



AGENDA

GENERAL COMMITTEE

THE CORPORATION OF THE CITY OF MISSISSAUGA

www.mississauga.ca

WEDNESDAY, APRIL 3, 2013 – 9:00 A.M.

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

Members

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

Contact:

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sacha.smith@mississauga.ca

INDEX – GENERAL COMMITTEE – APRIL 3, 2013

CALL TO ORDER

DECLARATIONS OF DIRECT (OR INDIRECT) PECUNIARY INTEREST

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- B. Item 3 Jessika Corkum-Gorrill, Parks Natural Area Coordinator, Parks and Forestry Division
- C. Item 4 Jessica McEachren, Ecologist, Parks and Forestry Division

MATTERS TO BE CONSIDERED

Unfinished Business

- 1. 2013 Budgets for Consulting Services

New Business

- 2. City Committees of Council Structure Review – Recommendations to Governance Committee
- 3. Hanlan Feedermain and Mississauga City Centre Watermain Projects (Wards 1, 3, 4 and 5)
- 4. One Million Trees Mississauga Program Update
- 5. 2013 Gypsy Moth Population in Mississauga
- 6. Recommended Grant Allocations for the 2013 Community Cultural Festivals and Celebrations (CCFC) Grant Program

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COUNCILLORS' ENQUIRIES

CLOSED SESSION

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

ADJOURNMENT

CALL TO ORDER

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APPROVAL OF THE AGENDA

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- B. Item 3 Jessika Corkum-Gorrill, Parks Natural Area Coordinator, Parks and Forestry Division
- C. Item 4 Jessica McEachren, Ecologist, Parks and Forestry Division

MATTERS TO BE CONSIDERED

Unfinished Business

1. 2013 Budgets for Consulting Services

Corporate Report dated February 6, 2013 from the Commissioner of Corporate Services and Treasurer with respect to the 2013 Budgets for Consulting Services.

This report was deferred to the April 3, 2013 General Committee as per GC-0156-2013

RECOMMENDATION

That the Corporate Report dated February 6, 2013 from the Commissioner of Corporate Services and Treasurer, entitled "2013 Budgets for Consulting Services" be received.

New Business

2. City Committees of Council Structure Review – Recommendations to Governance Committee

Corporate Report dated March 4, 2013 from the City Manager and Chief Administrative Officer with respect to the City Committees of Council Structure Review – Recommendations to Governance Committee.

(2.)

This report was presented at the March 18, 2013 Governance Committee meeting and the following recommendations are to be considered by General Committee:

RECOMMENDATION

1. That the report entitled, City Committees of Council Structure Review – Recommendations to Governance Committee, dated March 4, 2013, from the City Manager and Chief Administrative Officer, be received for information.
2. That the City Clerk be directed to implement the following recommendations by the start of the next term of Council (2015-2018):
 - a. That an additional Committee-of-the-Whole, specifically organized to deal with issues of transportation and transit items, be created and that the Council committee calendar meeting cycle be changed from a two-week cycle to a three-week cycle to accommodate the new Committee-of-the-Whole and that staff report back on the implementation plan.
 - b. That the 'Mississauga Cycling Advisory Committee' (MCAC) remain as an Advisory Committee with the following changes:
 - i. That during the next term of Council, MCAC be directed to present a business model for the 'Tour de Mississauga' to determine if it will be a community –run event or a City-run event, including City resources required, for approval of the Budget Committee.
 - ii. That during the next term of Council, staff be directed to analyze the opportunity and requirements to include 'Active Transportation' into the MCAC mandate, for approval of the Governance Committee.
 - c. That the 'Traffic Safety Council' (TSC) remain as an Advisory Committee with the following changes:
 - i. The Planning and Building Department be immediately transferred the responsibility for the site plan comments regarding school zones, as per an agreed upon checklist of criteria from the TSC.
 - ii. That by no later than the start of the next term of Council, items that wholly occur on school board property, specifically Dismissal Reports and Kiss and Ride Reports, be transferred to school board officials to manage.
 - iii. That by no later than the start of the next term of Council, the Engineering and Works division be transferred the duty from the Clerk's Office for both inspection(s) scheduling and creating the inspection reports from the field data collected.
 - iv. That during the next term of Council, staff be directed to analyze opportunities for the work of the Traffic Safety Council to be handled by City staff, and report back to the Governance Committee with this analysis.

(2.)

- d. That the 'Museums of Mississauga Advisory Committee' be reorganized to provide input, guidance and support to the Manager, Museums and Traditions regarding the artifact collection and the future city-wide museum as a Committee of Council.
- e. That the 'Mississauga Celebration Square Events Committee' be reorganized to provide input, guidance and support to the Manager, Mississauga Celebration Square on sponsorship and other revenue opportunities to help the financial sustainability of the Square and strategic policies that affect the Square as a Community Reference Group as described in Appendix 1 attached to the Corporate Report.
- f. That the 'Road Safety Mississauga Advisory Committee' (RSM) be retired at the end of this term of Council (November 2014).
- g. That the membership of the 'Public Vehicle Advisory Committee' be restructured with a broad stakeholder membership and a specific mandate to provide input and advice on policy issues affecting the taxi industry.
- h. That the 'Towing Industry Advisory Committee' be restructured with a broad stakeholder membership and a specific mandate to provide input and advice on policy issues affecting the towing industry.
- i. That the membership of the 'Citizen Appointments Committee' be restructured to include all Members of Council.
- j. That the policy entitled, 'Citizen Appointments to Committees, Boards and Authorities' (#02-01-01) be changed regarding Eligibility to also include citizens who own businesses in the City of Mississauga.
- k. That a process be implemented whereby a proposed new Committee of Council is analyzed against the criteria list attached as Appendix 2, before the Governance Committee deliberates and approves the new Committee.
- l. That the Clerk's Office work with the Finance division to redefine the budgetary processes and accounting associated with the running of the Committees of Council by:
 - a. Creating a single operating budget account that supports all typical annual expenditures for the Committees of Council including a policy outlining approved expenditures.
 - b. Developing a system by which Committees of Council can receive Council-approved project funding in stand-alone capital accounts.

(2.)

3. That the Clerk's Office be directed to consider the administrative suggestions outlined in the report attached as Appendix 1 and report back to the Governance Committee at a later date regarding implementation.

4. That all applicable by-laws and policies be updated accordingly.

3. Hanlan Feedermain and Mississauga City Centre Watermain Projects
(Wards 1, 3, 4 and 5)

Corporate Report dated March 20, 2013 from the Commissioner of Transportation and Works with respect to the Hanlan Feedermain and Mississauga City Centre Watermain Projects.

RECOMMENDATION

1. That the City of Mississauga understands the need to construct the Hanlan Feedermain and Mississauga City Centre Watermain projects, however to manage the impact to traffic, City road infrastructure, and adjacent property owners, the following additional mitigation measures are recommended:
 - a) That the Region of Peel fund a contract City staff member to coordinate services related to Traffic Management and Incident Management related to the watermain projects and to liaise with the Region of Peel throughout the duration of the project.
 - b) That the Transportation and Works Department conduct a pre-condition survey of City infrastructure and monitor the impacts of construction traffic on affected City roadways.
 - c) That the Transportation and Works Department and Region of Peel evaluate their respective capital works programs on all other area roadways which would further impact the traffic conditions for the projects and defer the necessary projects.
 - d) That the Region of Peel fund the necessary MiWay staff and vehicles required to maintain current service levels on all MiWay routes which will be affected by the watermain projects.

(3.)

- e) That the Region of Peel includes the necessary provisions within the construction contracts to limit any additional traffic disruptions during peak hours which can be caused by the delivery, removal, or transportation of construction related materials from the construction site where feasible.
- f) That the Transportation and Works Department monitor and ensure appropriate restoration as a result of the watermain projects and recover all associated costs from the Region of Peel.
- g) That the Transportation and Works Department and Region of Peel continue to have discussions regarding the planning for the Pan Am Games and limit any impacts that the watermain projects may have on the event.
- h) That the Region of Peel consulted Mississauga Fire and Emergency Services to determine the impacts the watermain projects will have on operations and make all appropriate arrangements to ensure emergency response times are maintained.

- 2. That a copy of the report titled 'Hanlan Feedermain Project' dated March 20, 2013 from the Commissioner of Transportation and Works Department be forward to the Region of Peel for consideration.

4. One Million Trees Mississauga Program Update

Corporate Report dated March 15, 2013 from the Commissioner of Community Services providing an update on the One Million Trees Mississauga Program

RECOMMENDATION

That the report dated March 15, 2013 from the Commissioner of Community Services entitled "*One Million Trees Mississauga Program Update*" be received for information.

5. 2013 Gypsy Moth Population in Mississauga

Corporate Report dated March 15, 2013 from the Commissioner of Community Services with respect to the 2013 Gypsy Moth population in Mississauga.

RECOMMENDATION

That the report dated March 15, 2013 from the Commissioner of Community Services entitled "2013 Gypsy Moth Population in Mississauga" be received for information.

6. Recommended Grant Allocations for the 2013 Community Cultural Festivals and Celebrations (CCFC) Grant Program

Corporate Report dated March 11, 2013 from the Commissioner of Community Services with respect to the recommended grant allocations for the 2013 Community Cultural Festivals and Celebrations Grant Program.

RECOMMENDATION

That the 2013 grant allocations for the Community Cultural Festivals and Celebrations Grant Program as outlined in the report "Recommended Grant Allocations for the 2013 Community Cultural Festivals and Celebrations Grant Program", dated March 11, 2013, from the Commissioner of Community Services, be approved.

7. Recommended Changes to the Tow Truck Licensing By-law 521-04, as amended, for the Licensing of Tow Truck Drivers

Corporate Report dated March 13, 2013 from the Commissioner of Transportation and Works with respect to recommended changes to the Tow Truck Licensing By-law 521-04, as amended for the licensing of Tow Truck Drivers.

RECOMMENDATION

1. That a by-law be enacted to amend the Tow Truck Licensing By-law 521-04, as amended, to incorporate the licensing requirements for tow truck drivers as outlined in the report from the Commissioner, Transportation and Works, dated March 13, 2013 and titled Recommended Changes to the Tow Truck Licensing By-law 521-04, as amended, for the Licensing of Tow Truck Drivers.
2. That the moratorium be lifted for the issuing of any new tow truck driver licences.

8. Port Credit Cultural Node Project Update

Corporate Report dated March 13, 2013 from the Commissioner of Community Services with respect to the Port Credit Cultural Node Project.

RECOMMENDATION

1. That the report dated March 13, 2013 from the Commissioner of Community Services entitled "Port Credit Cultural Node Project Update" be approved.

(8.)

2. That the existing encroachment agreements for the operation of outdoor patios within the Port Credit Cultural Node be amended to allow extended hours of operations for outdoor patios from 11:00 P.M. until the established closing time.
3. That businesses entering into encroachment agreements with the City of Mississauga to operate outdoor patios within the Port Credit Cultural Node be approved to keep the patios open up to their established closing time of each business.

9. Further Input – Graffiti Implement By-law

Corporate Report dated March 13, 2013 from the Commissioner of Transportation and Works with respect to the Graffiti Implement By-law.

RECOMMENDATION

1. That the Corporate Report from the Commissioner, Transportation and Works, dated March 13, 2013 titled “Further Input – Graffiti Implement By-law” be received for information.
2. That Council not enact a by-law prohibiting the sale of graffiti implements to minors.

10. Lower Driveway Boulevard Parking – Edenwood Drive (Ward 9)

Corporate Report dated March 8, 2013 from the Commissioner of Transportation and Works with respect to lower driveway boulevard parking on Edenwood Drive.

RECOMMENDATION

That a by-law be enacted to amend By-law 555-2000, as amended, to implement lower driveway boulevard parking between the curb and sidewalk, at anytime, on the east and west side of Edenwood Drive between Battleford Road and Tours Road.

11. Parking Prohibition – Mikeboro Court (Ward 7)

Corporate Report dated March 6, 2013 from the Commissioner of Transportation and Works with respect to a parking prohibition on Mikeboro Court.

(11.)

RECOMMENDATION

That a by-law be enacted to amend By-law 555-2000, as amended, to implement a parking prohibition between 12:00 a.m. and 8:00 a.m., Monday to Friday, holidays excepted on Mikeboro Court.

12. Corporate Policy – Procuring Performers for Mississauga Celebration Square

Corporate Report dated March 8, 2013 from the Commissioner of Community Services with respect to a corporate policy on procuring performers for Mississauga Celebration Square.

RECOMMENDATION

1. That the proposed Corporate Policy and Procedure - Procuring Performers for Mississauga Celebration Square, attached as Appendix 1 to the report dated March 8, 2013 from the Commissioner of Community Services, be approved.
2. That a by-law be enacted to amend the Purchasing By-Law as outlined in the report dated March 8, 2013 from the Commissioner of Community Services entitled "Corporate Policy - Procuring Performers for Mississauga Celebration Square" be approved.
3. That a by-law be enacted authorizing the Commissioner of Community Services, Director, Culture Division and Manager, Celebration Square to execute Performance Agreements on behalf of The Corporation of the City of Mississauga, in a form satisfactory to Legal Services between the City and each Performer it engages to perform on Mississauga Celebration Square during events produced by Mississauga Celebration Square Staff.

13. Corporate Policy – City Acquired Art

Corporate Report dated March 11, 2013 from the Commissioner of Community Services with respect to a corporate policy on City acquired art.

RECOMMENDATION

1. That the proposed Corporate Policy and Procedure – City Acquired Art, attached as Appendix 1 to the report dated March 11, 2013 from the Commissioner of Community Services, be approved and all necessary by-laws be enacted.

(13.)

2. That Corporate Policy and Procedure – Corporate Art, 05-02-05 be rescinded.
3. That the revised Corporate Policy and Procedure - Donations of Assets to the City of Mississauga, 05-07-01, attached as Appendix 3 to the report dated March 11, 2013 from the Commissioner of Community Services, be approved and all necessary by-laws be enacted.
4. That a by-law be enacted to amend the Purchasing By-Law as outlined in the report dated March 11, 2013 from the Commissioner of Community Services entitled “Corporate Policy – City Acquired Art”.

14. Fire Station #119-6375 Airport Road – Design and Development Memorandum of Understanding with Region of Peel and Increase in Construction Budget (Ward 5)

Corporate Report dated March 14, 2013 from the Commissioner of Community Services with respect to the Design and Development Memorandum of Understanding with the Region of Peel for Fire Station #119 at 6375 Airport Road.

RECOMMENDATION

1. That a by-law be enacted authorizing the Commissioner of Community Services and the City Clerk to execute and affix the Corporate Seal to a Memorandum of Understanding (“MOU”) station design and for development, between the Regional Municipality of Peel (“Region”) and The Corporation of the City of Mississauga (“City”) including such ancillary documents, lease agreement and amending agreements as may be required to give further effect to the intended relationship of the parties herein, all of which must be in form and content satisfactory to the City Solicitor, for the co-location of Fire Station #119 and a Peel Regional Paramedic Services (PRPS) Satellite Station at 6375 Airport Road (Ward 5).
2. That a contribution of \$1,700,000 for the Region of Peel’s share of the joint facility be added to the Design and Construction of Station #119 project (PN12-268) increasing the proposed gross budget to \$2,990,000.
3. That the Construction of Station #119 project, (PN13-268) be combined with the Design and Construction of Station #119 project (PN12-268).

(14.)

4. That additional funding in the amount of \$1,500,000 from the Capital Reserve Fund (Account 33121), be added to the forecast funding in the 2013-2022 capital budget as additional \$860,000 in 2014 and \$640,000 in 2015 and the project multi-year funding be approved to a maximum cost to the City of \$4,200,000 over the period of 2012 to 2015.
5. That Realty Services be directed to undertake all steps necessary to declare surplus the property identified as "Vacant Lands" on Schedule "B" in the attached Memorandum of Understanding (Appendix 1) pursuant to the City's Acquisition and Disposition of Real Property Policy for the purpose of immediate disposition.
6. That all necessary By-laws be enacted.

15. Security Incidents in City Facilities, 2011-2012 Annual Summary

Corporate Report dated March 15, 2013 from the Commissioner of Corporate Services and Treasurer providing an annual summary for security incidents in City facilities for 2011-2012.

RECOMMENDATION

That the Corporate Report entitled Security Incidents in City Facilities, 2011-2012 Annual Summary, from the Commissioner of Corporate Services and Treasurer dated March 15, 2013, be received for information.

