2015 from the Commissioner of Community Services titled "2015 Let's Play in the Park" be received for information.

**REPORT
HIGHLIGHTS:**

- In 2014 a free of charge outdoor supervised playground program was piloted at twelve (12) locations during the summer for children aged six (6) to twelve (12) years. This program is the summer-time equivalent to free after school programming and offers children access to a safe, supervised place to play in their neighbourhood.
- The Let's Play in the Park program resulted in 7,372 park visits, 1,238 individual participants and 17,408 participation hours
- The 2015 program will be expanded to provide recreational opportunities at thirteen (13) park locations.

BACKGROUND:

Mississauga Recreation operated twelve (12) free of charge supervised playground program sites in various park locations in 2014. This was a successful pilot project which was endorsed by Council.

Providing free local drop-in programming particularly during higher risk periods (summer break / after school) for children and youth is well researched. The Affordable Access to Recreation for Low Income Families policy framework recommends universal programs because they provide equitable opportunity for families with limited means, access to core fundamental services without having to qualify for financial assistance.

These compelling health, social, developmental and community benefits have prompted municipalities in Ontario to establish and maintain universal programs, such as summer playgrounds. They find them to be well attended, affordable to deliver and highly valued by participants, families and neighborhoods. The pilot supervised summer playground program was based on these fundamentals.

The pilot program operated using non tax revenue, including the Youth Employment Fund, Ontario Sport and Recreation Community Fund and a contribution from the Jerry Love Children's Fund and Corporate Sponsorship.

The achieved desired outcomes for the 2014 pilot project were:

- Promoting physical activity – through healthy play.
- Remove barriers to participate – free program opportunity and programs being offered throughout all wards in Mississauga so that children can walk or bike to locations.
- Encourage strong neighbourhoods.
- Increase park usage and awareness.
- Provide quality programming that meets High Five requirements for healthy childhood development.
- Build leaders as positive role models for children.

COMMENTS:

The 2014 Play in the Park Program provided free drop in visits by children aged six (6) to twelve (12) years. The three-hour daily program involved a combination of organized games, arts and crafts and outdoor experiential learning.

The program offered employment opportunities to 15 seasonal playground staff, organized into seven, two-person teams.

The program resulted in:

- 7,372 park visits.
- 1,238 individual participants.
- 17,408 participation hours.
- 1,363 hours of active play,
- 234 parents participated in the program (19%).
- 15 students were employed in the program.
- Parent Survey Results:
 - 100% of respondents would recommend to family and friends.
 - 100% of respondents were satisfied with the program (50% highly satisfied, 43% very satisfied).
 - 100% of respondents felt comfortable sending their children to the program – 71% strongly agreed.
 - 100% of respondents felt safe in City of Mississauga Parks – 69% strongly agreed.
 - 50% of respondents stated that this was their first time at that park.

With the success of the 2104 pilot program, the 2015 program will be expanded to 13 park locations.

Selection criteria for park locations include:

- 2014 attendance figures.
- The availability of park amenities, such as washrooms, play structures and sports fields.
- The availability of free or low cost recreation options currently available in the community.
- Achieving geographic coverage by Ward.
- Consultation with the Community Development staff and utilization of the Neighborhood Strategy.
- Staff travel distance between locations.
- Councillor endorsement.

The selected locations for 2015 are:

Ward	Park Name	Ward	Park Name
1	Searson Park	6	Rosebush Common Park
2	Clarkson Park	7	Brickyard Park
3	Forest Glenn Park	8	Brookmede Park
4	Huron Heights	9	Lake Aquitaine Park
4	Community Commons	10	Stonewood Park
5	Victory Park	11	Neebin Park
5	Ceremonial Green Park		

STRATEGIC PLAN:

The Let's Play in the Park Program advances the City's Strategic Pillars of Belong, Connect and Living Green. Additional strategic linkages include High Five, the Mississauga's Youth Plan, Future Directions for Recreation, and the Ontario's Healthy Kids Strategy and the Neighborhood strategy.

FINANCIAL IMPACT:

The total program budget for 2014 of \$89,300 was recovered through Grant funding, Jerry Love Fund- Play in the Park contributions, PepsiCo, Individual sponsor and fundraising efforts. These contributions ensured a zero draw on the tax base. Budget Request 1364 approved in 2015-2018 Business Planning process provides \$90,000 annual Gross Budget for "Play in the Park Program" for 2015 and onwards. \$40,000 will be recovered through Sponsorship funding and \$50,000 will be funded by Tax.

CONCLUSION:

Let's Play in the Park brings children and community together during the summer months through the simple pleasures of play. The expansion to thirteen (13) locations for 2015 will continue to offer safe, quality, affordable recreational opportunities for children and will help build a stronger, healthier and more engaged community.



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

*Prepared By: Jennifer Clarke, Community Program Supervisor,
Recreation*



Corporate Report

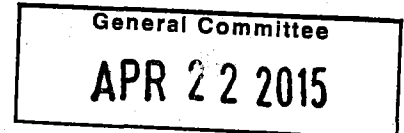
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DATE: April 8, 2015

TO: Chair and Members of General Committee
Meeting Date: April 22, 2015



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

SUBJECT: **Community Recognition – Program, Policy and Process for
Requests In Support of Community Campaigns and Special
Events**

- RECOMMENDATION:**
1. That the proposed “Community Recognition Program” identified as Option 2 in the Corporate Report dated April 2, 2015 from the Commissioner of Corporate Services and Chief Financial Officer be approved;
 2. That \$1,000 in funding from contingency to cover initial costs to launch the Community Recognition Program in 2015 be approved;
 3. That the draft “Community Recognition Program” policy attached as Appendix 1 be approved;
 4. That the Flag Protocol Policy be amended to align with the new Community Recognition Program policy outlined in Appendix 2; and
 5. That the Procedural By-law 0139-2013 be amended to include Proclamations.

**REPORT
HIGHLIGHTS:**

- Community groups have an expectation to be recognized for special occasions and events of significance or that support public awareness or fundraising efforts. The proposed new Community Recognition Program provides a modern accessible, inclusive and efficient way for the City to recognize the special occasions and events which enhance the health, welfare, safety, cultural understanding and good government of the community.
- Implementation of the program would take advantage of new, accessible media to help support and promote the special days and occasions that foster participation and pride in our community.
- The new approach would transform traditional proclamations and events such as flag and banner raisings to an easy to access web-based format, messages of support on Mississauga Celebration Square digital signs and on reader boards at City facilities throughout Mississauga and recognition on social media channels.
- The Community Recognition Program website would be launched in September 2015.

BACKGROUND:

The City of Mississauga currently does not issue proclamations and does not raise community banners or national flags on official City flag poles.

In 1995, Council discontinued the practice due to the increasing costs of providing the services and because of an Ontario Human Rights Commission (OHRC) decision fining a city for refusing to grant a flag raising request. Staff research indicates that, like Mississauga, several cities also discontinued proclamations and/or flag raisings in the mid-1990s due to the OHRC decision.

In light of the number of recent community requests for recognition, Council requested staff to review this position and investigate current policies and practices in other Canadian municipalities with respect to protocol activities that recognize events and organizations of importance to the community. Staff in the City's Corporate Performance and Innovation Office and Communications looked at practices in 12 municipalities. Information was gathered in various ways including survey, telephone interviews and obtaining policy and process information on city websites.

The 12 municipalities included the Region of Peel and the Cities of Brampton, Markham, London, Ottawa, Toronto, Windsor, Calgary, Kitchener, Waterloo, Surrey and Winnipeg.

Of the 12 municipalities benchmarked in the review:

- 50 per cent (6 of 12) currently issue proclamations
- 83 per cent (10 of 12) raise community banners and national flags
- 25 per cent (3 of 12) light a civic facility
(one municipality has installed programmable LED lighting system)

Staff asked about traditional approaches which include proclamations and "courtesy" or community flag raisings as well as newer approaches such as the use of social media, special lighting of city hall or other civic facilities. Staff also asked for information about the role, resource and time commitments required by Council and staff who service the requests. The research report is attached as Appendix 3.

At the same time, the Corporate Services Facilities and Property Management Division is investigating the possible installation of a permanent lighting system and will report findings through the City's Business Planning and Budget process. In the meantime, it is possible to accommodate lighting requests from community organizations via Council using temporary methods at an estimated cost of \$2,000 per request.

Research Highlights

Proclamations are typically ceremonial documents or declarations issued and signed by the Mayor to recognize the importance of an event, a campaign or an organization for a certain day, week or month.

The practice of raising a banner or flag is intended to celebrate the achievements of charitable or non-profit organizations and to recognize national days of importance to diverse ethnic groups. A smaller number of municipalities light city hall or civic facilities in symbolic colours for community events.

Research findings indicate that:

1. Municipalities have streamlined the request process to limit Council and staff time where possible. Most municipalities discontinued receiving delegations or reading proclamations in Council. Proclamations are listed on the Council agenda and issued to the requesting organization.
2. Proclamations are particularly time consuming. In addition to writing the text, municipalities conduct research critical to confirming the validity of the organization and to ensure there are no associated controversies.
3. Placing banners and flags on flag poles is limited to national days strictly for nations with whom Canada has diplomatic relations and for non-profit organizations only if the organization is registered. Municipalities cautioned that controversies or potential for controversy cannot be completely avoided. For the most part, raising a flag or banner does not involve a ceremony.
4. The program should have a clear policy that includes criteria.
5. The practice of lighting civic buildings in symbolic colours is limited due to the costs involved.
6. The use of social media (Facebook, Twitter) is not yet common practice among municipalities.

COMMENTS:

At this time, organizations requesting recognition by the City through proclamations or lighting are invited to make a deputation to Council. Based on the number of deputations and requests received through the Legislative Services and Councillors' offices, the City could expect as many as 50 requests per year. According to research of other city websites this is similar to the number received in 2014 by the City of Brampton (48) but not as many as the City of Toronto (123).

Staff also explored a possible process for supporting future community recognition requests for building lighting, proclamations and flag/banner requests. Based on the research, candid feedback from municipal counterparts and the number and nature of current requests, staff propose three options for Council's consideration.

In establishing a Community Recognition Program, staff considered many elements that would apply to community organizations and cultural groups.

Option 1 – Status Quo

Continue with current practice of not accepting requests for proclamations, flag or banner raising. Continue to consider lighting requests on an exception basis (\$2,000 per lighting request).

The City currently supports campaigns, special and cultural days through the large number of programs provided by Community Services Recreation and Culture Divisions through:

- The City's Community Group Support Program (representing 40 affiliated ethno-cultural groups).
- Annual community and cultural festivals and events at Mississauga Celebration Square and at City facilities.
- The City's Community Grant Program which supports culture, the environment and recreation.

In addition, the Mayor and Council Members actively support community special occasions and events in a number of ways including:

- Recognition letters and certificates.
- Promoting the event or campaign on their websites, on their Facebook and Twitter messages and in their electronic or print newsletters.
- By attending events to bring greetings.

National day recognition would be limited to and focus on Canada Day, July 1st as the one day that is celebrated by all.

Option 2 – New

Implement a new “Community Recognition Program” that supports the City’s strategic objectives and desire to acknowledge the community while also enabling staff to deliver the program with appropriate staff resource and funding support.

Objectives of the new, proposed Community Recognition Program:

- Recognize special occasions and events which enhance the health, welfare, safety, cultural understanding and good government of the community.
- Encourage residents to participate in and support charity and public awareness campaigns that contribute to the quality of life in Mississauga and special occasions that celebrate our community’s rich and diverse cultures.
- Establish a “made in Mississauga” approach supported through innovative, low cost, digital media, interactive web and social media channels.

Through a new Community Recognition Program, the City would:

- Evaluate requests against a policy with clear criteria to ensure a proactive, accessible and objective process for responding to community recognition requests.
- Reinstate proclamations in an easy to access web-based format. Staff will develop a standard template for the format and text to increase efficiency and to maintain content and visual standards. Proclamations would be listed on the Council agenda and on the “Community Recognition” website.
- Introduce messages of support on the City’s digital signs now available on Mississauga Celebration Square and on reader boards at City facilities throughout Mississauga.
- Support community recognition through innovative digital media, interactive web and social media channels. These modern, new channels will expand visibility and promotion from the Civic Centre precinct to all wards as Councillors and residents “like” and “retweet” messages to a wider audience.
- Introduce messages of support of country national days on City’s digital signs on Mississauga Celebration Square and on reader boards at City facilities. This is a modern response to the traditional flag raising request using digital and social media. The message and promotional reach is expanded throughout the city without the expense and maintenance of a new flag pole (A recent City of Kitchener report estimated a new flag pole cost at \$2,500 in addition to \$200 in staff costs, similar to the cost of processing proclamation requests). As well, digital promotion avoids scheduling conflicts with the increasing number of events on Mississauga Celebration Square.

This option postpones lighting requests until Council considers permanent lighting solutions during the Business Planning and Budget process. A new Community Recognition website would list proclamations and links to community websites.

Option 3 – Option 2 Plus Lighting:

Option 3 includes Option 2 with the addition of special lighting in a process requiring organizations to make requests at a deputation to Council. Council may then approve the request at their discretion.

Estimated Cost Overview

	Cost Per Request	Estimated Annual Cost Based on 50 recognition and 10 lighting requests
Option 1 – Status Quo (If no additional lighting requests approved) *	0	0
Option 2 – New Program including Proclamations Digital banner/flag recognition	\$200 (4 staff hours)	\$10,000
Option 3 – Plus Lighting	\$200 (4 staff hours) plus \$2,000 (40 staff hours) for each lighting request	\$20,000

*One lighting requests has been approved in 2015 at a cost of \$2,000

Staff hours required to administer the program will be managed through current resources in the Communications Division, Corporate Services Department.

Recommended Option – Option 2

A new Community Recognition Program as outlined in Option 2 reintroduces the traditional proclamation to the City while also taking advantage of accessible media to help promote the special days and occasions that foster participation and pride in our community.

A new approach will transform traditional events such as flag and banner raising to digital, web and social media formats such as Facebook and Twitter making it possible to expand the messages' reach throughout the city.

Criteria:

Based on best practices, municipalities all concur that the success of the program and ability to assess requests objectively depends on having clear criteria. The criteria recommended for the program would be consistent with those for other City policies and requires that:

- groups/organizations must be Mississauga based or the event/occasion is of interest or benefit to the City as a whole or supports a municipal, regional, provincial or federal government program or initiative and is either:
 - non-profit and able to provide a registered charitable number, or
 - aligned with Health Canada's Calendar of Health Promotion Days, or
 - for national days, the country is formally recognized by the Government of Canada.
- the organization's core values do not conflict with the City's core values, vision or strategic goals or do not adversely impact on the City's identity;
- the content of the requested messaging:
 - is not in conflict with any applicable laws, City by-laws or policies
 - does not have the potential to incite violence and hatred
 - does not present demeaning or derogatory portrayals of individuals or groups
 - is not of questionable taste in style, substance or presentation method
 - does not minimize and/or detract from the image of the City and/or its employees
 - in light of generally prevailing community standards, is not likely to cause deep or widespread offence.

Requests not accepted include those that promote a political party, election candidate, individual, for-profit organization or business. If declined, staff would refer residents and organizations to the Civic Recognition Program where a person, company or achievement may be considered for recognition.

Community Recognition Website and Online Request/ Application Process:

Similar to the Civic Recognition Program, the Communications Division, Corporate Services Department would administer the proposed Community Recognition Program.

Information, promotion and requests/applications for recognition would be delivered through a Community Recognition Program website where criteria information and an online application form (with six week lead time) will be located.

Implementation:

If approved, staff expects that Council will want to implement the program in an efficient and effective manner. To address the immediate needs, staff propose a two stage implementation:

1. Starting May 2015, according to the newly approved policy, staff will process proclamation requests and banner/national day requests against the approved criteria. Proclamations will be printed, signed by the Mayor and the proclamation title printed on the Council agenda. Banner/national day recognition will appear on Mississauga Celebration Square digital signs as available. Staff will promote proclamation and digital sign messages on social media.
2. In September 2015, launch the official Community Recognition website with online application form and administer the program as approved.

STRATEGIC PLAN: The proposed Community Recognition Program supports the City's Strategic Plan pillars Belong – Nurture Diverse Cultures and Connect – Celebrate our Community as well as the City's new brand stories of Welcoming World Culture and Inspiring Possibilities.

FINANCIAL IMPACT: Staff requests a budget of \$1,000 from contingency to develop the program components for a full program launch in September 2015.

CONCLUSION: The City of Mississauga is committed to nurturing diverse cultures and celebrating our community through our Strategic Plan pillars of Belong and Connect. We understand that there are many reasons why people choose Mississauga and our brand expresses this in our promise to welcome world culture and inspire possibilities.

A new Community Recognition Program delivers on this commitment by providing a modern, inclusive, efficient and accessible way to recognize special occasions and events which enhance the community, celebrate our community's rich and diverse cultures, and encourage residents to participate in and support initiatives that contribute to the quality of life in Mississauga.

Staff will report back to Council at the end of 2015 to make amendments to the program as needed.

ATTACHMENTS:

- Appendix 1: Draft Community Recognition Program Policy
- Appendix 2: Revised Flag Protocol at City Facilities – 06-04-03
- Appendix 3: Benchmarking Report: Community Recognition Policies & Practices



Gary Kent

Commissioner of Corporate Services and Chief Financial Officer

Prepared By: Dolores Bartl-Hofmann, Corporate Communications

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TAB: PUBLIC RELATIONS
SECTION: RECOGNITION
SUBJECT: COMMUNITY RECOGNITION PROGRAM

POLICY STATEMENT

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

PURPOSE

The Community Recognition Program is intended to:

- encourage residents to participate in and support charity and public awareness campaigns and fundraising initiatives, as well as major cultural, sporting and entertainment programs that contribute to the quality of life in Mississauga; and
- acknowledge national days that contribute to understanding and celebrating our community's rich and diverse cultures.

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

SCOPE

This policy applies to all Mississauga-based groups or organizations that meet the criteria outlined in this policy.

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

Council may elect to display national flags that are not requested through this policy but are related to the promotion of an international City-hosted or joint-partnership event.

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Requests Not Accepted

Requests that promote a political party, election candidate, individual, for-profit organization/business or that have no direct relationship to the City will not be accepted.

LEGISLATIVE REQUIREMENT

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

DEFINITIONS

Commissioner

For the purposes of this policy:

“Commissioner” means the Commissioner of Corporate Services and Chief Financial Officer or his/her designate.

Director

“Director” means the Director, Communications, Corporate Services Department or his/her designate.

Proclamation

“Proclamation” means an official written announcement, issued on behalf of the Mayor, to formally recognize specific activities or events/occasions which are deemed to be of benefit to the City of Mississauga.

ADMINISTRATION

The Community Recognition Program is administered by the Communications Division, Corporate Services Department.

CITY’S ROLE

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

ACCOUNTABILITY

Communications Division

Communications staff are responsible for:

- reviewing all applications for compliance with the criteria outlined in this policy;
- ensuring a previous request has not been processed for that calendar year (maximum of one per year);

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- approving all applications, in consultation with other departments or division, where necessary;
- notifying applicants of the outcome of their application;
- providing the Mayor and Members of Council with a schedule of approved recognition;
- scheduling and completing all approved digital and social media recognition; and
- advising applicable divisions/departments as required to prepare and complete approved requests, including:
 - Legislative Services for inclusion of proclamations on a Council agenda
 - Communications Division, for completion of digital screen artwork, including forwarding to Mississauga Celebration Square, as required.

Director

The Director is responsible for:

- ensuring applicable staff are aware of and trained on this policy; and
- approving wording of proclamations and digital and social media messaging.

Criteria

The following criteria must be met:

- groups/organizations must be Mississauga based or the event/occasion is of interest or benefit to the City as a whole or supports a municipal, regional, provincial or federal government program or initiative and is either:
 - non-profit and able to provide a registered charitable number, or
 - aligned with Health Canada's Calendar of Health Promotion Days <http://www.hc-sc.gc.ca/ahc-asc/calend/index-eng.php>, or
 - for national days, the country is formally recognized by the Government of Canada (http://www.international.gc.ca/cip-pic/mission_info-

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[info_mission.aspx?lang=eng](#)).

- the organization's core values do not conflict with the City's core values, vision or strategic goals or do not adversely impact on the City's identity;
- the content of the requested messaging:
 - is not in conflict with any applicable laws, City by-laws or policies
 - does not have the potential to incite violence and hatred
 - does not present demeaning or derogatory portrayals of individuals or groups
 - is not of questionable taste in style, substance or presentation method
 - does not minimize and/or detract from the image of the City and/or its employees
 - in light of generally prevailing community standards, is not likely to cause deep or widespread offence.

TYPES OF RECOGNITION

Community groups and organizations may qualify for one of the following types of recognition as appropriate:

1. Council proclamation
2. recognition through digital and social media (e.g. Twitter, Facebook)

Organizations will be limited to one request per year. More than one organization may be recognized on the same day(s).

1. Council Proclamation

The City will issue a proclamation to recognize an event/occasion or campaign. A proclamation will recognize a particular day, week or month.

Note: Proclamations are not issued for national days.

Support Provided

The City's support of proclamations consists of the following:

- document from the office of the Mayor on behalf of Council;

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- proclamation listed on the Community Recognition Program webpage on the City's external website; and
- proclamation listed on a Council agenda.

2. Virtual Recognition

The City of Mississauga recognizes national days, special events/occasions which enhance the health, welfare, safety, cultural understanding and good government of the community.

Support Provided

Depending on availability, the City's support may consist of one or more of the following:

- virtual display of national flag or community flag/banner on Mississauga Celebration Square digital screens, played in rotation with regularly scheduled content (image to be provided by the requestor);
- posting on social media (e.g. the City's Corporate Facebook page and Twitter account) for the designated day or first day of week/month of the designated period (additional time may be scheduled at the discretion of Communications, based on availability); and
- inclusion in the Community Calendar on the City's external website.

APPLICATION PROCESS

Applications for all types of recognition are available online on the Community Recognition Program website. (Applications in alternative formats are available upon request.) Applicants are required to identify the type of recognition that is being requested. However, designated City staff will make the final determination.

Due to production time and date allocation (e.g. inclusion on a Council agenda), requests must be received no later than six weeks before the requested recognition date. Exceptions may be approved by the Commissioner. Incomplete applications, including the absence of any required images, will be returned to the applicant and considered as new applications upon re-submission.

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The applicant will be advised by email confirmation that their request has been approved, including the date(s) that the organization or nation will be recognized and by what means.

Appeal Process

Organizations whose requests for recognition under the Community Recognition Program have been declined may request a review of the decision. Requests may be made in writing to the Commissioner.

REFERENCE:

LAST REVIEW DATE:

CONTACT:

For more information contact Corporate Communications, Corporate Services Department.

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TAB: PUBLIC RELATIONS
SECTION: RECOGNITION
SUBJECT: FLAG PROTOCOL AT CITY FACILITIES

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

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

SCOPE All City of Mississauga facilities that are equipped with a flag pole(s) are covered by this policy.

This policy does not include banners. For more information on banners refer to Corporate Policy and Procedure – Public Relations – Events – Banners.

ADMINISTRATION The Public Affairs Section of the Communications Division, Corporate Services Department, will administer the policy. Communications is also responsible to ensure that Central Stores, Revenue and Materiel Management Division, Corporate Services Department, maintains a stock of replacement Canadian, Provincial, Regional and City of Mississauga flags.

Facility and Property Management (F&PM) are responsible for the maintenance of City flag poles. Staff at each facility,

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designated by the Facility Manager, are responsible for the replacement and proper destruction of flags that have fallen into disrepair.

FLAG ETIQUETTE

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

FLAGS FLOWN AT THE CITY

The City of Mississauga will fly the flags of:

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

These flags will occupy the four flag poles located at the Civic Centre as outlined below.

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

Positioning of Flags

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

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

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

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

The National Flag of Canada should also always be flown:

- on its own mast;
- if hung horizontally, the upper part of the leaf should be up and the stem down; and
- if hung vertically, the flag should be placed so that the upper part of the leaf points to the left and the stem to the right from the point of view of the observer facing the flag.

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

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FLAGS AT HALF-MAST

Flags at all City facilities are flown at half-mast in recognition of the death of prominent public figures. In accordance with the protocol established by the Government of Canada, flags are flown at half-mast in the event of the death of:

- the reigning Monarch;
- an immediate relative of the reigning Monarch;
- the Governor General of Canada;
- the Prime Minister of Canada;
- the Lieutenant-Governor of Ontario;
- the Premier of Ontario;
- a local MP or MPP;
- the Mayor of the City of Mississauga; or
- a member of City of Mississauga Council.

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

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

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

Flags at all City facilities are flown at half-mast on Remembrance Day to honour the memory of all Canadians who served their country in time of war, and on the National Day of Mourning to honour workers whose lives have been lost on the job. Flags are lowered to half-mast position at sunrise, or at the opening of the

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

Procedure

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

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

EXCEPTIONS

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

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

- ~~• where all four flags are flown, the Region of Peel flag will be displaced;~~
- ~~• where the Canadian, Provincial and City flags are flown, the~~

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City flag will be displaced; and
• where the Canadian and Provincial flags are flown, the
Provincial flag will be displaced.
Where the Canadian flag only is flown it will not be displaced by
a flag representing another nation.

The requestor will be responsible to provide the flag.

DISPOSAL OF FLAGS

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

FLAGS AT PARADES

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

REFERENCE:

GC-0002-2010 – 2010 01 20
Resolution of Council – 0061-2015 – inclusion of fallen soldiers.

LAST REVIEW DATE:

October, 2012

CONTACT:

For additional information of flag protocol contact Public Affairs,
Communications Division, Corporate Services Department. For
additional information specific to flying flags at half-mast contact
the Communications Division, Corporate Services Department, or
Fire and Emergency Services, Community Services Department,
as appropriate.

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

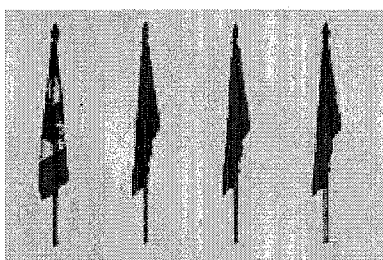


Figure 2 - When the National flag is flown alone on top of or in front of a building where there are more than two flagpoles it is flown on the pole nearest to the centre.