ADVISORY COMMITTEE REPORTS

Heritage Advisory Committee Report 2-2013 – March 19, 2013

(Recommendation HAC-0014-2013 to HAC-0025-2013)

Mississauga Cycling Advisory Committee Report 3-2013 – March 25, 2013

(Recommendation MCAC-0015-2013 to MCAC-0020-2013)

Museums of Mississauga Advisory Committee Report 1-2013 – March 25, 2013

(Recommendation MOMAC-0001-2013 to MOMAC-0007-2013)

Public Vehicle Advisory Committee Report 1-2013 – March 25, 2013

(Recommendation PVAC-0001 to PVAC-0008-2013)

Traffic Safety Council Report 2-2013 – March 27, 2013
(Recommendation TSC-0041-2013 to TSC-0049-2013)

COUNCILLORS' ENQUIRIES

CLOSED SESSION

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

ADJOURNMENT



Corporate Report

Clerk's Files

Originator's
Files

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General Committee

FEB 27 2013

DATE: February 6, 2013

TO: Chair and Members of General Committee
Meeting Date: February 27, 2013

FROM: Brenda R. Breault, CMA, MBA
Commissioner of Corporate Services and Treasurer

SUBJECT: 2013 Budgets for Consulting Services

COUNCIL AGENDA

March 6, 2013

General Committee

MAR 20 2013

General Committee

APR 03 2013

RECOMMENDATION: That the Corporate Report dated February 6, 2013 from the Commissioner of Corporate Services and Treasurer, entitled "2013 Budgets for Consulting Services" be received.

BACKGROUND: The City engages consultants for expertise that is not available within the City's existing workforce and often involves specialization in areas of design, testing and assessments. Consultants are also hired to undertake process reviews, one time plans or studies and development of strategies where the City does not have the capacity to deliver those services. These types of services are used where an independent third party expert possesses the knowledge or expertise required by the City. The cost of hiring these resources in house would be greater than engaging consultants on an as needed basis.

As part of the 2013 budget discussions, members of Council Budget Committee requested details on consultant funding included in the 2013 operating and capital budgets.

COMMENTS: The total estimated consulting services funding included in the approved 2013 budgets is \$10.6 million of which \$9.5 million or 90% pertains to capital projects and \$1.1 million or 10% to operating programs. The Roads, Storm Drainage, and Watercourses service area

1a

accounts for 24% or \$2.6 million of the total consulting services with Land Development Services, Recreation, Parks & Forestry and Information Technology Service Areas accounting for \$1.3 million, \$1.3 million, \$1.2 million, and \$1.1 million respectively.

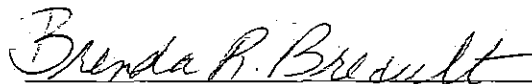
Appendix 1, attached, provides a summary and detailed listing of the estimated consulting services included in the approved 2013 budgets by service area. The lists include a wide variety of consulting services such as Studies, Design Services, Technology System/Software Services, Environmental Assessments, Structural Engineering Services, Electrical and Mechanical Engineering Services, Legal and Other Consulting Services.

FINANCIAL IMPACT: Funding is approved in either the capital or operating budgets to provide for consulting services. For 2013, a total of \$10.6 million is included in the operating and capital budgets to fund a wide variety of consulting services.

CONCLUSION: In 2013, the City will engage consultants to provide specialized expertise not available within the City's workforce, in cases where there is no capacity of City resources to provide the services or where third party expert advice and knowledge is needed.

Award of these consultant contracts will follow the City's Purchasing By-law and procedural requirements.

ATTACHMENTS: Appendix 1: 2013 Consulting Services – Estimated Budget



Brenda R. Breault, CMA, MBA
Commissioner of Corporate Services and Treasurer

Prepared By: Zubair Ahmed, Policy Analyst

2013 Consulting Services-Estimated Budget

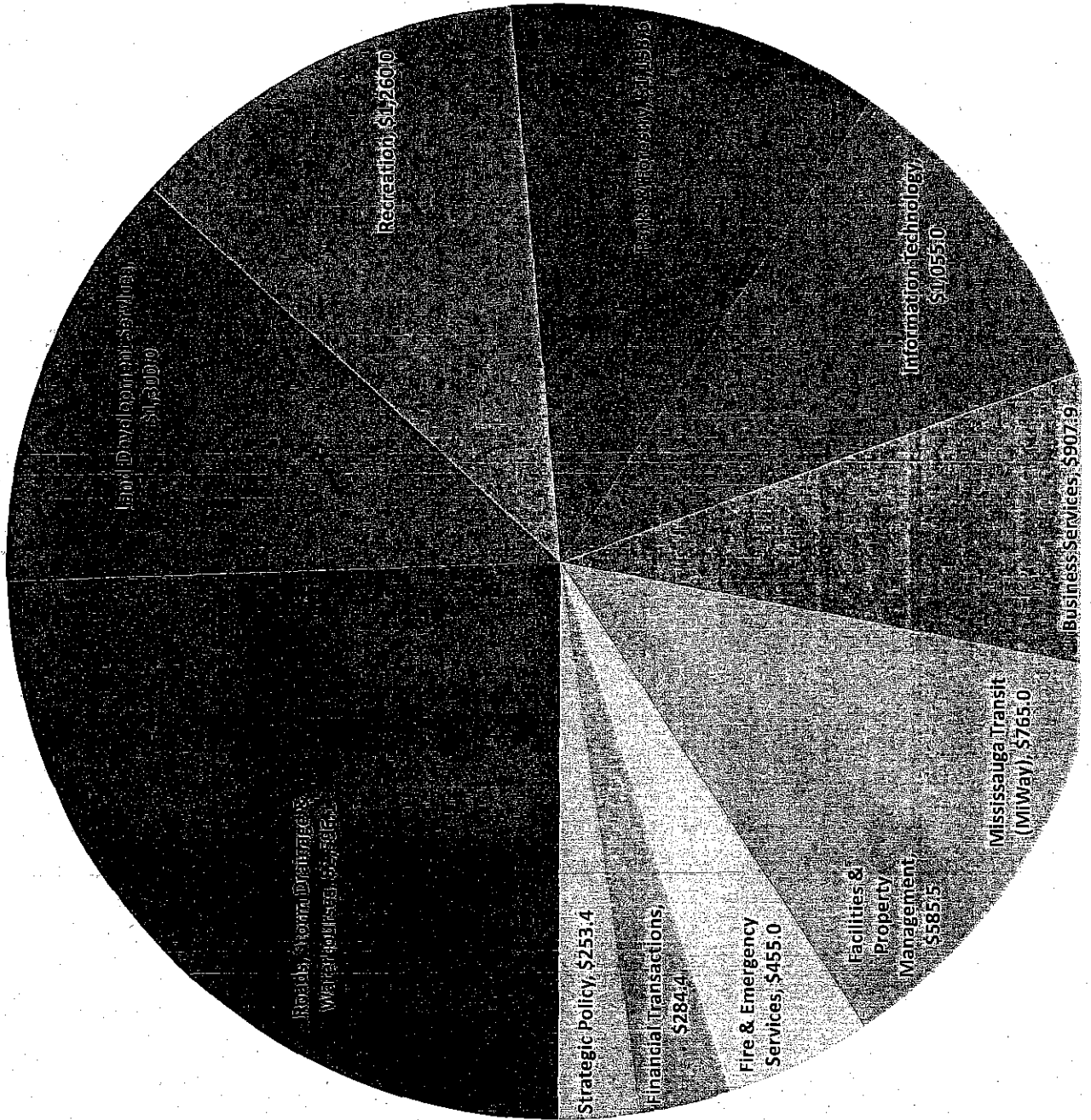
City of Mississauga Summary by Service Areas

(\$000's)

| Service Area | Capital | Operating | Total |
|--------------------------------------|------------------|------------------|-------------------|
| Roads, Storm Drainage & Watercourses | \$2,395.0 | \$201.1 | \$2,596.1 |
| Land Development Services | \$1,300.0 | \$0.0 | \$1,300.0 |
| Recreation | \$1,260.0 | \$0.0 | \$1,260.0 |
| Parks & Forestry | \$1,153.5 | \$5.1 | \$1,158.6 |
| Information Technology | \$1,000.0 | \$55.0 | \$1,055.0 |
| Business Services | \$575.0 | \$332.9 | \$907.9 |
| Mississauga Transit (MiWay) | \$750.0 | \$15.0 | \$765.0 |
| Facilities & Property Management | \$550.0 | \$35.5 | \$585.5 |
| Fire & Emergency Services | \$455.0 | \$0.0 | \$455.0 |
| Financial Transactions | \$0.0 | \$284.4 | \$284.4 |
| Strategic Policy | \$100.0 | \$153.4 | \$253.4 |
| Total Consulting Services | \$9,538.5 | \$1,082.4 | \$10,620.9 |

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2013 Consulting Services by Service Areas
Estimated Budget \$10,620.9 (\$000's)



2013 Consulting Services-Estimated Budget

City of Mississauga

| Service Area | Description of Services | Estimated Consulting Budget (\$000's) | | |
|--------------------------------------|--|---------------------------------------|----------------|------------------|
| | | Capital | Operating | Total |
| Roads, Storm Drainage & Watercourses | Studies | | | |
| | Engineering consulting services-Site Assessments and Data Management | \$490.0 | | |
| | Mississauga Road corridor study: planning and engineering | \$300.0 | | |
| | Development Charges background study-major roads | \$200.0 | | |
| | Engineering consulting services | | \$106.1 | |
| | Design and feasibility studies | \$100.0 | | |
| | Ninth Line/Milton-Mississauga transportation boundary study | \$100.0 | | |
| | Development Charges background study-storm drainage | \$80.0 | | |
| | Prepare, design and obtain necessary permitting for planned pond dredging | \$50.0 | | |
| | Traffic data needs study - Downtown Mississauga | | \$20.0 | |
| | Road safety audits | | \$15.0 | |
| | Updating & maintaining city transportation model | | \$15.0 | |
| | Monitoring and minor modification of Storm Water Management facilities | \$10.0 | | |
| | Automated speed camera program | | \$5.0 | |
| | Subtotal - Studies | \$1,330.0 | \$161.1 | \$1,491.1 |
| | Design Services | | | |
| | Engineering consulting services-Loyalist Creek Erosion Control - Upstream of Thornlodge Road | \$75.0 | | |
| | Subtotal - Design Services | \$75.0 | \$0.0 | \$75.0 |

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2013 Consulting Services-Estimated Budget

City of Mississauga

| Service Area | Description of Services | Estimated Consulting Budget (\$000's) | | |
|---|---|---------------------------------------|----------------|------------------|
| | | Capital | Operating | Total |
| Roads, Storm Drainage & Watercourses | Environmental Assessments | | | |
| | Environmental Assessment-Courtneypark Drive East Widening/Kennedy Road to Tomken Road | \$300.0 | | |
| | Environmental Assessment-Square One Drive - Confederation Parkway to Rathburn Rd West | \$250.0 | | |
| | Environmental Assessment-Belgrave Dr Ramp Extension/Widening - Mavis Rd to Cantay Rd | \$100.0 | | |
| | Environmental Assessment for Ninth Line, Derry Road West to Highway 401/407 | | \$40.0 | |
| | Environmental consulting services-Minor Erosion Control Works - Various Locations | \$20.0 | | |
| | Subtotal - Environmental Assessments | \$670.0 | \$40.0 | \$710.0 |
| | Structural Engineering | | | |
| | Bridge structure detail inspections & design at various locations | \$300.0 | | |
| | Subtotal - Structural Engineering | \$300.0 | \$0.0 | \$300.0 |
| | Other | | | |
| | Topographical surveying consulting services-Minor Erosion Control Works - Various Locations | \$20.0 | | |
| | Subtotal - Other | \$20.0 | \$0.0 | \$20.0 |
| Total Roads, Storm Drainage & Watercourses | | \$2,395.0 | \$201.1 | \$2,596.1 |

2013 Consulting Services-Estimated Budget

City of Mississauga

| | | Estimated Consulting Budget (\$000's) | | |
|--|---|---------------------------------------|--------------|------------------|
| Service Area | Description of Services | Capital | Operating | Total |
| Land Development Services | Studies | | | |
| | Policy Division - Community Improvement Plan | \$300.0 | | |
| | Policy Division - Malton Area Plan | \$200.0 | | |
| | Policy Division - Ninth Line Corridor Review | \$200.0 | | |
| | Policy Division - Growth Forecast | \$150.0 | | |
| | Policy Division - Affordable Housing Strategy | \$125.0 | | |
| | Policy Division - Parking Standards Review Study Implement City Structure | \$125.0 | | |
| | Policy Division - Parking Strategy | \$100.0 | | |
| | Policy Division - Review Employment Lands | \$100.0 | | |
| | Subtotal - Studies | \$1,300.0 | \$0.0 | \$1,300.0 |
| Total Land Development Services | | \$1,300.0 | \$0.0 | \$1,300.0 |

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2013 Consulting Services-Estimated Budget

City of Mississauga

| | | Estimated Consulting Budget (\$000's) | | |
|-------------------------|--|---------------------------------------|--------------|------------------|
| Service Area | Description of Services | Capital | Operating | Total |
| Recreation | Design Services | | | |
| | Architectural design for Meadowvale Community Centre renovation | \$1,000.0 | | |
| | Design of Lakeview Golf Course Irrigation System | \$60.0 | | |
| | Subtotal - Design Services | \$1,060.0 | \$0.0 | \$1,060.0 |
| | Technology System/Software | | | |
| | IT Specialist for development of Online E-Recreation program search tool | \$200.0 | | |
| | Subtotal - Technology System/Software | \$200.0 | \$0.0 | \$200.0 |
| Total Recreation | | \$1,260.0 | \$0.0 | \$1,260.0 |

2013 Consulting Services-Estimated Budget

City of Mississauga

| | | Estimated Consulting Budget (\$000's) | | |
|------------------|--|---------------------------------------|--------------|----------------|
| Service Area | Description of Services | Capital | Operating | Total |
| Parks & Forestry | Studies | | | |
| | Future Directions Review | \$200.0 | | |
| | Subtotal - Studies | \$200.0 | \$0.0 | \$200.0 |
| | Design Services | | | |
| | Design and construction management of various multi-use trails, such as Highway 403 corridor (Central Parkway to Little Etobicoke Creek and Tomken to Fieldgate) and Clover Meadows Park Trail | \$363.0 | | |
| | Design and construction management of various parkland development, such as Park P508 (Hancock property, Ward 7) and Future Park F429 (Union Gas land, Ward 9) | \$237.0 | | |
| | Design and construction management of Bruce Reynolds Park landscape improvement | \$75.0 | | |
| | Design and construction management of South Common satellite depot | \$65.0 | | |
| | Pre-design site work for park P459 - Ninth Line Development | \$40.0 | | |
| | Birch Glen retaining wall assessment | \$35.0 | | |
| | Design and construction management of Lake Wabukayne Trail boardwalk repair | \$35.0 | | |
| | Design and construction management of Mississauga Valley bleacher replacement | \$30.0 | | |
| | Design and construction management of St. Lawrence Park stone repair | \$25.0 | | |
| | Design and construction management of various bridge and underpass repairs | \$19.0 | | |
| | Design and construction management of various parks site servicing | \$12.0 | | |
| | Subtotal - Design Services | \$936.0 | \$0.0 | \$936.0 |

2013 Consulting Services-Estimated Budget

City of Mississauga

| Service Area | Description of Services | Estimated Consulting Budget (\$000's) | | |
|-----------------------------------|--|---------------------------------------|--------------|------------------|
| | | Capital | Operating | Total |
| Parks & Forestry | Environmental Assessments | | | |
| | Goose Management Program Field Survey (required for Goose relocation permit) | | \$5.1 | |
| | Subtotal - Environmental Assessments | \$0.0 | \$5.1 | \$5.1 |
| | Structural Engineering | | | |
| | Structure evaluation of Erindale Park dam wall | \$17.5 | | |
| | Subtotal - Structural Engineering | \$17.5 | \$0.0 | \$17.5 |
| Total Parks & Forestry | | \$1,153.5 | \$5.1 | \$1,158.6 |

2013 Consulting Services-Estimated Budget

City of Mississauga

| | | Estimated Consulting Budget (\$000's) | | |
|-------------------------------------|---|---------------------------------------|---------------|------------------|
| Service Area | Description of Services | Capital | Operating | Total |
| Information Technology | Studies | | | |
| | Workforce Mobility Feasibility Study | \$200.0 | | |
| | Subtotal - Studies | \$200.0 | \$0.0 | \$200.0 |
| | Technology System/Software | | | |
| | Network switches, security and wireless replacement | \$275.0 | | |
| | Materiel Management Front End Procurement System | \$200.0 | | |
| | SAP Enhancements, Emergency and Legislative Support as required (i.e. Tax, CPP or EI) | \$100.0 | | |
| | Job Evaluation Obsolete System replacement | \$60.0 | | |
| | Payment Card Industry Compliance Audit and PCI Quarterly Scan | | \$55.0 | |
| | Bentley GIS (Geographic Information System) upgrade | \$45.0 | | |
| | OmniRim Records Management System upgrade | \$40.0 | | |
| | Web Accessibility Audit and Assessment | \$35.0 | | |
| | Microsoft 2010 Exchange RAP (Risk Assessment Program) implementation | \$25.0 | | |
| | Microsoft Exchange 2010 Upgrade | \$10.0 | | |
| | Microsoft SCSM (System Centre Service Manager) Helpdesk upgrade | \$10.0 | | |
| | Subtotal - Technology System/Software | \$800.0 | \$55.0 | \$855.0 |
| Total Information Technology | | \$1,000.0 | \$55.0 | \$1,055.0 |

9.

2013 Consulting Services-Estimated Budget

City of Mississauga

| Service Area | Description of Services | Estimated Consulting Budget (\$000's) | | |
|--------------------------|--|---------------------------------------|----------------|----------------|
| | | Capital | Operating | Total |
| Business Services | Studies | | | |
| | City of Mississauga Branding Research Study | \$75.0 | | |
| | Citizen Value Measurement/Satisfaction Survey | | \$44.0 | |
| | Subtotal - Studies | \$75.0 | \$44.0 | \$119.0 |
| | Other | | | |
| | Development Charges By-law Background Study | \$350.0 | | |
| | Long Term Financial Plan/System | \$150.0 | | |
| | Compensation and benefits advisory services, market reviews and salary surveys, etc. | | \$146.2 | |
| | Succession Planning/Talent Assessment and Development | | \$49.8 | |
| | Leadership fundamentals for supervisors and managers | | \$30.0 | |
| | HR Organizational Structure Evaluation | | \$25.0 | |
| | Credit Rating Review | | \$21.8 | |
| | External Audit Fees/Mileage Allowance Review/Actuarial Evaluations | | \$16.1 | |
| | Subtotal - Other | \$500.0 | \$288.9 | \$788.9 |
| | Total Business Services | \$575.0 | \$332.9 | \$907.9 |

2013 Consulting Services-Estimated Budget

City of Mississauga

| Service Area | Description of Services | Estimated Consulting Budget (\$000's) | | |
|--|--|---------------------------------------|---------------|----------------|
| | | Capital | Operating | Total |
| Mississauga Transit (MiWay) | Studies | | | |
| | Strategic plan review-standards, routes, public opinion | \$350.0 | | |
| | Transit customer satisfaction survey of MiWay transit rider for 2013 | \$250.0 | | |
| | Subtotal - Studies | \$600.0 | \$0.0 | \$600.0 |
| | Other | | | |
| | BRT Marketing Communication Plan | \$150.0 | | |
| | Staff recruitment, personnel investigations | | \$15.0 | |
| | Subtotal - Other | \$150.0 | \$15.0 | \$165.0 |
| Total Mississauga Transit (MiWay) | | \$750.0 | \$15.0 | \$765.0 |

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2013 Consulting Services-Estimated Budget

City of Mississauga

| Service Area | Description of Services | Estimated Consulting Budget (\$000's) | | |
|----------------------------------|---|---------------------------------------|--------------|----------------|
| | | Capital | Operating | Total |
| Facilities & Property Management | Design Services | | | |
| | Roof Replacement project | \$25.0 | | |
| | Replacement of Iceland rubber floor | \$20.0 | | |
| | Adamson waterproofing project | \$15.0 | | |
| | Architectural consulting for various accessibility improvements | \$10.0 | | |
| | Consulting services for facilities design | | \$5.0 | |
| | Interior repairs at various fire stations | \$5.0 | | |
| | Subtotal - Design Services | \$75.0 | \$5.0 | \$80.0 |
| | Structural Engineering | | | |
| | Foundation repairs at Central Transit | \$50.0 | | |
| | Central Parkway Washbay replacement | \$25.0 | | |
| | Structural repairs at Benares and Bradley | \$25.0 | | |
| | Structural repairs at various locations | \$10.0 | | |
| | Subtotal - Structural Engineering | \$110.0 | \$0.0 | \$110.0 |
| | Electrical & Mechanical Engineering Services | | | |
| | Electrical engineering consulting for pathway lighting replacement at various community parks | \$100.0 | | |
| | Lighting replacement at various Tennis Courts | \$50.0 | | |

2013 Consulting Services-Estimated Budget

City of Mississauga

| Service Area | Description of Services | Estimated Consulting Budget (\$000's) | | |
|---|--|---------------------------------------|---------------|----------------|
| | | Capital | Operating | Total |
| Facilities & Property Management | Electrical engineering consulting for light replacement at various parking lots | \$30.0 | | |
| | Electrical engineering consulting for Tennis court lighting replacement at Huron Park | \$25.0 | | |
| | Mechanical engineering consulting for Civic Centre boiler replacement | \$25.0 | | |
| | Mechanical engineering consulting for South Common Community Center pool dehumidification project | \$25.0 | | |
| | Cawthra and Glenforest pool pump replacement project | \$20.0 | | |
| | Electrical engineering consulting for lighting retrofits and energy saving window coating at various locations | \$20.0 | | |
| | Electrical repairs at various locations | \$20.0 | | |
| | Malton Depot fuel island replacement | \$20.0 | | |
| | Recommissioning of energy efficient improvements at various locations | \$20.0 | | |
| | Mechanical repairs at various locations | \$10.0 | | |
| | Subtotal - Electrical & Mechanical Engineering Services | \$365.0 | \$0.0 | \$365.0 |
| | Other | | | |
| | Natural gas purchasing strategy advisory services | | \$15.3 | |
| | Electricity purchasing strategy advisory services | | \$15.2 | |
| | Subtotal - Other | \$0.0 | \$30.5 | \$30.5 |
| Total Facilities & Property Management | | \$550.0 | \$35.5 | \$585.5 |

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2013 Consulting Services-Estimated Budget
City of Mississauga

| Service Area | Description of Services | Estimated Consulting Budget (\$000's) | | |
|-------------------------------|-------------------------|---------------------------------------|----------------|----------------|
| | | Capital | Operating | Total |
| Strategic Policy | Legal | | | |
| | OMB legal testimony | | \$153.4 | |
| | Subtotal - Legal | \$0.0 | \$153.4 | \$153.4 |
| | Other | | | |
| | Downtown Energy Plan | \$100.0 | | |
| | Subtotal - Other | \$100.0 | \$0.0 | \$100.0 |
| Total Strategic Policy | | \$100.0 | \$153.4 | \$253.4 |

2013 Consulting Services-Estimated Budget
City of Mississauga

| Service Area | Description of Services | Estimated Consulting Budget (\$000's) | | |
|--|--|---------------------------------------|--------------|----------------|
| | | Capital | Operating | Total |
| Fire & Emergency Services | Design Services | | | |
| | Architectural design for the relocated Station 119 | \$375.0 | | |
| | Design of Joint Fire Communications Centre | \$80.0 | | |
| | Subtotal - Design Services | \$455.0 | \$0.0 | \$455.0 |
| Total Fire & Emergency Services | | \$455.0 | \$0.0 | \$455.0 |

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2013 Consulting Services-Estimated Budget
City of Mississauga

| Service Area | Description of Services | Estimated Consulting Budget (\$000's) | | |
|-------------------------------------|--|---------------------------------------|----------------|----------------|
| | | Capital | Operating | Total |
| Financial Transactions | Other | | | |
| | Health Services and Workers' Compensation medical assessments and tests to support employee return to work initiatives | | \$160.0 | |
| | Insurance brokerage services & Risk Management consulting | | \$65.0 | |
| | Executive Search for Extended Leadership Team vacancies | | \$59.4 | |
| | Subtotal - Other | \$0.0 | \$284.4 | \$284.4 |
| Total Financial Transactions | | \$0.0 | \$284.4 | \$284.4 |



Corporate Report

Clerk's Files

Originator's
Files

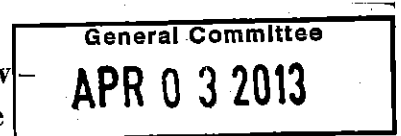
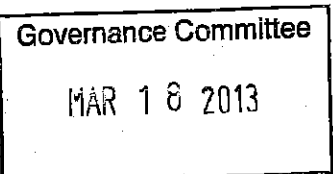
2.

DATE: March 4, 2013

TO: Chair and Members of Governance Committee
Meeting Date: March 18, 2013

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

SUBJECT: City Committees of Council Structure Review –
Recommendations to Governance Committee



- RECOMMENDATION:**
1. That the report entitled, City Committees of Council Structure Review – Recommendations to Governance Committee, dated March 4, 2013, from the City Manager and Chief Administrative Officer, be received for information.
 2. That the City Clerk be directed to implement the following recommendations by the start of the next term of Council (2015-2018):
 - a. That an additional Committee-of-the-Whole, specifically organized to deal with issues of transportation and transit items, be created and that the Council committee calendar meeting cycle be changed from a two-week cycle to a three-week cycle to accommodate the new Committee-of-the-Whole.
 - b. That the 'Mississauga Cycling Advisory Committee' (MCAC) remain as an Advisory Committee with the following changes:
 - i. That during the next term of Council, MCAC be directed to present a business model for the 'Tour de

- Mississauga' to determine if it will be a community – run event or a City-run event, including City resources required, for approval of the Budget Committee.
- ii. That during the next term of Council, staff be directed to analyze the opportunity and requirements to include 'Active Transportation' into the MCAC mandate, for approval of the Governance Committee.
- c. That the 'Traffic Safety Council' (TSC) remain as an Advisory Committee with the following changes:
- i. The Planning and Building Department be immediately transferred the responsibility for the site plan comments regarding school zones, as per an agreed upon checklist of criteria from the TSC.
 - ii. That by no later than the start of the next term of Council, items that wholly occur on school board property, specifically Dismissal Reports and Kiss and Ride Reports, be transferred to school board officials to manage.
 - iii. That by no later than the start of the next term of Council, the Engineering and Works division be transferred the duty from the Clerk's Office for both inspection(s) scheduling and creating the inspection reports from the field data collected.
 - iv. That during the next term of Council, staff be directed to analyze opportunities for the work of the Traffic Safety Council to be handled by City staff, and report back to the Governance Committee with this analysis.
- d. That the 'Museums of Mississauga Advisory Committee' (MOMAC) be changed at the direction of the Governance Committee to one of the following options:
- Option 1: That the 'Museums of Mississauga Advisory Committee' be retired at the end of this term of Council (November 2014).
- Option 2: That the 'Museums of Mississauga Advisory Committee' be reorganized to provide input, guidance and support to the Manager, Museums and Traditions regarding the artifact collection and the future city-wide

museum either through a) Committee of Council or b) Community Reference Group as described in Appendix 1.

- e. That the 'Mississauga Celebration Square Events Committee' (MCSEC) be changed at the direction of the Governance Committee to one of the following options:

Option 1: That the 'Mississauga Celebration Square Events Committee' be retired at the end of this term of Council (November 2014).

Option 2: That the 'Mississauga Celebration Square Events Committee' be reorganized to provide input, guidance and support to the Manager, Mississauga Celebration Square on sponsorship and other revenue opportunities to help the financial sustainability of the Square and strategic policies that affect the Square either through a) Committee of Council or b) Community Reference Group as described in Appendix 1.

- f. That the 'Road Safety Mississauga Advisory Committee' (RSM) be retired at the end of this term of Council (November 2014).

- g. That the 'Public Vehicle Advisory Committee' (PVAC) be changed at the direction of the Governance Committee to one of the following options:

Option 1: That the 'Public Vehicle Advisory Committee' be retired at the end of this term of Council (November 2014).

Option 2: That the membership of 'Public Vehicle Advisory Committee' be restructured with a broad stakeholder membership and a specific mandate to provide input and advice on policy issues affecting the taxi industry.

- h. That the 'Towing Industry Advisory Committee' (TIAC) be changed at the direction of the Governance Committee to one of the following options:

Option 1: That the 'Towing Industry Advisory Committee' be retired at the end of this term of Council (November

2014).

Option 2: That the 'Towing Industry Advisory Committee' be restructured with a broad stakeholder membership and a specific mandate to provide input and advice on policy issues affecting the towing industry.

- i. That the membership of the 'Citizen Appointments Committee' be restructured to include all Members of Council.
- j. That the policy entitled, 'Citizen Appointments to Committees, Boards and Authorities' (#02-01-01) be changed regarding Eligibility to also include citizens who own businesses in the City of Mississauga.
- k. That a process be implemented whereby a proposed new Committee of Council is analyzed against the criteria list attached as Appendix 2, before the Governance Committee deliberates and approves the new Committee.
- l. That the Clerk's Office work with the Finance division to redefine the budgetary processes and accounting associated with the running of the Committees of Council by:
 - a. Creating a single operating budget account that supports all typical annual expenditures for the Committees of Council including a policy outlining approved expenditures.
 - b. Developing a system by which Committees of Council can receive Council-approved project funding in stand-alone capital accounts.
3. That the Clerk's Office be directed to consider the administrative suggestions outlined in the report attached as Appendix 1 and report back to the Governance Committee at a later date regarding implementation.
4. That all applicable by-laws and policies be updated accordingly.

**REPORT
HIGHLIGHTS:**

- Over the past year, the City Manager's Office undertook a review of the 23 Committees of Council.
- The scope of the work included information gathering, including observing Committees and an on-line survey, benchmarking and an analysis of ways to make Committees more efficient and effective.
- The recommendations include a proposal for new Committee-of-the-Whole to be created specifically focussed on transit and transportation issues.
- Fifteen (15) existing Committees of Council are recommended to remain as is, and eight (8) Committees of Council have recommendations proposed to either retire the committee or change their mandate or membership in various ways. These changes will assist in keeping the committee structure efficient, effective and aligned with the Strategic Plan.

BACKGROUND:

At the request of Council, the City Manager's Office has completed a review of all Committees of Council (23). Presentations were made at the Governance Committee meetings in October 2012, January 2013 and February 2013, regarding the findings of this review and seeking direction and endorsement in principle of some of the ideas presented. More background information is presented in the appended corporate report, outlining the process and methodology of the Review.

COMMENTS:

All comments are found in the 'City Committees of Council Structure Review' appended to this corporate report. (Appendix 1)

FINANCIAL IMPACT:

The recommendations presented in this report regarding changes to the way Committee of Council budgets are created and handled will allow a range of unspent budgeted funds to be freed up within the City's operating budget. (example: for 2010 to 2012 the unspent funds ranged from \$64,000 to \$103,000)

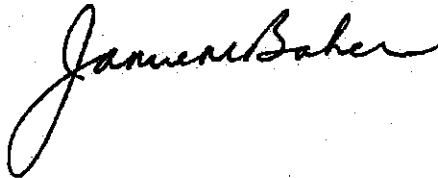
Many suggestions on making the processes more efficient and using our staff resources more effectively are also outlined throughout the report.

CONCLUSION:

In taking time to review all of the City of Mississauga's Committees of Council a number of issues were raised and options presented to ensure that the committee structure remains efficient, effective and inclusive to all parties.

ATTACHMENTS:

- Appendix 1: City Committees of Council Structure Review
- Appendix 2: Criteria List to Form a New Committee
- Appendix 3: Transit Advisory Committee – memo
- Appendix 4: CCCSR Benchmarked Municipalities



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

Prepared By: Karen Spencer, Advisor, City Manager's Office

Appendix 1

CITY OF MISSISSAUGA

**CITY COMMITTEES OF COUNCIL
STRUCTURE REVIEW**

SPRING, 2013

29

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

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CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

INTRODUCTION:

The 'City Committees of Council Structure Review' (CCCSR) was requested to be undertaken by the City of Mississauga Council and the scope of this Review was verified through the Governance Committee, a Standing Committee of Council, in spring 2012. The stated purpose of this project is:

To review the administration, mandate and structure of existing (and potential) City of Mississauga Committees of Council, and to make specific recommendations regarding these committees for Council approval. The analysis will critically assess whether the committees operate effectively and efficiently while meeting the needs of City Council, citizens and the corporation.

The Governance Committee also gave direction that there was general satisfaction among Council Members for the existing Committees of Council structure and the Review was to be general in nature, rather than a wholesale governance renewal exercise. Also, it was clearly stated that the Committee-of-the-Whole structure, which is favoured in the City of Mississauga's governance structure for the key public policy matters, should remain unchanged.

There are 23 Committees reviewed included (in alphabetical order):

- Accessibility Advisory Committee
- Advertising Review Panel
- Audit Committee
- Budget Committee
- Citizen Appointments
- Committee of Revision
- Council
- Election Campaign Finances Committee
- Environmental Advisory Committee
- General Committee
- Governance Committee
- Heritage Advisory Committee
- Incidents in City Facilities Appeal Committee
- Mississauga Appeal Tribunal
- Mississauga Celebration Square Events Committee
- Mississauga Cycling Advisory Committee
- Museums of Mississauga Advisory Committee
- Planning and Development Committee
- Property Standards Committee
- Public Vehicle Advisory Committee
- Road Safety Mississauga Advisory Committee
- Towing Industry Advisory Committee
- Traffic Safety Council

It is estimated that in an annual year, a total of 425 hours of meeting time takes place for these 23 Committees. Considering the multiple Councillors, Citizen Members, staff and the general public who work at, or appear before, these committees, the hours grow much larger. A review of the entire Committees of Council structure for the City of Mississauga is essential to ensure these important decision-making committees remain strong and aligned with the City's plans and resources.