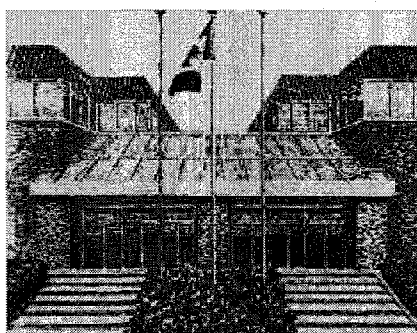
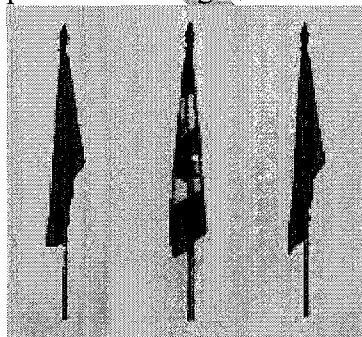


Figure 3 - When three flags are displayed the National Flag is in the centre; the second-ranking flag, the Ontario Provincial flag, is placed to the left of centre; and the City of Mississauga flag is placed to the right.



Benchmarking Report: Community Recognition Policies and Practices

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Benchmarking Research Report: Community Recognition Policies and Practices

Overview

This research was undertaken to investigate policies and current practices with respect to civic protocol activities for recognition of community events and organizations in major Canadian municipalities, including traditional (proclamations and flag raisings) and contemporary (e.g. social media, special lighting, etc.) approaches. For the research, we contacted 12 municipalities and reviewed relevant information provided on cities' Web sites. We received a full or partial response from 7 municipalities and reviewed policies available online for an additional 5 municipalities.

Most of the cities requested that that we do not identify them by name in public reports as they are currently in the process of reviewing their practices. Consequently, the municipalities are referred to only in aggregate in this report.

Proclamations and Flag Raisings - Description

Based on the research, cities typically have separate policies for proclamations and flag raisings as each of these protocol activities represents a different approach to providing recognition in the community. In all of the benchmark cities, proclamations are defined as ceremonial documents or declarations issued and signed by the Mayor to recognize the importance of an event, a campaign or an organization for a certain day, week or month (e.g. March of Dimes month).

"Courtesy" or "community" flag raisings are intended to recognize national days of importance to diverse ethnic groups in the community and/or to celebrate the achievements of charitable/non-profit organizations that have made a significant contribution to the community. Policies for flag raisings also address protocols with respect to flags that will be flown permanently on City property (Canadian flag, provincial flag, and the municipal flag) and the protocols for half-masting.

Highlights of the Research Results

The following table summarizes the percentages of the benchmark municipalities who provide each type of recognition service:

Recognition service	% of the 12 benchmark municipalities who provide the service:
Proclamations	50% (6 of 12)
Community Flag Raisings	83% (10 of 12)
Ceremonial Lighting of City Hall/other civic facility	25% (3 of 12); one additional city is currently piloting this but has not yet decided whether they will continue due to the costs involved

- Based on the research, the current trend with respect to proclamations and flag raisings is to reduce or eliminate Council's involvement from the processes and to standardize processes in order to minimize administrative effort and costs. Most of the benchmark cities have discontinued

the practice of receiving delegations and/or reading out proclamations at Council. Instead, proclamations are simply issued to the requesting party and listed on the Council agenda for information only. Community flag raisings are limited to normal business days and rarely involve ceremonies. If a flag raising ceremony is requested, the requesting party is responsible for making the arrangements.

- Nevertheless, **these processes continue to be very time consuming** according to the benchmark cities, particularly in the case of proclamations. This is because there tends to be a greater number of new requests for proclamations (as opposed to annual requests from the same groups) which requires more time to research the requesting organization and its relevance to the community. Additional research time, consultation with the provincial protocol office and/or responding to media enquiries may be required in the case of requests that are potentially controversial.
- **To avoid controversy, and the need for extensive research, cities have developed policies with clear criteria for approval of requests.** In all cases, the policies state that proclamations and flag raisings will not be provided for political, religious and divisive/inflammatory causes. Cities generally limit flag raisings to national days only for nations with whom Canada has diplomatic relations and only for charitable or non-profit organizations that are registered. However, controversies or the potential for controversy cannot be completely avoided. With respect to flag raisings for national days, cities will consult with the Federal or Provincial protocol office for advice in the event of a potentially controversial situation.
- The **practice of lighting city hall/civic facilities** in symbolic colours for community events (e.g. blue lighting for Autism Awareness day) is **very limited due to the costs involved** which are in the range of \$800 - \$1,500 (or greater) per event. However, one city reported that in order to minimize ongoing costs, they have installed an **intelligent programmable LED lighting system on their city hall**. The flexible lighting system requires a significant initial investment, but allows the city to light the building in various colours and arrangements remotely through a simple computer program.
- With respect to contemporary approaches to community recognition, **our research indicates that use of social media (Facebook, Twitter) for this purpose is not yet a common practice.** In a staff report to Council, one city referred to Diversity Advisory Committees, festivals and multicultural events as alternative approaches for community recognition.¹

Background

The City of Mississauga currently does not issue proclamations and does not raise community flags on official City flag poles. The Communications Division has begun the process of developing an umbrella Community Recognition program that will be future-focussed and delivered through current and innovative approaches. To that end, we investigated current policies and practices in other Canadian municipalities with respect to protocol activities in recognition of events and organizations of importance to the community. We asked municipalities about their practices with respect to traditional approaches (proclamations and "courtesy" or community flag raisings) as well as newer approaches (e.g. use of social media, special lighting of the city hall or other civic facilities, etc.). We also enquired about

¹ http://www.surrey.ca/bylawsandcouncilibrary/CR_2014-R104.pdf

resource requirements, as well as the role of the Mayor and Council and to what extent their involvement is required in these activities.

Controversy and Discontinuation of Proclamations and Flag-Raisings in 1995

In 1995, Mississauga City Council discontinued proclamations and flag raisings citing “increasing costs” and a “recent decision” of the Ontario Human Rights Commission (OHRC) and its impact on “further increasing the costs of providing these services.”² Pursuant to the Council Resolution (0109-95), the City’s Proclamations and Flag Raisings Policy was rescinded and all references to proclamations and flag raisings were deleted from the City’s Procedural By-law. (See Appendix 1 for the full text of the resolution).

Our research indicates that, like Mississauga, several cities discontinued proclamations and/or flag raisings in the mid-1990s, due to the OHRC decision in which a city was fined for refusing to grant a flag raising request, and other controversies and challenges. One city told us that proclamations are particularly time consuming due to the need to conduct research on a broad range of requesting organizations. Research is critically important to confirm the validity of the organization and to ensure there are no associated controversies.

Flag raisings tend to be more straightforward as they are limited to national days strictly for nations with whom Canada has diplomatic relations and only for charitable or non-profit organizations that are registered. However, there are challenges with flag raisings as well. For example, some cities said they have experienced problems dealing with competing requests and requests that exceed what is allowed by the policy (e.g. duration for flying a flag).

Current Practices in Canadian Municipalities

A total of 12 municipalities were included in the research (7 municipalities responded to our request and information was obtained for an additional 5 municipalities from their respective Web sites):

- 50% of the benchmark municipalities issue proclamations (6 of 12 municipalities; Peel Region has recently discontinued the practice of issuing proclamations)³
- 83% raise flags for community groups/events (10 of 12 municipalities)
- 25% conduct ceremonial lighting of their city hall or other civic facilities (3 of 12 municipalities) – one additional city is piloting this but may not continue due to the costs.

Which department/division is responsible for administration of proclamations and flag raisings and who approves requests?

In most cases, proclamations and flag raisings are overseen by a Protocol Office reporting to the Office of the City Clerk and requests are approved usually by the Mayor’s Office. In larger cities, Council has delegated authority to the Chief Protocol Officer or City Clerk to approve requests. However, the Mayor/Council reserves authority to render a final decision. Most cities do not have an appeal process,

² City of Mississauga. (1995, March 29). Council Resolution 0109-95.

³ <https://www.peelregion.ca/council/agendas/2015/2015-03-26-rc-agenda.pdf>, pp.12.2-1-2.

but if any parties are unhappy with the city's decision to approve or deny a particular request, they may make their concerns known to the Mayor's Office.

The following table outlines the typical allocation of roles and responsibilities in the benchmark cities:

	Roles & Responsibilities for Proclamations and Flag Raisings
Protocol Office/Clerk's Office	<ul style="list-style-type: none"> • Develops and maintains policies and procedures • Receives and reviews requests for compliance with the policy • Prepares proclamations (including writing and sending to Mayor's Office for signature); arranges date and logistics for flag raisings • Approves or denies the request (in some cases) • Distributes proclamations to requestor • Lists proclamations and flag raisings on Council Agenda for information and, in some cases, on the city Web site
Mayor's Office	<ul style="list-style-type: none"> • Approval of requests (in most cases) • Where the City Clerk has authority to approve/deny requests, render a final decision in the event that a decision of the Clerk is disputed • Obtain Mayor's signature and seal on Proclamations • Review and address objections to approvals or denials of requests
Communications Division	Provide Communications support, as required: <ul style="list-style-type: none"> • Make arrangements in exceptional cases where formal presentations or ceremonies involve attendance of the Mayor and/or Councillors • In exceptional cases, prepare news releases/media briefings • Handle media enquiries when a proclamation/flag raising has resulted in controversy
Facilities staff/Security staff	<ul style="list-style-type: none"> • Raise and lower flags • Set up podium/sound system for flag raisings that include a ceremony
Requesting party	<ul style="list-style-type: none"> • Submit complete application with all required information within required timeframe (ranges from at least 3 weeks – 2 months) in advance of the desired date for the flag raising/proclamation • Provide the flag in the condition necessary for raising (appropriate size, clean, etc.) • If ceremony requested, make all arrangements; if required, apply for special events permit and pay applicable permit fees • Responsible for any promotions of the flag raising/proclamation, including media advisories (cities do not provide these, except in special cases)

How are requests received?

Cities typically indicate on their Web sites that requests for proclamations and flag raisings must be submitted in writing using a set application form available online or in hard copy at the Protocol Office. However, the benchmark cities told us that requests generally come in via email and the Protocol Office follows up with the requestor to direct them to the application process.

Since the requests often involve events or causes that occur annually (e.g. national days; Cancer Society fundraising months, etc.) policies typically indicate that after initial approval, the proclamation or flag raising will be continued annually for the same organization upon request (i.e. not necessary to submit full application again) unless there are changes or extenuating circumstances.

What is the criteria for approval?

The policies for proclamations and community flag raisings set out the criteria for granting a request:

Proclamations

Generally, proclamations will be issued for non-profit/charitable organizations or events that demonstrate a significant interest in or relationship to the city, including:

- Arts and Cultural celebrations (e.g. Royal Ontario Museum Centennial Day)
- Charitable fundraising campaigns (e.g. Salvation Army Week)
- Public awareness campaigns (e.g. International Day of Persons with Disabilities)

Municipalities do not issue proclamations for National, independence or Republic days and applicants are referred to flag raising policies for these.

Community Flag Raisings

To avoid controversy and reduce the need for extensive research, community flag raisings are usually limited to recognition of national days only for nations that have diplomatic relations with Canada, and to recognition of only *registered* local non-profit/charitable organizations (or local chapters of national organizations). However, controversies or the potential for controversy cannot be completely avoided. With respect to flag raisings for national days, cities will consult the provincial or federal protocol office for advice when there is potential for controversy. Based on a review of flag raising policies in the benchmark cities, standard procedures typically include the following:

- Flag raisings to recognize national days are for one day, usually "sunrise to sunset"
- Flag raisings for other occasions (e.g. fundraising event) may be flown for several days (e.g. up to 1 or 2 weeks)
- If there are competing applications, the requests are confirmed on a "first come first served" basis (organizations usually apply in the previous year to reserve the date)
- Requests are generally limited to 1 per organization per year

- Flags will only be raised on the city's normal business days

What types of requests will not be approved?

In all cases, the city policies indicate that proclamations/community flag raisings will not be approved for the following types of requests:

- Individuals, organizations or events that are not located in the city or that have no demonstrated significant interest in or relationship to the city
- Religious or political organizations/events
- Businesses or commercial enterprises
- Discriminatory or inflammatory matters or matters inciting hatred or intolerance
- Illegal matters
- Any matters that are contrary to city by-laws/policies

Do proclamations and flag raisings include formal ceremonies/presentations involving the Mayor and/or Councillors?

Our research indicates that cities have eliminated virtually all formalities associated with proclamations and flag raisings, with few exceptions. Proclamations are added to the Council agenda but cities have discontinued the practices of receiving delegations and reading out proclamations at Council. Generally, the requestor simply picks up the signed and sealed proclamation at the Clerk's Office

For the most part, community flag raisings do not involve a ceremony. If a ceremony is requested, cities may provide minimal support (e.g. podium and portable speaker) but the requesting party is responsible for all arrangements, including applicable fees if the nature of the ceremony is such that a special events permit is required. If the requesting organization invites the Mayor or Councillors to attend, the request is forwarded to the Mayor's scheduler or Councillor's Executive Assistant, and will be considered as any other invitation received by the Mayor/Councillor.

In most cases, the city posts a list of proclamations and flag raisings on their Web site. However, requesting parties are responsible for any promotions, including media advisories/news releases.

Do cities have flag poles reserved for the purpose of community flag raisings?

Based on the research, cities generally have a permanent flag display near the main entrance to their City Hall that includes Canada's National flag, the Provincial flag and the City flag. Additionally, most of the benchmark cities have 1 or 2 "community" or "courtesy" flag poles reserved for the purpose of community flag raising requests. However, in a few cases, there are no additional flag poles and the community flags will take the place of the City flag in the City Hall flag display for the duration of the community request period. Where cities have community flag poles, these may be located with the permanent flags or in a separate location within the City Hall plaza area.

What is the cost/budget for these processes?

The benchmark cities were unable to provide specific budget or costs information because flag raisings and proclamations are included in a budget for a broader portfolio of services, and the staff who administer these processes do so along with several other duties. Cities also told us that the amount of time to process requests varies significantly according to several factors. For example, if the request is straightforward, such as a repeat (annual) request or a request from a well-known organization, processing time will be minimal; whereas several hours of research is required in the case of a new request from an unknown organization. In a report to Council, the City of Kitchener estimated that processing flag raising requests takes an average of 1.5 – 2 hours (review and respond to each request and maintain the schedule) for the Protocol Office alone.⁴

However, more time is required if the requestor has not provided all the necessary information or if research is needed to verify the organization's legitimacy and relevance to the community. In cases of potential controversy (e.g. disputes about national flags, geographic areas under conflict) more extensive research and consultation with the provincial protocol office may be required.

If we apply the estimate of 2 hours processing to proclamations as well as flag raisings, and multiply the total annual requests by processing time, we can estimate the total annual processing time (for the Clerk's office alone). The total number of requests received annually varied from city to city, but the range amongst the benchmark cities was, as indicated below:

Request type	# of requests annually	x #hours to process	Total processing time annually (hours)
Proclamations	130-160	2	260-320
Flag Raisings	25 -150	2	50-300
Total requests	155-310		310-620

Additional staff time and costs include:

- Security or facilities staff to raise and lower flags
- Facilities staff to provide equipment for ceremonies (podium, sound system, etc.)
- Communications staff time if Mayor and/or Councillors are attending ceremonies or presentations (protocol arrangements, news releases etc.) or in the case of controversies (to respond to media enquiries)
- Capital cost of purchase and installation of community flag pole (approx. \$2,500)⁵
- Cost of frames for proclamations (approx. \$10 each) for special occasions when Mayor presents the proclamation.

Are requestors required to pay fees or contribute to the costs?

⁴ Estimate based on City of Kitchener report to Council (May 12, 2014, CAO-14-025, p.2-3.)

⁵ Estimate based on City of Kitchener report to Council (June 30, 2014, FCS-14-127, p.)

All of the benchmark cities that provide proclamations and flag raisings do so at no cost to the requestors. However, parties requesting flag raisings must provide the flag and make all arrangements if they wish to have a ceremony. If the nature of the ceremony is such that a special event permit is required, the requestor is responsible for all arrangements and for payment of the applicable permit fees.

Contemporary/Emerging Approaches for Community Recognition

As urban populations have become larger and more diverse and as new technologies have become available, cities may consider new approaches to recognizing community groups and events. We asked cities to tell us about any new approaches they have implemented or that they are currently considering. We asked specifically about special lighting of the city hall or other civic facilities and use of social media.

We found that it is still early days for cities in this area. Most are using their City's Web site to announce proclamations and flag raisings, but use of social media is fairly limited so far. Cities said they generally promote only city events on social media, but may announce an event for a charitable or non-profit organization if they receive a request. In a report to City Council, the City of Surrey refers to the City's Diversity Advisory Committee, Social Policy Advisory Committee and various festivals/events as approaches to promoting diversity in the community, and publication of community events on the City's Web site as an avenue for bringing awareness to a community organization's culture or cause.⁶

Symbolic Lighting of City Hall or Other Civic Facilities

Four of the cities included in the research illuminate their city hall or other civic property in symbolic colours in recognition of significant community events (e.g. blue lighting for Autism Awareness Day). Three of those cities responded to our request for information. As this is a fairly new practice, only one of the cities has a formal policy in place. Requests are approved by the Mayor's Office or Council. Two cities said they outsource this function at a cost of approximately \$850 to \$1,500 per event. One of those cities said they are doing this as pilot project and have not yet decided whether they will continue, due to the high costs. Because these are high profile events, the cities may post an announcement on social media and issue a media advisory, but there are no formal ceremonies or presentations.

To date, the City of Mississauga has provided two illumination events, which involved the lighting of Celebration Square (blue for World Autism Awareness Day and purple for World Mental Health Day). Requests were received and approved by Council (via deputations) and the Celebration Square tech team along with the Facilities and Property Management Division were responsible for executing the request. The Communications Division lead the related marketing initiatives. The costs of an illumination event vary according to several factors but the estimated cost is consistent with the benchmarking research. It must be noted that the equipment used for illumination events is in high demand for the many events on Celebration Square in the summer and would therefore not be available to accommodate community recognition requests.

⁶ http://www.surrey.ca/bylawsandcouncillibrary/CR_2014-R104.pdf

Intelligent LED lighting systems

The third of the three cities who responded to our information request said they have been able to minimize the ongoing costs of illumination events with the implementation of new technology. An intelligent programmable LED lights system has been installed on the city hall building, which allows the city to vary the colour and arrangement of lights remotely through a computer program (e.g. purple lighting for Woman Abuse Awareness and Prevention day; blue for Autism awareness day, etc.). The city's policy for community requests for illumination events mirrors the city's flag raising policy. The City Clerk has authority to approve or deny requests, but if the Clerk's decision is disputed, the City Council has final authority as to whether or not the request will be granted.

This approach requires a significant initial capital investment, but LED lighting systems provide greater flexibility, require minimal maintenance, and use considerably less energy than conventional lighting systems. As the design and installation of the lighting systems are highly customized, we could not get an estimate of the costs, which vary considerably according to the size and complexity of the project.

A general Web search indicates the use of intelligent programmable lighting systems by cities is growing in popularity globally, not only for recognition of community events, but to highlight iconic and historic civic structures as tourist attractions.

For example, an intelligent lighting system has been installed on the City of Edmonton's historic High Level Bridge. This is an extensive lighting system that includes 60,000 LED lights. The \$2.5 million cost of the system was raised through a "Light the Bridge(LTB)" fundraising campaign which allowed citizens and organizations to "buy a bulb."⁷ The fundraising campaign was an entirely private endeavor, spearheaded by local companies, EPCOR and ATB Financial. Because of the City's tax status and the costs associated with maintaining the "buy a bulb" program, that campaign ended when the LTB project was handed over to the municipality.

The lights are controlled from the City of Edmonton's Network Operations Centre and can be varied in colour and motion for Civic events (e.g. red for Canada Day) and in response to community group requests.⁸ Edmonton reported that, while an LED color-changing system is exponentially less labour-intensive than a manual gel-changing system, it still represents a significant cost to maintain operationally. It has been estimated that the combined hours of technical maintenance, programming, administration and communication involved in operating Light the Bridge is equivalent to a full-time position.

Requests are considered on a case-by-case basis, must be submitted by application to the City's Civic Events Office, and must meet the following criteria:

- Support an event of national or international significance (such as Canada Day or Edmonton hosting FIFA matches).

⁷ <http://globalnews.ca/news/1414636/the-bright-ideas-behind-edmontons-light-the-bridge-project/>

⁸ <http://blog.mastermaq.ca/2014/07/03/edmontons-high-level-bridge-has-lights-now-what/>

- Support of a local festival or event that positively impacts local community spirit (such as Litfest or Oilers home games).
- Support a local, national or international awareness issue that is community-building or related to community health (such as World AIDS Day, Treaty 6 Day or Movember).
- Acknowledge and welcome visiting dignitaries (such as the Royal Family or international civic officials) hosted by our city.
- Tributes or memorial requests may be granted for well-documented local or national figures or service members. The lights will complement existing City of Edmonton Protocol for these events.⁹

Conclusion

In summary, our research results indicated that the practice of community flag raisings is fairly common (83% of the benchmark cities) but issuing proclamations is less common (50%). Cities told us that proclamations generally require more research and are more time consuming. To reduce the time and costs of providing these services and to avoid controversies, cities have implemented standard processes and clear limits. Cities have also eliminated all formalities (e.g. ceremonies, deputations, reading out at Council), with very few exceptions. Despite these efforts, however, these processes continue to be fairly time consuming and challenging in cases of controversy.

With respect to new and emerging approaches to civic recognition, our research suggests that cities are just beginning to consider these. Illumination events involving symbolic lighting of City Hall and other civic structures, appear to be growing in popularity, but are limited due to fairly high costs. Installation of intelligent LED lighting systems reduces ongoing costs and effort for illumination events, but requires a significant initial investment. Use of social media is fairly limited so far. Other approaches to community recognition and inclusivity include diversity committees, multicultural festivals and publication of charitable/non-profit events on the city's Web sites.

Prepared by:

*Louise Donnelly, Researcher
Corporate Performance & Innovation
March 30, 2015*

⁹ http://www.edmonton.ca/attractions_events/schedule_festivals_events/light-the-bridge.aspx

APPENDICES

Appendix 1 – Full Text of 1995 Mississauga Council Resolution 0109-95

0109-95 Moved by: C. Culham seconded by: N. Iannicca whereas, the Municipal Act, R.S.O. 1990, c. m.45, as amended, does not authorize a municipality to issue proclamations or raise flags on behalf of any individual, group of individuals or any other party; and whereas, the costs associated with the provision of these services have been increasing; and whereas, the recent decision of the Ontario Human Rights Commission indicates that if a municipality intends to engaged in these services it must do so in a fashion that complies with the provisions of the Human Rights Code, R.S.O. 1990, c.h.19; and whereas, the impact of this decision will be to further increase the cost of providing these services; now therefore, be it resolved that;

1. The Council of the Corporation of the City of Mississauga hereby rescinds policy number 06-04-03 dated January 13, 1993;
2. Neither the corporation of the City of Mississauga nor its elected officials shall, from March 30, 1995 and thereafter, issue proclamations nor raise flags on behalf of any individual, group of individuals or any other party including any proclamation or flag raising that has been to this date requested but which has not yet occurred.
3. All references to 'proclamations' and 'flag raisings' contained within the Procedural By-law, being by-law 272-92, as amended, be deleted therefrom.

carried pr.04



Corporate Report

Clerk's Files

Originator's
Files

12.

DATE: April 6, 2015

TO: Chair and Members of General Committee
Meeting Date: Wednesday, April 22, 2015

General Committee

APR 22 2015

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

SUBJECT: Multicultural Media and Advertising Strategy

RECOMMENDATION: That the Report dated April 6, 2015, from the Commissioner of Corporate Services and Chief Financial Officer recommending the approval of a new Multicultural Media and Advertising Strategy, be adopted in accordance with the following:

1. That Council adopt a paid advertising approach for multicultural print media based on criteria/format outlined in this report;
2. That Council support a standard "greeting" advertisement for use in multicultural print media;
3. That Council endorse the suggested Multicultural Media Greeting Schedule for 2015/16;
4. That Council approve funding from contingency in the amount of \$15,000 for 2015;
5. That new multicultural media outlets be added to the City's distribution list at the request of Councillors.

**REPORT
HIGHLIGHTS:**

- The City of Mississauga is committed to managing more robust media relations and expanding into multicultural media relations as recommended by the Communications Master Plan.

- The introduction of a Multicultural Media and Advertising Strategy is a first for the City of Mississauga and will serve as a municipal model on how to best support the delivery and access of two-way communications between the City and its diverse community.
- The goals of the new Multicultural Media and Advertising Strategy are to communicate better with multicultural and multilingual audiences and develop stronger relationships with multicultural media.
- The introduction of new “greetings” paid advertisements in multicultural print media will foster stronger partnership and recognition of the City’s diverse and rich community.

BACKGROUND:

The development of a Multicultural Media and Advertising Strategy was one of the recommendations from the Communications Master Plan, which was endorsed by Council in 2012 and outlined how the City will communicate with its citizens over the next 10 years.

One of the deliverables was “managing more robust media relations and expanding into ethnic media relations.” Developing an ethnic media and advertising strategy was a media relations tactic recommended in the 2014/2015 Media Relations Strategy, approved by LT on January 9, 2014.

In 2014, the Communications Division engaged Argyle Communications following a Request for Proposal process, to provide recommendations for a Multicultural Media and Advertising Strategy aimed at strengthening outreach and engagement with multicultural media, enhance paid advertising and establish criteria on advertising/marketing efforts where language was identified as a barrier.

The consultant’s work included:

1. **Background research - benchmarking**
2. **Stakeholder engagement**
3. **Analysis and interpretation**
4. **Final recommendations**

1. BACKGROUND RESEARCH

During the months of June, July and August 2014, Argyle Communications and the City of Mississauga Communications Division undertook a thorough communications analysis and engagement process which involved the following:

- Review of research material (literature review), including an assessment of tools and communications currently in place to communicate with multicultural audiences for effectiveness, efficiency and overall value;
- Review of best practices (online scan) and case studies, in which the cities were not contacted by phone or in person for the research.

As part of the process, the City of Mississauga examined best practices from other jurisdictions that included: Brampton, Hamilton, Ottawa, Calgary, Richmond, Toronto, Coquitlam, the Australian Cities of Geelong, Monash and Knox, and the province of Ontario. It is noteworthy that, while these jurisdictions had implemented general diversity and multilingual strategies, none specifically had a multicultural media and advertising strategy.

Media audit

As part of the research process, a media audit was conducted. The City's current multicultural media list was reviewed and recommendations on multicultural media that should be included in the City's media distribution list, based on the **top 10 languages** spoken in Mississauga, were made.

2. STAKEHOLDER ENGAGEMENT

During the months of July and August 2014, Argyle Communications facilitated a stakeholder engagement process to seek input from internal and external stakeholders. Input and feedback was solicited from key stakeholders at two in-person stakeholder sessions (one internal and one external) and via an online survey.

The internal stakeholder session, which included Communications, Community Services, and other key City staff, took place at a blended round-table consultation on July 31, 2014, with 19 participants. A round-table discussion was held with 23 external stakeholders, which included multicultural media, community stakeholders, civic leaders, and City residents on August 7, 2014. These key stakeholders were invited based on recommendations and feedback from internal stakeholders, previously-identified external stakeholders, and multicultural media. Feedback was also solicited through an online survey; 105 people participated in early-August to early-September with 14 participants responding.

While the number of individuals contacted through consultations and the survey was not large, a broad and representative sample of individuals was identified to provide the range of feedback the project required.

3. ANALYSIS AND INTERPRETATION

Argyle Communications provided an analysis of the stakeholder feedback and recommendations to improve the City's communications with its diverse residents. See APPENDIX 1 – Consultant's Report – Executive Summary.

4. RECOMMENDATIONS

The consultant's recommendations focused on using better ways to communicate, including the use of clearer plain language texts and multimedia content; and strengthening relationships with multicultural media.

- **Communicate Better**

To communicate with multicultural and multilingual audiences, the City should translate key materials. Staff should determine in advance which materials should be translated, and into which languages, based on the City's overall messaging and strategy. All materials produced by the City in English should be clear and relevant, to ensure maximum understanding of materials that may not be translated. The City should make better use of images, video, and other multimedia communications to better reach English-speaking and non-English speaking audiences alike. Multicultural media in particular want more visual content.

- **Develop Stronger Relationships with Multicultural Media**

Media are an important conduit for information. Traditionally, the City has relied on the Mississauga News for advertising. However, many other quality news outlets are available and the City should take advantage of them. The City should allocate a specific budget to multicultural advertising and sponsored articles. Furthermore, staff should develop a communications plan to ensure that City funds are used to maximum effect.

PRESENT STATUS:

Last October, Communications staff shared the project findings and recommendations with the Leadership Team. Staff proceeded to implement the action items that were within their mandate. The following were implemented:

- Plain language training rolled out to staff
- New outlets added to multicultural media database
- Advertisements placed in media to target top ten languages for major projects (i.e. Election, Budget)
- Creation of targeted media lists through new Cision software

At the time, staff agreed to defer the implementation of the full Multicultural Media and Advertising Strategy including the addition of paid advertising in multicultural media, until after the election of a new Mayor and Council.

COMMENTS:

Staff would like to move forward with a new **Multicultural Media and Advertising Strategy** that is aligned with the new Council in supporting Mississauga's diverse and rich community.

The timing is ideal given the establishment of the City's new Diversity and Inclusion Advisory Committee Advisory, formed to ensure the City's Master Plans are executed with an emphasis on improving diversity and fostering greater inclusion of all residents and stakeholders.

The key element of the Multicultural Media and Advertising Strategy is paid advertising in multicultural print media. As noted in the consultant's report, the City of Mississauga does not purchase "greeting" advertisement as does the City of Brampton yet this is one of the areas deemed important in helping foster stronger outreach and partnership with our diverse community.

Staff recommend paid print advertisement in **multicultural media** that reflects both:

- Mississauga demographics on top 10 languages spoken according to the 2011 Canadian Census*
- Media outlets as suggested in the Media Audit conducted by the consultant

In addition, Communications staff reviewed the multicultural media list and added outlets that regularly cover Mississauga news/events.

* The top 10 languages spoken in Mississauga are: Arabic, Chinese, Polish, Portuguese, Punjabi, Spanish, Tagalog, Tamil, Urdu, Vietnamese and French – 47.6 per cent of residents identified English as their mother tongue (according to the 2011 Canadian Census results).

For purposes of this report, staff would like to submit the attached Multicultural Media list for consideration of paid print greeting advertisements. See APPENDIX 2- Multicultural Media List

In terms of preparing a “greetings” advertisement, staff propose a standard template format featuring:

- Mayor and Members of Council (photo)
- Selected holy days*/ holidays as based on the comprehensive calendar prepared by the Peel Board of Education

*Peel Board produces a calendar on line at peelschools.org that maps out dates based on the following; Aboriginal Spirituality; Baha’i; Buddhism; Christianity; Hinduism; Islam; Jainism; Judaism; Sikhism; Wicca; Zoroastrianism and Canadian holidays.

A mock-up of the paid advertising is attached for reference. See APPENDIX 3.

In order to match greetings with the appropriate media outlet, staff would like to submit a **rotational cycle** of paid advertisements. For example, if more than one media outlet served the community, the greeting ad would be rotated amongst them on an annual basis.

Currently, paid advertising in multicultural media is based on the business service area’s funding and understanding of language as a barrier in communicating key program information. For example, advertising is targeted based on specific multicultural marketing and outreach. Examples include the recent Election and Budget outreach. The new Multicultural Media and Advertising Strategy requires dedicated funding beyond what is currently budgeted. Given that advertising rates vary tremendously amongst multicultural media outlets, staff are proposing a fixed budget of \$1000 per media outlet (regardless of ad size/colour) per “greeting” advertisement. Based on up to 15 greeting ads per year, a budget of \$15,000 is suggested to implement this strategy.

Finally, staff would like to submit, the attached schedule for paid print advertisement for multicultural media, for endorsement.

See APPENDIX 4- 2015/2016 Multicultural Media Greeting Schedule

In summary, the schedule reflects:

- Standard template “greeting” advertisement
- Mississauga-based or Mississauga-serving multicultural media outlets
- Standard dollar value of individual advertisement (\$1,000)
- Commonly celebrated holidays/holy days
- Rotational cycle for media outlets representing common language/culture

STRATEGIC PLAN: This report and its key themes of engagement and connecting with multicultural media align with the pillar of Connect, which speaks to completing our neighbourhoods.

FINANCIAL IMPACT: Funding of \$15,000 from contingency reserve is requested for to allow for the program to be implemented beginning in June 2015. The ongoing maintenance of the program will be reflected as a pressure in the 2016 Communications Division Operating Budget.

CONCLUSION: The Multicultural Media and Advertising Strategy outlines the vision, framework and implementation of paid “greeting” advertisements in multicultural print media. This investment in multicultural media will serve to strengthen and build the outreach and engagement between the City and its diverse and rich communities.

ATTACHMENTS:

- Appendix 1: Consultant’s Report – Executive Summary
- Appendix 2: Multicultural Media List
- Appendix 3: Mock-up of City “Greeting” Ad
- Appendix 4: 2015/2016 Multicultural Media Greeting Schedule



Gary Kent

Commissioner of Corporate Services and Chief Financial Officer

Prepared By: Ivana Di Millo, Director, Communications



ARAYLE
COMMUNICATIONS

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City of Mississauga
Report #4:
Final Recommendations and Strategy

September 23, 2014
(Revised October 1, 2014)



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Multicultural Media Strategy Report #4

Stakeholder Insight and Analysis

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Summary

This report was prepared as part of the City of Mississauga's plan to develop a multicultural media and advertising strategy to guide the City on engaging with its diverse community and supporting the delivery and the access of two-way communications (public information) regarding programs and services to support two-way engagement with local government. As Canada's sixth largest city, Mississauga is home to over 750,000 citizens, a majority of whom claim a language other than English as their mother tongue. The top 10 languages spoken in Mississauga are: Arabic, Chinese, Polish, Portuguese, Punjabi, Spanish, Tagalog, Tamil, Urdu, Vietnamese and French – 47.6 per cent of residents identified English as their mother tongue according to the 2011 Canadian Census results.

In 2012, a Communications Master Plan was endorsed by Council, which outlined how the City will communicate with its citizens over the next 10 years. The Master Plan was developed based on industry benchmarks, market research and current communications trends, as well as substantial input from both internal and external stakeholders. One of the deliverables was "managing more robust media relations and expanding into ethnic media relations." The development and implementation of a multicultural media and advertising strategy will help the City of Mississauga continue to position itself as a municipal leader in delivering value oriented services for all its citizens.

As part of the process, the City of Mississauga examined best practices from other jurisdictions that included: Brampton, Hamilton, Ottawa, Calgary, Richmond, Toronto, Coquitlam, the Australian Cities of Geelong, Monash and Knox, and the province of Ontario. It is noteworthy that, while these jurisdictions had implemented general diversity and multilingual strategies, none specifically had a multicultural media and advertising strategy akin to that proposed by the City of Mississauga. Details of the research undertaken and examples of the case studies can be found in *Appendix A*.

Also, a media audit was conducted whereby the City's existing multicultural media distribution list was reviewed, stakeholders were consulted to determine the mostly widely consumed publications/outlets, as well as preferences regarding delivery. As a result, a recommended list of multicultural media was provided to the City based on the Mississauga's top 10 languages (Census results), reach, readership, etc. The media audit can be found in *Appendix A*.

Input and feedback was also solicited from key stakeholders at two in-person stakeholder sessions (one internal and one external) and via an online survey. Invitations were sent to 70 key stakeholders and 59 media to participate in the stakeholder sessions. The internal stakeholder session, which included Communications, Community Services, and other key City staff, took place at a blended round-table consultation on July 31, 2014, with 19 participants. The external stakeholder session, which included multicultural media, community stakeholders, civic leaders, and City residents, received through a blended round-table consultation on August 7, 2014, with 23 participants. These key stakeholders were invited based on recommendations and feedback from internal stakeholders, previously-identified external stakeholders, and multicultural media.

In addition, feedback was solicited through an online survey to 105 people that took place in two waves from early-August to early-September with 14 participants responding. While the number of individuals contacted through consultations and the survey was not large, we were able to identify a broad and representative sample of individuals to provide the range of feedback the project required. Overall, internal stakeholders identified more strengths and threats, while external stakeholders noted more weaknesses, but also more opportunities. Details of the stakeholder sessions and online survey results can be found in *Appendix B*.

From the discussions and research, a number of themes emerged. At the stakeholder sessions, both internal and external commentators identified the following areas to concentrate efforts for maximum impact:

- Recognizing diversity
- Outreach and engagement
- Translation and language

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- Advertising and marketing
- Relationships with multicultural media
- Online communications
- Resources
- Information and research
- Institutional issues

Specific comments by internal and external stakeholders are described in the sections below.

This report provides an analysis of the stakeholder feedback and provides recommendations to improve the City's communications with its diverse residents in the years to come. The recommendations focus on using better ways to communicate, including the use of clearer English-language texts and multimedia content; strengthening relationships with multicultural media; and developing a vision to be integrated into all aspects of city communications. Other recommendations relate to increased diversity and awareness among staff; continued engagement activities; increased collaboration and dialogue; regular reporting; and leveraging outside knowledge and expertise. The report does not establish specific criteria for market research and benchmarking, but does provide recommendations for developing these in future.

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Staff diversity (internal stakeholders) • City undertakes a significant number of outreach and engagement activities • Specific City documents available in other languages • Good relationship between City and multicultural media 	<ul style="list-style-type: none"> • Lack of linguistic diversity (external stakeholders) • Lack of diversity (external stakeholders) • Lack of consistency in what materials get translated and why & levels of language used (not understandable by all) • Languages available unclear on website (reliance on Google Translates) • Limited resources for multicultural communications • 311 knowledge base was identified as being incomplete and unable to answer all questions • Reliance on the website, which is difficult to navigate and may not be accessible to all
Opportunities	Threats
<ul style="list-style-type: none"> • Work collaboratively/coordinate with groups already doing outreach to newcomer & multicultural groups • Cultural outreach, as well as linguistic, through churches, religious facilities, and community centres • Extend conversation to community groups online through forums, chats, and conversations that are already happening • Extend relationships with multicultural media, beyond advertising • Provide more context for translated documents • Use more visual content to communicate on website • Different channels to communicate such as mobile and social media tools 	<ul style="list-style-type: none"> • Lack of awareness of outreach & engagement by external stakeholders (missed opportunity to engage newcomers) • Lack of awareness that information available in different languages (risk of information not being reported correctly)

Recognizing Diversity

Outcomes from other jurisdictions indicate that diversity will be most fully recognized and realized when it is integrated into all other areas of community life.

During consultations, the City's internal stakeholders identified staff diversity as a strength. On the other hand, external stakeholders identified a lack of diversity among City staff as a weakness. External stakeholders raised the issue of linguistic diversity among City staff. External stakeholders were appreciative of the fact that the City was undertaking this consultation, as it indicated the City was engaged on the issue.

Outreach and Engagement

Findings in other jurisdictions showed that successful strategies are not developed top-down. Communities that are successfully implementing multiculturalism plans consult with residents, new arrivals, and service providers to determine attitudes and community needs. (Jurisdictions that deliver newcomer services had an additional line of communication to new residents not available to the City of Mississauga, where such services are delivered by the Region of Peel.)

During consultations, both internal and external stakeholders recognized that the City undertakes a significant number of outreach and engagement activities. Internal stakeholders were able to identify specific programs and initiatives, while external stakeholders had more general impressions (focusing on Mayor McCallion, Celebration Square, festival outreach, and social media). This may indicate a lack of awareness by external stakeholders of all that the City does.

Internal stakeholders identified the need to work collaboratively with business and other groups already doing outreach to newcomer and multicultural groups (e.g., ESL providers). They also identified the need to coordinate among City services, so that if one department (e.g., Fire) is making a presentation, presenters should also bring along information about other City services as well. Internal stakeholders identified that outreach was not just about language, but culture as well, through churches, religious facilities, and community centres.

External stakeholders recommended establishing a multicultural committee with diverse representation to discuss these issues (they appreciated the consultation process and may have perceived it as a first step). They also suggested holding workshops in different languages, and better explaining the "how" and "why" of certain things to new residents (such as why a permit is needed, why a certain office handles an issue, how you submit a form, etc.). They recommended bringing the conversation to community groups online through forums, chats, and conversations that are already happening. A "Multicultural Day" to celebrate the City's diversity was also suggested. External stakeholders further suggested making City services more accessible by providing support for individuals and groups trying to complete grant and permit forms and making City facilities available to various groups for a day.

Translation and Language

While it was not the main focus of their efforts, other jurisdictions identified the need for communications in multiple languages. Translation was recognized as an important part of an integrated multicultural and multilingual communications plan. None of the jurisdictions examined, considered translating all documents, but several noted the importance of making key information available in accessible formats.

In consultations, internal stakeholders were able to identify specific services and information that were available in different languages. They identified the challenge of communicating a lot of information very quickly in different languages (e.g., weather notices, emergencies, evacuation notices, etc.). They further expressed frustration with lack of consistency in what materials get translated and why. Furthermore, it was noted that City documents are drafted in various levels of English (some easy for second-language speakers to read, others not).

External stakeholders appreciated the multilingual holdings in the library collection, but were more critical about the availability of City services in various languages. External stakeholders identified a lack of awareness that information was even available in different languages (since not all had ever received City information in a language other than

English). External stakeholders suggested identifying the languages that are available on the City website more clearly. They also suggested providing information in other languages on billboards in Celebration Square and other locations and having a native speaker read over translated publications to ensure the translation is correct and clear.

Advertising and Marketing

Marketing and advertising are part of an overall outreach effort in other jurisdictions. These elements support a strong plan and strategy.

In Mississauga, both internal and external stakeholders identified the need to expand advertising and marketing to other outlets and platforms. Internal stakeholders also identified the need to make use of databases to market more effectively.

External stakeholders were able to identify major media in which the City advertises and markets itself (Mississauga News, Rogers Cable 10, social media). However, they suggested better use of radio and television, and use of online banner ads in various languages. They further suggested providing regular advertising, rather than grants to community media organizations, and were of the opinion that the City does not do enough advertising in multicultural newspapers. External stakeholders perceived Mississauga's marketing to be inferior to that of Brampton, Markham, or Richmond Hill, where politicians are involved, financial resources are dedicated, and an advertising strategy is coordinated. They further identified a need for sponsorship or advertising support for community groups and events.

Relationships with Multicultural Media

Other jurisdictions examined identified the importance of strong relationships with media to the overall communications strategy. Media outlets are an effective conduit to audiences the City may not reach on its own. Mississauga is unique among the jurisdictions examined in that it is focusing efforts on developing a plan specific to multicultural and multilingual communications.

Both internal and external stakeholders recognized that a good relationship exists between the City and multicultural media. Internal stakeholders identified successes in having media releases published, and the existence of an extensive multicultural media list. They did find it challenging to manage emerging multicultural media outlets, as well as to understanding and identifying the content multicultural media outlets want (including formalities, such as what language the outlet prefers to receive information in, or what format they need any photo images to be).

External stakeholders identified the need to establish more effective partnerships with media, and that a relationship was not just about buying ads. They suggested connecting with media through various strategies, such as sending greetings at key times of the year and including the media even at small events throughout the year. Such gestures would be appreciated.

Online Communications

Other jurisdictions identified their websites as critical communications portals, citing the need for accessible, relevant, and user-friendly information. Other cities consider their websites to be a primary place residents will look for information about programs and services.

During Mississauga's consultations, internal stakeholders acknowledged that the City's website is heavily text-oriented, without many graphics or images. They identified possible improvements (welcome banner, photos, images, infographics). They did note that Google Translate is available for online documents in an effort to reach out to diverse communities.

External stakeholders also identified the need for more visual content, as this made things easier to communicate. They also found the website hard to navigate and contained too much information. The need for multilingual videos was also

highlighted. In addition, external stakeholders suggested increasing the use of mobile technology and social media, as well as improving content through more interesting and in-depth stories online.

Resources

At least one other jurisdiction explicitly acknowledged that a multicultural communications plan will have budgetary implications if it is to be effective. By undertaking their analysis and implementing such plans, however, each of these jurisdictions implicitly acknowledges that engaging all residents is not just cost-effective in the long run, but it is the right thing to do.

Internal stakeholders identified the expense associated with advertising and translation as a challenge to reaching all groups, particularly since the number of non-English speakers is relatively small. They perceived that the City's communications tend to be based on resource limitations rather than citizen needs, resulting in inconsistent services.

External stakeholders perceived that the City did not have the budget or resources to dedicate to multicultural communications, and also identified the need for more community development staff. Lack of funding for community organizations and agencies was also identified as an issue.

Information and Research

All jurisdictions examined identified the need to gather information and continue consulting with communities to adjust programs and services as necessary.

Internal stakeholders identified the library system as a source of information to better understand multicultural groups (who uses the library, who lives in the neighbourhood, etc.). They suggested further research be undertaken to understand multicultural communities and their media preferences (e.g., through the Social Media Council or EnviroNics).

External stakeholders also identified the need to know what different communities wanted and needed in media, but noted that there were generational issues as well in how different age groups want to receive information.

Institutional Issues

In Mississauga, internal stakeholders recognized a tendency to communicate in "silos" when communicating with the public. They further identified a need for an overall strategy and a way to prioritize communications, so that they do not all "blend together" and get lost. Internal stakeholders noted that the City's corporate structure and the position of Communications in that structure do not facilitate the reinforcement of strategic priorities, since Communications competes with all other divisions for funding.

External stakeholders also identified the need for a clear agenda (and the promotion of that agenda). With no dedicated liaison or point of contact, it was difficult to raise issues related to diverse communities and get them resolved. External stakeholders also desired easier access to Council and more flexibility and turnover in committees, in order to reflect community diversity.

Other Issues

Mississauga's internal stakeholders identified a lack of awareness and understanding of diverse audiences among City staff as a challenge. They found that cultural challenges were more difficult to solve than linguistic ones. For example, even if documents are translated, people may not understand the "why" (why they need a permit, why a door-to-door evacuation). Newcomers require education and greater context.

External stakeholders noted that City staff often push residents to the website, which is difficult to navigate and may not be accessible (given varying levels of computer literacy and economic access). They noted that many residents did not

know what services were available in which languages, or even where to go for information. The 311 knowledge base was identified as being incomplete and unable to answer all questions.

Recommendations

The research and stakeholder engagement conducted for this project has resulted in the identification of a number of recommendations for the development of a multicultural media and stakeholder strategy for the City of Mississauga. The top three recommendations are as follows:

1. Communicate better.

Even the most brilliant policy initiatives will go nowhere if they are not communicated well. To communicate with multicultural and multilingual audiences, the City should translate key materials. Staff should determine in advance which materials should be translated, and into which languages, based on the City's overall messaging and strategy. All materials produced by the City in English should be clear and relevant, to ensure maximum understanding of materials that may not be translated. The City should make better use of images, video, and other multimedia communications to better reach English-speaking and non-English speaking audiences alike. Multicultural media in particular want more visual content. The City should:

- Develop style guidelines for the production of documents in English, to ensure clarity for native and non-native speakers alike
- Have a native speaker (a formally designated member of City staff, or a roster of staff members) review all translated documents for clarity and style
- Educate City staff on what resources are available in various languages (and why some may not be)
- Develop multimedia communications for media, the web and social media, making it as compelling and "shareable" as possible
- Ensure that diverse communities are represented visually in City communications
- Generate better content by consulting communities and media outlets on what is interesting and relevant to them

2. Develop stronger relationships with multicultural media.

Media are an important conduit for information. Traditionally, the City has relied on the Mississauga News for advertising. However, many other quality news outlets are available and the City should take advantage of them. As part of this project, a media audit was conducted and a recommended list of multicultural media developed - see *Appendix A*. The City should allocate a specific budget to multicultural advertising and sponsored articles. Furthermore, staff should develop a communications plan to ensure that City funds are used to maximum effect. The City should:

- Develop a database of key information for multicultural media outlets in Mississauga (e.g., preferred format to receive news and photographs, approximate advance notice required for attendance at events, publication deadlines, etc.), keeping in mind that there is no one-size-fits-all approach
- Seek further information from multicultural media about how they access and use information from the City
- Organize events with multicultural media stakeholders to strengthen relationships (e.g., receptions for holidays and after major announcements, informal consultations)
- Allocate funds for multicultural media advertising in the yearly budget and work with media outlets to get the best value for money (e.g., package deals)
- Buy ads to publish holiday greetings for various communities in the media they consume
- Sponsor articles in multicultural media to communicate directly to multicultural audiences
- Set aside a yearly budget to respond to advertising requests and create goodwill
- Collaborate on advertising with other City departments or other organizations to keep costs low
- Cultivate stronger professional relationships between City staff and multicultural media members through informal meetings (e.g., for coffee) and emails/telephone calls on issues of interest

3. Develop a vision and integrate it into all aspects of City works and communications.

Other jurisdictions developed vision/mission statements in developing multicultural communications strategies and thoroughly integrated these into all aspects of project implementation. This keeps staff focused on the goals of the strategy and helps avoid distraction. Vision messaging should be:

- Inserted into all communications, so that communities are aware of the City's ultimate aims
- Integrated into internal communications, so that staff are conscious of its importance

The City of Mississauga may also wish to consider some additional recommendations that were identified during the research and stakeholder engagement process, but currently fall outside of the scope of this project. They are as follows:

1. Increase diversity awareness and foster diversity among existing City staff.

Both internal and external stakeholders identified staff diversity as a great asset to the City. The City should increase diversity to ensure that City staff better reflect the community they serve. External stakeholders were concerned about a lack of diversity among City staff. In the short term, this could be mitigated through greater diversity awareness by staff currently employed in the City. The City should consider:

- Yearly diversity education and training for staff
- Inclusion of diversity activities in performance management and review processes
- Organized meetings and discussions between staff and community representatives
- Inclusion of cultural and linguistic diversity as selection criteria in the hiring process
- Advertising City job openings in various multicultural publications and online
- Yearly diversity targets to make the City more representative of its population
- Ensuring representation of diverse groups in City committees and bodies

2. Continue high profile engagement activities.

Engagement by senior officials like the Mayor and councillors sends the message that diverse communities matter. The Mayor and Council should continue engagement activities including:

- Increasing participation in community festivals and events through attendance, sponsorship, and in-kind contributions
- Attendance at and sponsorship of Celebration Square activities
- Social media

3. Increase collaboration with groups already connected to newcomer and multicultural communities.

The City cannot do everything on its own. Many other organizations – such as ESL providers, businesses, other levels of government, and even other City departments (such as fire) – connect with newcomer and diverse communities in various ways. The City can work with these organizations to leverage existing relationships and reach out to audiences that might not be reached otherwise. This could be done by:

- Identifying and developing relationships with organizations that deal with newcomer and multicultural communities
- Partnering with organizations during their outreach activities
- Providing other organizations with leaflets and other information about City programs and services

4. Establish a multicultural committee to continue the dialogue.

The current exercise to develop a plan is useful, but the conversation cannot end once a plan is in place. Continued dialogue is a critical part of a successful engagement plan. The City must develop and strengthen links between itself and the community in order to keep abreast of changing needs and desires. As part of this, the City should commit to:

- Establishing a multicultural committee to connect residents, community groups, and other stakeholders directly to City decision-makers

- 129.
- Ensuring the committee has the mandate and the power to influence decisions and deliver results
 - Developing a plan for small-scale and informal consultation with community groups on various issues to keep them engaged
 - Gathering further information about who uses City services (and who does not), why (and why not) through the multicultural committee, possibly engaging outside experts

5. Report on progress.

Staying accountable has been integral to the success of similar plans in other jurisdictions. Every step forward in the plan is an opportunity to communicate, whether directly via web and social media or through the press. The City should take advantage of the tools available to it to strategically communicate steps taken and successful results. Reporting should consist of:

- Publicizing and reporting on established goals
- Regular reports on progress published online, with strategic communications through mainstream, multicultural, and social media
- Solicitation of feedback on progress to ensure the plan remains aligned with community needs and encourage engagement

6. Engage outside experts when necessary.

The City cannot afford to hire experts in all fields, but it can be extremely cost-effective to hire an expert for specific projects and tasks. Outside media specialists providing multicultural public relations services have established relationships and systems and can provide short-term, strategic and effective support by working with City staff, who have the experience and day-to-day knowledge an outsider may lack. In addition, the Experts can deliver results and provide more targeted and effective services, saving money in the long-term. Outside experts should be considered for:

- Developing strategic plans requiring specialized expertise, for implementation by City staff
- Providing market research and benchmarking to better understand communities and their media preferences (including generational differences)
- Building closer relationships with communities by working with individuals and companies with strong ties to those communities