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

BACKGROUND:

The City of Mississauga has not undertaken a fulsome review of all Committees of Council for many years. The last large review occurred in 1993 when the General Committee System was approved to continue after having been implemented for a six-month trial period. Also, in 2006, following receipt of a staff report, Council approved the creation of an Environmental Advisory Committee.

For the City Committees of Council Structure Review, the Governance Committee has heard a number of presentations on various aspects of the research and analysis over a period of 6 months, which have helped shape the final report.

- October 22, 2012 – presentation outlining the benchmarking information gathered and the survey information received to date.
- January 14, 2013 – three important ‘principles’ were endorsed by the Governance Committee regarding Advisory Committees specifically, which were: a) reducing the total number of committees, b) ensuring pre-set criteria is met before a new committee is established and, c) ensuring committees continually evolve to align with the City of Mississauga’s changing priorities.
- February 11, 2013 – discussion regarding Adjudication Committees and the potential for a new Committee-of-the-Whole regarding transportation and transit issues.

BENCHMARKING:

Eleven municipalities were benchmarked regarding their governance and committee structures, which included: Vancouver, Edmonton, Calgary, Regina, Winnipeg, London, Kitchener, Hamilton, Brampton, Ottawa and Halifax.

All of those cities described the importance of their committee structure in a similar way as Mississauga does. That the structure must be: modern, adaptive and effective; focussed on the strategic direction of the municipality; respectful, inclusive and open to a variety of ideas; governed in an accountable fashion with well-defined roles and solid rules of procedure.

An important finding was the comparison of numbers of committees between the municipalities. With 23 committees, Mississauga is clearly the city with the highest number of combined Committees-of-the-Whole, Standing Committees, Adjudication and Advisory Committees as compared to the other cities (with 17.5 average number of committees).

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

Further, in looking at the types of committees these cities had, the following was observed:

- All cities had:
 - Council
 - Planning/Development
 - Budget/Finance
 - Audit
 - Accessibility
 - Environment
- Most (75%) of cities had:
 - Executive/Administration/General
 - Transportation/Public Works/Infrastructure
 - Heritage
- Half (50%) of cities had:
 - Cycling/Active Transportation
 - Urban Design
 - Arts/Culture
 - Economic Development/Business
- Some (30%) of cities had:
 - Youth
 - Seniors/Older Adults
 - Community/Neighbourhood/Downtown/Natural Feature
 - Utilities/Telecommunications
 - Intergovernmental Affairs
 - Taxi
 - Diversity/Alliances

The City of Mississauga has a few committees not found in any of the benchmarked cities which are Museums and Towing. Also, the high number of committees that Mississauga has dedicated to 'road movement' is unusual – Mississauga has five such Committees (Towing, Public Vehicle, Cycling, Road Safety, Traffic Safety).

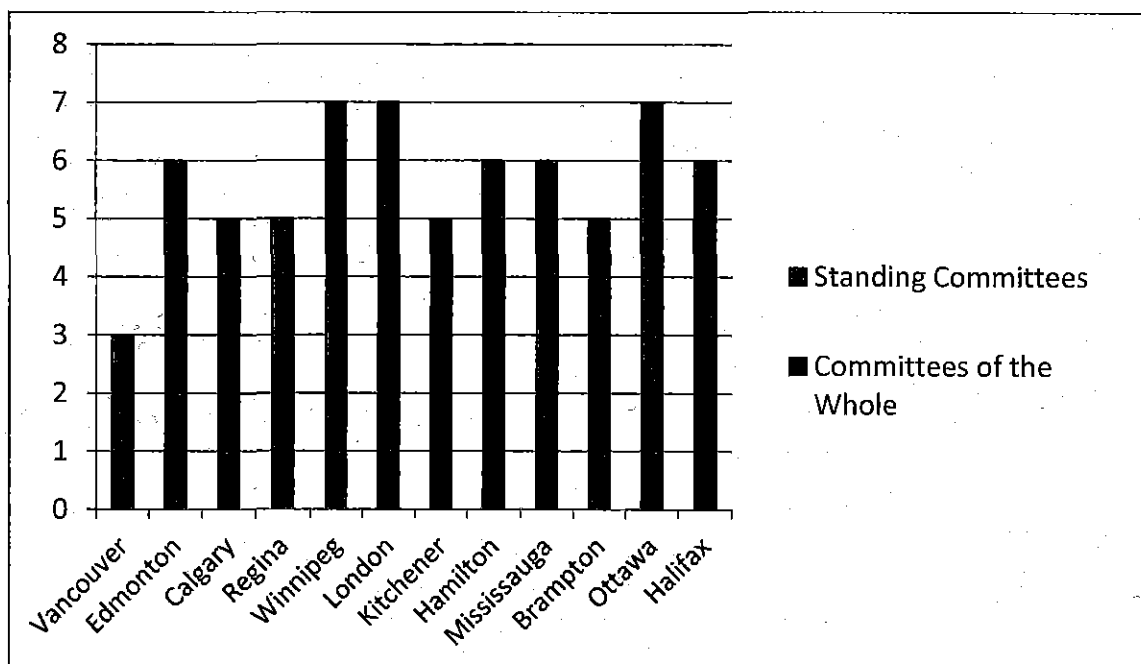
As mentioned previously, the City of Mississauga favours the Committee-of-a-Whole structure, as does Vancouver, Brampton and Kitchener among the cities benchmarked. The following is a description of the similarities and differences between the Committees-of-a-Whole and major Standing Committees among those cities. A Committee-of-the-Whole is simply a committee with all

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

elected Council Members as members and no others. Standing Committees include only Council Members but does not have the entire Council as members.

Mississauga has four Committees-of-the-Whole (Council, General Committee, Planning & Development Committee and Budget Committee) and two policy Standing Committees¹ (Governance Committee and Audit Committee). As shown in the chart below, the line for Mississauga is therefore shown as having six committees in total. In comparison with the other cities, Mississauga has one of the highest total number of Committees-of-the-Whole, but when examining the total combined number of committees, our municipality is just above the average.

CHART 1: Number of Committees-of-the-Whole & Standing Committees



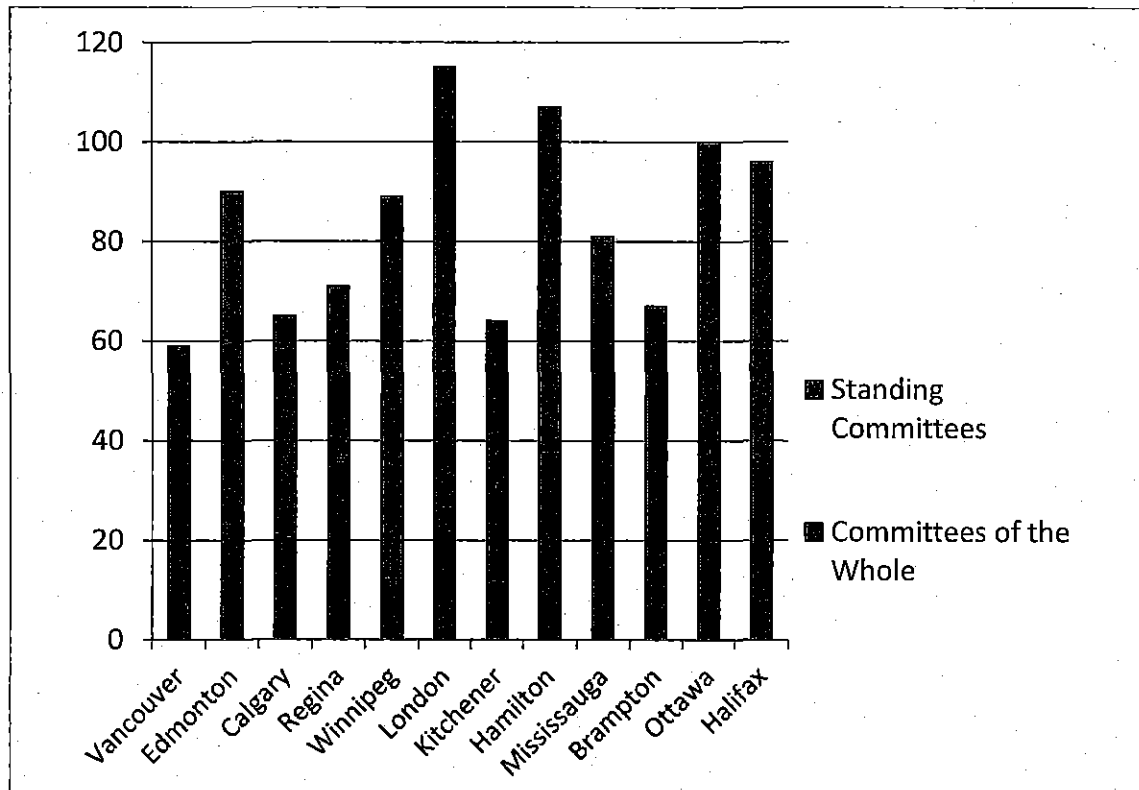
What is interesting is that four (33%) of these large cities operate with only one Committee-of-the-Whole, which is Council. For these four municipalities, a number of Standing Committees with a portion of the Council Members (usually a half or one-third of the total Council), meet and debate on a wide range of policy issues, and determine recommendations that ultimately Council will approve. This illustrates that large cities can operate under any number of different committee and governance structures and provide solid decision-making for their citizens.

¹ Mississauga has a Citizen Appointments Committee which is a Standing Committee – it is not considered a policy committee and is discussed later in the document

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

Another important aspect is the total number of meetings that Council Members are present at to make their own particular governance structure viable. Chart 2 below tallies up the number of annual meetings found on each of their 2013 committee's calendars. It is clear that the total number of separate committees (chart above) in no way dictates the number of actual meetings per year.

CHART 2: Number of Committee Meetings (2013 Calendar)



For Mississauga, Council Members and the corporation's Leadership Team have emphatically indicated their support for the Committee-of-the-Whole governance structure.

SURVEY:

An on-line survey was created to elicit responses from Council Members, Citizen Members and staff throughout the corporation that are directly involved in the support and functioning of the Committees of Council. The survey was originally created for Council Members to provide direction as to the scope of work for the City Committees of Council Structure Review. Afterward,

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

the survey was redesigned for both staff and again for Citizen Members. Many questions remained the same throughout all the surveys but additional questions were also added. The surveys cannot be considered statistically significant but they do provide insight and suggestions on what works and what areas need revamping or streamlining.

General ideas from the survey results suggest:

- overall, the City of Mississauga has a good Committee of Council structure with solid practices and mandates that further the City's strategic priorities
- the Committees-of-the-Whole are running satisfactorily although there is concern expressed that the Budget Committee lacks meetings and should include more avenues for public input
- that some duplication occurs between committees
- that committees are an important way for the community to engage with Council in decision-making
- that there needs to be some stream-lining of administration practices

ADVISORY COMMITTEES:

Within the 23 Committees of Council, there are ten Committees that meet on a regular basis and include citizens within the Committee membership. These ten Committees include (alphabetical order):

- Accessibility Advisory Committee
- Environmental Advisory Committee
- Heritage Advisory Committee
- Mississauga Celebration Square Events Committee
- Mississauga Cycling Advisory Committee
- Museums of Mississauga Advisory Committee
- Public Vehicle Advisory Committee
- Road Safety Mississauga Advisory Committee
- Towing Industry Advisory Committee
- Traffic Safety Council

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

Advisory Committee Evaluation Methodology: As suggested by the survey responses, there is an overall general agreement that the City's Advisory Committees work well – good discussion which allows for solid decision-making and policy development. Also Advisory Committees help promote events and activities associated with the Strategic Plan, the City's various master plans, and other issues of importance. Evidence through this Review indicate that the corporation has a high number of Advisory Committees and some efficiencies and streamlining are possible.

Determining the 'importance' or 'worth' of an Advisory Committee requires an analysis of a Committee's activities in moving the City of Mississauga forward on its stated strategic goals. The methodology used to analyze this was to systematically review all activities of these ten Advisory Committees as described in the minutes for each. This was completed for meetings that occurred in the years 2011 and 2012.

The number of items per each meeting's Minutes were recorded (presentations, matters to be considered and other business) as were all of the recommendations (i.e. referrals to staff, approvals, accepted for information, etc.). Further, the decisions and recommendations were looked at as to whether they dealt with the administrative of the committee, policy issues, promotion, advocacy, awareness, etc. The following are examples of the types of work that were catalogued under these headings:

- administration: minutes received, member resignations, naming Chairs/Vice-Chairs, resourcing, work plans, payments, receipt of non-essential emails and documents, etc.
- policy / focussed discussion: legislation, policies, guidelines, forum for discussion on topics within terms of references
- advocacy: partnerships, helping other groups, working together to change attitudes / actions / rules
- promotion / awareness: emerging trends, public engagement, getting the word out, campaigns, events

Through this methodology over 100 separate meetings for these ten Advisory Committees were analyzed, which described over 1000 items; the findings revealed:

- Work (all items described per the combined Advisory Committees' Minutes):
 - approximately 53% of all items are focussed on the core mandates of the Advisory Committees (47% on administrative / informational)

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- Recommendations (all official recommendations per the ten Advisory Committees' Minutes):
 - approximately 57% of the total items created a specific recommendation
 - 36% of these recommendations are administrative
 - 64% of these recommendations are 'focussed' (policy, promotion, emerging issues, advocacy, etc.)

These numbers suggest that there is more that can be done to ensure the Advisory Committees focus on more than administrative type conversations.

Specific Findings for Advisory Committees: The following outlines key points that the research to date has revealed:

- Accessibility Advisory Committee (AAC): There is a statutory requirement that must be met and as the AODA legislation continues to evolve it is important this committee exists. It is well resourced with a specific staff person (Accessibility Coordinator) in place. Meetings are four times per year. (No changes to this committee are proposed.)
- Environmental Advisory Committee (EAC): A relatively new committee created in 2006, a few years prior to the adoption of the Living Green Master Plan (LGMP) and creation of the Office of Environment (both 2012). There is a long list of issues, so priority setting is underway at this time. One of the LGMP's key priorities is outreach to the community to bring environmental issues, tactics, information and support to the external community. Even though this committee is well resourced staff wise, due to the community outreach over the next many years it is important to have a strong citizen membership on this committee. (No changes to this committee are proposed.)
- Heritage Advisory Committee (HAC): The *Ontario Heritage Act* provides for Council to establish, under by-law, a municipal heritage committee and the requirement to consult with the committee on matters related to heritage designated property. While not a direct statutory requirement (such as the Accessibility Committee is formed), the City of Mississauga chooses to form a Heritage Committee because it is a strategic priority and because there are deep and complex discussions at the HAC which help advance decision-making at General Committee. (No changes to this committee are proposed.)

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- Mississauga Cycling Advisory Committee (MCAC): This committee was created in 1993 when cycling or trail network were not on the forefront of municipal issues. It was and remains very much a citizen driven committee and continues to assist in setting network priorities, trail locations and providing cyclist expertise. Two major changes in the past

few years have been the approval of the Cycling Master Plan and the creation of the Cycling Office, in 2010. Therefore the corporation is now very much more resourced, with approved cycling priorities. However it has been suggested that sometimes the committee and staff are at odds with these approved priorities and staff sometimes are defending these, rather than working hand-in-hand. In the past two years the Minutes reveal a great amount of energy and discussion on the 'Tour de Mississauga' event, which has been a successful community event to promote cycling. The Tour continues to grow in popularity and staff resources to support the event are stretched.

In benchmarked cities, a trend has occurred in the past few years to redefine 'cycling' committees to 'active transportation' committees. Active transportation is described as all forms of 'human power' to get to a destination (walking, cycling, in-line skates, wheelchairs, etc.). The idea of providing mobility choices is in the Strategic Plan (Connect Pillar) and the newly approved Official Plan, which outlines a 'policy shift from automobiles towards transit, cycling and walking as desirable transportation choices' (OP – Executive Summary). At the January 14th Governance Committee meeting, the question was raised as to whether it was time to redefine MCAC as an Active Transportation Committee. In discussions with staff, work already is channeled in this direction as there is always consideration for the pedestrian in the safe planning for a cycling network and that an analysis is required to analyze resources required for the potential of MCAC evolving to this new mandate (membership, city resources, objectives, etc.).

Two changes to MCAC are proposed:

- a business model needs to be developed to determine if the 'Tour de Mississauga' should be a community-run event or a city-run event.
- an analysis is required to determine if the MCAC committee can support aspects of 'Active Transportation' into its mandate.

RATIONALE:

- ☑ Effective use of City Resources: 'Tour de Mississauga' event is successful and growing and it is important to understand the future staff and city resource implications for future years.
- ☑ Alignment with Strategic Plan and Official Plan: Active Transportation concepts are found in all of the City's key strategic documents and having an Advisory Committee with this mandate could be an important entity within the committee structure.