Multicultural Media List

Updated: April 7, 2015

Company/Reporter	Circulation	Year Established	Audience	Language
Tekawennake Newspaper	did not share circ	1963	Aboriginal	English
Caribbean Camera	35,000	1990	Afro-Caribbean	English
Share News	60,000	1978	Afro-Caribbean	English
Al Wattan	did not share circ		Arab	Arabic
Al Wattan	did not share circ		Arab	Arabic
Magic Carpet Media	12,000	1972	Arab	Arabic
Sakher Sabeel	N/A		Arab	Arabic
Sawa Rebna			Arab	Arabic
Al-Mersal Newspaper/Canadian Arab Network	15,000	2009	Arab	English/ Arabic
Epoch Times	80,000	2003	Chinese	Chinese/ English
Fairchild TV	82,500	1990	Chinese	Chinese/ English
Ming Pao Daily News	350,000	1993	Chinese	Chinese/ English
Chinese News Group	30,000		Chinese	Mandarin/ Cantonese
Fairchild Radio	82,500		Chinese	Mandarin/ Cantonese
New Tang Dynasty Television	N/A		Chinese	Mandarin/ Cantonese
Sing Tao Daily	86,000		Chinese	Mandarin/ Cantonese
SPK w Kanadzie	N/A		European	Polish
Goniec Polish Newspaper	did not share circ	Unknown	Polish	Polish
Balita	15,000	1978	Fillipino	English
The Philippine Reporter	30,000	1989	Fillipino	English
The Philippine Reporter	30,000	1989	Fillipino	English
The Philippine Reporter	30,000	1989	Fillipino	English
The Canadian Jewish News	35,000		Jewish	English
Canadian Newcomer Magazine	63,500	2004	Multicultural	English
OMNI News	283,000	2002	Multicultural	Various
Payam-e Rooz	10,000	2007	Persian	Farsi
Post Milenio	10,000	1991	Portuguese-Canadian	Portuguese
Post Milenio	10,000	1991	Portuguese-Canadian	Portuguese
Asian Connections	15,000		South Asian	English
Asian News Line	15,000	2011	South Asian	English
CanIndia	10,000	1999	South Asian	English
CanIndia	10,000		South Asian	English
Desi Express	20,000	2014	South Asian	English
India Abroad	5,000		South Asian	English
India Journal	35,000	1992	South Asian	English
India Journal	35,000		South Asian	English
Indian Express	18,000	2005	South Asian	English
Midweek	40,000	2000	South Asian	English
Radio Voice 101.3FM	N/A		South Asian	English
South Asian Focus	24,000	2006	South Asian	English
South Asian Focus	24,000	2006	South Asian	English
South Asian Generation Next	40,000		South Asian	English
South Asian Weekender	18,000	1995	South Asian	English

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Media Relations
Multicultural Media List


APPENDIX 2

Updated: April 7, 2015				
Company/Reporter	Circulation	Year Established	Audience	Language
Sri Lanka Reporter	12,000	1994	South Asian	English
The Weekly Voice	50,000		South Asian	English
Update South Asian Weekly	50,000	2012	South Asian	English
Weekly Voice	40,000	1997	South Asian	English
Weekly Voice	40,000	1997	South Asian	English
Hindi Abroad	18,000	2004	South Asian	Hindi
Hindi Abroad	30,000		South Asian	Hindi
Hindi Times	N/A		South Asian	Hindi
Sanghamam Publications Inc.	10,000	Toronto 2012, other editions 2001	South Asian	Malayalam
Canadian Punjabi Post Inc.	35,000	2002	South Asian	Punjabi
Hamdard Weekly	30,000	1991	South Asian	Punjabi
Omni Punjabi	250,000	2002	South Asian	Punjabi
Parvasi	20,000	2002	South Asian	Punjabi
Punjab Di Goonj - AM 1320	N/A		South Asian	Punjabi
Punjab Star	15,000		South Asian	Punjabi
Punjabi Lehar - AM 530	N/A		South Asian	Punjabi
Punjabi Post	15,000		South Asian	Punjabi
CJSA CMR 101.3	N/A		South Asian	Tamil
Senthamarai	10,300		South Asian	Tamil
Tamil Entertainment Television	N/A		South Asian	Tamil
Tamil One TV	N/A		South Asian	Tamil
Tamil Vision Int. (TVI)	N/A		South Asian	Tamil
Uthayan News	N/A		South Asian	Tamil
Vanakkam Fm 102.7	N/A		South Asian	Tamil
Akhbaar-e-Pakistan	41,000	2001	South Asian	Urdu
Awam Weekly Awam	18,000	1995	South Asian	Urdu
Eastern News	25,000	1979	South Asian	Urdu
Pakistan Post	25,000	2007	South Asian	Urdu
Pakistan Post	25,000	2007	South Asian	Urdu
Pakistan Star - Weekly	did not share circ	Unknown	South Asian	Urdu
Pakistan Times	20,000	2012	South Asian	Urdu
Urdu Times/Awam	18,000		South Asian	Urdu
TV1 Canada	did not share circ	1999	South Asian	Urdu/English
TV1 Canada	did not share circ	1999	South Asian	Urdu/English
TV1 Canada	did not share circ	1999	South Asian	Urdu/English
TV1 Canada	did not share circ	1999	South Asian	Urdu/English
Urdu Post	50,000	2008	South Asian	Urdu/English
Urdu Post	50,000	2008	South Asian	Urdu/English
Oye Times	did not share circ	2008	South Asian	English
El Popular	35,000	1970	Spanish	Spanish

Mayor and Council would like
to extend their best wishes for,

Ramadan



 MISSISSAUGA

Mayor and Council would like
to extend their best wishes for,

Ramadan



 MISSISSAUGA

2015/2016 Multicultural Media Greeting Schedule

Holy Day/Holiday	Date	Audience	Suggested Outlet(s)
June 2015	June 2015	June 2015	June 2015
National Aboriginal Week	June 15-10	Aboriginal	Tekawennake Newspaper
Ramadan (begins)	June 17/19	Muslim	Al-Mersal Newspaper
July 2015	July 2015	July 2015	July 2015
Eid-ul Fitr	July 17	Muslim	Al-Mersal Newspaper
Canada Day	July 1	Canadian	Mississauga News
August 2015	August 2015	August 2015	August 2015
Khordad Sai	August 24	Farsi	Payam-e Rooz
September 2015	September 2015	September 2015	September 2015
Shri Krishna Janmaashtami	September 4	Hindi	Hindi Abroad
Rosh Hashanah	September 14-15	Jewish	The Canadian Jewish News
Yom Kippur	September 23	Jewish	The Canadian Jewish News
Eid-ul-Adha	September 23-14	Muslim	Al-Mersal Newspaper

Appendix 4

Holy Day/Holiday	Date	Audience	Suggested Outlet(s)
October 2015			
Sharad	October 13	Hindi	Hindi Abroad
November 2015			
Diwali	November 10	Hindi, South Asian	<ul style="list-style-type: none"> • The Weekly Voice • India Journal • South Asian Weekender
Birth of Guru Nanak	November 25	South Asian/Sikh	Punjabi Post
December 2015			
Hanukkah	December 6	Jewish	The Canadian Jewish News
Christmas	December 25	Christian	The Mississauga News
January 2016			
New Years Day	January 1	General	The Mississauga News
Birth of Sri Guru Gobind Singh	January 5	South Asian/Sikh	Punjab Star
February 2016			
Lunar New Year	February 8	Chinese	Ming Pao Daily News

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Appendix 4

Holy Day/Holiday	Date	Audience	Suggested Outlet(s)
Maha Shivaratri	March 7	Hindi, South Asian	Hindi Times
Good Friday/ Easter Sunday	March 25 March 27	Christian	The Mississauga News
Vaisakhi/Baisakhi Sikh New Year	April 13	South Asian/Sikh	Punjab Star
Orthodox Easter	May 1	Orthodox	Goniec Newspaper



Corporate Report

Clerk's Files

Originator's
Files

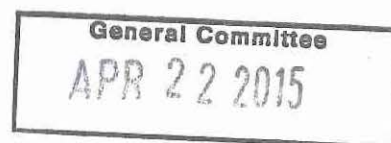
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DATE: April 7, 2015

TO: Chair and Members of General Committee
Meeting Date: April 22, 2015

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

SUBJECT: 2014 Annual Report on Investments



RECOMMENDATION: That in compliance with Provincial legislation governing municipal investment practices, the "2014 Annual Report on Investments" dated April 7, 2015 from the Commissioner of Corporate Services and Chief Financial Officer be received for information.

**REPORT
HIGHLIGHTS:**

- The City's investment portfolio earned net income of \$34.8 million, generating a net yield of 3.57%.
- The revenue allocated to the Operating Fund was \$16.9 million, while Reserve Funds received \$17.9 million.

BACKGROUND:

Regulation 438/97, amended to 373/11, of the *Municipal Act, 2001*, requires a municipality to adopt a statement of investment policies and goals, and requires a report be submitted to Council annually. This report is tabled in compliance with the Regulation.

As permitted by legislation, the City maintains an operating fund, a number of reserves and reserve funds, and trust funds for various purposes. These funds are invested in accordance with the *Municipal Act* and Ontario Regulation 438/97, as amended, the *Funeral, Burial and Cremation Services Act*, the *Trustee Act* and the City's Corporate Policy and Procedure on Investments.

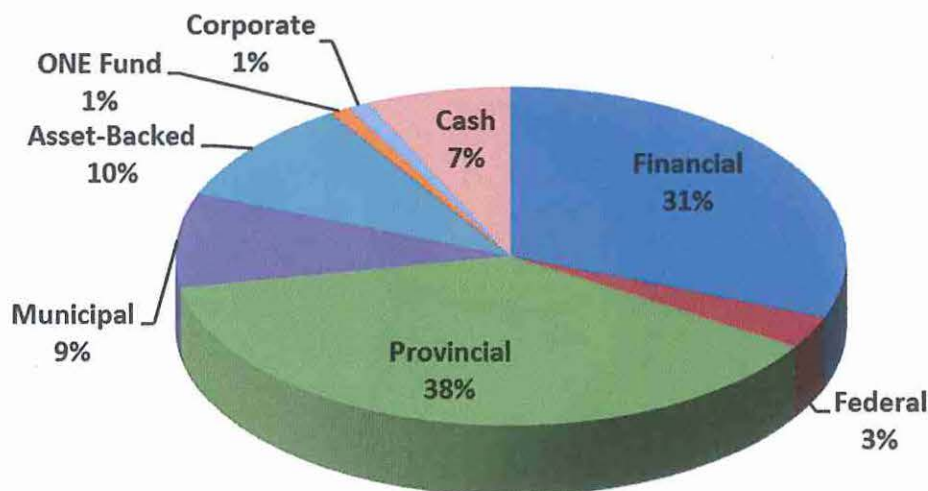
The four major priorities of the City's Investment Policy are:

1. Legality of investments – conforming to legislative constraints
2. Preservation of principal – avoiding the loss of monies which may result from the default of a debt issuer in the payment of principal or interest
3. Maintenance of liquidity – the ease by which an investment can be sold and cash received
4. Competitive rate of return – maximizing the return on investments while conforming to other objectives

This report outlines the implementation of these priorities and includes a summary of investment results and analysis for the City of Mississauga. The City's investment practices and procedures are subject to ongoing review by both the City's Internal Auditor and the Corporation's external auditors, KPMG.

COMMENTS:

As at December 31, 2014, City Investment Portfolios¹ held \$970 million, par value², (2013: \$995 million) in various securities and cash, in conformity with the City's Investment Policy, as follows:



¹ Comprised of all City Funds, and the DCA Portfolio.

² The Book Value of the Consolidated Investment Portfolio, as at Dec 31st, 2014, is \$924 million. The Par Value of the portfolio identifies what the entire value of the portfolio would be worth, were each security held to its final maturity date.

A more detailed list of the City's investment portfolio mix is shown in Appendix 1.

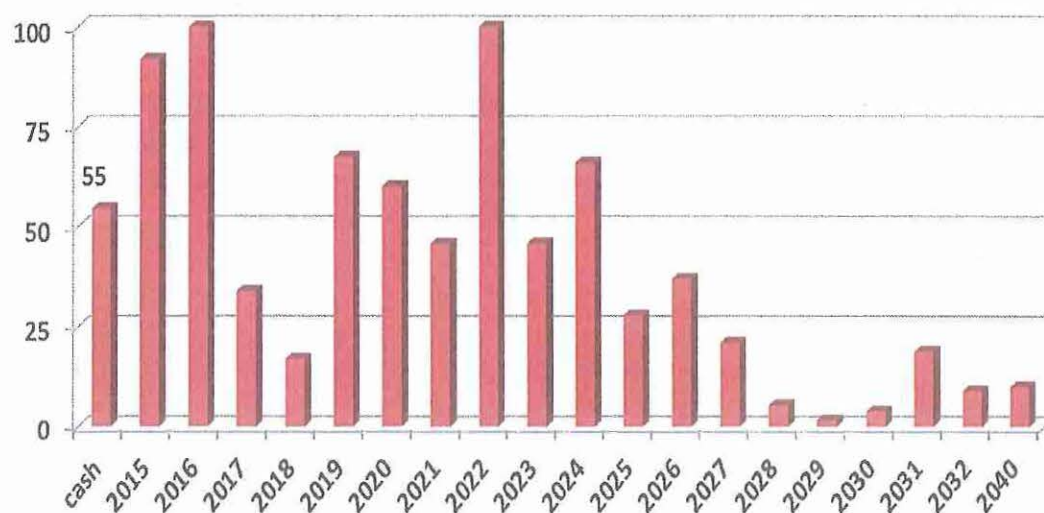
In 2014, the City earned \$35 million in gross investment income³ (2013 - \$34.8 million; 2012 - \$44.1 million) with a gross yield of 3.59% (2013 - 3.52%; 2012: 4.51%) as shown below:

Investment Income:

	Average Daily Investments (Book Value) (\$)	Investment Income, (\$ Gross)	Yield Gross	Yield Net
2014	974,099,295	35,032,594	3.59%	3.57%
2013	987,296,755	34,826,982	3.52%	3.50%
2012	977,192,523	44,060,901	4.51%	4.48%

Province of Ontario medium term securities (between five and 10 years) continue to represent the largest position in the portfolio, followed by Canadian banks (see Appendix 1 for position breakdown). Throughout 2014, the credit quality of the portfolio was increased and there was reduction in the average term of investment. The City Funds investment maturity schedule, as of December 31st, 2014, is as follows:

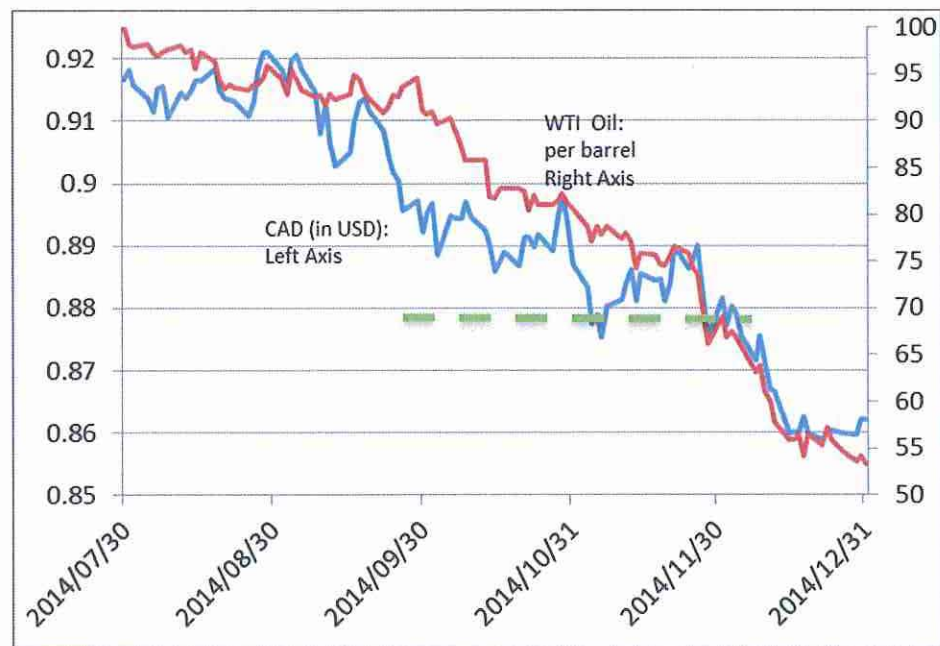
Chart 1: City Funds Portfolio - By Maturity
(December 31st, 2014)



³ Investment income, on a net basis, was \$34.8 million.

The Canadian dollar, which had been falling throughout the year, accelerated its decline in the last month of 2014 (Chart 3). Oil's \$25 collapse in the month of December took the Canadian dollar with it; the currency shed almost 4 cents in 29 trading days, going from 89 cents (in US dollars) on November 21st to just above 86 cents USD by the end of the year. Events happened very quickly, such that the casual observer not paying attention to currency markets would not have known that a trickle of C\$ selling had turned into a flood.

Chart 3: Canadian Dollar vs. Oil (Aug-14 to Dec-14)



Nevertheless, the Canadian bond market was paying attention to the carnage that was occurring in its peer markets. Bonds were coincidentally calculating the negative effects that would occur almost immediately on both Canadian economic growth and inflation, and may have even been pricing in a Bank of Canada rate cut⁵.

It is fair to say that the ferocity of the decline in oil prices somewhat shocked the BOC. One need only read the BOC's own quarterly

⁵ While many economic forecasters were "shocked" by the ¼ point cut to the BOC Bank Rate in January 2015, the yield curve had become "inverted" out to the 2 year term well before the rate cut, meaning that 2-year bond yields were *below* the yield on the "overnight rate". That is an unusual monetary condition that does not persist under "normal conditions" and is usually a precursor to an interest rate cut.

publication, the October-2014 *Monetary Policy Report*, to get a sense of the positive economic and financial landscape: “Inflation in Canada is close to the 2.0% target...”, “...the outlook is for stronger momentum in the global economy.”, “...real GDP growth is projected to average close to 2.5%...”

By January-2015, the *MPR* contained a vastly different view: “The sharp drop in global crude oil prices will be negative for Canadian growth...” Growth in Canada is expected to slow to about 1.5%...” “...the output gap to widen...” etc. On January 21st, 2015, the Bank of Canada cut its target for the overnight lending rate to 0.75%.

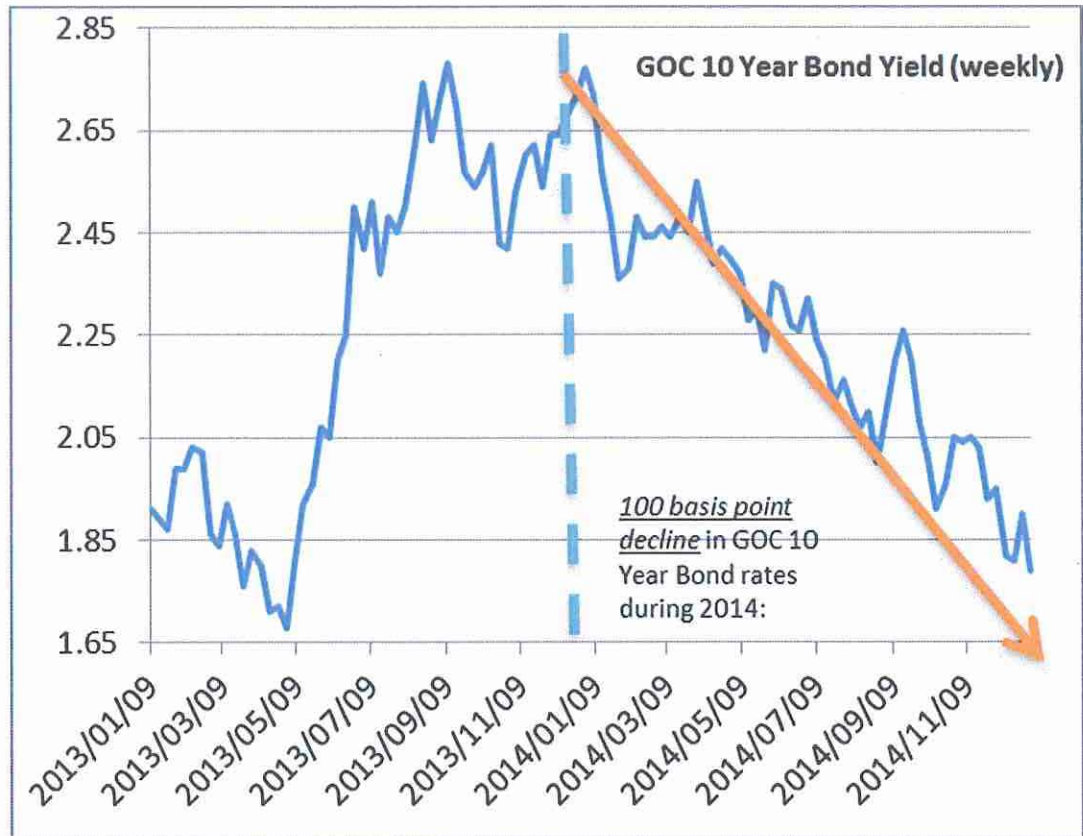
The BOC has indicated another rate cut may be in the offing, if in fact the Canadian economy slows further than current expectations. To be sure, price pressures have fallen with the BOC now forecasting Canadian CPI inflation to run “...temporarily below the inflation-control range during 2015...” The Bank’s inflation forecast is now around 1.5% for 2015, even in the face of a collapsed Canadian dollar.

Interest rates in the Canadian bond market fell dramatically throughout 2014, and have continued to remain below closing-year levels during the start of 2015. The Government of Canada (GOC) 10-year bond yield fell one full percentage point, from approximately 2.75% in January 2014 to 1.75% by year-end⁶. This persistent decline in interest rates (see Graph 1⁷, next page), at this point now over 1.35 percentage points in just over a year, has drastically reduced investment rates on maturing securities and new cash⁸. While some economic forecasts see the GOC 10-year bond rate rising to the 2% range by the Summer of 2015, there is no doubt that these low rates will impact fixed income revenues in 2015, and beyond.

⁶ Currently, this interest rate has fallen another 40 basis points, hovering in the 1.35% area.

⁷ Source: Bank of Canada

⁸ For example, per \$100 million of securities maturing or new cash, the reduction in yearly interest would be between \$1.3 million and \$1.4 million.

Graph 1:**Investment Income Analysis:**

During 2014, the City Funds Portfolio⁹ generated investment income of \$35.0 million on average daily balances of \$974 million. This translated into an investment yield of 3.59%. Of the total return, \$28.5 million was from net interest income, while \$6.5 million was attributable to realized capital gains. While interest income as a share of total portfolio earnings is over 80%, new investment rates collapsed in 2014, and remain significantly lower in 2015 than in previous years. Over an 18 month period, one quarter of the entire portfolio could renew at interest rates that are almost 2 percentage points below where they were held on book in the prior period. For 2015, this could lead to the annual rate of overall interest income declining between \$3 million and \$5 million.

The City Funds' Portfolio net return of 3.57% outperformed a composite passive index by 1.63 percentage points, as the comparable

⁹Excluding DCA Portfolio, which earned \$901,089 on average daily cash & investment balances of \$58,588,141, yielding 1.54%.

index returned a 1.94% yield¹⁰. The additional return provided incremental revenue to the City of \$15.9 million (using average balances; actual net investment income: \$34.8 million at 3.57% yield vs. passive index return: \$18.9 million at 1.94%).

Investment Management:

The Investment Unit is responsible for day-to-day operating cash management, City cash flow forecasting and monitoring, investment portfolio management, the coordination of the annual credit rating review and the timing and management of cash proceeds from both temporary borrowing and long term debenture issuance.

The Investment unit, comprised of two full-time staff, continues to demonstrate value to the City with costs of 2.1 basis points running well below those of an externally managed public fund. As an example, management fees for the ONE Fund are 19 basis points (0.19%) for the money market fund, and 40 basis points (0.40%) for the bond fund (both which are significantly higher than the 0.021% incurred by the City).

Calculated against month-end balances for the City Funds Portfolio alone, the difference between the City's investment management costs and the ONE Funds' represents a net saving to the City of \$3.7 million for 2014. Moreover, these cost savings were supplemented by above average returns by in-house investment staff.

2015 Investment Outlook:

Most forecasts see only a modest upward drift in medium term interest rates (GOC 10 year going to 2%), as inflation and GDP growth rates creep higher towards the end of 2015. Expected returns for risk averse portfolios, which used to be in the 4% range just 2 years ago, have migrated down to the 3% range. The City Funds portfolio will not experience the benefit of an increase in interest rates before 2016.

Debenture issuance will help maintain investment earnings. With the Capital Program now regularly financed by debt, longer retention of reserves and reserve fund balances can occur. As these balances are yielding higher returns, cash usage from debt to cover in-year capital expenses will help to moderate the decline in portfolio earnings.

¹⁰The passive index return is calculated using the average monthly yields-to-maturity on a portfolio comparable to the City's investment policy, comprised of the following indices, yields-to-maturity (and weights): 90-Day GOC T-Bill, 0.91% (14%); DEX Index of Canadian Government Bonds, 2.24% (43%); DEX Index of High Grade Corporate Bonds, 1.97% (43%).

However, the key drivers to investment earnings remain balances and reinvestment rates, both of which are not expected to change dramatically. Therefore, the 2015 forecast return for the City Funds portfolio is in the \$27 - \$30 million range, with an effective yield return of between 3% and 3.25%.

FINANCIAL IMPACT: The City earned \$34.8 million in net investment income during 2014, of which, \$16.9 million was allocated to the 2014 Operating Budget, and \$17.9 million was allocated to Reserve Funds.

CONCLUSION: In compliance with Provincial Regulation 438/97, amended to 373/11, all investment transactions during 2014 were made in accordance with the existing Investment Policy.

As at December 31, 2014, the City held \$924 million¹¹ in various securities, and cash. The City Funds Portfolio earned (net) \$34.8 million translating into an investment yield of 3.57%. Proceeds were distributed between the Operating Budget (\$16.9 million) and Reserve Funds (\$17.9 million).

For 2015 and beyond, Investment is assuming a modestly increasing interest rate environment. The City Funds Portfolio is not expected to experience the magnitude of capital gains achieved in past years. New investment rates are much lower than those of securities rolling out of the portfolio. Annual investment income is forecast to be in the \$27 to \$30 million range over the next several years.

ATTACHMENTS: Appendix 1: Total Investment Portfolio (as at December 31, 2014)



Gary Kent

Commissioner of Corporate Services and Chief Financial Officer

Prepared By: Mark Waugh, Investment Portfolio Manager

¹¹ Book value of consolidated City and DCA Funds, plus cash.

CITY OF MISSISSAUGA	INVESTMENT PORTFOLIO: BY INVESTMENT TYPE				DATE: December 31, 2014	Appendix 1		
ISSUER or GUARANTOR OF SECURITIES	POLICY LIMIT (%)	CONSOLIDATED AMOUNTS			CITY FUNDS		DCA RESERVE FUNDS	
		PAR VALUE (\$000)	BOOK (\$000)	CASH & SECURITIES (%)	PAR VALUE (\$000)	BOOK (\$000)	PAR VALUE (\$000)	BOOK (\$000)
<u>SCHEDULE I BANKS</u>								
BANK OF MONTREAL	20%	121,200	123,877	12.49	115,000	117,072	6,200	6,805
CIBC	20%	36,337	36,767	3.75	36,337	36,767		
ROYAL BANK	20%	71,000	72,105	7.32	49,000	49,691	22,000	22,413
TORONTO DOMINION BANK	20%	6,000	6,085	0.62			6,000	6,085
BANK OF NOVA SCOTIA	20%	30,000	30,457	3.09	25,000	25,341	5,000	5,116
	70%	264,537	269,290	27.27	225,337	228,871	39,200	40,419
<u>SCHEDULE II BANKS</u>								
HSBC BANK CANADA	10%	35,000	35,362	3.61	25,000	25,221	10,000	10,140
NON-SCHEDULE I INSTITUTIONS	40%	35,000	35,362	3.61	25,000	25,221	10,000	10,140
TOTAL FINANCIAL INSTITUTIONS	70%	299,537	304,652	30.88	250,337	254,092	49,200	50,559
GOVT OF CANADA	NONE	30,155	32,492	3.11	30,155	32,492		
PROV OF ONTARIO	NONE	315,550	253,178	32.53	315,550	253,178		
<u>OTHER PROVINCES</u>								
MANITOBA	20%	6,200	7,836	0.64	6,200	7,836		
NOVA SCOTIA	20%				-	-		
NEW BRUNSWICK	20%	29,079	27,836	3.00	29,079	27,836		
SASKATCHEWAN	20%	1,000	1,103	0.10	1,000	1,103		
NEWFOUNDLAND	20%	13,000	17,143	1.34	13,000	17,143		
PEI	20%							
TOTAL OTHER PROVINCES	NONE	49,279	53,919	5.08	49,279	53,919		
TOTAL CANADA & PROV GOVTS	30% min	394,984	339,588	40.72	394,984	339,588		
<u>MUNICIPALITIES</u>								
PEEL REGION	10%	13,800	13,924	1.42	13,800	13,924	-	-
HALTON REGION	10%	6,500	6,495	0.67	3,000	3,000	3,500	3,495
TORONTO	10%	20,200	20,729	2.08	20,200	20,729	-	-
OTHER ONTARIO MUNICIPALITIE	10%	35,611	36,391	3.67	31,927	32,711	3,684	3,680
NON ONT MUNICIPALITIES	5%	10,882	11,475	1.12	10,882	11,475		
B.C. MUNICIPAL FINANCE	5%	7,500	8,319	0.77	7,500	8,319		
TOTAL MUNICIPALITIES	20%	94,493	97,333	9.74	87,309	90,158	7,184	7,175
<u>ASSET-BACKED SECURITIES</u>								
MASTER TRUST	5%	15,000	15,388	1.55	15,000	15,388		
GLACIER TRUST	5%	34,000	34,465	3.51	27,000	27,369	7,000	7,096
CARDS TRUST	5%	21,000	21,096	2.16	21,000	21,096		
HOLLIS TRUST	5%	25,000	25,213	2.58	25,000	25,213		
TOTAL ASSET-BACKED	20%	95,000	96,163	9.79	88,000	89,067	7,000	7,096
CORPORATE	5%	10,000	10,092	1.03	10,000	10,092		
ONE MONEY MARKET FUND	10%	6,442	6,442	0.66	6,442	6,442		
TOTAL 'ONE' FUNDS	20%	6,442	6,442	0.66	6,442	6,442		
TOTAL INVESTMENTS		900,456	854,271	92.83	837,072	789,440	63,384	64,830
CASH BALANCE		69,549	69,549	7.17	54,603	54,603	14,946	14,946
TOTAL PORTFOLIO		970,004	923,819	100.00	891,675	844,043	78,330	79,776



Corporate Report

Clerk's Files

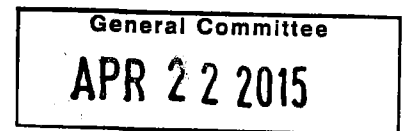
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DATE: April 6, 2015

TO: Chair and Members of General Committee
Meeting Date: April 22, 2015

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

SUBJECT: **Financial Report as at December 31, 2014**



- RECOMMENDATION:**
1. That the "Financial Report as of December 31, 2014" report dated April 6, 2015, from the Commissioner of Corporate Services and Chief Financial Officer, including appendices 1 to 3, be approved.
 2. That the Treasurer be authorized to fund and close the capital projects as identified in this report.
 3. That \$3,125,635 be transferred from the Assessment Appeal Reserve (#305165) to fund the balance exceeding the budget for Assessment Appeals.
 4. That \$1,200,000 of the year-end operating surplus be transferred to the Building Permits Revenue Stabilization Reserve (#305161), to increase the reserve.
 5. That \$2,400,000 of the year-end operating surplus be transferred to the General Contingency Reserve (#305125).
 6. That the balance of the year-end operating surplus of \$7,242,331 be transferred to the Capital Reserve Fund (#33121).
 7. That a new project PN15347 – Landscape, Parking and Site

Improvements in Ward 11 be created with a gross and net budget of \$270,000 and be funded from the 2009 Special Reserve Fund (#35574).

8. That the necessary by-laws be enacted.

**REPORT
HIGHLIGHTS:**

• **Operating Summary**

As of December 31, 2014, the City had a year-end surplus of \$10.8 million based on the actual operating results.

Staff recommends that the \$10.8 million surplus be allocated as follows:

- \$7.2 million to the Capital Reserve Fund
- \$2.4 million to the General Contingency Reserve
- \$1.2 million to the Building Permits Revenue Stabilization Reserve

• **Capital Summary**

Recommended adjustments to the capital program result in a revised net capital program funding of \$846.5 million allocated to 719 projects.

- 138 projects are recommended for closure
- \$4.0 million is being returned to Reserve Funds, including \$2.5 million to tax-based Reserve Funds
- \$290.7 million is still to be incurred at the end of 2014; compared to \$306.8 million at the end of 2013

• **Reserves and Reserve Funds**

The year-end operating and capital reserve and reserve fund total is \$560.0 million. This is a \$42.2 million increase from the January 1, 2014 opening balance mainly due to funds returned from active and closing projects, and interest allocated to the reserve funds.

BACKGROUND:

In accordance with the Budget Control and Reserve and Reserve Fund By-laws, the Finance Division provides Council with a review of the City's financial position a minimum of two times a year. This report covers information related to the Operating Program, and the status of Capital Work-in-Progress and Reserves and Reserve Funds.

COMMENTS

This report summarizes:

Part 1 – Operating Results as at December 31, 2014

Part 2 – Capital Status

Part 3 - Reserves and Reserve Funds

Part 4 - Uncollectible Write-offs

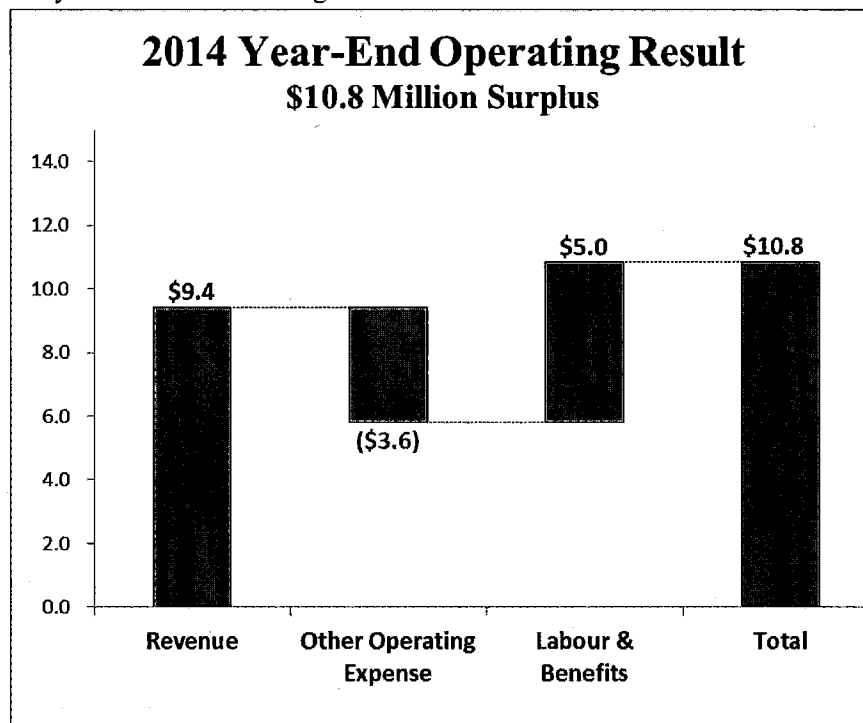
PART I: OPERATING RESULTS AS AT DECEMBER 31, 2014

- The City ended the 2014 year with an operating surplus of \$10.8 million compared to the Q3 forecasted surplus of \$5.2 million. The difference was mainly due to higher than forecasted Investment Income of \$2.5 million, additional Enersource dividend of \$1.1 million, and higher than forecasted revenues of \$0.7 million due to an increased volume of building permit applications and a surplus of \$0.5 million of GTAA Payments in lieu of Taxes (PILTs) due to an increase in passenger count.
- Winter Maintenance costs resulted in an over-expenditure of \$5.5 million compared to a forecasted deficit of \$4.1 million. The higher costs were attributed to severe weather conditions in the first quarter of 2014, resulting in higher contracting and salt costs.

The following chart is the operating summary by service area. More details can be found in Appendix 1, Operating Forecast Details by Service Area.

Service Area (\$ Millions)	Net Budget	Year End Forecast at Sep 30	Year End Actuals	Actual Year End Variance	
				\$ Fav/(Unfav)	% of Budget
Fire & Emergency Services	92.9	93.7	94.4	(1.5)	(1.6%)
Roads, Storm Drainage & Watercourses	71.2	74.8	74.5	(3.4)	(4.7%)
MiWay	57.9	56.3	57.9	(0.0)	(0.1%)
Parks & Forestry	30.5	30.5	29.4	1.1	3.6%
Mississauga Library	24.3	24.0	24.0	0.3	1.3%
Business Services	25.6	24.2	24.8	0.9	3.3%
Facilities & Property Management	19.8	18.9	19.2	0.6	2.8%
Recreation	20.8	20.8	20.9	(0.2)	(0.8%)
Information Technology	20.6	20.7	20.7	(0.1)	(0.6%)
Strategic Policy	11.9	12.4	12.5	(0.6)	(5.4%)
Land Development Services	7.7	6.3	5.2	2.5	32.4%
Arts & Culture	6.8	6.8	6.7	0.1	1.2%
Mayor & Members of Council	4.3	4.3	4.2	0.2	3.5%
Regulatory Services	1.2	1.4	1.7	(0.5)	(43.4%)
Legislative Services	(2.9)	(4.3)	(3.7)	0.9	30.5%
Environment	0.9	0.9	0.8	0.1	7.5%
Financial Transactions	1.1	(2.3)	(9.6)	10.7	963.4%
City	394.5	389.3	383.6	10.8	2.7%

Note: Numbers may not add due to rounding



Note: Numbers may not add due to rounding.

Year-End Operating Results Highlights - The major areas of variance from budget are highlighted in the chart above and are detailed below:

Revenues	Surplus/(Deficit) \$Million
Transfer from Reserve- Assessment Appeals	\$3.1
Investment Income	2.5
Building Permit Fees	1.9
Supplementary Taxes	1.8
Enersource Dividend	1.1
Provincial Offences Act Fines	0.9
New Tax Account additions	0.5
Payments in lieu of Taxes	0.5
MiWay Revenues	(1.6)
Golf Fee Revenues	(1.0)
Parking Fines	(0.9)
Other (net surplus)	0.6
Total Surplus/ (Deficit)	\$9.4

Further details are provided in Appendix 1 by Service Area.

Other Operating Expenses	Surplus/(Deficit) \$Million
Transit Equipment and Contracted Services	\$1.6
Roads & Sidewalk Maintenance and Cleaning & Litter Pickup programs	1.5
Utilities	0.8
Winter Maintenance	(5.3)
Assessment Appeals	(3.1)
Other (net surplus)	0.9
Total Surplus/ (Deficit)	(\$3.6)

Further details are provided in Appendix 1 by Service Area.

Labour and Benefits	Surplus/(Deficit) \$Million
MiWay	\$4.7
Financial Transactions - Benefit cost savings	1.3
Facilities & Property Management	0.7
Fire & Emergency Services	(1.7)
Total Surplus/ (Deficit)	\$5.0

Further details are provided in Appendix 1 by Service Area.

As part of the 2015 Budget process, staff have tracked variances that were sustainable and included these adjustments in the 2015 approved budget.

PART 2: CAPITAL STATUS

As required under the City's Budget Control Policy, staff is required to report to Council at least twice a year on the Capital works-in-progress review. Included as part of this review is the on-going monitoring, evaluation and identification of projects that can be closed and any funds that can be returned to reserves, or conversely projects requiring additional funding.

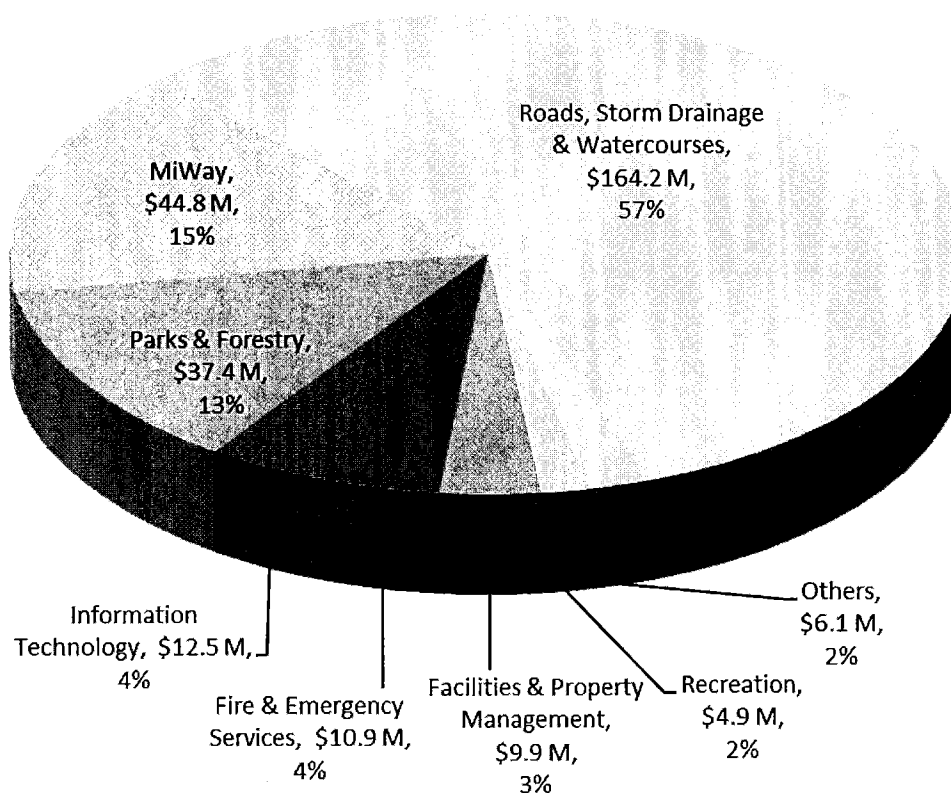
The City currently has an approved capital program with a total budget of \$850.5 million. Staff recommends to return approximately \$4.0 million to reserve funds. This results in a revised net capital budget totalling \$846.5 million. The net approved 2015 capital budget of \$195.2 million is not included.

As of December 31, 2014, of the \$846.5 million total,

- \$555.8 million or 66.0% has been spent
- \$290.7 million is still to be incurred at the end of 2014; compared to \$306.8 million at the end of 2013

The following chart shows the distribution of the City's capital expenditures still to be incurred by service. See Appendix 2-1 for more details.

Total Capital Work- in-Progress
Net Future Expenditures to be Incurred by Service Area
\$ 290.7 Million



Note: Others Include Legislative Services, Business Services, Arts & Culture, Land Development Services & Mississauga Library

City staff continue to evaluate older projects and return unspent funds to reduce the amount of capital funds that are needed to be borrowed for future projects. The \$290.7 million of unspent funds earns interest revenue that is used to support both the capital and operating programs including contributions to the reserves and reserve funds.

Of the \$290.7 million still to be incurred, over 25% is accounted for by the following projects:

- \$39 million for Transitway, transit corridor studies and transit information systems
- \$27 million for Torbram Grade Separation
- \$8 million for LED Streetlighting retrofit

The year-end review has \$4.0 million being returned as a result of all budget adjustments, transfers and project closures. The majority of the funds are being returned to the Capital Tax reserve funds and Development Charges reserve funds.

The following are project highlights for open projects that require adjustments, and completed projects that are returning funds.

Appendices 2-2 through 2-4 provide details of all projects.

Fire & Emergency Services

- The Garry W. Morden Centre exemplifies the value of partnerships between different organizations. This LEED Silver 36 acre site, on Ninth Line houses the MFES Training and Mechanical Divisions, is home to the Toronto Scottish Armoury, includes a driver training track for Peel Police and the IT Division has developed state of art training facilities at this location making a truly multifunctional building. The partnership capitalizes on the many synergies between the groups reducing the building costs and maximizing operational efficiencies for all the partners going forward. As the City's first LEED building, it also demonstrates our commitment to energy savings and low impact development.

The project (PN 8250) is completed, to be closed and \$1.7 million in remaining funds returned. Tenders below budget estimates and cost contingency mitigation were the main causes of the surplus funds.

Roads, Storm Drainage and Watercourses

- Bridge & Structure Rehabilitation - Various (PN 11154) requires additional funding in the amount of \$2.5 million for the Lakeshore Rd. E. culverts over Serson & Applewood Creeks. Based on the revised Credit Valley Conservation regulatory flows, there is about a 30% increase in peak flows on the Applewood Creek which requires a twin cell culvert arrangement. Due to the change in the scope of work and complexity the project anticipated completion is year-end 2016.
- Credit River Erosion Control – South of Dundas street West (PN 12132) is being closed and returning funding in the amount of \$0.817 million as there is no apparent immediate risk from slope movement. A monitoring programme will be established in 2015 and monitoring data will be collected annually to assess the slope conditions and measure the rate of erosion over time. The ongoing collection and analysis of this data will inform the needs and priority of the construction works which will be re-budgeted in the future when required.

- Hurontario Street/Highway 401 Interchange – NW Phase 1 (PN 8105) is complete and returning funding in the amount of \$0.695 million due to a favorable contract price. The warranty period is ending Summer 2015.

Parks & Forestry

- Port Credit Harbour Dredging (PN 13336) was needed due to receding water levels, lack of precipitation and sedimentation from the Credit River which resulted in the lowest water level in 30 years. The project required considerable assessment of water conditions and sedimentation, design drawings and Federal and Provincial approvals to carry out the work under a strict construction window. The harbour has regained a 4 foot depth of clearance to keep all boating activities operational. This project is completed, to be closed and remaining funds of \$0.115 million returned.
- Parkland Acquisition of Former Pheasant Run School Site - (PN 9354) located in Ward 8 with 2 ha (5 acres) for parks purposes is complete and to be closed. A portion of the site 0.8 ha (2 acres) will be sold to the Heart House Hospice for a future Hospice location. A total of \$0.142 million was returned.
- Parkland Acquisition of 3669 Mississauga Road (PN 10330) is complete, to be closed and remaining funds returned. The site is 0.6 ha (1.7 acres) and will be used for greenbelt and future trail purposes. A total of \$0.068 million was returned.

Facilities and Property Management

- LED light retrofit replacements project completed at Tomken Arena and at 10 park pathway locations as well as various energy efficiency projects across the City (PNs 12701, 12722, 13709 and 13724) resulting in operational savings. These projects are to be closed and a total of about \$0.5 million was returned.
- The installation of an accessible friendly Welcome Desk at City Hall for visitors is complete. This is part of the ongoing Civic Centre Office Accommodation and Relocations project (PN11742).

Information Technology

- Phase 1 (PN 10580) completed on the Administrative Penalties System (APS) which is for management of penalties for the enforcement of parking, animal services, mobile licensing and business licensing by-laws in the City of Mississauga. Self-serve technology is convenient allowing users to access the service from anywhere and outside of traditional business hours. The use of modern technology in the field and for back office processing has introduced efficiencies and better process controls. Phase 2 (PNs 10580 and 13580) commences in February 2015.

The following appendices detail all capital project updates, changes, and funding adjustments:

Appendix 2-2: Projects Completed, Delayed or Cancelled and To Be Closed- 138 projects with an approved budget of \$85.8 million. The total 138 projects are being closed with \$6.3 million or 7.4% of the approved budget amount being returned to the reserves.

Appendix 2-3: Open Projects Requiring Funding Adjustments- 37 projects with an approved budget of \$62.5 million, requesting a net of \$2.3 million from the reserves.

Appendix 2-4: Project Adjustments with No Net Capital Impact lists 6 projects that are being combined with no net financial impact.

PART 3: RESERVES AND RESERVE FUNDS

The results and recommendations contained in this report have direct implications on both Operating and Capital reserve funds. Reserves and reserve funds are established by Council to assist with long term financial stability and financial planning. These funds are set aside to help offset future capital needs, obligations, pressures and costs. They are drawn upon to finance specific purpose capital and operating expenditures as designated by Council, to minimize tax rate fluctuations due to unanticipated expenditures and revenue shortfalls, and to fund ongoing projects and programs (i.e. insurance and employee benefits).

The year-end operating and capital reserves and reserve fund is \$560.0 million, a \$42.2 million increase from January 1, 2014 balance. The

chart below provides consolidated Reserve and reserve fund balances by reserve type as at December 31, 2014.

Appendix 3 provides details on each reserve and reserve fund.

Reserves and Reserve Funds	Beginning Balance January 1, 2014	Projected Balance December 31, 2014	Changes in 2014 Projected Balance	
	(\$000)	(\$000)	(\$000)	%
Operating Program				
Total Operating Reserves	49,053	44,896	(4,158)	(8.5%)
Total Operating Reserve Funds	67,265	63,876	(3,389)	(5.0%)
Total Operating Reserves and Reserve Funds	116,318	108,772	(7,546)	(6.5%)
Capital Program				
Total Tax Funded	141,046	191,089	50,042	35.5%
Total Deferred Funded	132,958	132,794	(164)	(0.1%)
Total Other Funded	127,466	127,320	(146)	(0.1%)
Total Capital Program Reserve Funds	401,470	451,202	49,732	12.4%
Grand Total	517,789	559,974	42,186	8.1%

The total operating reserve and reserve fund balances decreased by \$7.5 million or 6.5%. The reduction is primarily related to insurance claims, Workplace Safety and Insurance Board (WSIB) payments, Ice Storm cost provisions and Election operating costs.

The year-end balance for capital reserves and reserve funds is \$451.2 million, an increase of \$49.7 million from the balance of \$401.5 million as of January 1, 2014. This is primarily due to higher than forecast development charges revenue, and recommended funds being returned as a result of Work-in-Progress (WIP) reviews.

Reserve and Reserve Fund Transfers

The \$10.8 million surplus, which equates to 1.6% of the gross operating budget, has been transferred to reserves in accordance to the Reserve and Reserve Fund policy and recommendations approved by General Committee at its meeting on December 10, 2014.

The Ice Storm related costs have been provided for in the following manner, until reimbursement or partial reimbursement of claims totalling \$9.4 million is received:

Transfers from Reserve & Reserve Funds & Provisions	\$Million
Deferred Revenue (grant agreement with Province)	\$3.3
Capital Reserve Fund	\$3.1
General Contingency Reserve	\$3.0
Total Provisions for Ice Storm costs	\$9.4

The year-end surplus was allocated as follows:

Transfers to Reserves & Reserve Funds	\$Million
Capital Reserve Fund	\$7.2
General Contingency Reserve	\$2.4
Building Permits Revenue Stabilization Reserve	\$1.2
Total Year End Surplus Transfers	\$10.8

2009 Special Reserve Fund Request

In 2009, the 2009 Special Reserve Fund was created from a one-time allocation of Provincial money.

Staff is requesting that PN 15347 - Landscape, Parking and Site Improvements project be approved to provide design and construction funding for park improvement projects in Ward 11 which may include a new spray pad, parking improvements, shade structure and park furnishings. The project cost of \$270,000 will use up the remaining balance allocated for Ward11.

The remaining uncommitted balance in the 2009 Special Reserve Fund is \$1,214,905.

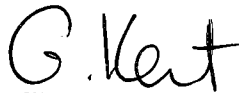
PART 4: UNCOLLECTIBLE WRITE-OFFS

Accounts Receivable Invoicing and Collection Policy 04-07-02 gives the Commissioner, Corporate Services and Chief Financial Officer the authority to write off uncollectible invoices under \$25,000 and requires the amount of invoices written off to be reported to Council annually. In 2014, a total number of 4,423 invoices were issued totalling approximately \$24 million. Write-offs completed in 2014 for prior

year's uncollectible invoices totalled \$7,626.76. Invoices are only written off after all invoices to the tax roll for collection where authorized under legislation and/or by-laws, assigning to collection agencies and/or taking legal action.