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- Traffic Safety Council (TSC): The TSC is over a half century old and almost exclusively deals with traffic issues surrounding schools. It is a large committee with many citizen members and stakeholder groups attending; there have been attrition issues with citizen members retiring and stakeholder groups lacking attendance. It has the highest number of items per agenda and recommendations made at each meeting. The meetings are very organized and rigorous in the work they perform.

While the corporation have staff that can perform this work, staff indicate they appreciate the citizen members working with them as school officials and residents appear to be more approachable with ideas when a citizen is involved in the discussion. However, the mandate appears to have some flexibility as well depending on the expertise and interest of the Citizen Members. For example, the recent resignation of the TSC Chair means that a specific duty only he performed (site plan comments at school sites) is now unfilled. Concern has also been raised regarding the work that is performed wholly on school board property (Dismissal reports and Kiss and Ride reports). As a City of Mississauga committee the focus should remain on those traffic safety concerns relating to the interface between the street and surrounds with the school zone.

Four changes to TSC are proposed:

- transfer the responsibility for the site plan comments regarding school zones to the Planning staff
- discontinue working on items wholly occurring on school board property
- have the Engineering and Works division be responsible for inspection(s) scheduling and creating the inspection reports from the field data collected which the Legislative Coordinators complete at this time
- continue to analyze opportunities for TSC work to be handled by City staff

RATIONALE:

- ☑ Effective use of City Resources: Site Plan Comments - a single TSC member (Chair Dave Brown) handles the site plan comments function because of his specific expertise; his resignation will mean either finding a replacement with this planning qualification or transfer this function to Planning staff who have the expertise and are set up to provide this function. The outgoing Chair has indicated he will provide guidance to Planning staff (and training session if needed).
- ☑ Jurisdictional: School Board property – the TSC should focus on the interface zones between the school and adjacent streets.
- ☑ Efficient use of City Resources: Transfer to Engineering and Works – for many years the Clerk's Office staff have handled inspection scheduling requests, etc. which is outside the typical role of the Legislative Coordinator. Also, site inspections are a common practice in the Works division.

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- ☒ **Effective use of City Resources:** there may be other opportunities to move some of the work of the TSC to staff, especially when future resignations occur of Citizen Members with specific expertise that may be difficult to replicate.
- **Museums of Mississauga Advisory Committee (MOMAC):** This committee has evolved many times over the years and having a stand-alone Advisory Committee specifically for museums is an unusual occurrence compared to other cities. Suggestions were advanced through the survey responses that MOMAC issues could be dealt with by the Heritage Advisory Committee but in fact HAC's mandate does not easily extend to meet the MOMAC endeavours. In the past few years the corporation has created and fully resourced a Culture Division which ties together heritage and museum work. The work that consumes most of the discussion is the need for a Collections Facility, which in the 2013 approved budget discussions it was approved to remain as an unfunded item (the Culture Division is working on a business case for a leased facility for the 2014 budget deliberations). There is an established 'Friends of the Museums' organization in Mississauga as well, that seems well connected with MOMAC and has good community outreach and fundraising activities. There is the potential for MOMAC to be retired as a committee or change to a different committee which is not as structured as a Committee of Council.

Public Comment Received: The MOMAC citizen members have met and discussed the evaluation above, as presented at the January 14th Governance Committee meeting. The members of MOMAC presented the Governance Committee with a written and verbal deputation on February 11th, 2013.

Staff Response: The MOMAC citizen members are very clear in their desire to retain the MOMAC committee. Their deputation was thoughtful and well worded; MOMAC indicated they understand the need for clarity of both the MOMAC role and resource considerations. There is no disputing that MOMAC is a key champion of the museums and have provided focus and advice to staff and Council in the decision-making on museum issues. The City has also evolved and the Museums business unit, within the new Culture division, now has much clearer future plans as a direct result of both the Culture Master Plan and the Arts and Culture four year business plan.

If MOMAC were to remain there are two types of possible committee structure: a) to continue as an Advisory Committee of Council or b) as a committee that exists outside of the Committee of Council structure but has a specific group of individuals as members who meet with the Manager, Museums and Traditions within a prescribed schedule and with a specific items to discuss. The difference between the two is that the rules and

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procedures are lessened and there is more flexibility for the Manager to seek assistance when needed.

Two options for MOMAC are proposed:

- Retire MOMAC at the end of this term of Council
- Realign MOMAC to focus on the artifacts collection and the future city-wide museum – this can be as a Committee of Council or a Community Reference Group²

RATIONALE:

- ☑ Effective use of City Resources: Option to retire MOMAC - over the past few years the City of Mississauga has created and resourced the Culture division, with a section specific to Museums and Traditions, which is now much more able to handle multiple museum tasks and approved strategic plans affecting the museums.
 - ☑ Efficiency of Committee: Option to reorganize MOMAC – if a decision is made to retain MOMAC, focussing on the artifacts collection and the future museum will help keep the discussion to those two important themes at the Committee or Community Reference Group level.
- Mississauga Celebration Square Events Committee (MCSEC): A new committee formed upon opening of the Mississauga Celebration Square and this committee has dealt with an array of big issues quickly. The MCSEC meets monthly. Also, the City has recently created a staff unit dedicated to the Square which is now functioning, with systems in place and priorities set. There is a question as to how many meetings per year are required or when the work of this Committee becomes business as usual. A case can be made to retire the Mississauga Celebration Square Events Committee because many of the initial objectives of this Committee have been, or are in the process, of being met. Some of the recent discussions have focussed on the more operational aspects of the Square, in the manner more of a 'management board', which is likely untenable in the long term.

Two options for MCSEC are proposed:

- Retire MCSEC at the end of this term of Council
- Realign MCSEC to focus on sponsorship and revenue opportunities and strategic policies that affect the Square – this can be as a Committee of Council or a Community Reference Group

² For the purposes of this Review the term 'Community Reference Group' is used to describe a committee, organized by city staff with the objective of providing advice on a specific city plan or task, but does not work within the procedural rules prescribed for Advisory Committees of Council.

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RATIONALE:

- ☒ **Effective use of City Resources:** Option to retire MCSEC – with the opening of Celebration Square the City of Mississauga has created and resourced the Culture division, with a section specific to Mississauga Celebration Square. Also the MCSEC has handled a number of initial tasks in a short period of time and staff is now well positioned to handle most issues that arise.
 - ☒ **Efficiency of Committee:** Option to reorganize MCSEC – if a decision is made to retain MCSEC, focussing on the financial sustainability and any major policies affecting the Square will help keep the discussion to those two important themes at the Committee or Community Reference Group level.
- Road Safety Mississauga Advisory Committee (RSM): The committee deals with safety issues city wide such as traffic calming and red-light cameras. On occasion pilot projects are undertaken. A Road Safety Handbook has been produced and various public safety campaigns. Safety issues are a duplication throughout many Committees (along with Safe City Mississauga and CPTED training that exist within the City). The corporation now has a specific staff resource (Integrated Road Safety Coordinator) who deals with all the same work. Also, many rules and guidelines that municipalities use regarding road safety, have been developed over time and there is very few times that anything is disputed. There is the potential for the Road Safety Committee to be retired.

One option for RSM is proposed:

- Retire RSM at the end of this term of Council

RATIONALE:

- ☒ **Effective use of City Resources:** the City now has staff dedicated to road safety issues and the guidelines that the municipality use are now well known and used across like municipalities. Safety issues overlap to other committees, staff training and external organizations.
- Public Vehicle Advisory Committee (PVAC) and Towing Industry Advisory Committee (TIAC): Both of these committees provide a forum for discussion about the towing and taxi industries so this helps relieve the General Committee meetings of these long conversations. In looking at the Minutes of each committee, many reports seem to return back to staff multiple times (more research, verification, etc.) before being forwarded to General Committee. The citizen members on both committees are from their respective industries so there is natural tension between industry Citizen Members and the Enforcement staff, whose duty it is to create and enforce the by-laws within which these industries operate. Looking at the benchmarked municipalities there is no similar towing

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committee found however, there are two examples of taxi committees in Calgary and in Brampton. Brampton's committee is structured with a much broader membership representing citizens, taxi and limo operators and major businesses that connect with the taxi operations (airport, hotels, etc.).

Two options for both PVAC and TIAC are proposed:

- Retire PVSC and TIAC at the end of this term of Council
- Realign PVAC and TIAC to focus on strategic policy issues and re-establish the Committee(s) membership to be a broad stakeholder group

RATIONALE:

- ☒ **Efficient use of City Resources:** a committee made up solely from one industry, with a mandate to discuss the City's regulations that the industry must operate under, is not optimal as it slows the decision-making process down when issues do not move from committee level to be formally approved by Council. If PVAC and TIAC are not retired it will be important to change the membership to include a larger stakeholder group.

ADJUDICATION COMMITTEES:

Within the Committees of Council structure, there are a number of adjudication committees which include:

- Committee of Revision
- Election Campaign Finances Committee
- Property Standards Committee
- Mississauga Appeal Tribunal
- Advertising Review Panel
- Incidents in City Facilities Appeal Committee

The following outlines the key points regarding each of these committees:

- Committee of Revision: a quasi-judicial committee mandated by the *Ontario Municipal Act*, which sets out the local improvement process and the subsequent imposition of charges to the individual tax rolls of affected owners. The Committee of Revision is the body constituted to hear residents' objections and operates according to the *Statutory Powers Procedures Act*. Council delegates this authority to three citizen members. (No changes to this committee are proposed.)

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- Election Campaign Finances Committee: pursuant to the *Municipal Elections Act, 1996*, the Election Campaign Finances Committee considers applications for election campaign finance compliance audits and makes a determination as to whether the application should be granted or rejected, and undertakes all other responsibilities set out in the Legislation. Council is mandated to have such a committee, which is made up of five citizen members. (No changes to this committee are proposed.)
- Property Standards Committee: is authorized by the *Building Code Act* and operates according to the *Statutory Powers Procedures Act*. The Property Standards Committee hears appeals by registered owners of property who have received a Property Standards Order regarding a component(s) of their property that does not conform to the Property Standards By-law. Council delegates this authority to five citizen members. (No changes to this committee are proposed.)
- Mississauga Appeal Tribunal: required pursuant to the *Ontario Municipal Act*, to hear appeals regarding business licences, tow truck licences, taxicab owner's licences resulting from a recommendation of the Licensing Manager to refuse or revoke such licences. Council is mandated to have such a committee, which is made up of five citizen members. (No changes to this committee are proposed.)
- Incidents in City Facilities Appeal Committee: an individual or group, who has been issued a ban by City staff under the 'Responding to Incidents in City Facilities' policy, may seek a review of the decision through this Committee. This Committee was established in 2010 and the five citizen members of the Mississauga Appeal Tribunal make up the membership of this committee and very limited work has occurred to date. (No changes to this committee are proposed.)
- Advertising Appeal Committee: the purpose of the Advertising Review Panel is to review advertising as requested under the corporation's 'Placing Advertisement with the City' policy. All reviews are conducted in accordance with the approved terms of reference. The panel is made up of five Council Members and very limited work has occurred to date. (No changes to this committee are proposed.)

NOTE: The six committees described above do not bring their decisions through City Council for final approval as their decisions are final and binding.

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COMMITTEES-OF-THE-WHOLE & STANDING COMMITTEES:

The City of Mississauga has a total of six Committees-of-the-Whole (4) and Standing Committees (2) which together are the key public policy and decision-making committees of the municipality, and includes:

Committees-of-the-Whole:

- Council
- General Committee
- Planning and Development Committee
- Budget Committee

Standing Committees:

- Audit Committee
- Governance Committee

(Note: The Citizen Appointments Committee is also a Standing Committee however, for the purpose of this report, it is not considered a major policy committee. Please refer to the section on Membership for a discussion on the Citizen Appointments Committee)

Committees-of-the-Whole: Council, General Committee (GC), Planning & Development Committee (PDC):

Creating a Council of elected municipal officials, as a Committee-of-the-Whole, is legislated by the *Municipal Act, 2001*, and therefore no changes to Council are proposed.

In their survey responses, Mississauga's Council Members indicated a desire to keep the Committees-of-the-Whole structure and this was verified in discussion with the Governance Committee. The Leadership Team of the City of Mississauga has also indicated a strong desire to keep the Committees-of-the-Whole structure.

With a Council of only twelve elected officials, Committees-of-the-Whole are quite workable. Of the benchmarked cities, about one-third (Vancouver, Kitchener, Brampton) also favour Committees-of-the-Whole in their governance structures, whereas two-thirds of Canada's larger municipalities favour Standing Committees for their major public policy committees (refer to Chart #1 in the Benchmarking section).

The last time the structure of these committees were realigned was in 1992-1993 when a committee dealing with general items and a committee dealing with planning matters (that require statutory public meetings) were set in place. After a six month trial, these were confirmed as the 'General Committee' (GC) and the 'Planning and Development Committee' (PDC). The advantages of

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keeping these committees as Committees-of-the-Whole, as outlined in the 1993 corporate report, remain true today:

- when all Council Members are present they are fully conversant on the issues, with increased opportunity for equal input
- it frees up time and requires fewer agendas, minutes and reports
- it is fairly simple to determine which committee an item should go to

At this time, all three of these Committees operate on a two-week cycle through the calendar year bringing the total number to 19-20 (60 total) meetings annually for each of Council, GC and PDC. Compared to the other large municipalities in Canada, this is an average number although Mississauga has a longer summer break than most cities. Of note, over the past term of Council, the need for PDC meetings has slightly lessened and now PDC meetings are only scheduled in the evenings, rather than both the afternoon and the evenings as before. More information on meeting times and Chairing meetings is found in the 'Committee Membership' section later in the document.

There appears to be no indication that there is a need for any change in the structure of these three Committees. (Please note that General Committee is further discussed in the 'Transportation and Transit Committee' and the 'Potential Changes to the Committee Calendar' sections later in this report)

Committee-of-the-Whole: Budget Committee

Budget Committee, while a Committee-of-the-Whole, is structured much differently in its processes and procedures compared to the three others described above. The mandate of the Budget Committee is to deliberate on the future year's Business Plan and Budget for both the capital and current budgets.

The approved 2013 Business Plan and Budget outlines the annual budget process as follows:

The proposed 2013 Budget is the result of an extensive process undertaken by staff. Throughout the spring Service Areas prepared their 2013-2016 Business Plans. These plans were reviewed, revised and approved by the Leadership Team. The Budget provides the resources to implement the first year of the Business Plan. Service Areas prepared their operating and capital budgets through June to mid-August. Budget submissions were reviewed by the Leadership Team through September and October and the proposed budget was finalized for Council review. The process for Council review of the budget is set out below. All Budget Committee meetings are open to the Public and will be broadcast by Rogers TV.

- Distribution of the Budget Document – November 19, 2012
- Presentation of Budget Overview – November 26, 2012 Budget Committee

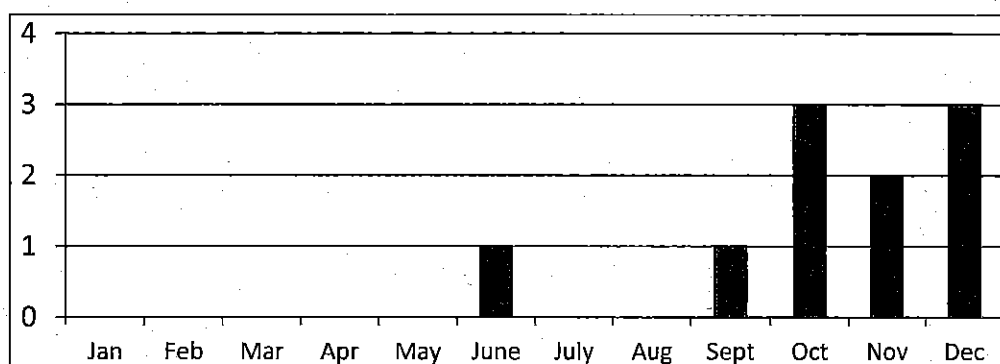
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- Service Area Budget Presentations – November 26 and 27, 2012
- City Public Open House – November 27, 2012
- Budget Committee Deliberations – December 3, 4 & 5, 2012
- Council Approval – December 12, 2012

(2013-2016 Business Plan and Budget pgs. C5-C6)

Clearly the discussions required to approve the next year's budget, which begin generally and become increasingly specific as the final budget decisions are made, are on a calendar cycle much different to the reports and presentations that occur at either GC or PDC meetings. Mississauga has a single spring (June) Budget Committee meeting and in the fall the detailed discussions get underway for approval of the budget before the new fiscal year begins. Chart #3 helps illustrate this point.

CHART 3: Mississauga: No. of Budget Meetings on 2013 Committee Calendar



Looking at how Budget meetings are handled in other large cities we find generally the same progression of meetings. In all cases, the budget discussion cycles are lean in the spring / summer months and heavy in the fall / early winter months. It should be noted that some municipalities (Mississauga included) approve their budget before the fiscal year starts (those cities that schedule their budget meetings during the Oct.-Dec. months); some municipalities chose to approve their budget well into the fiscal year (those cities that schedule their budget meetings during January – March).

One aspect that sets the City of Mississauga apart from the other benchmarked municipalities is having a stand-alone Budget Committee only focussed on the approval of the future year's business plan and budget (both operating and capital). A similar committee cannot be found in any of the other large municipalities looked at. All other cities attach budget discussions into another committee, usually a 'finance' or 'executive' type committee and, on occasion, directly attached to

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'Council' meetings. On their annual Committees Calendar, 'budget' meetings are still specifically noted (ie. Executive Committee – Budget) when all (or a majority) of the committee meeting are intended for budget discussions. While all meetings are open to the public some 'Special Budget' meetings can be found on some of the cities official calendars for meetings or workshops specifically organized to engage the public in the budget deliberations. For example, Mississauga organized for seven evening Budget Town Hall meetings in 2011.

Whether a municipality has a stand-alone Budget Committee or one combined with another Committee of Council is not really important if, in the end, the annual budget gets approved within a well-organized and understood process. The main advantage of a stand-alone Budget Committee is that it is absolutely clear what the committee's mandate is and the agendas/presentations/minutes, etc. are focussed and distinct from other matters. The main disadvantage is that for a number of months in the first half of the year there are no Budget Committee meetings on the calendar. Also, Mississauga tends to schedule the Budget Committee meetings just after General Committee adjourns, which is difficult for members of the public scheduled to give a deputation at Budget Committee because there is no exact meeting start time.

How each municipality organizes who chairs their Budget Committee is varied as well:

- Mayor (Mississauga's system and found in a number of other municipalities)
- Appointed Chair of the committee that handles budget discussions, appointed for all or a portion of a term of Council (typical for cities with lots of Standing Committees)
- Budget Chair appointed annually (found infrequently)

What is not found is a rotating chairperson; this is understandable as there is a need to have only one Council Member guide the budget discussions through its annual process to final approval. Otherwise, the process would become disjointed as new voices take control of the conversation through many months.

Another aspect is the time of day the budget meetings are held. Almost all large cities appear to have discussions through the day rather than evening, which relates to the time of day the committee that holds the budget function is held. On occasion there might be 'Special Budget' meeting (as discussed above) in the evening as well.

Budget Committee, relating to the annual scheduled meetings, the time of day the meetings are held and the Chairing of this Committee are typical among other large cities and therefore no changes are proposed.

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Standing Committee: Audit Committee The Audit Committee includes the Mayor and four Councillors that are appointed for the term of Council and meet four times per year. The Director of Internal Audit reports functionally to the Audit Committee and reports administratively to the City Manager. Internal Audit's stated mission is '*...to assist the City in accomplishing its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.*'

Independent and objective assessments are critical in the functions performed by the Internal Audit division. The division is also guided by standards of professional practice as laid out by their professional association, and internal guidelines including the Internal Audit Charter and the Internal Audit Process Policy (#03-04-01).

The only suggestion made throughout this review regarding the Audit Committee was whether it could be combined with our Budget Committee. In looking at other cities there are a number of examples where Audit is found within a larger Standing Committee such as finance, administration or executive type committee. Half (6) of the cities benchmarked have a stand-alone committee and five have a combined committee. Also, it appears half have Audit Committees of just Council Members and half include one or two citizens as members of their Audit Committees, all requiring chartered accountant designation.

It appears through comments in the survey regarding the Budget Committee that the regularity of meetings throughout the year is of issue, more than the combining of two committees for efficiency or because of similar functions. In the discussion about Budget Committee (above) this issue is reviewed.

Because of the lack of any described issues with the existing structure of the Audit Committee no changes are proposed.

Standing Committee: Governance Committee The Governance Committee is the newest Committee of Council which began at the end of 2011. Five Councillors are members and the Chair is appointed for the term of Council. Issues that arose which prompted the Governance Committee to be created were in regard to elections, the recent inquiry, code of conduct and general governance issues (such as this Review). There are no changes proposed for this committee however over time, after the initial list of issues have been dealt with, it will be important to determine if monthly meetings are necessary or if quarterly or bi-monthly meetings will suffice.

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COMMITTEE MEMBERSHIP AND CHAIRPERSON:

In looking at the general membership, including the Chairperson position, across the eleven other large municipalities, a number of similarities are found. Generally, for Advisory type committees, with Citizen Members as the majority of the committee members, there are almost always one or two Council Members as full members. Some cities have rules that give an exact number (Ottawa allows 1 Councillor as a non-voting member on each Advisory Committee) and for some there is flexibility such as Mississauga (typically 2 Council Members, but ranges from 1 (MCAC) to 4 (MCSEC)). Universally across all cities, the Mayor is an *ex-officio* of all committees of which they are not formal members. For most cities there appears to be no limits on the number, or length of time, an individual Council Member can sit on a specific committee. Likewise, no limits are found for the number of continuous terms of Council that an appointed Chair can remain in that position.

Regarding the Deputy Mayor position, Mississauga is similar to almost all municipalities in that the 'Deputy' or 'Acting' Mayor rotates among all Council members. There are a few exceptions – for example the City of Winnipeg (which is a Charter City) appoints a Deputy Mayor for the full term of Council. In fact they also appoint an Acting Deputy Mayor for the same length of time. In this instance the Deputy Mayor gets paid more than the Council Members. Regarding the duties of a Deputy or Acting Mayor, the procedure by-laws of the benchmarked cities generally state, as Mississauga's does, that they will perform the duties and functions of the Mayor when the Mayor is absent or unable, but gives no details on the exact list of duties and functions.

Standing Committee: Citizen Appointments Committee The 'Citizen Appointments Committee' is a Standing Committee of Council made up of five Council Members. The Chair and members are appointed for the full Term of Council. This committee is responsible for handling the process by which Citizen Members are appointed to the Advisory Committees (and other boards, etc.). This is a fairly new committee in the City's committee structure and was formed to ensure the selections of Citizen Members followed a prescribed process and that the appointments took into account the total citizen requirements for the Advisory and Adjudication Committees all together.

The most pressing work of this Committee comes at the start of the Term of Council when the membership on all committees is reviewed and appointments made. Considering that there are a total of approximately 130 Citizen Members on the Advisory and Adjudication Committees, this makes for an enormous task. The Clerk's Office assists with the notices and applications from individuals who have applied for positions. The Citizen Appointments Committee members work diligently to organize, interview, and make final recommendations for approval. Meetings for this Committee are significant as the new Term of Council begins, and they meet on an 'as required' basis through the rest of the Term of Council.

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In looking at other municipalities, an 'Appointment' committee (also called a Nominating Committee or Striking Committee) is a common committee although there are differences found in the make-up of the membership. Most committees are Councillors only; a few cities include one or two citizens (or staff) on the committee (example: Kitchener). One city has a Striking Committee of citizen's only; the City of London has a committee of eight citizens made up of five representatives from set organizations (Urban League of London, London Chamber of Commerce, etc.), a retired Council Member and 2 citizens at large. Regardless of the membership, and the process, these committees exist in almost all the benchmarked municipalities.

Beside the issue of workload, there are occasions that there is difficulty finding a citizen with the correct expertise or qualifications required on an Advisory Committee (ie. chartered accountant, lawyer). Mississauga's 'Citizen Appointments to Committees, Boards and Authorities' policy (#02-01-01) describes citizen eligibility as a Canadian citizen, Mississauga resident, clean criminal record and a non-employee of either the City or the Region of Peel. If the eligibility could be extended to include individuals who are business owners within Mississauga it might help grow the number of candidates for various Citizen Member positions.

Two changes regarding the 'Citizen Appointments Committee' are proposed:

- the membership of the 'Citizen Appointments Committee' be restructured to include all Members of Council.
- the policy entitled, 'Citizen Appointments to Committees, Boards and Authorities' (#02-01-01) be changed to also include citizens who own businesses in Mississauga.

RATIONALE:

- ☒ Efficiency in handling workload: expanding the Citizen Appointments Committee to include all Council members will make the task of appointing citizens to various Committees of Council less onerous, by spreading the workload across all members of Council.
- ☒ Effectiveness of City policy: on occasion the eligibility requirements cannot be met when the city seeks a very specific expertise of a Citizen Member and allowing individuals who own businesses in within Mississauga may help enlarge the pool of possible candidates.

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

TRANSPORTATION & TRANSIT COMMITTEE:

At the on-set of this review, the question of the need for a Transportation & Transit Committee was raised. Accordingly, this review's on-line survey asked for participant's opinion of the following statement, *"The creation of a 'Transit and/or Transportation Committee', would be desirable."* The chart below shows the results.

| OPINION | Council Member | Staff | Citizen Member |
|-------------------------------------|----------------|-------|----------------|
| Strongly agree | 5 | 8 | 22 |
| Agree | 2 | 32 | 24 |
| Neutral, Neither Agree nor Disagree | 1 | 14 | 12 |
| Disagree | 0 | 8 | 3 |
| Strongly disagree | 0 | 1 | 1 |
| N/A, Not enough information | 1 | 5 | 3 |

Within the comment space for this specific question there were numerous and varied comments of what this committee might, or might not, have a mandate for, especially in light of the five existing committees associated with movement on our rights-of-ways (Advisory Committees for road safety, cycling, traffic safety, public vehicles (taxi) and the towing industry). Many comments also described transportation and transit issues as key priorities of the City of Mississauga, indicating it was time to focus that discussion.

While discussions occur at these five Advisory Committees (mentioned above), for the most part, high level, strategic discussions for transportation and transit issues are tabled at General Committee. To understand the volume of agenda items that relate to transportation and transit issues tabled at GC, the total agendas in 2012 were reviewed. In total, there were 237 agenda items (not including in-camera and Advisory Committee reports), and of these 119 (50%) were related to transportation and transit. The breakdown of types of items within this 50% include:

- Deputations - 2.5%
- Large construction projects - 7%
- Cycling / Auto share - 1%
- Transit - 2.5%
- Typical reports - 37% (noise, parking, 4-way stops, road closures, assumption of municipal services, lane closures, driveways, etc.)

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

In looking at the eleven benchmarked cities for similar Transportation and Transit Committees, a number of variations of committees are found. Four of these cities have stand-alone Transportation and Transit Committees (note: if a municipality operates their transit business through a separate commission, most often the Transit committees are separate entities). These four examples are Standing Committees, not Committees-of-the-Whole, because those cities entire governance structure is set up with Standing Committees as the norm. The City of Edmonton's 'Transportation Committee' is an example of a committee focussed on every aspect of transportation including small and large items associated with the fleet, road network, strategic planning, customer issues, traffic flow, regional area networks are listed. Also, Edmonton has a separate 'Edmonton Transit System Advisory Board' reporting to the Transportation Committee.

As well, five of the eleven cities have a combination of two Standing Committees to cover off all of the items associated with transportation and transit issues. For example, a 'public works' committee might exist, but for safety and active transportation issues, these would go to a 'community and protection' committee for discussion.

For the City of Mississauga, if there is a desire to institute a new committee with a strategic focus on transportation and transit, it would be difficult to do this at the Advisory Committee level. Council has been clear in their desire to maintain the Committee-of-the-Whole structure and therefore the challenge will be to find a way to work this new committee into the annual calendar without creating more workload for City Council, staff or citizens.

Potential Changes In The Committee Calendar: At this time, the City of Mississauga operates on a two-week cycle of Council throughout the year, allowing for statutory holidays, summer break and the Christmas holiday shut-down period. Typically the Planning and Development Committee (PDC) and the General Committee occur the week prior to Council meetings. This two week cycle means these committees are held 19 times in a year. Benchmarking the other cities (refer to chart 2), Mississauga's number of meetings is very average.

Working a new Committee-of-the-Whole into the annual calendar can be achieved if Council were to move from a two week cycle to a three week cycle. Week one would be PDC and the new Transportation/Transit Committee; week two would be General Committee; week three would be Council.

A typical 3-week cycle would look like this (example only):

| | Monday | Tuesday | Wednesday | Thursday | Friday |
|--------|--------|---------|-------------------|----------|--------|
| Week 1 | PDC | | Trans. & Transit | | |
| Week 2 | | | General Committee | | |
| Week 3 | | | Council | | |

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

If this three week cycle is acceptable, the total number of meetings would be as follows:

| Meeting | Existing | Proposed |
|------------------|-----------|-----------|
| Council | 19 | 13 |
| General Comm. | 20 | 13 |
| PDC | 19 | 13* |
| Trans. & Transit | - | 13 |
| TOTAL | 58 | 52 |

*PDC meetings can be scheduled on a 3-week cycle with the agreement that special meetings can be called if such events as an OMB Hearing, etc. require additional discussion at PDC.

Therefore, if there is approval for a newly created Transportation and Transit Committee to be a Committee-of-the-Whole, it would not increase the number of meetings the Council Members attend and it has the extra benefit of likely lessening the number of 'additional agendas' as staff would often have an additional week to respond to questions of Council Members. If the three week cycle causes a major slowdown in decision-making on an important issue, the option is always available to take the item directly to General Committee, or even Council if there is no other option.

One change regarding the Committee-of-the-Whole structure is proposed:

- a new Committee-of-the-Whole specifically related to transportation and transit issues be formed and in doing so allow the Committee Calendar to change to a three-week cycle to accommodate this new committee.

RATIONALE:

☒ **Alignment with the Strategic Plan:** transportation and transit are two of the highest priorities of the City and constitutes a wide range of discussion items that at this time are tabled at General Committee. A committee specific set out to focus on these issues (small and large) will allow time for deeper discussions.

☒ **Effectiveness of GC:** At this time General Committee handles all items other than specific planning items at PDC. Transportation and Works items take up half of the GC agenda which leaves little time for substantive discussion on major issues.

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

Governance Committee Comments (Feb. 11, 2013): At the Governance Committee in February, while discussing the material presented above on a potential new Transportation and Transit Committee, there were two questions asked:

- a) Could 'infrastructure' also be added to a new Transportation & Transit Committee-of-the-Whole?
- b) Should a 'Transit Advisory Committee' also be created to provide for more public engagement?

Response:

- a) **Infrastructure Renewal:** In looking at the benchmarked municipalities, infrastructure items tend to be discussed at the committee most closely linked to the type of infrastructure it is: public transit infrastructure within a transit or roads committee; community centres within a community services or neighbourhood committee. The City of Winnipeg comes closest to aligning infrastructure with transportation/transit in their 'Infrastructure Renewal & Public Works Standing Policy Committee'. For example, items relating to streets, transit, utilities, waterworks, waste, airports, parking, quarries, transit shelters are handled by this committee; items such as assets in the downtown area, community centres, libraries and parkland are handled by other committees.

The City of Kitchener has a 'Community and Infrastructure Services Committee' which considers issues affecting programs and services for roads, recreation, parks and community centres; however they also have a 'Planning and Strategic Initiatives Committee' dealing with all planning and engineering matters and major strategic initiatives related to city growth. Clearly infrastructure for a large Canadian municipality is such a huge catch-all that every aspect of building, operating, maintaining and renewing infrastructure is very difficult to pull into a single committee's mandate.

For the City of Mississauga, all community neighbourhood infrastructure (libraries, museums, community centres, fire halls, heritage buildings, pools, etc.) are the domain of the Community Services Department, and all the assets associated with roads and transit are the domain of the Transportation and Works Department. The Corporate Services Department (Facilities and Property Management division) plays a key role in the municipality's infrastructure for the maintenance and construction of facilities. All matters on infrastructure that require Council's attention are considered at General Committee. If all these matters were to move to the proposed 'Transportation and Transit Committee' it would not only load that new committee's agenda but it would also take away from the core reason to create the new committee in the first place, which is to have a forum for more directed and strategic conversations regarding public transit and the road network. It is

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

intended that all discussions regarding strategic transit and transportation infrastructure projects would be tabled at this new Committee.

Infrastructure issues are also very prominent in inter-governmental discussions at this time. The approved 2013-2016 Business Plan and Budget, names 'maintaining our infrastructure' as one of the four strategic priorities of the Plan, and the City is '*... committed to providing quality services and infrastructure while continuing to build our City for the future in a fiscally responsible manner. ... The cost to provide our services and maintain our aging infrastructure is increasing at a faster rate than our revenues. Access to new revenue sources is limited which puts more pressure on property taxes.*' (pg. B-5). The financial aspects of infrastructure are many and these matters are considered either at GC or Budget Committee.

For the reasons cited above staff recommend that infrastructure items, except strategic transit and transportation infrastructure projects not be combined with the proposed Transportation and Transit Committee.

- b) Transit Advisory Committee for more public engagement: On Nov. 29, 2006, Council considered a report entitled, 'Committees of Council Update' in which two new Committees of Council were outlined. One was the Environmental Advisory Committee (which staff recommended and was subsequently approved) and the other was a Transit Advisory Committee (which staff did not recommend and was not approved). Regarding public engagement, the 2006 report stated, '*With regard to citizen engagement on a potential transit committee, while it would be straightforward to engage a representative or representatives from the ridership community, it would not be so straightforward to engage the non-ridership community.*' (pg. 5) That issue still remains.