ATTACHMENTS:

Appendix 1	Operating Forecast Details by Service Area
Appendix 2-1	Summary of Capital Works-In-Progress by Service Area
Appendix 2-2	Projects Completed, Delayed or Cancelled and to Be Closed
Appendix 2-3	Open Projects Requiring Funding Adjustments
Appendix 2-4	Project Adjustments With No Net Capital Impact
Appendix 3	Continuity Schedule of Reserves and Reserve Funds



Gary Kent

Commissioner of Corporate Services and Chief Financial Officer

*Prepared By: Ann Wong, B.Comm, CPA CGA
Manager, Budgets*

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Appendix 1: Operating Details by Service Area

Fire & Emergency Services

Item	2014 Budget	2014 Year-End Actuals	Year-End Variance		Comments and Action Plan
			\$ Fav/ (Unfav)	% of Budget	
Total Revenues	(1.3)	(1.8)	0.5	37.2%	Higher than expected user fee revenues of \$0.5M are related to \$0.3M in False Alarms and \$0.2M in Vehicle Accidents.
Other Operating Expenses	3.6	3.9	(0.4)	(10.2%)	Unfavourable variance due to emergency engine work completed to meet health and safety standards including additional repairs for a truck damaged in the Thamesgate fire.
Labour Costs	90.0	91.7	(1.7)	(1.9%)	The higher than forecast Fire settlement has created an unfavourable variance.
Total Net Cost before Administrative and Support Costs	92.2	93.8	(1.6)	(1.7%)	
Administrative and Support Costs	0.7	0.6	0.1	10.4%	
Total Net Cost	92.9	94.4	(1.5)	(1.6%)	

Roads, Storm Drainage & Watercourses

Item	2014 Budget	2014 Year-End Actuals	Year-End Variance		Comments and Action Plan
			\$ Fav/ (Unfav)	% of Budget	
Total Revenues	(9.2)	(10.5)	1.3	14.0%	The year end surplus primarily attributes to internal/external recoveries in the Works Operations & Maintenance (WOM) Division due to higher than normal winter recoveries from the Region & bordering municipalities.
Other Operating Expenses	47.3	51.5	(4.2)	(8.8%)	The unfavourable variance in other operating expenses comprises of over expenditure in Works Operations and Maintenance (WOM) division, Winter Maintenance, of \$2.5M in contractor costs and \$2.0M in salt costs. Also, street lighting energy costs are \$1.5M unfavourable due to higher rates. This deficit is partially offset by other WOM program contractor surplus, particularly the Roads & Sidewalk Maintenance program's \$0.9M surplus, Cleaning & Litter Pickup program's \$0.6M surplus as well as surplus in various other operating expenses of \$0.4M.
Labour Costs	32.9	33.4	(0.5)	(1.5%)	A labour deficit of \$0.5M primarily attributes to Engineering and Construction (E&C) division in capital engineering fees of \$1.3M due to delay in major project expenditures. This deficit is offset by surplus of 0.8M in Transportation and Infrastructure Planning (TIP) division due to vacant positions.
Total Net Cost before Administrative and Support Costs	71.0	74.4	(3.4)	(4.7%)	
Administrative and Support Costs	0.1	0.1	0.0	0.0%	
Total Net Cost	71.2	74.5	(3.4)	(4.7%)	

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Appendix 1: Operating Details by Service Area

MiWay

Item	2014 Budget	2014 Year-End Actuals	Year-End Variance		Comments and Action Plan
			\$ Fav/ (Unfav)	% of Budget	
Total Revenues	(99.9)	(93.6)	(6.3)	(6.3%)	The revenue shortfall of \$6.3M is primarily attributable to the transfer from Provincial Gas Tax, lower than anticipated recovery from region for the Hanlan project due to fewer costs and steady migration to the PRESTO fare card from other fare media categories including cash, tickets, weekly and monthly passes.
Other Operating Expenses	36.3	34.8	1.6	4.3%	The surplus in other operating expenses primarily attributes to: \$1.1M in equipment and maintenance agreement costs, \$0.5M surplus in staff uniforms, 0.4M in contracted services as well as surplus in various other operating expenses of \$1.4M. This surplus is offset by over expenditure of \$0.5M in diesel fuel. The budgeted price per litre is \$1.04 while the average price per litre for full year is \$1.078. Property taxes are unfavourable by \$0.8M due to a reassessment resulting from the Central Parkway expansion and renovations. Also, a deficit of \$0.5M in PRESTO Commissions due to increased card usage.
Labour Costs	120.7	116.0	4.7	3.9%	A labour surplus of \$4.7M is due to gapping in transit operators, salaried staff and temporary staff. This surplus is a result of LTD, staff turnover, recruitment challenges as well as less impact realized due to the Hanlan watermain project and delay in opening the Transitway.
Total Net Cost before Administrative and Support Costs	57.1	57.1	(0.0)	(0.1%)	
Administrative and Support Costs	0.8	0.8	0.0	0.0%	
Total Net Cost	57.9	57.9	(0.0)	(0.1%)	

Parks & Forestry

Item	2014 Budget	2014 Year-End Actuals	Year-End Variance		Comments and Action Plan
			\$ Fav/ (Unfav)	% of Budget	
Total Revenues	(3.8)	(13.7)	9.9	259.7%	Favourable revenue variance due to \$9.4M for the Ice Storm including \$6.1 million from reserve funds and \$3.3M interim payment. Additionally, \$0.4M was recovered for the Asian Long-Horned Beetle program from the Federal Government which is offset by expenses.
Other Operating Expenses	10.8	19.8	(9.0)	(82.6%)	Unfavourable variance due to \$8.4M in 2014 Ice Storm recovery costs, \$0.4M for Asian Long-Horned Beetle mitigation, and \$0.2M for additional raw materials due to harsh winter weather.
Labour Costs	23.8	23.6	0.2	1.0%	Favourable variance primarily due to normal gapping and salary discrepancies for replacement hires, partially offset by incremental labour costs for Ice Storm recovery work.
Total Net Cost before Administrative and Support Costs	30.8	29.7	1.2	3.8%	
Administrative and Support Costs	(0.3)	(0.2)	(0.1)	(19.5%)	
Total Net Cost	30.5	29.4	1.1	3.6%	

Mississauga Library

Item	2014 Budget	2014 Year-End Actuals	Year-End Variance		Comments and Action Plan
			\$ Fav/ (Unfav)	% of Budget	
Total Revenues	(2.2)	(2.0)	(0.1)	(5.7%)	Unfavourable variance is primarily due to a decline in fine revenues.
Other Operating Expenses	5.3	5.1	0.3	5.5%	Favourable variance primarily due to savings in utilities and equipment repairs.
Labour Costs	20.7	20.6	0.1	0.6%	Savings due to normal labour gapping and planning for implementation of self check-out.
Total Net Cost before Administrative and Support Costs	23.9	23.6	0.3	1.2%	
Administrative and Support Costs	0.4	0.4	0.0	3.4%	
Total Net Cost	24.3	24.0	0.3	1.3%	

Business Services

Item	2014 Budget	2014 Year-End Actuals	Year-End Variance		Comments and Action Plan
			\$ Fav/ (Unfav)	% of Budget	
Total Revenues	(1.9)	(2.3)	0.4	23.1%	Favourable variance is primarily due to higher than planned revenues from fees for new tax account additions.
Other Operating Expenses	2.7	2.7	0.0	0.8%	
Labour Costs	24.8	24.4	0.4	1.6%	Favourable variance due to staff turnover and vacancies
Total Net Cost before Administrative and Support Costs	25.6	24.8	0.9	3.3%	
Administrative and Support Costs	0.0	0.0	0.0	0.0%	
Total Net Cost	25.6	24.8	0.9	3.3%	

Facilities & Property Management

Item	2014 Budget	2014 Year-End Actuals	Year-End Variance		Comments and Action Plan
			\$ Fav/ (Unfav)	% of Budget	
Total Revenues	(0.5)	(0.6)	0.2	37.5%	
Other Operating Expenses	7.9	8.2	(0.3)	(3.6%)	Net unfavourable variance of \$0.3M is primarily due to an unfavourable variance of \$0.7M in maintenance costs resulting from significantly higher demand and preventative maintenance expenditures, which is partially offset by favourable savings of \$0.4M in hydro and other utility costs due to lower rates and reduced consumption and various other miscellaneous savings.
Labour Costs	13.4	12.7	0.7	5.0%	Favourable variance is due to staff turnover and vacancies.
Total Net Cost before Administrative and Support Costs	20.9	20.3	0.6	2.7%	
Allocations	(1.1)	(1.1)	0.0	0.0%	
Total Net Cost	19.8	19.2	0.6	2.8%	

Recreation

Item	2014 Budget	2014 Year-End Actuals	Year-End Variance		Comments and Action Plan
			\$ Fav/ (Unfav)	% of Budget	
Total Revenues	(43.8)	(44.1)	0.4	0.8%	Revenue favourability due to increases in Hershey leagues and program revenue of \$0.7M, Community Program registration of \$0.4M, Community Neighbour Development grants of \$0.3M, and Food Services revenues of \$0.3M. This is partially offset by revenue shortfalls at the Golf Courses due to significant damage caused by the harsh winter. Lakeview revenue shortfall of \$0.6M due to a delayed spring start, extensive course clean up and repair and the continuation of the irrigation project which resulted in a fall closure of 9 holes. BraeBen's revenue shortfall of \$0.4M had been mitigated by overall expense efficiencies.
Other Operating Expenses	22.4	22.6	(0.2)	(0.9%)	Increases in the rental of external programming space and contract costs at Hershey (offset by revenue) and Holcim Estate banquet halls food catering cost (offset by revenue) are partially offset by utility savings.
Labour Costs	42.0	42.3	(0.3)	(0.7%)	Unfavourable variance is due to higher than anticipated labour expenses which is mostly offset by increased revenues.
Total Net Cost before Administrative and Support Costs	20.6	20.7	(0.1)	(0.7%)	
Administrative and Support Costs	0.2	0.2	(0.0)	(14.4%)	
Total Net Cost	20.8	20.9	(0.2)	(0.8%)	

Information Technology

Item	2014 Budget	2014 Year-End Actuals	Year-End Variance		Comments and Action Plan
			\$ Fav/ (Unfav)	% of Budget	
Total Revenues	(0.6)	(0.6)	0.0	7.2%	
Other Operating Expenses	5.0	4.9	0.0	1.0%	
Labour Costs	17.2	17.4	(0.2)	(1.3%)	
Total Net Cost before Administrative and Support Costs	21.6	21.7	(0.1)	(0.6%)	
Administrative and Support Costs	(1.0)	(1.0)	0.0	0.0%	
Total Net Cost	20.6	20.7	(0.1)	(0.6%)	

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Appendix 1: Operating Details by Service Area

Strategic Policy

Item	2014 Budget	2014 Year-End Actuals	Year-End Variance		Comments and Action Plan
			\$ Fav/ (Unfav)	% of Budget	
Total Revenues	(0.8)	(1.2)	0.4	48.6%	Favourable variance is mainly attributable to unbudgeted revenue derived from the recovery of Court cost; plus additional transfer from a Reserve to offset Legal settlement costs
Other Operating Expenses	3.0	3.7	(0.6)	(21.4%)	Legal Services Division over expenditure in professional services is largely due to the need to retain external counsel on several trials; various other litigation and the high volume of legal matters
Labour Costs	9.7	10.0	(0.4)	(3.9%)	Unfavorable variance mainly relates to Corporate Performance and Innovation initiatives (The variance is funded from City wide labour gapping); and Economic Development initiatives (The cost is for various initiatives from Province and offset by funding from Provincial Government)
Total Net Cost before Administrative and Support Costs	11.9	12.5	(0.6)	(5.4%)	
Administrative and Support Costs	0.0	0.0	0.0	0.0%	
Total Net Cost	11.9	12.5	(0.6)	(5.4%)	

Land Development Services

Item	2014 Budget	2014 Year-End Actuals	Year-End Variance		Comments and Action Plan
			\$ Fav/ (Unfav)	% of Budget	
Total Revenues	(12.4)	(14.0)	1.5	12.3%	Favourable variance due to an increased volume of building permit applications in advance of Development Charges rate increases and significant changes in the Ontario Building Code becoming effective January 1, 2015
Other Operating Expenses	1.7	0.9	0.7	44.6%	Favourable variance in Professional Services was primarily due to the deferral of some Policy Division projects. In addition, training for the new Building Code has been delayed due to changing Provincial timelines.
Labour Costs	18.4	18.2	0.2	1.2%	Favourable variance due to labour gapping.
Total Net Cost before Administrative and Support Costs	7.7	5.2	2.5	32.4%	
Administrative and Support Costs	0.0	0.0	0.0	0.0%	
Total Net Cost	7.7	5.2	2.5	32.4%	

Arts & Culture

Item	2014 Budget	2014 Year-End Actuals	Year-End Variance		Comments and Action Plan
			\$ Fav/ (Unfav)	% of Budget	
Total Revenues	(1.6)	(1.8)	0.2	9.3%	Favourable variance of \$0.2M due to higher filming and advertising revenue, partially offset by shortfall in Naming Rights and sponsorship revenues.
Other Operating Expenses	3.9	3.9	(0.0)	(1.1%)	
Labour Costs	4.5	4.5	(0.0)	(0.5%)	
Total Net Cost before Administrative and Support Costs	6.7	6.6	0.1	1.3%	
Administrative and Support Costs	0.0	0.0	(0.0)	(6.3%)	
Total Net Cost	6.8	6.7	0.1	1.2%	

Mayor & Members of Council

Item	2014 Budget	2014 Year-End Actuals	Year-End Variance		Comments and Action Plan
			\$ Fav/ (Unfav)	% of Budget	
Total Revenues	0.0	0.0	0.0	0.0%	
Other Operating Expenses	0.6	0.5	0.1	21.7%	
Labour Costs	3.7	3.7	0.0	0.5%	
Total Net Cost before Administrative and Support Costs	4.3	4.2	0.2	3.5%	
Administrative and Support Costs	0.0	0.0	0.0	0.0%	
Total Net Cost	4.3	4.2	0.2	3.5%	

Regulatory Services

Item	2014 Budget	2014 Year-End Actuals	Year-End Variance		Comments and Action Plan
			\$ Fav/ (Unfav)	% of Budget	
Total Revenues	(12.5)	(11.7)	(0.8)	(6.4%)	The revenue shortfall is primarily attributed to the delay in the implementation of the Administrative Penalties System (APS) fees until June, and decreased ticket issuance.
Other Operating Expenses	2.1	1.9	0.2	10.8%	The other operating surplus relates to various favourable variances.
Labour Costs	11.5	11.4	0.1	0.6%	A labour surplus of \$0.1M in excess of the labour gapping target is due to staff turnover and vacant positions.
Total Net Cost before Administrative and Support Costs	1.0	1.5	(0.5)	(48.6%)	
Administrative and Support Costs	0.1	0.1	0.0	0.0%	
Total Net Cost	1.2	1.7	(0.5)	(43.4%)	

Legislative Services

Item	2014 Budget	2014 Year-End Actuals	Year-End Variance		Comments and Action Plan
			\$ Fav/ (Unfav)	% of Budget	
Total Revenues	(12.8)	(13.3)	0.5	4.1%	Favourable POA revenue variance of \$0.9M was partially offset by a lower than planned transfer from the Election Reserve, based on costs incurred, and various other smaller unfavourable variances.
Other Operating Expenses	3.2	3.1	0.0	1.5%	
Labour Costs	6.7	6.4	0.3	4.5%	Favourable variance is due to lower than planned Election expenditures.
Total Net Cost before Administrative and Support Costs	(2.9)	(3.7)	0.9	30.5%	
Administrative and Support Costs	0.0	0.0	0.0	0.0%	
Total Net Cost	(2.9)	(3.7)	0.9	30.5%	

Environmental Services

Item	2014 Budget	2014 Year-End Actuals	Year-End Variance		Comments and Action Plan
			\$ Fav/ (Unfav)	% of Budget	
Total Revenues	(0.1)	0.0	(0.1)	(100.0%)	Recovery from Reserve not materialized as climate change work has been delayed.
Other Operating Expenses	0.3	0.1	0.1	45.9%	Surplus as Climate Change work has been delayed.
Labour Costs	0.7	0.7	0.0	5.0%	
Total Net Cost before Administrative and Support Costs	0.9	0.8	0.1	7.5%	
Administrative and Support Costs	0.0	0.0	0.0	0.0%	
Total Net Cost	0.9	0.8	0.1	7.5%	

Financial Transactions

Item	2014 Budget	2014 Year-End Actuals	Year-End Variance		Comments and Action Plan
			\$ Fav/ (Unfav)	% of Budget	
Total Revenues	(75.0)	(92.9)	17.9	23.9%	\$8.1M asset disposal revenue (offset by transfer to reserve fund), \$3.1M tax cancellations, \$2.5M additional investment income, \$1.8M supplementary tax revenue surplus due to higher than average building activity, \$1.1M additional Enersource dividends, \$0.5M tax surplus due to Streetsville Business Improvement Area boundary expansion, \$0.5M GTAA PILT surplus due to increase in passenger count, and \$0.2M net rebates /recoveries/discounts.
Other Operating Expenses	71.1	79.6	(8.5)	(12.0%)	\$2.7M increased assessment appeals as a result of accelerated Assessment Review Board decisions.
Labour Costs	5.0	3.7	1.3	25.5%	\$1.7M savings from Sunlife surplus deposit return and \$0.2M retiree benefits savings offset by \$0.3M severance and outplacement costs, \$0.3M WSIB claims and \$0.03M sick leave payments.
Total Net Cost before Administrative and Support Costs	1.1	(9.6)	10.7	963.4%	
Administrative and Support Costs	0.0	0.0	0.0	0.0%	
Total Net Cost	1.1	(9.6)	10.7	963.4%	
City Grand Total Net Cost	394.5	383.6	10.8	2.7%	

* Year-End actuals include all recommended Reserve and Reserve Fund transfers

Appendix 2-1: Summary of Capital Works-In-Progress by Service Area As of Dec 31, 2014

Service Area	# of Active Projects/ Programs	Revised Net City Cost (\$000)	Approved Net City Cost (\$000)	(Surplus) / Additional Funds Required (\$000)	Net Expenditures to Dec 31/2014 (\$000)	Net Expenditures as a % of Revised Net City Cost	Balance of Net Expenditure to be Incurred (\$000)
Summary of All Projects/Programs *							
Fire & Emergency Services	27	40,778	42,369	(1,590)	29,891	73%	10,887
Roads, Storm Drainage & Watercourses	212	381,555	381,774	(219)	217,360	57%	164,194
MiWay	39	218,953	219,261	(308)	174,115	80%	44,838
Parks & Forestry	164	91,197	91,162	35	53,824	59%	37,372
Mississauga Library	13	8,248	8,253	(4)	5,235	63%	3,014
Business Services	11	1,436	1,436	0	868	60%	568
Facilities & Property Management	73	32,064	33,940	(1,876)	22,129	69%	9,935
Recreation	22	34,552	34,513	39	29,625	86%	4,927
Information Technology	123	32,585	32,586	(1)	20,117	62%	12,468
Land Development Services	15	3,554	3,591	(37)	1,989	56%	1,565
Arts & Culture	18	1,522	1,532	(10)	631	41%	890
Regulatory Services	0	0	0	0	0	0%	0
Legislative Services	2	30	30	0	23	76%	7
TOTAL CITY	719	846,474	850,445	(3,971)	555,808	66%	290,666
Summary of 2014 Projects/Programs							
Fire & Emergency Services	7	3,832	3,832	0	447	12%	3,385
Roads, Storm Drainage & Watercourses	53	68,796	68,816	(21)	19,426	28%	49,370
MiWay	9	12,516	12,314	201	6,025	48%	6,491
Parks & Forestry	37	20,490	20,336	154	5,495	27%	14,996
Mississauga Library	3	693	693	0	447	65%	245
Business Services	2	45	45	0	20	44%	25
Facilities & Property Management	33	9,096	9,038	58	3,593	39%	5,503
Recreation	5	1,076	1,075	1	849	79%	227
Information Technology	24	6,704	6,704	0	2,058	31%	4,646
Land Development Services	3	345	345	0	0	0%	345
Arts & Culture	5	423	423	0	40	9%	383
Regulatory Services	0	0	0	0	0	0%	0
Legislative Services	0	0	0	0	0	0%	0
TOTAL CITY - 2014	181	124,016	123,622	394	38,399	31%	85,616

Appendix 2-1: Summary of Capital Works-In-Progress by Service Area As of Dec 31, 2014

Service Area	# of Active Projects/ Programs	Revised Net City Cost (\$000)	Approved Net City Cost (\$000)	(Surplus) / Additional Funds Required (\$000)	Net Expenditures to Dec 31/2014 (\$000)	Net Expenditures as a % of Revised Net City Cost	Balance of Net Expenditure to be Incurred (\$000)
Summary of 2013 Projects/Programs							
Fire & Emergency Services	5	2,170	2,168	2	1,118	52%	1,051
Roads, Storm Drainage & Watercourses	44	55,637	55,622	15	31,956	57%	23,681
MiWay	11	2,542	2,590	(48)	974	38%	1,568
Parks & Forestry	55	16,807	16,904	(96)	7,271	43%	9,536
Mississauga Library	3	1,226	1,226	1	204	17%	1,022
Business Services	7	929	929	0	501	54%	428
Facilities & Property Management	22	7,919	8,989	(1,069)	6,350	80%	1,570
Recreation	8	5,267	5,265	2	5,015	95%	251
Information Technology	33	8,740	8,704	36	4,979	57%	3,761
Land Development Services	8	1,263	1,300	(37)	446	0%	817
Arts & Culture	5	195	195	0	57	29%	138
Regulatory Services	0	0	0	0	0	0%	0
Legislative Services	1	20	20	0	13	67%	7
TOTAL CITY - 2013	202	102,714	103,910	(1,196)	58,885	57%	43,829
Summary of 2012 Projects/Programs							
Fire & Emergency Services	10	12,377	12,178	199	7,432	60%	4,945
Roads, Storm Drainage & Watercourses	38	68,727	70,495	(1,768)	45,551	66%	23,177
MiWay	5	3,265	3,265	0	217	7%	3,048
Parks & Forestry	31	12,587	12,349	239	7,748	62%	4,840
Mississauga Library	4	311	311	0	63	20%	249
Business Services	1	62	62	0	62	100%	0
Facilities & Property Management	14	9,370	10,383	(1,013)	7,078	76%	2,292
Recreation	4	11,371	11,375	(4)	10,908	96%	463
Information Technology	30	8,956	8,971	(15)	6,890	77%	2,067
Land Development Services	2	946	946	0	642	68%	304
Arts & Culture	4	276	283	(7)	227	82%	49
Regulatory Services	0	0	0	0	0	0%	0
Legislative Services	0	0	0	0	0	0%	0
TOTAL CITY - 2012	143	128,249	130,619	(2,369)	86,818	68%	41,432

Appendix 2-1: Summary of Capital Works-In-Progress by Service Area As of Dec 31, 2014

Service Area	# of Active Projects/ Programs	Revised Net City Cost (\$000)	Approved Net City Cost (\$000)	(Surplus) / Additional Funds Required (\$000)	Net Expenditures to Dec 31/2014 (\$000)	Net Expenditures as a % of Revised Net City Cost	Balance of Net Expenditure to be Incurred (\$000)
Summary of 2011 and Prior Project/Programs							
Fire & Emergency Services	5	22,400	24,191	(1,791)	20,894	93%	1,506
Roads, Storm Drainage & Watercourses	77	188,395	186,841	1,554	120,428	64%	67,967
MiWay	14	200,630	201,091	(462)	166,900	83%	33,730
Parks & Forestry	41	41,312	41,573	(261)	33,311	81%	8,001
Mississauga Library	3	6,018	6,023	(5)	4,521	75%	1,498
Business Services	1	400	400	0	285	71%	115
Facilities & Property Management	4	5,678	5,530	148	5,109	90%	570
Recreation	5	16,838	16,798	41	12,852	76%	3,986
Information Technology	36	8,185	8,206	(22)	6,190	76%	1,995
Land Development Services	2	1,000	1,000	0	901	90%	99
Arts & Culture	4	628	631	(3)	308	49%	320
Regulatory Services	0	0	0	0	0	0%	0
Legislative Services	1	10	10	(0)	9	95%	0
TOTAL CITY - 2011 & Prior	193	491,495	492,294	(800)	371,706	76%	119,788

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Appendix 2-2: Projects Completed, Delayed or Cancelled and To Be Closed

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost (\$000)	Approved Net Cost (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
Fire & Emergency Services						
8250	Construction -Training & Mechanical Centre	Project is completed, to be closed and \$1.7 million in remaining funds returned. Remaining funds due to tenders below budget estimates and effective mitigation of contingencies related to earthworks and soil conditions.	17,006	18,740	(1,734)	31320 DCA -Fire Services Reserve Fund/33121 Tax -Capital Reserve Fund
11253	Hoses & Fittings, Breathing equipment, Furniture, Appliances	Project is completed, to be closed and remaining funds returned.	148	150	(2)	35141 Tax -Fire Vehicle & Equipment Replacement Reserve Fund
12250	Reachlift-Front end Loader Garry Morden Centre	Project is completed, to be closed and additional funds requested.	106	100	6	33121 Tax -Capital Reserve Fund
12262	Fire Rehab Container	Project is completed, to be closed and remaining funds returned.	19	25	(6)	33121 Tax -Capital Reserve Fund
13253	Hoses & Fittings, Breathing equipment, Furniture, Appliances	Project is completed, to be closed and additional funds requested.	162	160	2	35141 Tax -Fire Vehicle & Equipment Replacement Reserve Fund
5261	Ontario Fire Grant for Protection, Training & Suppression Activities	Project is completed, to be closed and remaining funds returned.	(0)	0	(0)	33121 Tax -Capital Reserve Fund
Total - Fire & Emergency Services			17,440	19,175	(1,735)	
Business Services						
12555	Procurement for Park Construction and Rec - sn483 - 2012	Completed; Project to be closed	62	62	0	33121 Tax -Capital Reserve Fund
13604	Communication Master Plan-Branding 2013	Completed; Project to be closed	75	75	0	305125 Reserve for General Contingency
13606	Procurement for Park Construction and Rec - sn483 - 2013	Completed; Project to be closed	62	62	0	33121 Tax -Capital Reserve Fund
Total - Business Services			199	199	0	
Road, Storm Drainage & Watercourses						
4105	Mississauga Road Pedestrian Tunnel/CN-Construction	Construction is complete. The Contractor is paid in full. Project is complete and can be closed and balance of funds are being returned.	1,249	1,262	(12)	31335 DCA -City Wide Engineering Reserve Fund/33121 Tax -Capital Reserve Fund