Examining benchmarked municipalities, we find few examples of a Transit Advisory Committee in cities that also have Standing Committees specific to Transit. Geoff Marinoff, Director of Transit, has provided a well-documented memo and benchmarking chart regarding Transit Advisory Committees (please refer to Appendix 3). Mr. Marinoff's summary reads:

Mississauga Transit is a front facing service with a mandate to deliver cost effective, safe, reliable transportation for the City of Mississauga. The business is capital intensive and complex due to the operating environment, regulation, increasing technical content and the involvement of organized labour.

The addition of a Transit Advisory Committee of lay-persons has the potential to add further complexity to the current governance structure. In the case of transit, the items most requested or commented on relate to fares and service levels which have direct budget impact or employee performance which is protected by privacy legislation. Consequently, the degree of

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influence an advisory committee could have is low. Perhaps for this reason, less than half of the 14 largest and neighbouring systems have an advisory committee. Rather, municipalities have elected to either establish specific Committees of Council or report through a General Committee or some similar Committee of Council.

A more recent trend is the establishment of customer service committee/panels as a forum to raise customer issues and collect citizen input.

For the reasons cited above and in Appendix 3, staff recommend that a Transit Advisory Committee not be created if the proposed Transportation and Transit Committee Committee-of-the-Whole were to be approved. The Transportation and Works Department will have an opportunity to create more avenues for public engagement within this new committee which may satisfy Council, staff and citizens alike.

CRITERIA TO FORM A NEW ADVISORY COMMITTEE:

The Advisory Committees, within the City of Mississauga governance structure, have unique histories on how and why they came to be. The oldest Advisory Committee, the Traffic Safety Council, dates to before the City of Mississauga was incorporated, and one of the newest Committees, the Mississauga Celebration Square Events Committee, was created upon the opening of the new Square in 2010. While the Terms of Reference for all Advisory Committees are specific and unique to each, overlaps and duplication of effort can also be found. Also, overtime the City of Mississauga approved new strategic plans and created new staff positions or units, and some committees have not stayed current with these corporate changes.

Analysis of Mississauga's Advisory Committees mandates and work, coupled with what was learned through the benchmarking exercise has helped to draw together a proposed list of the criteria by which a municipality might consider in the creation of an Advisory Committee. This would be a useful tool in determining the true need for an Advisory Committee of Council, or whether in fact a different type of committee or work group would better serve (ie. task force, ad-hoc committee, forum for discussion, etc.).

The proposed process and criteria are as follows: assuming there is no legal impediment to creating the proposed committee, the first criteria would be whether there was a statutory requirement for an Advisory Committee (such as the Accessibility Advisory Committee). If so, it is clear the municipality must ensure its creation and resource it appropriately. If no statutory requirement is involved, the mandate of the new Advisory Committee would be analyzed and, only if it meets at least five of the eight criteria below, could it be considered as a new Advisory Committee of Council:

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

1. Aligns with Strategic Plan (and other Master Plans or guiding documents).
2. Requires citizen voice(s) or external stakeholder expertise to develop public policy or fulfill corporate mandate.
3. Broad subject matter is handled by multiple internal divisions and/or external stakeholders.
4. Emerging issue of clear importance to the municipality.
5. Significantly helps stream-line discussion and decision-making at Standing Committees.
6. Handles work that staff do not perform.
7. Needed for the long-term (minimum of five years).
8. Mandate and work plan can be clearly articulated.

In setting up the proposed criteria, the analysis would occur prior to the approval to create a new Committee of Council. This is an effective way of ensuring that the proposed new committee is correct for the subject matter and to ensure no duplication exists on other committees. This criteria list (also found as Appendix 2) is also applicable when determining if an existing committee is still a strong and viable committee within the Committee of Council structure.

One recommendation is proposed:

- Implement a process to examine the potential of a new Advisory Committee against set criteria prior to approval of the Committee

RATIONALE:

- ☑ Efficiency in creating new Committees: taking time to consider the creation of a new Committee prior to its creation will assist in determining overlaps in mandates, staff resources required, etc. so Council can consider all aspects beforehand
- ☑ Alignment with Strategic Plan: one of the criteria in the proposed list is 'alignment with the Strategic Plan'; a process to examine this will help define the mandate and the objectives of the new Committee

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ADVISORY & ADJUDICATION COMMITTEE BUDGETS:

Over many years and many decisions, a number of operating budget accounts have been created specifically attached to an individual Advisory Committee. The five committees with these accounts are:

- Mississauga Cycling Advisory Committee
- Road Safety Mississauga Advisory Committee
- Traffic Safety Council
- Heritage Advisory Committee
- Accessibility Advisory Committee

Beyond this, there are funds made available to handle costs associated with our adjudication committees and a portion of the Clerk's Office budget also helps support some of the costs for these committees.

When all of these budgets are combined, the breakdown is as follows:

| Advisory & Adjudication Committees (2012 totals*) | TOTAL |
|--|--------------|
| Annual Budget (combined) | \$131,900 |
| Expenditures | \$114,766 |
| Revenues | \$23,513 |
| Balance (unspent) | \$64,859 |

*does not include labour costs, professional (legal) services, printing costs other than material printed at the Print Shop.

Of concern is the significant balance of annual unspent funds. The balance might vary year to year but almost always there remains funds unspent. Over the past few years the corporation has changed the method of requesting and funding new initiatives, and as funding gets tighter for all of the programs and projects that City Council ultimately approves in the annual budget cycle, it would be important to bring these budgets in line with our current practices as well.

Two suggestions are made in this regard:

- Operating Account: using past averages for committee expenditures, create a single current account for typical expenditures to operate the Committees of Council. (items to be included, but not limited to: food & beverage, printing, honourariums, mileage and parking, professional services, operating materials, advertising, etc.). Developing a policy that clearly outlines the acceptable typical expenditures would be important to create so

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

all committee members understand the parameters and to ensure equity occurs between committees.

- Projects: all 'projects' have a separate capital account created for this work, with approval of City Council. Whenever possible, this approval would align with the Budget Committee approvals for the upcoming budget year.

RATIONALE:

- ☑ Effective use of City Resources: funds that are held in committee accounts but are unspent at years end are now available for other programs.
- ☑ Efficiency: one operating account will mean tracking committee funds is easier

ADMINISTRATIVE IDEAS:

Over the course of this review a number of ideas have been generated that would potentially make many of the Committees of Council more efficient and effective. Some of the ideas are noted below and the full breadth of all of these administrative ideas will be formally discussed in the final report for this review:

- Agenda Management System: The budget request for an Agenda Management System was approved as part of the 2013 Budget. The ability to move toward an electronic agenda management system and video digitizing of meetings enhances the entire legislative process. Such a system simplifies every aspect of creating and producing Council and Committee agendas, while providing improved access and transparency for the public. It allows for greater efficiency, both from a labour perspective for those submitting agenda items and later, increased ease for those who access and use the information.
- Upgraded Meeting Room Facility: The City of Mississauga has a large number of committees but has problems with accommodating these meetings, both in the sheer number of meetings but also in the room features and amenities. The Hearing Room is at capacity for meetings and now the Council Chamber is being used on a consistent basis to hold many of the Advisory Committee meetings. When the Council Chamber is used it requires the presence of an Audio Visual Technician to operate the room lights and projectors, even for the simplest presentation. Consideration to create another well-appointed meeting room, to hold committee meetings in, would need to be addressed through a future budget cycle.

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

- Refreshing Committees to Stay Relevant: Much of the discussion to date, especially regarding Advisory Committees, is about keeping the committees within their Council approved mandates, and making sure that as priorities and city resources change and evolve, so to do the Committees of Council. Some suggestions would be:
 - All Advisory Committees, where possible, should dissolve at the end of each term of Council, allowing for a refresh of the committee structure as a whole.
 - The Clerk's Office should organize for a template by which all Terms of Reference need to conform. This will help all parties clearly understand their mandate and responsibilities and help uncover overlaps between committees.
 - At the start of each term of Council, and upon the committee members being affirmed, the Committee Members must reflect on their Terms of Reference and create a high level work plan, both of which are approved by Council. If changes to either the Terms of Reference or work plan occur, approval by Council is required.
 - At the end of each year, a report is submitted to Council that describes the work that occurred in relation to the approved work plan.

One recommendation is proposed regarding Administration Ideas:

- that the Clerk's Office consider the suggestions made above and report back on their potential implementation

RATIONALE:

- ☒ Efficiency and Effectiveness of Committee processes and procedures: all the suggestions above are ways to allow the Committees to run smoothly and meet the needs of all parties.

CITY COMMITTEES OF COUNCIL STRUCTURE REVIEW

CONCLUSION:

The City of Mississauga has 23 Committees of Council with a wide variety of mandates, processes, memberships, and issues that are discussed. The most important aspect of the City Committees of Council Structure Review was determining if these 23 Committees enabled good discussion and solid decision-making to move the City forward on its many plans and aspirations.

The scope of this Review, as outlined by the Governance Committee, was to be general in nature, not a full governance renewal project. Council Members, staff and Citizen Members were polled through a survey for their satisfaction with the existing structure which showed a fairly high level of satisfaction among all three groups. Within the report there is analysis of existing Committees for how effective and efficient they are and whether they align with the Strategic Plan, and other important master plans and public policies. It was revealed through this research that many of the City of Mississauga's Committees are strong and require no changes.

It was important to look across other large Canadian municipalities to understand different structures and practices. What was found was an array of different committees in their focus, their processes, their memberships and their authorities. It is clear that each city creates what works for their own set of circumstances and there is no 'best practice' when thinking of entire Committee of Council structure. However, benchmarking individual Committees has brought out some interesting ideas to consider, which are documented in this report.

The City Committees of Council Structure Review offers an evaluation of each of the 23 Committees for consideration. Fifteen Committees examined are recommended to remain as is and there are a variety of recommendations proposed for the other eight committees. A number of other recommendations speak to efficiencies that might be achieved such as a policy change. As mentioned in the introduction of this report, there are 425 hours per year of Committee time for all 23 Committees. Any streamlining that can be found will undoubtedly reduce these hours in some capacity, and approving a change in the way committee budgets are handled will allow significant funds to be freed up for other important programs. While difficult to make decisions to change, or even retire, a Committee it is important to ensure that the Committee structure continues to evolve to meet the ever changing plans and resources of the City of Mississauga.

Criteria List to Form a New Advisory Committee of Council

(assumes there is no legislation prohibiting the creation of the new committee)

- ☐ Statutory requirement requiring the Committee

If not a Statutory requirement, must fulfill five (5) of the following criteria:

- ☐ Aligns with Strategic Plan (or other approved Master Plans, guiding documents)
- ☐ Requires citizen voice(s) or external stakeholder expertise to develop public policy or fulfill corporate mandate
- ☐ Broad subject matter is handled by multiple internal divisions and/or external stakeholders
- ☐ Emerging issue of clear importance to the municipality
- ☐ Significantly helps stream-line discussion and decision-making at Standing Committees
- ☐ Handles work that staff do not perform
- ☐ Needed for the long-term (i.e. minimum five years)
- ☐ Mandate and work plan and can be clearly articulated

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Memorandum



APPENDIX 3

TO: Karen Spencer

FROM: Geoff Marinoff

DATE: February 28, 2013

SUBJECT: **Transit Advisory Committee**

Further to our meeting on February 19, 2013 enclosed is the requested information for inclusion in a Corporate Report.

Background

The City's Transit Advisory Committee was discontinued in 1986 when Council streamlined the committee structure. Since that time, the full Council has performed the function of a Transit Advisory Committee at General Committee, Budget Committee and Council.

Council last considered this subject at its meeting of November 29, 2006 where it was concluded that Mississauga Transit can effectively report to General Committee without the need for an advisory committee.

Mississauga Transit is the third largest municipal transit provider in the Province of Ontario (excluding GO Transit which provides regional services) and the tenth largest system in Canada (vehicles).

The federal and provincial governments have been providing gas tax revenue and other allocations which Council has directed to both transit infrastructure and, in the case of provincial gas tax, to the provision of on-street service. Transit capacity has increased in facilities and fleet as well as service hours. The largest City infrastructure project, Mississauga's Bus Rapid Transitway will open the first phase this fall.

The City's Strategic Plan identifies Developing a Transit Oriented City as one of the five pillars and Mississauga Transit, as a service area, plays a pivotal role in delivering the strategic goals of: Connect our City; Build a Reliable and Convenient System; and Increase Transportation Capacity.

In light of Mississauga Transit's obligations both strategically and day to day, Council may wish to consider re-establishing a Transit Advisory Committee or another type of committee to obtain citizen input to provide additional insight to this area.

Transit Governance and Advisory Committees

A review of neighbouring municipalities and the ten largest systems in the country (appendix 1) indicates that most large systems have a commission/board of director structure and in some cases, an advisory committee.

The composition of commissions/boards varies but can include Members of Council as well as professional and citizen members. Some commissions are exclusive to Council and some boards consist only of professionals. Transit advisory committees typically are more mixed, with Council and citizen/user representatives plus staff involvement.

Of the 14 systems listed in appendix 1, only 6 have advisory committees and three (Montreal, Toronto, Ottawa) include transit user representatives on their board.

Where the transit system serves a single municipality, the commission, board or advisory committee reports back to full Council.

Transit Advisory Committees

Transit advisory committees typically have authority to recommend changes to policy, service levels and operational practices however, as changes to any of these items usually has a budget impact, the authority to act upon these recommendations rests with Council or the commission/board as applicable.

In the case of Mississauga Transit, fare policy and rates are set by Council as are service levels through the budget/business planning process. Operational practices flow out of these policies and resource levels.

Customer Service Advisory Committees

GO Transit established its Customer Service Advisory Committee in 2008 and the TTC established a Customer Liaison Panel in 2011. This forum provides input from a customer perspective outside of the governance model. Both systems have adopted a passenger charter that provides service and communication commitments that arose out of the work of these committees/panels. The GO/Metrolinx committee is composed of 10 customers selected from volunteer applicants joined by an ex-officio member of the Metrolinx Board. The TTC's Customer Liaison Panel consists of 11 customers selected via an application process joined by the commission chair and one other commission member plus the CEO, chief customer officer, and member of the TTC committee on accessible transportation.

Mississauga Transit Customer Contact Statistics

The following table provides a summary of the customer contacts for 2007-2012:

| | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2007 - 2012 % change |
|----------------------------------|------|------|------|------|------|------|-------------------------------|
| Requests for Improvements | 142 | 133 | 86 | 101 | 65 | 77 | -45% |
| Complaints | 2545 | 2443 | 2483 | 2816 | 2591 | 2534 | 0% |
| Compliments | 164 | 160 | 202 | 258 | 241 | 238 | +45% |
| Service Hours | 1.07 | 1.14 | 1.17 | 1.29 | 1.32 | 1.34 | +25% |

A review of Mississauga Transit customer contacts for the last six years reveals that existing and potential customers contact us to request service, file complaints or leave a compliment.

Requests for service have dropped by 45% as additional gas tax funded services were added starting in 2007. Almost all of the new service requests, earlier starts, later finish, or weekends have a budget impact and in many instances are not cost effective as they require a higher level of subsidy than our established 50% revenue/cost ratio.

Complaints are usually focussed on two areas: fares or service delivery. Fare levels and policy have a direct budget impact and most fare complaints are about rates (too high) or enforcement. In contrast, most service delivery complaints are about individual behaviour (early, late, did not pickup or drop-off, unfriendly). There are usually specific instances that can be attributed to an individual which require management action to address. Given the collective agreement and the Municipal Freedom of Information Act, the details cannot be revealed publicly.

It is worth noting that complaints have remained relatively constant in a period where service hours have increased over 25%. Compliments have shown a 45% increase which is a favourable trend.

Customer Surveys

Mississauga Transit conducted a transit ridership marketing survey in 2006 and in 2009 conducted extensive outreach and focus group activities with both riders and non-riders as part of the Branding Strategy. In 2012 a customer satisfaction survey was conducted that collected responses from over 10,000 riders and included focus groups of riders and non-riders. Overall, customer satisfaction was 82%. Common to all these activities was a desire from both riders and non-riders for improved:

- Frequency
- Speed of travel (transit priority)
- Information (real time)
- Reliability
- Comfort
- Destinations

While progress in all these areas has or will occur additional resources (budget) are needed if further improvements are to be made.

Existing Committees

Mississauga Transit staff have active relationships with the following committees on transit related issues:

- Accessibility Advisory Committee
- Cycling Advisory Committee
- Safe Driving Committee
- Environmental Committee
- Canada Day Committee

The addition of a Transit Advisory Committee will increase this heavy workload and add a layer of complexity to the interactions with other Committees of Council.

Summary

Mississauga Transit is a front facing service with a mandate to deliver cost effective, safe, reliable transportation for the City of Mississauga. The business is capital intensive and complex due to the operating environment, regulation, increasing technical content and the involvement of organized labour.