Appendix 2-2: Projects Completed, Delayed or Cancelled and To Be Closed

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost (\$000)	Approved Net Cost (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
7142	Park Royal Drainage Improvement - Constable Road and Wiseman Court	Project is complete and can be closed and balance of funds are being returned.	464	518	(54)	33121 Tax -Capital Reserve Fund
8141	Storm Water Management Pond Dredging & Rehabilitation- Preliminary Engineering for 09-10	Project is complete and can be closed and balance of funds are being returned.	40	50	(10)	33121 Tax -Capital Reserve Fund
8164	New Vehicles & Equipment	Project to include 1 coverall structure for Mavis Service Centre for \$35k and this work will be completed under PN11-163 - New Vehicles & Equipment. Project is to be closed and balance of funds are being returned.	448	465	(17)	31340 DCA- Public Works Buildings & Fleet Reserve Fund/33121 Tax -Capital Reserve Fund
9132	Dakota Road and Full Moon Circle - Relief Wells - Systems Study	Project is complete and can be closed and balance of funds are being returned.	93	100	(7)	33121 Tax -Capital Reserve Fund
9141	SWM Pond Rehab. - Pond 5601 (Osprey Marsh)	Project is complete and can be closed and balance of funds are being returned.	197	200	(3)	33121 Tax -Capital Reserve Fund
9109	Hurontario Street - Park Street East to Lakeshore Road	Project is complete and can be closed and balance of funds are being returned.	1,026	1,100	(74)	31335 DCA -City Wide Engineering Reserve Fund/33121 Tax -Capital Reserve Fund
9161	Noise Wall Program	Project is complete and can be closed and balance of funds are being returned.	749	765	(16)	33121 Tax -Capital Reserve Fund
10164	Automated Vehicle Locator	Project is complete. Additional funds required to close this project.	162	150	12	33121 Tax -Capital Reserve Fund
10127	Parking Lot Rehabilitation	Project is complete. Additional funds required to close this project.	52	50	2	33131 Tax -Roadway Infrastructure Maintenance & Replacement Reserve Fund
11101	Intersection Capital Program	Maintenance period completed. Project can be closed and balance of funds are being returned.	675	728	(53)	31335 DCA -City Wide Engineering Reserve Fund/35201 Developer Contributions -Roads Reserve Fund
11164	Automated Vehicle Locator	Corporate Report went to Budget Committee June 2014. Transitioning from a hardware ownership to a lease arrangement for GPS/AVL. Project can be closed and balance of funds are being returned.	0	150	(150)	33121 Tax -Capital Reserve Fund

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Appendix 2-2: Projects Completed, Delayed or Cancelled and To Be Closed

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost (\$000)	Approved Net Cost (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
12160	Vehicle & Equipment Replacement	Project Completed. Funding required to close project.	2,979	2,978	1	35111 Tax -Main Fleet Vehicle & Equipment Replacement Reserve Fund
12132	Credit River Erosion Control - South of Dundas Street West behind Jarvis Street	Project is being closed and returning funding in the amount of \$817,000 as there is no apparent immediate risk from slope movement. A monitoring programme will be established in 2015 and monitoring data will be collected annually to assess the slope conditions and measure the rate of erosion over time. The ongoing collection and analysis of this data will inform the needs and priority of the construction works which will be re-budgeted in the future when required.	3	820	(817)	31350 DCA -Storm Water Management Reserve Fund/35183 Gas Tax -Federal Gas Tax-Regional Allocation
12138	Mary Fix Creek Erosion Control - Harborn Road to Premium Way	Project completed. Maintenance period is completed. Project can be closed and balance of funds returned.	61	90	(29)	31350 DCA -Storm Water Management Reserve Fund/33121 Tax-Capital Reserve Fund
12144	SWM Pond Dredging and Rehabilitation - Prioritization Study	Project is complete and can be closed and balance of funds are being returned.	86	95	(9)	33121 Tax -Capital Reserve Fund
13138	Development Charges Update	Project complete and balance of funds returned.	55	80	(25)	31350 DCA -Storm Water Management Reserve Fund
14166	Topographical Updating	Favourable contract pricing for topographical work. Project is complete and final invoice processed. Balance of funds are being returned.	71	145	(74)	33121 Tax -Capital Reserve Fund
14130	Storm Sewer Oversizing - Various Locations	Annual oversizing DC credit was not required in 2014. Project to be closed and funds to be returned.	0	200	(200)	31350 DCA -Storm Water Management Reserve Fund
Total - Road, Storm Drainage & Watercourses			8,412	9,946	(1,534)	
MiWay						
8216	Transit Fuel Management System	Updating tags is completed. Project can be closed and balance of funds are being returned.	249	300	(51)	35180 Gas Tax -Federal Public Transit Reserve Fund
8234	Transit Satellite # 2 Land Acquisition	Project is complete and can be closed and balance of funds are being returned.	7,724	8,108	(384)	31330 DCA -Transit Reserve Fund

Appendix 2-2: Projects Completed, Delayed or Cancelled and To Be Closed

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost (\$000)	Approved Net Cost (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
11235	Transit Voice Recording System - Replacement	Project completed end of 2014 and balance of funds can be returned.	53	80	(27)	35131 Tax -Transit Vehicle & Equipment Replacement Reserve Fund
13206	Transit Route Supervisor Vehicle Acquisitions - Replacement	Project is complete and can be closed and balance of funds are being returned.	267	315	(48)	35183 Gas Tax -Federal Gas Tax-Regional Allocation
13227	Transit Mini Terminals/Bays/Bus Loops - Replacement	Project is complete and additional funds required to close this project.	100	100	0	35182 Gas Tax -Federal Gas Tax-City Allocation
14203	Transit Capital Bus Maintenance - Major Component Rehabilitation/Replacement	Project is complete and can be closed. Funding required to close project.	2,301	2,100	201	35180 Gas Tax -Federal Public Transit Reserve Fund/35182 Gas Tax - Federal Gas Tax-City Allocation
Total - MiWay			10,695	11,003	(308)	
Parks & Forestry						
7306	Lakeside City park Development	Project completed, to be closed and remaining funds returned.	5,546	5,547	(0)	31315 DCA -Recreation Reserve Fund/33121 Tax Capital Reserve Fund
9354	Land Acquisition-Future Park NoNameF-424	Project completed, to be closed and remaining funds returned.	8,956	9,098	(142)	32121 CIL Cash In Lieu Of Parkland Dedication Reserve Fund
9383	Lake Wabukayne Stewardship Program	Project completed, to be closed and remaining funds returned.	148	150	(2)	33121 Tax -Capital Reserve Fund
10305	Spray Pad at Huron Heights - Construction	Project completed, to be closed and remaining funds requested.	430	429	0	33121 Tax -Capital Reserve Fund
10312	Meadow Green Parking Lot	Project completed, to be closed and remaining funds returned.	189	197	(9)	31315 DCA -Recreation Reserve Fund/33121 Tax Capital Reserve Fund
10330	Future Park #301 – Land Acquisition	Project completed, to be closed and remaining funds returned.	1,677	1,745	(68)	32121 CIL Cash In Lieu Of Parkland Dedication Reserve Fund

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Appendix 2-2: Projects Completed, Delayed or Cancelled and To Be Closed

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost (\$000)	Approved Net Cost (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
11304	Construction - Restore Failing Shoreline	Project completed, to be closed and remaining funds returned.	405	420	(15)	33121 Tax -Capital Reserve Fund
11311	Iceland Parkway Belt washrooms - design	Project deferred and to be rebudgeted when major lifecycle arena works are required. Close project an return remaining funds.	15	60	(45)	32121 CIL Cash In Lieu Of Parkland Dedication Reserve Fund
11316	Repair Approaches, decks and railings	Project completed, to be closed and remaining funds returned.	113	114	(1)	33121 Tax -Capital Reserve Fund
11317	Greenbelt planting & fencing - Kaneff College Estates	Project completed, to be closed and remaining Developer Contribution funds to be transferred to Community Tree Planting - Million Tree Program (PN14406) and Encroachment Management - Surveying and Removal of Encroachments (PN14401).	0	37	(37)	35219 Developer Contributions -Parks Reserve Fund
11370	Lit Sports Field Maintenance - Various Locations	Project completed, to be closed and remaining funds returned.	142	197	(55)	33121 Tax -Capital Reserve Fund
11414	Enhancements (plant materials) to medians & boulevards	Project completed, to be closed and remaining funds returned.	56	56	(0)	33121 Tax -Capital Reserve Fund
12319	Replace exsiting culvert with bridge at Garnetwood Park	Project completed, to be closed and remaining funds requested.	139	135	4	33121 Tax -Capital Reserve Fund
12384	Installation of Park and Greenbelt Fencing	Project completed, to be closed .	51	51	0	33121 Tax -Capital Reserve Fund
12405	Woodland Management	Project completed, to be closed .	59	59	0	33121 Tax -Capital Reserve Fund
13335	Multi-Use Trails-Design & Construction - Sawmill Valley Trail - Bird Property	Project completed and to be closed.	2	2	0	31315 DCA -Recreation Reserve Fund / 33121 Tax -Capital Reserve Fund
13380	Streetsville Public Cemetery Bunker Replacement	Project completed, to be closed and remaining funds requested.	45	37	8	32121 CIL Cash In Lieu Of Parkland Dedication Reserve Fund
13386	Replacement of park furnishings	Project completed, to be closed and remaining funds requested.	35	30	5	33121 Tax -Capital Reserve Fund
13387	Stone Sealing and Alignments - Various Cemeteries	Project completed, to be closed and remaining funds returned.	9	10	(1)	33121 Tax -Capital Reserve Fund
13400	Emerald Ash Borer Management Program	Project completed, to be closed and remaining funds requested.	2,510	2,508	1	35586 Emerald Ash Borer Reserve Fund

Appendix 2-2: Projects Completed, Delayed or Cancelled and To Be Closed

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost (\$000)	Approved Net Cost (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
13402	Replacement of Dead/ Vandalized Trees	Project completed, to be closed .	88	88	0	33121 Tax -Capital Reserve Fund
13406	Woodland Restoration	Project completed, to be closed and remaining funds requested.	51	50	1	33121 Tax -Capital Reserve Fund
13410	Million Tree Program	Project completed and to be closed.	176	176	0	33121 Tax -Capital Reserve Fund
13412	Street Tree Plantings - Replacements	Project completed and to be closed.	41	41	0	35215 Developer Contributions -Tree Planting Reserve Fund
13415	Surveying and Removal of Encroachments	Project completed and to be closed.	77	77	0	33121 Tax -Capital Reserve Fund
13422	Park Non Growth Related Equipment	Project completed and to be closed.	280	280	0	33121 Tax -Capital Reserve Fund
13423	Park Growth Related Equipment	Project completed and to be closed.	180	180	0	31340 DCA- Public Works Buildings & Fleet Reserve Fund / 33121 Tax -Capital Reserve Fund
14403	Conservation Authority Plantings - Greenbelt plantings - Various Locations	Project completed and to be closed.	51.0	51.0	0.0	33121 Tax -Capital Reserve Fund
13336	Dredging of Port Credit Harbour	Project completed, to be closed and remaining funds returned.	438.8	554.0	(115.2)	33121 Tax -Capital Reserve Fund
14421	Parks Seasonal Vehicle Purchases	Project completed and to be closed.	1,760.0	1,760.0	0.0	33121 Tax -Capital Reserve Fund
13444	Outdoor Fitness at Lake Waybukayne	Project completed, to be closed and remaining funds requested.	0.3	0.0	0.3	33121 Tax -Capital Reserve Fund
Total - Parks & Forestry			23,668	24,139	(471)	
Mississauga Library						
11564	20 public computers- Monitor, Software and Furniture	Project is completed, to be closed and remaining funds returned. Involved the provision of furniture and electrical connections to support additional public computers in libraries with high demand for this service.	22	27	(5)	33121 Tax -Capital Reserve Fund
13275	Book carts, Specialized Shelving, Desks/ Work Stations	Project is completed, to be closed and remaining funds requested. Involved the provision and replacement of public-use library furniture and equipment.	126.1	125.6	0.5	33121 Tax -Capital Reserve Fund

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Appendix 2-2: Projects Completed, Delayed or Cancelled and To Be Closed

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PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost (\$000)	Approved Net Cost (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
Total - Mississauga Library			148	153	(4)	
Facilities & Property Management						
10770	Cost consulting & inspection requirements-Variou locations	Project completed.	114	116	(2)	35381 Tax -Facility Repairs & Renovations Reserve Fund
12701	Energy Audit Implementation-Variou Locations	Project completed.	522.5	530.0	(7.5)	35381 Tax -Facility Repairs & Renovations Reserve Fund
12702	Various Roof replacements	Savings due to better pricing received from competitive bidding.	845.2	1,122.0	(276.8)	35381 Tax -Facility Repairs & Renovations Reserve Fund
12704	Fire Alarm system Renewal-Civic C. Phase 1	Savings due to reduced scope.	256.6	509.0	(252.4)	35381 Tax -Facility Repairs & Renovations Reserve Fund
12716	Lighting control system replacement-LAC	Project completed.	271.2	277.0	(5.8)	35381 Tax -Facility Repairs & Renovations Reserve Fund
12722	Pathway Lighting-various locations	Project completed.	1,009.5	1,060.0	(50.5)	35381 Tax -Facility Repairs & Renovations Reserve Fund
12723	Adamson-various interior finishes	Project completed.	175.0	175.0	0.0	35381 Tax -Facility Repairs & Renovations Reserve Fund
12730	Frank McKechnie-various retrofitting and renovations	Project completed.	2,671.9	2,746.0	(74.1)	35381 Tax -Facility Repairs & Renovations Reserve Fund
12737	Interior Finishes-Variou locations	Savings due to reduced scope; River Grove Community Centre (RGCC) part of capital renovation.	439.2	652.0	(212.8)	35381 Tax -Facility Repairs & Renovations Reserve Fund
12742	Furniture replacement-Consultant Design	Savings due to reduced scope.	60.3	81.0	(20.7)	35381 Tax -Facility Repairs & Renovations Reserve Fund
12746	Accessibility improvements-various locations	Savings due to better pricing received from competitive bidding.	252.7	389.0	(136.3)	35381 Tax -Facility Repairs & Renovations Reserve Fund

Appendix 2-2: Projects Completed, Delayed or Cancelled and To Be Closed

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost (\$000)	Approved Net Cost (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
12755	Recycling program	Project completed.	64.5	70.0	(5.5)	35381 Tax -Facility Repairs & Renovations Reserve Fund
13700	Roof replacement at Various Locations	Project completed.	268.9	331.0	(62.1)	35381 Tax -Facility Repairs & Renovations Reserve Fund
13701	Replace Pool dehumidification at South Common	Project completed.	1,187.1	1,204.0	(16.9)	33121 Tax -Capital Reserve Fund
13702	Replace Boiler at Civic Centre	Savings due to better pricing received from competitive bidding.	485.4	614.0	(128.6)	35381 Tax -Facility Repairs & Renovations Reserve Fund
13705	Replace Fuel Island at Malton Depot	Savings due to better pricing received from competitive bidding.	132.0	206.0	(74.0)	35381 Tax -Facility Repairs & Renovations Reserve Fund
13707	Replace Washbay at Central Pkwy	Savings due to better pricing received from competitive bidding.	100.1	162.0	(61.9)	35381 Tax -Facility Repairs & Renovations Reserve Fund
13709	Pathway Lighting - Various Parks	Savings due to better pricing and reduced scope.	935.5	1,291.0	(355.5)	35381 Tax -Facility Repairs & Renovations Reserve Fund
13713	Electrical Repairs at various Parks	Project completed.	194.9	200.5	(5.6)	35381 Tax -Facility Repairs & Renovations Reserve Fund
13714	Replace Rubber floor at Ice Land	Savings due to better pricing received from competitive bidding.	220.3	366.0	(145.7)	35381 Tax -Facility Repairs & Renovations Reserve Fund
13716	Various Structural repairs at Benares and Bradley	Savings due to better pricing received from competitive bidding.	140.2	192.0	(51.8)	35381 Tax -Facility Repairs & Renovations Reserve Fund
13719	Waterproofing repairs at Adamson	Savings due to better pricing received from competitive bidding.	131.9	212.0	(80.1)	35381 Tax -Facility Repairs & Renovations Reserve Fund
13721	Health & safety furniture replacement at various locations	Project completed.	112.4	113.0	(0.6)	33121 Tax -Capital Reserve Fund
13724	LED light retrofits at Tomken & Malton	Savings due to better pricing received from competitive bidding.	125.4	215.0	(89.6)	35381 Tax -Facility Repairs & Renovations Reserve Fund

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Appendix 2-2: Projects Completed, Delayed or Cancelled and To Be Closed

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PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost (\$000)	Approved Net Cost (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
13726	Security Video surveillance at Various Locations	Project completed.	515.4	527.2	(11.8)	35381 Tax -Facility Repairs & Renovations Reserve Fund
13775	Lifecycle Emergency Repairs	Project completed.	725.1	730.0	(4.9)	35381 Tax -Facility Repairs & Renovations Reserve Fund
14717	2014 Security-Lifecycle Replacement-Various Locations	Better pricing for issuing one tender for multiple projects sites.	130.7	152.5	(21.8)	35381 Tax -Facility Repairs & Renovations Reserve Fund
14725	Compressor Replacement-Meadowvale Four Rinks	Project completed.	74.6	74.6	0.0	35381 Tax -Facility Repairs & Renovations Reserve Fund
14732	Sprinkler Replacement-Erin Mills Twin Arena	Savings due to better pricing received from competitive bidding.	96.3	116.5	(20.2)	35381 Tax -Facility Repairs & Renovations Reserve Fund
Total - Facilities & Property Management			12,260	14,434	(2,175)	
Recreation						
11451	Civic Centre Food Services Development	Project completed. Additional funds to be requested and the project to be closed.	416	375	41	33121 Tax -Capital Reserve Fund
12420	Braeburn Vch/Equip Replacement Program	Project is completed, to be closed and remaining funds to be returned.	426.1	430.0	(3.9)	33121 Tax -Capital Reserve Fund
13365	Various BraeBen Golf Course Maintenance	Project is completed, additional funds to be requested and the project is to be closed.	25.8	25.0	0.8	33121 Tax -Capital Reserve Fund
13424	Program Furniture and Equipment	Project is completed, to be closed and remaining funds to be returned.	508.8	510.0	(1.2)	33121 Tax -Capital Reserve Fund
13428	Renovations and rehabilitation projects	Project is completed, additional funds to be requested and the project to be closed.	426.9	425.0	1.9	35381 Tax -Facility Repairs & Renovations Reserve Fund
14364	Various Lakeview Golf Course Maintenance	Project is completed, additional funds to be requested and the project to be closed.	30.8	30.0	0.8	33121 Tax -Capital Reserve Fund
14425	Lifecycle Replacement - Fitness Equipment	Project is completed, to be closed and remaining funds to be returned.	179.9	180.0	(0.1)	33121 Tax -Capital Reserve Fund
Total - Recreation			2,014	1,975	39	

Appendix 2-2: Projects Completed, Delayed or Cancelled and To Be Closed

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost (\$000)	Approved Net Cost (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
Information Technology						
7533	Call Centre Consolidation - 2007	Project completed, close PN and return any unused funds.	79	100	(21)	33121 Tax -Capital Reserve Fund
9545	Database Upgrade Oracle & SQL - 2009	2015/2016 budget was approved for \$1.7M for Oracle upgrades. Close PN and return funds.	175	200	(25)	33121 Tax -Capital Reserve Fund
9550	Dynix - Library System -2009	Project completed, close PN and return any unused funds.	499.1	500.0	(0.9)	33121 Tax -Capital Reserve Fund
9570	PCI System Compliance - 2009	Project completed, close PN and return any unused funds.	300.0	300.0	0.0	33121 Tax -Capital Reserve Fund
10520	Servers Capacity Expansion - 2010	Project completed, close PN and return any unused funds.	398.1	400.0	(1.9)	33121 Tax -Capital Reserve Fund
10547	Windows Desktop Operating System Upgrade - 2010	Project completed, close PN and return any unused funds.	150.0	150.0	0.0	33121 Tax -Capital Reserve Fund
11530	New Staff (Hardware/Software) & Monitor Replacemt- 2011	Project completed, close PN and return any unused funds.	289.8	289.8	0.0	33121 Tax -Capital Reserve Fund
11533	PC& Notebook Replacement - P&B - 2011	Project completed, close PN and return any unused funds.	28.6	28.6	0.0	33121 Tax -Capital Reserve Fund
11540	Windows 7 Operating System and Office 2010 -sn 325 2011	Project completed, close PN and return any unused funds.	50.0	50.0	0.0	33121 Tax -Capital Reserve Fund
11547	Incident Database for Security Applications - 2011 sn 208	Project completed. Close PN and return funds.	39.6	40.0	(0.4)	33121 Tax -Capital Reserve Fund
11551	Front End Procurement Software - 2011 sn 489	Project completed. Close PN and return funds.	48.9	50.0	(1.1)	33121 Tax -Capital Reserve Fund
12503	Cashiers System Upgrade - 2012	Project completed, close PN and return any unused funds.	2	16	(14)	33121 Tax -Capital Reserve Fund
12505	Corporate Audiovisual Equip Purchase & Replacement- 2012	Project completed, close PN and return any unused funds.	87	87	0	33121 Tax -Capital Reserve Fund
12527	Specialized Peripheral Equipment - Community Services 2012	Project completed, close PN and return any unused funds.	125.0	125.0	(0.0)	33121 Tax -Capital Reserve Fund
12529	Specialized Peripheral Equipment - T&W 2012	Project completed, close PN and return any unused funds.	25.0	25.0	0.0	33121 Tax -Capital Reserve Fund
12530	New Staff (Hardware/Software) & Monitor Replacemt- 2012	Project completed, close PN and return any unused funds.	100.0	100.0	0.0	33121 Tax -Capital Reserve Fund
12532	PC & Notebk Replacemnt -Corp S/Mayor & Council/City Mgr-2012	Project completed, close PN and return any unused funds.	196.0	196.0	0.0	33121 Tax -Capital Reserve Fund
12533	PC & Notebook Replacement - P&B - 2012	Project completed, close PN and return any unused funds.	71.0	71.0	0.0	33121 Tax -Capital Reserve Fund

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Appendix 2-2: Projects Completed, Delayed or Cancelled and To Be Closed

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost (\$000)	Approved Net Cost (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
12534	PC & Notebook Replacement - T&W - 2012	Project completed, close PN and return any unused funds.	113.0	113.0	0.0	33121 Tax -Capital Reserve Fund
12580	Portal Enhancmts/Incr On line Services for Dog/Cat Licenses	Project completed, close PN and return any unused funds.	99.2	100.0	(0.8)	33121 Tax -Capital Reserve Fund
13504	OmniRIM System Upgrade-2013	Project completed, close PN and return any unused funds.	33.3	40.0	(6.7)	33121 Tax -Capital Reserve Fund
13512	Server, SAN and Backup Replacement 2013	Project completed, close PN and return any unused funds.	350.0	350.0	0.0	33121 Tax -Capital Reserve Fund
13529	Specialized Peripheral Equipment - T&W 2013	Project completed, close PN and return any unused funds.	25	25	0	33121 Tax -Capital Reserve Fund
13531	PC & Notebook Replacement - Comm Serv - 2013	Project completed, close PN and return any unused funds.	323	323	0	33121 Tax -Capital Reserve Fund
13532	PC & Notebk Replacemnt -Corp S/Mayor & Council/City Mgr-2013	Project completed, close PN and return any unused funds.	165.0	165.0	(0.0)	33121 Tax -Capital Reserve Fund
13564	Additional Hansen Netbooks	Project completed, close PN and return any unused funds.	38.0	38.0	0.0	33121 Tax -Capital Reserve Fund
14523	Business Continuity & Disaster Readiness for IT Systems 2014	Project completed, close PN and return any unused funds.	250.0	250.0	0.0	33121 Tax -Capital Reserve Fund
Total - Information Technology			4,060	4,133	(72)	
Land Development Services						
13960	Growth Forecast	Project Complete so close.	113	150	(37)	305160 Reserve for Planning Process Updates
Total - Land Development Services			113	150	(37)	
Arts & Culture						
11490	Replace Stage Lighting at Meadowvale Theatre	Project is completed, to be closed and remaining funds returned.	197.1	200.0	(2.9)	33121 Tax -Capital Reserve Fund
12493	Heritage designation surveys and plaques	Project is completed, to be closed and remaining funds returned.	11.8	15.0	(3.2)	33121 Tax -Capital Reserve Fund
12494	Renovations and rehabilitation projects	Project is completed, to be closed and remaining funds returned.	14.8	18.0	(3.2)	35381 Tax -Facility Repairs & Renovations Reserve Fund
12497	Public Art Program	Project is completed, to be closed and remaining funds returned.	199.2	200.0	(0.8)	33121 Tax -Capital Reserve Fund

Appendix 2-2: Projects Completed, Delayed or Cancelled and To Be Closed

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost (\$000)	Approved Net Cost (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
14491	Audio Equipment - Monitor Rig	Project is completed, to be closed and remaining funds requested.	30.3	30.0	0.3	33121 Tax -Capital Reserve Fund
13499	Museum Computer Equipment	Project is completed, to be closed and remaining funds requested.	0.1	0.0	0.1	33121 Tax -Capital Reserve Fund
Total - Arts & Culture			453.2	463.0	(9.8)	
Legislative Services						
11641	Miscellaneous Equipment - Print Shop - 2011	Completed; Project to be closed; Funds to be returned.	9.9	10.0	(0.1)	33121 Tax -Capital Reserve Fund
Total - Legislative Services			9.9	10.0	(0.1)	
TOTAL - CITY			79,472	85,779	(6,308)	

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PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost (\$000)	Approved Net Cost (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
Fire & Emergency Services						
8265	Construction Station Renovation Fire Stn 106	"Project is 99.5% complete. Building is occupied by fire department and paramedics. Emergency Generator deficiencies will be completed by the end of the 2nd quarter of 2015.	3,745	3,800	(55)	33121 Tax -Capital Reserve Fund/35381 Tax -Facility Repairs & Renovations Reserve Fund
12268	Design and Construction Leased Station 119	This project is in the construction phase and requires additional funding for site preparation costs. This project is expected to be completed by 4th quarter of 2015.	3,400	3,200	200	33121 Tax -Capital Reserve Fund
Total - Fire & Emergency Services			7,145.4	7,000.4	145.0	
Roads, Storm Drainage and Watercourses						
8105	Hurontario Street /Highway 401 Interchange/Northwest Connection Phase 1 of 2	This project is complete and returning funding in the amount of \$695,000 due to favorable contract price. Pending is inspection for issues with the cracking and ceiling of asphalt. Warranty period is ending Summer 2015.	12,505	13,200	(695)	31335 DCA -City Wide Engineering Reserve Fund/33121 Tax -Capital Reserve Fund
8116	Hurontario Street /Highway 401 - South East connection/Whittle Road (Ramp Structure)	Project is under 1 year maintenance period ending Fall 2015. Additional funding of \$50,000 required for landscaping costs not included in initial budget and increase grading costs not anticipated.	1,500	1,450	50	31335 DCA -City Wide Engineering Reserve Fund
11154	Bridge & Structure Rehabilitation	Remaining works is the Lakeshore Rd. E. culverts over Serson & Applewood Creeks requiring additional funding in the amount of \$2,500,000. Based on the revised Credit Valley Conservation regulatory flows, there is about 30% increase in peak flows on the Applewood Creek which requires a twin cell culvert arrangement. Due to the change in the scope of work and complexity the project anticipated completion is Year End 2016.	7,480	4,980	2,500	33121 Tax -Capital Reserve Fund/35183 Gas Tax -Federal Gas Tax-Regional Allocation
11163	New Vehicles & Equipment	Project to include 1 coverall structure for Mavis Service Centre (\$35k). Works require site plan, Committee of Adjustment & permit approvals. Anticipated completion is summer 2015. Additional funding of \$25k required..	220	195	25	31335 DCA -City Wide Engineering Reserve Fund/33121 Tax -Capital Reserve Fund
11131	Applewood Creek Crossing Improvement - Culvert under Lakeshore Road East	CVC changed peak flows, 40% increase on the Applewood Creek and study recommends twin Culvert. Additional funding in the amount of \$60k for increase consultant costs due to complexity of work. Design is in process and anticipated to be completed by Spring 2015.	600	540	60	31350 DCA -Storm Water Management Reserve Fund/33121 Tax -Capital Reserve Fund
12152	Dundas Street East over Cooksville Creek	Project is complete. Maintenance period is completed. Invoices outstanding and project can be closed May WIP 2015.	3,113	3,113	0	33121 Tax -Capital Reserve Fund / 37778 Tax -Debt-Other / (blank)

Appendix 2-3: Open Projects Requiring Funding Adjustments

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost (\$000)	Approved Net Cost (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
12101	Intersection Capital Program	Works completed for Living Arts @ City Centre; Duke of York @ City Centre; Burnhamthorpe @ Grand Park; Ridgeway @ Eglinton; Mavis @ Louis and Hazelton @ Plantation. Under maintenance period in 2015. Tender proposals received were higher than professional engineering estimates and project requires additional funding of \$150K to cover contract administration, surveys and inspection costs.	645	495	150	31315 DCA -Recreation Reserve Fund
12100	Roadway Rehabilitation	Project has outstanding works associated with Streetsville Main Street Square Redevelopment. Anticipated completion is Summer 2015. Returning fund of \$464,000	13,909	14,374	(465)	33131 Tax -Roadway Infrastructure Maintenance & Replacement Reserve Fund
12147	Sheridan Creek Erosion Control - Clarkson Road to Meadow Wood Road	Project completed May 2014 and is under a 2 year warranty. Returning funding of \$400k.	1,585	1,985	(400)	31350 DCA -Storm Water Management Reserve Fund/33121 Tax -Capital Reserve Fund
13151	Bridge Structure Detail Inspections & Design at various locations	Engineering professional services for design are ongoing for 6 locations. Construction administration will be required until year-end 2015. An increase of \$60K is required.	360	300	60	33121 Tax -Capital Reserve Fund/35182 Gas Tax -Federal Gas Tax- City Allocation
13144	Land Acquisition of Block A on Mullet Creek	Project completed. Final report pending. Outstanding final invoice. Returning funding of \$20,000. Anticipate project completion May 2015.	30	50	(20)	35203 Developer Contributions -Storm Drainage Reserve Fund
14151	Bridge Structure Detail Inspections & Design at various locations	Project is on going for the Bloor Street & Eglinton Avenue bridge design work by Toronto. Expected completion of Phase 1 was completed end of 2014. Phase 2 is expected to be complete Summer 2015. And increase of \$50K is required for contract administration. Construction estimated to be 12 weeks longer than contract award	450	400	50	33121 Tax -Capital Reserve Fund/35182 Gas Tax -Federal Gas Tax- City Allocation
Total - Roads, Storm Drainage and Watercourses			42,397	41,081	1,315	
Information Technology						
10504	Wells MaitreD Restaurant System Upgrade - 2010	Project completed, close PN and return any unused funds.	128	120	8	33121 Tax -Capital Reserve Fund
11562	Laptops in Fire Trucks	Project completed; For additional funding	421	400	21	33121 Tax -Capital Reserve Fund
13513	Election System - 2013	Project completed; For additional funding	180	175	5	33121 Tax -Capital Reserve Fund
13643	Advance Poll Voters List update	Project completed; For additional funding	313	275	38	33121 Tax -Capital Reserve Fund
Total - Information Technology			1,041	970	71	

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PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost (\$000)	Approved Net Cost (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
Parks & Forestry						
10324	Basic Dev., 2.861ha (7.069 ac) DEZEN/BEN TED - Construction	Horseshoe Park interpretive signage outstanding. Creative Services, design work, manufacturing and installation to be complete July 2015. Project to be closed at December 2015 WIPs.	485	498	(14)	31315 DCA -Recreation Reserve Fund
10442	Parks and Forestry - Various Studies	Awaiting final consultant report. Requesting additional funding of \$15k to incorporate the new City Branding into the sign study. Project to be completed by May 2015.	65	50	15	33121 Tax -Capital Reserve Fund
11309	Dr. Martin Dobkin washrooms - construction	Detailed design 95% complete. Tender and building permit application scheduled for March 2015. Construction scheduled to start May and be complete October 2015. Additional funding requested in the amount of \$210k for parks storage space.	872	662	210	32121 CIL Cash In Lieu Of Parkland Dedication Reserve Fund
11313	Lisgar Fields washrooms - construction	Detailed design 95% complete. Tender and building permit application scheduled for March 2015. Construction scheduled to start May and be complete October 2015. Additional funding requested in the amount of \$150k for addition of parks storage space.	788	638	150	32121 CIL Cash In Lieu Of Parkland Dedication Reserve Fund
11314	Development - Changerooms (new Loyola SS)	Construction completed. Request for payment from Dufferin Peel District Catholic School Board being reconciled. Anticipated payment March 2015. Return \$250k. PN to be closed at May 2015 WIPs.	2,042	2,292	(250)	32121 CIL Cash In Lieu Of Parkland Dedication Reserve Fund/33121 Tax -Capital Reserve Fund
12314	Convert Leash Free/Softball Facility to Soccer Use	Construction of Petro Canada Park substantially complete. Grading deficiencies to be resolved Spring 2015. Construction to be complete June 2015. Two year warranty to expire December 2016. Return \$25k.	230	255	(25)	33121 Tax -Capital Reserve Fund
12331	Streetsville Main Street Square	Construction is substantially complete. Final site installations to be complete June 2015. Two year warranty to expire October 2016. Additional funding of \$260k required for changes to the work, contractual obligations to contractor and consultants.	3,360	3,100	260	33121 Tax -Capital Reserve Fund/35574 Tax -2009 Special Capital Projects Reserve Fund
13327	Park P-508 Development - Construction	Detailed design for Park 508 (formerly known as Handcock Property) is underway. Approvals anticipated in September 2015. Additional \$5k requested to cover fencing costs. Construction anticipated for completion December 2015.	1,299	1,294	5	31315 DCA -Recreation Reserve Fund/33121 Tax -Capital Reserve Fund

Appendix 2-3: Open Projects Requiring Funding Adjustments

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost (\$000)	Approved Net Cost (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
14401	Encroachment Management - Surveying and Removal of Encroachments - Various Locations	Sites include Greenhurst (Valley Park Phase II), Netherhart (Red Oak Plain), Rappallo Mews (Riverrun Park), Kenninghall Crescent (Credit Meadows), Hershey Centre Sports Zone, Huron Park (Mary Fix Park), Montieth Court (Creditview Woods) and Justine Drive (Derry Greenway). Additional \$31K Developer contributions funds to be transferred from Greenbelt planting & fencing - Kaneff College Estates PN 11317 for fencing. Project to be completed by December 2015.	108	77	31	35219 Developer Contributions -Parks Reserve Fund
14402	Street Tree Plantings - Various Locations	Multi-year contract in place for tree planting replacements, with identification of sites ongoing. Project to be complete by December 2015.	752	730	22	35215 Developer Contributions -Tree Planting Reserve Fund
14406	Community Tree Planting - Million Tree Program - Various Locations	Tree planting events and projects planned at multiple locations across the City for every Spring and Fall planting season as part of One Million Trees Mississauga. Contract in place for plant material. Additional \$6K Developer contributions funds to be transferred from Greenbelt planting & fencing - Kaneff College Estates (PN 11317) for naturalization. Funding to be fully utilized by December 2015.	182	176	6	35219 Developer Contributions -Parks Reserve Fund
14322	Park Maintenance - Various Locations	Construction contract award underway. Construction to be complete June 2015. Request funds of \$95K for increased scope due to additional mechanical requirements.	576	481	95	33121 Tax -Capital Reserve Fund
Total - Parks & Forestry			10,758	10,253	505	
Facilities & Property Management						
11742	Civic Centre office accommodation and relocations	Additional funding of \$150K needed for the clock tower structural work.	2,364	2,214	150	33121 Tax -Capital Reserve Fund
12700	Civic Centre- 12th Fl renovation (BR 579)	Minor additional funding needed for over expenditure. Project to be closed.	534	530	4	35381 Tax -Facility Repairs & Renovations Reserve Fund
12720	Parking lot Drainage repairs- Rivergrove CC	Site conditions required additional work. Project to be closed.	147	122	25	35381 Tax -Facility Repairs & Renovations Reserve Fund
13746	Renovate committee room washroom	Project Underway. Savings due to better pricing received from competitive bidding.	114	134	(20)	35381 Tax -Facility Repairs & Renovations Reserve Fund

Appendix 2-3: Open Projects Requiring Funding Adjustments

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PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost (\$000)	Approved Net Cost (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
13755	Recycling program	Additional funding of \$40K to accommodate Hershey Centre / PanAm Games recycling containers. There is a potential to divert an additional 40 metric tonnes per year (approximately) from landfill from Hershey Centre (all 3 facilities).	121	81	40	33121 Tax -Capital Reserve Fund
14738	Heating, Ventilation, Air Conditioning Replacement (2 units)-Frank McKechnie	Site conditions require additional work.	222	122	100	35381 Tax -Facility Repairs & Renovations Reserve Fund
Total - Facilities & Property Management			3,502	3,203	299	
Legislative Services						
13641	Print Shop - Shrink Wrapper	Completed; Additional funding needed then close project.	20	20	0	33121 Tax -Capital Reserve Fund
Total - Legislative Services			20	20	0	
TOTAL - CITY			64,864	62,527	2,336	

Appendix 2-4: Project Adjustments with No Net Capital Impact

PROJECT NUMBER	PROJECT NAME	STATUS	Revised Net Cost (\$000)	Approved Net Cost (\$000)	Additional / (Surplus) Approval Required (\$000)	Funding Source
Road, Storm Drainage & Watercourses						
11135	Cooksville Creek Flood Protection - Dyking downstream of Central Parkway East	Engineering professional services is ongoing. Construction administration will be required until summer 2017. For ease of project management this project is being closed and combined with PN14146- Cooksville Creek Flood Protection.	47	50	(3)	31350 DCA -Storm Water Management Reserve Fund/33121 Tax -Capital Reserve Fund
12106	Second Line over Highway 401 - Pedestrian Bridge	Project is ongoing. Anticipated completion by fall 2015. For ease of administration, project is combined with PN14105 - Second Line over Hwy. 401- Pedestrian/CyclingBridge (incl. Piers) - Design. Funding of \$200K is being transfred to PN 14105 and this project is being closed.	0	200	(200)	31315 DCA -Recreation Reserve Fund
14105	Second Line over Hwy. 401- Pedestrian/CyclingBridge (incl. Piers)	EA completed and Detailed design to commence. Project will be complete by fall of 2015. Funding of \$200K is being transferred from PN 12106 - Second Line over Highway 401 - Pedestrian Bridge for ease of administration.	700	500	200	31315 DCA -Recreation Reserve Fund
14146	Cooksville Creek-Dyking downstream of Central Parkway East, behind Rhonda Valley	Construction is anticipated to be completed by Summer 2015 with a 2 year maintenance period to follow. For ease of project management, PN11135 - Cooksville Creek Flood Protection - Dyking downstream of Central Parkway East, behind Rhonda Valley will be combined with this project.	2,049	2,046	3	31350 DCA -Storm Water Management Reserve Fund/33121 Tax -Capital Reserve Fund
Total - Road, Storm Drainage & Watercourses			2,796	2,796	0	
TOTAL - CITY			2,796	2,796	0	

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Appendix 3: Continuity Schedule of Reserve and Reserve Funds

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Reserves and Reserve Funds	Balance Jan 1, 2014 (\$000's)	2014 Projected Contributions (\$000's)	2014 Projected Interest (\$000's)	2014 WIP (\$000's)	2014 Projected Expenditures (\$000's)	Projected Balance December 31, 2014 (\$000's)
Total Operating Reserve Funds						
Group Benefits Reserve Fund	5,209	0	181	0	0	5,390
Insurance Reserve Fund	34,350	2,446	1,274	0	(5,315)	32,756
Other Reserve Fund	740	155	6	0	(709)	193
Sick Leave Reserve Fund	8,508	0	296	0	(1,126)	7,678
Workers' Compensation Reserve Fund	18,457	1,400	687	0	(2,686)	17,859
Total Operating Reserve Funds	67,265	4,001	2,445	0	(9,835)	63,876
Total Operating Reserves						
Reserve for Assessment Appeals	5,195	1,309	0	0	(3,126)	3,379
Reserve for Building Permits Revenue Stabilization	49	1,200	0	0	0	1,249
Reserve for Commodities	5,046	0	0	0	0	5,046
Reserve for Current Budget	858	398	0	0	(858)	398
Reserve for Development Stabilization	2,730	0	0	0	0	2,730
Reserve for Early Retirement	500	0	0	0	0	500
Reserve for Elections	2,679	905	0	0	(2,237)	1,346
Reserve for General Contingencies	6,607	2,478	0	0	(3,117)	5,968
Reserve for Labour Settlements	5,266	0	0	0	0	5,266
Reserve for Legal Settlements	1,841	0	0	0	(102)	1,740
Reserve for Planning Process Updates	927	0	0	137	(109)	955
Reserve for the Arts	1,405	110	0	0	(271)	1,244
Reserve for Transit Bus Shelter Advertising	1,817	0	0	0	(875)	942
Reserve for Vacation Pay	5,820	0	0	0	0	5,820
Reserve for Winter Maintenance	8,313	0	0	0	0	8,313
Total Operating Reserves	49,053	6,399	0	137	(10,694)	44,896
Total Operating Reserve and Reserve Funds	116,318	10,401	2,445	137	(20,530)	108,772

Appendix 3: Continuity Schedule of Reserve and Reserve Funds

Reserves and Reserve Funds	Balance Jan 1, 2014 (\$000's)	2014 Projected Contributions (\$000's)	2014 Projected Interest (\$000's)	2014 WIP (\$000's)	2014 Projected Expenditures (\$000's)	Projected Balance December 31, 2014 (\$000's)
Total Deferred Funded						
Development Charges Reserve Fund	76,555	31,626	808	3,138	(44,667)	67,459
Parkland Dedication Reserve Fund	56,403	5,822	1,825	6,999	(5,714)	65,335
Total Deferred Funded	132,958	37,447	2,633	10,136	(50,380)	132,794
Total Other Funded						
Developer Contributions Reserve Fund	60,424	2,866	2,017	9	(4,826)	60,490
General Mun. Dev. Reserve Fund-Lot Levy	58,909	0	2,003	0	(2,576)	58,336
General Mun. Dev. Reserve Fund-Other	8,133	345	223	0	(207)	8,494
Total Other Funded	127,466	3,211	4,243	9	(7,609)	127,320
Total Tax Funded						
2009 Special Projects Capital Reserve Fund	6,481	0	0	(130)	(3,781)	2,570
Britannia Hills Golf Course (Braeben)	101	0	4	0	0	105
Capital Reserve Fund	41,860	34,806	1,809	16,250	(24,632)	70,093
Community Facility Redevelopment Reserve Fund	398	0	14	0	0	412
Courtneypark Artificial Turf Reserve Fund	743	100	26	4	0	873
Emerald Ash Borer	303	5,600	104	(1)	(2,922)	3,084
Facility Repair & Renovations Reserve Fund	387	9,003	108	2,104	(5,688)	5,914
Federal & Provincial Contributions	84,186	58,096	6,925	(1,276)	(48,607)	99,324
Fire Vehicles & Equipment Reserve Fund	286	3,600	22	22	(3,562)	367
Loyola Artificial Turf Reserve Fund	115	125	4		0	245
Main Fleet Vehicle & Equip. Reserve Fund	213	1,806	12	6	(1,500)	536
Ontario Bus Replacement Reserve Fund	265	0	9	0	0	275
Roadway Infrastructure Reserve Fund	3,654	845	137	463	0	5,099
Transit Vehicles & Equipment Reserve Fund	2,053	43	71	26	(0)	2,193
Total Tax Funded	141,046	114,023	9,244	17,467	(90,693)	191,089
Total Capital Program Reserve Funds	401,470	154,682	16,120	27,612	(148,682)	451,202
Grand Total	517,739	165,082	18,566	27,750	(149,212)	\$59,074

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ENVIRONMENTAL ACTION COMMITTEE

April 7, 2015

REPORT 1-2015

General Committee

APR 22 2015

TO: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Environmental Action Committee presents its first report for 2015 and recommends:

EAC-0001-2015

That Councillor Matt Mahoney, Ward 8, be appointed Chair of the Environmental Action Committee for the term ending November 2018 or until a successor is appointed.
(EAC-0001-2015)

EAC-0002-2015

That Councillor George Carlson, Ward 11, be appointed Vice-Chair of the Environmental Action Committee for the term ending November 2018 or until a successor is appointed.
(EAC-0002-2015)

EAC-0003-2015

1. That the PowerPoint presentation by Christopher Davidson, P.Eng, Evidence for Democracy entitled, "Climate Change and Stormwater" to the Environmental Action Committee on April 7, 2015 be received;
 2. That Environment Canada be requested to address the issue of climate change, specifically to update the Intensity Duration Frequency (IDF) Curves to facilitate municipal design standards for Stormwater Management.
- (EAC-0003-2015)

EAC-0004-2015

That the PowerPoint presentation by Lisa Brusse, Manager Landowner Outreach, Credit Valley Conservation Authority entitled, "Grow Back to Nature!" to the Environmental Action Committee on April 7, 2015 be received.
(EAC-0004-2015)

EAC-0005-2015

That the PowerPoint presentation by Vivian Peets, Public Relations Coordinator, Communications entitled, "Earth Days '15" to the Environmental Action Committee on April 7, 2015 be received.
(EAC-0005-2015)

EAC-0006-2015

That the PowerPoint Presentation by Jamie Ferguson, Acting Natural Areas/One Million Trees Coordinator, Parks and Forestry entitled, "Mississauga Arboretum and Memorial Forest Master Plan and Implementation Strategy" to the Environmental Action Committee on April 7, 2015 be received.
(EAC-0006-2015)

EAC-0007-2015

That the Terms of Reference for the Environmental Action Committee be approved as presented.
(EAC-0007-2015)

EAC-0008-2015

1. That the report dated March 11, 2015, from the Commissioner of Community Services, entitled Group Member Appointments to Environmental Action Committee, be received for information;
2. That the existing members of the Environmental Action Committee have selected and will approach EcoSource, Credit Valley Conservation Authority, Partners in Project Green, and The Little Green Schoolhouse to appoint a representative to EAC.

(EAC-0008-2015)

EAC-0009-2015

That the email dated February 19, 2015 from Prabh Banga, Sustainability Coordinator, City of Markham with respect to the Provincial Environmental Advisory Committee Symposium be received for information.

(EAC-0009-2015)

EAC-0010-2015

That the memorandum dated March 27, 2015 from Brenda Osborne, Director, Environment Division with respect to Provincial Consultations on Climate Change Update be received for information.

(EAC-0010-2015)

EAC-0011-2015

That the memorandum dated April 1, 2015 from Karen Morden, Legislative Coordinator with respect to the 2015 meeting dates of the Environmental Action Committee be received for information.

(EAC-0011-2015)

**MISSISSAUGA ACCESSIBILITY
ADVISORY COMMITTEE**

April 13, 2015

REPORT 2-2015

General Committee

APR 22 2015

TO: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Mississauga Accessibility Advisory Committee presents its second report for 2015 and recommends:

AAC-0006-2015

That Carol-Ann Chafe be appointed Chair of the Accessibility Advisory Committee for a term ending November 2018 or until a successor is appointed.

(AAC-0006-2015)

AAC-0007-2015

That Melanie Taddeo be appointed Vice-Chair of the Accessibility Advisory Committee for a term ending November 2018 or until a successor is appointed.

(AAC-0007-2015)

AAC-0008-2015

That Naz Husain, Rabia Khedr, Melanie Taddeo, Mashkoor Sherwani and Clement Lowe be appointed to the Accessible Transportation Subcommittee of the Accessibility Advisory Committee for the term ending November 2018 or until a successor is appointed.

(AAC-0008-2015)

AAC-0009-2015

That Rabia Khedr, Naz Husain, Clement Lowe and Carol-Ann Chafe be appointed to the Corporate Policies and Procedures Subcommittee of the Accessibility Advisory Committee for the term ending November 2018 or until a successor is appointed.

(AAC-0009-2015)

AAC-0010-2015

That Carol-Ann Chafe, Clement Lowe, Asim Zaidi and Mashkoor Sherwani be appointed to the Facility Accessibility Design Subcommittee of the Accessibility Advisory Committee for the term ending November 2018 or until a successor is appointed.

(AAC-0010-2015)

AAC-0011-2015

That Melanie Taddeo, Asim Zaidi, Carol-Ann Chafe, Naz Husain and Robert Bain be appointed to the Promotional Awareness Subcommittee of the Accessibility Advisory Committee for the term ending November 2018 or until a successor is appointed.

(AAC-0011-2015)

AAC-0012-2015

1. That the deputation by Maria Glidden, Development Coordinator and Natasha Mistry, Public Policy and Stakeholder Relations, Crohn's and Colitis Canada entitled, "The GoHere Initiative" be received;
2. That the Accessibility Advisory Committee supports the GoHere Initiative's request to place decal stickers in public City facilities to provide way finding to public washrooms;
3. That the matter be referred to Facilities and Property Management staff to determine the feasibility of implementing the program, and to include Communications support regarding education and awareness.

(AAC-0012-2015)

AAC-0013-2015

That the PowerPoint presentation by Michael Cleland, Area Manager, Sports, Tourism, Community Development and Hershey, Ashley Travassos, Communications Advisor, and Lisa Boyce-Gonsalves, Community Development Coordinator – Inclusion and Accessibility, entitled, "Pan Am/ Para Pan Am Games" be received for information.

(AAC-0013-2015)

AAC-0014-2015

That the Terms of Reference for the Accessibility Advisory Committee be approved.

(AAC-0014-2015)

AAC-0015-2015

That the Accessibility Advisory Committee Resource Manual be received for information.

(AAC-0015-2015)

AAC-0016-2015

That the memorandum dated April 6, 2015 from Karen Morden, Legislative Coordinator with respect to the 2015 meeting dates of the Accessibility Advisory Committee be received for information.

AAC-0016-2015

REPORT 3-2015

General Committee

APR 22 2015

TO: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Heritage Advisory Committee presents its third report for 2015 and recommends:

HAC-0015-2015

1. That the Scruton House, 307 Queen Street South, be designated under the *Ontario Heritage Act* for its physical/design, historical/associative and contextual value.
2. That, should the property be protected with notice of intent to designate, the property Owner continue to work with Heritage Planning Staff with regard to the proposed addition, whereby staff have been delegated the authority to approve the final proposal in order to clarify a physical definition of the rear addition and roofline.

(HAC-0015-2015)

HAC-0016-2015

That the request to alter the property at 141 Lakeshore Road East, as described in the report from the Commissioner of Community Services, dated March 17, 2015, be approved and that the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.

(HAC-0016-2015)

HAC-0017-2015

That the request to alter the property at 1190 Dixie Road, as described in the report from the Commissioner of Community Services, dated March 17, 2015, be approved and that the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.

(HAC-0017-2015)

HAC-0018-2015

That the property at 1276 Clarkson Road North be removed from the City's Heritage Register.

(HAC-0018-2015)

HAC-0019-2015

That the property located at 1320 Minaki Road, (Ward 1), which is listed on the City's Heritage Register, is not worthy of heritage designation, and consequently, that the owner's request to demolish proceed through the applicable process.

(HAC-0019-2015)

HAC-0020-2015

That the Terms of Reference for the Heritage Advisory Committee, dated April 14, 2015, be approved.

(HAC-0020-2015)

HAC-0021-2015

That Councillor G. Carlson, C. McCuaig and R. Mateljan be appointed to the Heritage Designation Sub-Committee for the term ending November 2018.

(HAC-0021-2015)

HAC-0022-2015

That E. Bjarnason, L. Graves and M. Wilkinson be appointed to the Public Awareness Sub-Committee for the term ending November 2018.

(HAC-0022-2015)

**MISSISSAUGA CYCLING
ADVISORY COMMITTEE**

April 14, 2015

REPORT 4 - 2015

General Committee

APR 22 2015

TO: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Mississauga Cycling Advisory Committee presents its fourth report for 2015 and recommends:

MCAC-0016-2015

That the deputation by Alex Lo-Basso, Graphic Designer and Tina Mackenzie, Manager, Creative Services regarding the Mississauga Cycling Advisory Committee brand be referred to the Active Transportation Manager.

(MCAC-0016-2015)

MCAC-0017-2015

That the deputation by Arthur Lo, TDM Analyst, Region of Peel and Margie Chung, Principal Planner, Region of Peel regarding the Active Transportation Plan Implementation Strategy's 2014 progress report be received.

(MCAC-0017-2015)

MCAC-0018-2015

That the Mississauga Cycling Advisory Committee (MCAC) enter into an agreement with CCN for the 2015 Tour de Mississauga registration system and that the fee of \$3,644.25 be allocated in the 2015 MCAC budget.

(MCAC-0018-2015)

MCAC-0019-2015

That members of the Mississauga Cycling Advisory Committee provide three (3) cycling safety objectives to the Communication and Promotions Subcommittee to be incorporated into the Committees 2015 work plan.

(MCAC-0019-2015)

MCAC-0020-2015

That the 2015 Mississauga Cycling Advisory Committee Calendar of Events be received as amended.

(MCAC-0020-2015)