The addition of a Transit Advisory Committee of lay-persons has the potential to add further complexity to the current governance structure. In the case of transit, the items most requested or commented on relate to fares and service levels which have direct budget impact or employee performance which is protected by privacy legislation. Consequently, the degree of influence an advisory committee could have is low. Perhaps for this reason, less than half of the 14 largest and neighbouring systems have an advisory committee. Rather, municipalities have elected to either establish specific Committees of Council or report through a General Committee or some similar Committee of Council.

A more recent trend is the establishment of customer service committee/panels as a forum to raise customer issues and collect citizen input.

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Conclusion

The existing General Committee structure along with responsiveness to system complaints and previous outreach and focus group activities of both riders and non-riders by Mi Way appear to be addressing most issues as confirmed in the 2012 Customer Satisfaction Survey. If Council approves a new Committee structure with a Transportation and Transit Committee this will provide greater focus on Transit. If a Transit Advisory Committee is established Council may want to consider a Customer Service Advisory Committee modeled after the GO Transit Customer Advisory Committee or the TTC Customer Liaison Panel.

Sincerely,

Geoff Marinoff, P.Eng.
Transit Director

Attach: Appendix 1

TRANSIT COMMITTEES / COMMISSIONS / ADVISORY BOARDS
(10 Largest Systems in Canada plus neighbouring systems)

| 10 LARGEST SYSTEMS IN CANADA | | | | |
|------------------------------|--|--|---|--|
| RANKING | MUNICIPALITY | TRANSIT COMMITTEE / COMMISSIONS / ADVISORY BOARDS | COMPOSITION OF COMMISSION / COMMITTEE | HOW APPOINTED / RESPONSIBILITIES: |
| 1 | TORONTO <i>(www.toronto.ca/abcc/sp-ttc.htm#transit)</i> | Toronto Transit Commission Board | <ul style="list-style-type: none"> The Commission Board consists of seven (7) City Council members, including a Chair appointed by City Council Four (4) citizen members appointed by City Council; the Commission shall appoint a Vice Chair from among the four citizen members | <p>Members of the Commission are appointed by City Council. The Chair and Vice-Chair are elected by the Commission.</p> <p>Council members will serve a 2-year term; Citizen members will service for a 4-year term of office.</p> |
| 2 | MONTRÉAL <i>(http://www.stm.info/english/en-bref/a-ca.htm)</i> | The Société de transport de Montréal (STM) Board of Directors | <ul style="list-style-type: none"> Board of Directors composed of seven (7) municipal elected officials, two (2) Transit user representatives, and one (1) ParaTransit user representative | Appointed by City Council. |
| 3 | VANCOUVER <i>(http://vancouver.ca/your-government/city-planning-transportation-environment-standing-committee-meetings.aspx)</i> <i>(http://www.translink.ca/en/About-Us/Governance-and-Board/Mayors-Council.aspx)</i> | <p>Planning, Transportation & Environment Standing Committee</p> <p>TransLink Board of Directors</p> <p>Mayor's Council of Regional Transportation</p> | <ul style="list-style-type: none"> Planning, Transportation, & Environment Standing Committee consists of all members of Council. The TransLink Board of Directors is composed of nine (9) independent directors. The Mayors' Council contains representatives from each of the 21 municipalities within the transportation service region | The Mayor's Council appoints the TransLink Board members. |
| 4 | CALGARY <i>(bconline.calgary.ca/publish/bcc.aspx?id=87)</i> | Standing Policy Committee (SPC) on Land Use, Planning and Transportation | <ul style="list-style-type: none"> Composed of the Mayor and seven (7) members of Council. | <p>Each term lasts one year.</p> <p>The Committee reports to City Council.</p> |
| 5 | OTTAWA <i>(http://ottawa.ca/en/city-hall/your-city-government/standing-committees)</i> | <p>Transit Commission</p> <p>Transportation (Standing) Committee</p> | <ul style="list-style-type: none"> Transit Commission shall consist of eight (8) members of Council and four (4) citizen members, as approved by Council; the Mayor is an <i>ex-officio</i> member of the Commission Transportation Committee consists of eleven (11) members of City Council | <p>Members of the Transit Commission are approved by Council; the Chair and Vice-Chair shall be appointed by the membership of the Commission from among the members of the Commission who are also Members of Council.</p> <p>Membership of the Transportation Committee shall consist of Members of Council, as approved by Council. The Mayor is an <i>ex-officio</i> member.</p> |

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February 15th, 2013

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| 6 | EDMONTON http://www.edmonton.ca/bylaws_licences/C12454.pdf | Edmonton Transit System Advisory Board | <ul style="list-style-type: none"> The Board consists of 12 members and one ex-officio member. | <p>Board members are appointed by Council.</p> <p>The Board will have representation from Edmonton Transit System (ETS) regular services, ETS paratransit services; businesses that benefit from ETS services; and citizens.</p> |
| 7 | WINNIPEG http://winnipeg.ca/publicworks/MajorProjects/ActiveTransportation/advisory-committee.stm | Active Transportation Advisory Committee (ATAC) | <ul style="list-style-type: none"> The Active Transportation Advisory Committee consists of 18 members | The Committee reports to the Director of Public Works for the purpose of providing advice and recommendations on Active Transportation policies, programs, priorities, facilities, and standards. |
| 8 | GO TRANSIT / METROLINX http://www.gotransit.com/public/en/service/c/sac.aspx http://www.metrolinx.com/en/aboutus/boardandexecutive/board_of_directors_bios.aspx | Metrolinx Board of Directors Customer Service Advisory Committee | <ul style="list-style-type: none"> The Metrolinx Board of Directors consists of 15 members. The Customer Service Advisory Committee consists of ten (10) customers selected from volunteer applicants and represents a cross section of customers from different customer groups. | <p>Customer Service Advisory Committee is an advisory committee for GO Transit that provides for ongoing public participation in customer service improvements.</p> <p>The Customer Service Advisory Committee was established in 2008. The Committee meets at least once each quarter.</p> |
| 9 | QUEBEC CITY http://www.ville.quebec.qc.ca/EN/apropos/vie_democratique/elus/conseil_agglomeration/index.aspx | The Quebec City Agglomeration Council | <ul style="list-style-type: none"> The Agglomeration Council is made up of 9 members of council | The Agglomeration Council is responsible for decisions in several areas including public transportation. |
| 10 | MISSISSAUGA http://www.mississauga.ca/portal/cityhall/committees | Does not have a Transit Committee | n/a | n/a |
| NEIGHBOURING SYSTEMS | | | | |
| | BRAMPTON http://www.brampton.ca/EN/CITY-HALL/MEETINGS-AGENDAS/Pages/welcome.aspx | Does not have a Transit Committee | n/a | n/a |
| | OAKVILLE http://www.oakville.ca/townhall/committees.html | Community Services Committee | <ul style="list-style-type: none"> Community Services Committee is composed of seven (7) members of Council including the Mayor. | This committee addresses community service issues including facilities and services primarily relating to the Infrastructure and Transportation Services Commission, which includes Transit. |

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|--|--|--|--|---|
| | <p>DURHAM REGION</p> <p>(http://www.durhamregiontransit.com/AboutDRT/Pages/DRT%20Commission.aspx)</p> | <p>Durham Region Transit Commission</p> <p>Durham Region Transit Executive Committee</p> <p>Durham Region Transit Advisory Committee</p> | <ul style="list-style-type: none"> • Durham Region Transit Commission consists of 29 commissioners. • The Durham Region Transit Executive Committee consists of 9 commissioners. • The Durham Region Transit Advisory Board consists of 18 members with representatives from the various Townships and the community. | <p>Members of the Commission are elected members of Durham Regional Council.</p> |
| | <p>YORK REGION</p> <p>(http://www.york.ca/Regional+Government/Regional+Committees/default+Regional+Committees.htm)</p> | <p>Transportation Services Committee</p> <p>York Region Rapid Transit Corporation</p> | <ul style="list-style-type: none"> • Transportation Services Committee consists of eight (8) members of the York Regional council. • York Region Rapid Transit Corporation consists of 5 members of the York Regional council. | <p>The members of York Regional Council serve on a variety of committees, task forces, and outside agencies. These committees review matters within their mandates and make recommendations for action to Regional Council, which retains the approval authority.</p> <p>Standing Committees meet monthly.</p> <p>Each committee elects its chair and vice-chair annually. These elections occur in January of each year.</p> |

Please Note: Source for Rankings based on the Top 10 Largest Systems in Canada according to the 2011 CUTA Canadian Transit Fact Book

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CCCSR - Benchmarked Cities

(Number of Committees: Committees-of-the-Whole and Standing (policy) Committees)

| CITY Pop. (StatsCan 2011) | Council size | Committees-of-the-Whole | | | Standing (policy) Committees | | | TOTAL |
|--|-----------------|-------------------------|--|--------------------------|------------------------------|---|---------------------------------------|-------|
| Vancouver 603,502 (Charter City) | 11 | No. | COMM. NAME | Mtgs.* | No. | COMM. NAME (x) represents number of Council Members on Committee | Mtgs.* | 59 |
| | | 3 | 1. Council * 2. Planning, Transportation & Environment 3. Finance & Services (* Vancouver also adds extra Council meetings into the annual calendar for 'in-camera' and 'budget' Council mtgs. (17)) | 20 19 20 59 | | | | |
| Edmonton 812,201 | 13 | 2 | 1. Council 2. Council Services | 20 <u>3</u> 23 | 4 | 1. Community Services (4) 2. Transportation (4) 3. Executive (5) 4. Utility (4) | 20 20 20 <u>7</u> 67 | 90 |
| Calgary 1,096,833 | 15 | 1 | 1. Council | 21 | 4 | 1. SPC: Community & Protective Services (7) 2. SPC: Transportation & Transit (7) 3. SPC: Planning & Urban Development (7) 4. SPC: Utilities & Corporate Services (7) | 11 11 11 <u>11</u> 44 | 65 |

CCCSR - Benchmarked Cities

(Number of Committees: Committees-of-the-Whole and Standing (policy) Committees)

| | | | | | | | | |
|---|----|---|---|--|---|---|--|-----|
| Regina 193,100 | 11 | 2 | 1. Council 2. Executive | 19 <u>17</u> 36 | 3 | 1. Community & Protective Services (5) 2. Finance & Administration (5) 3. Public Works (5) | 12 11 <u>12</u> 35 | 71 |
| Winnipeg 663,617 (Charter City) | 16 | 1 | 1. Council | 12 | 6 | 1. Executive Policy (7) 2. Downtown Development, Heritage & Riverbank Management (5) 3. Finance (4) 4. Infrastructure Renewal & Public Works (5) 5. Property and Development (5) 6. Community Services (5) | 28 11 7 10 11 <u>10</u> 77 | 89 |
| London 366,191 | 15 | 2 | 1. Council 2. Strategic Priorities & Policy | 17 <u>10</u> 27 | 5 | 1. Corporate Services (5) 2. Civic Works (5) 3. Investment & Economic Prosperity (5) 4. Community and Protective Services (5) 5. Planning and Environment (5) | 19 18 12 19 <u>20</u> 88 | 115 |
| Kitchener 444,681 | 11 | 5 | 1. Council 2. Community and Infrastructure 3. Planning and Strategic Initiatives 4. Finance and Corporate Services 5. Audit | 15 15 15 15 <u>4</u> 64 | | | | 64 |

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Appendix 4

CCCSR - Benchmarked Cities

(Number of Committees: Committees-of-the-Whole and Standing (policy) Committees)

| | | | | | | | | |
|--------------------------------------|----|---|--|-----------------------------------|---|---|---|-----|
| Hamilton 519,949 | 16 | 2 | 1. Council 2. General Issues | 19 <u>19</u> 38 | 4 | 1. Public Works (9) 2. Audit, Administration & Finance(5) 3. Emergency & Community Services(8) 4. Planning (9) | 16 16 19 <u>18</u> 69 | 107 |
| Brampton 523,911 | 11 | | 1. Council 2. Committee of Council 3. Planning and Development | 19 20 <u>20</u> 59 | 2 | 1. Audit (4) 2. Flower City (5) | 4 <u>4</u> 8 | 67 |
| Mississauga 713,443 | 12 | 4 | 1. Council 2. GC 3. PDC 4. Budget | 20 20 17 <u>10</u> 67 | 2 | 1. Audit (4), 2. Governance (5) | 4 <u>10</u> 14 | 81 |
| Ottawa 883,391 | 24 | 1 | 1. Council | 20 | 6 | 1. Environment (9) 2. Agri. & Rural (5) 3. Comm. & Protective Services (7) 4. Finance & Economic Development (11) 5. Planning (10) 6. Transportation (10) | 12 12 11 13 21 <u>11</u> 80 | 100 |
| Halifax 390,096 | 17 | 1 | 1. Council (regional) | 36 | 5 | 1. Executive (8) 2. Audit & Finance (8) 3. Community Planning and Econ. Develop(6) 4. Environment & Sustainability (5) 5. Transportation (8) | 12 14 11 12 <u>11</u> 60 | 60 |



Corporate Report

Clerk's Files

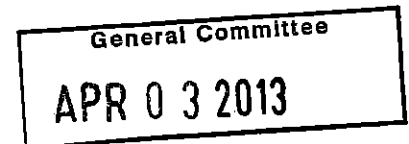
Originator's
Files

MG.23.REP

3.

DATE: March 20, 2013

TO: Chair and Members of General Committee
Meeting Date: April 3, 2013



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

SUBJECT: Hanlan Feedermain and Mississauga City Centre Watermain
Projects
Wards 1, 3, 4 and 5

RECOMMENDATION: 1. That the City of Mississauga understands the need to construct the Hanlan Feedermain and Mississauga City Centre Watermain projects, however to manage the impact to traffic, City road infrastructure, and adjacent property owners, the following additional mitigation measures are recommended:

- a) That the Region of Peel fund a contract City staff member to coordinate services related to Traffic Management and Incident Management related to the watermain projects and to liaise with the Region of Peel throughout the duration of the project.
- b) That the Transportation and Works Department conduct a pre-condition survey of City infrastructure and monitor the impacts of construction traffic on affected City roadways.
- c) That the Transportation and Works Department and Region of Peel evaluate their respective capital works programs on all other area roadways which would

further impact the traffic conditions for the projects and defer the necessary projects.

- d) That the Region of Peel fund the necessary MiWay staff and vehicles required to maintain current service levels on all MiWay routes which will be affected by the watermain projects.
 - e) That the Region of Peel includes the necessary provisions within the construction contracts to limit any additional traffic disruptions during peak hours which can be caused by the delivery, removal, or transportation of construction related materials from the construction site where feasible.
 - f) That the Transportation and Works Department monitor and ensure appropriate restoration as a result of the watermain projects and recover all associated costs from the Region of Peel.
 - g) That the Transportation and Works Department and Region of Peel continue to have discussions regarding the planning for the Pan Am Games and limit any impacts that the watermain projects may have on the event.
 - h) That the Region of Peel consulted Mississauga Fire and Emergency Services to determine the impacts the watermain projects will have on operations and make all appropriate arrangements to ensure emergency response times are maintained.
2. That a copy of the report titled 'Hanlan Feedermain Project' dated March 20, 2013 from the Commissioner of Transportation and Works Department be forward to the Region of Peel for consideration.

REPORT**HIGHLIGHTS:**

- The Hanlan Feedermain Project is the largest and most extensive watermain project ever designed and constructed by the Region of Peel.
- Extensive consultation between Region of Peel and City of Mississauga staff has occurred with a goal to lessen the construction duration and impact.
- Ongoing Traffic Management and Incident Management was identified as a critical component of the Hanlan Feedermain and Mississauga City Centre Watermain Projects and requires a dedicated City staff member to coordinate.
- The Transportation and Works Department and Region of Peel will continue to have discussions regarding the planning for the Pan Am Games and ensure the watermain projects have a limited impact on the event.
- The impacts the watermain construction may have on Mississauga Fire and Emergency Services will be determined and all appropriate arrangements will be made to ensure emergency response times are maintained.
- The Hanlan Water Project represents an opportunity to expand the cycling network with proposed multi-use trails on Dixie Road, Tomken Road and Cawthra Road in coordination with a major capital infrastructure project. Design work for these multi-use trails is currently underway and construction will take place as part of restoration work.
- MiWay anticipates an additional 12 buses, 12 operators will be required through the project to maintain the current level of service due to the traffic delays within the project area including the routes intersecting the construction corridors, which will require an additional 18,000 service hours each year and five temporary route supervisors to monitor the affected routes and maintain the current service reliability performance.

- | |
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| <ul style="list-style-type: none">• City infrastructure will be impacted and all associated restoration and inspection costs should be recovered from the Region of Peel. |
|---|

BACKGROUND:

The Region of Peel has designed and planned the largest and most extensive watermain project to carry water from the Lakeview Water

Treatment Plant on Lake Ontario to the Hanlan Reservoir and Pumping Station at the north-east corner of Tomken Road and Britannia Road.

Two watermains will be constructed:

- The Hanlan Feedermain will be 2.4 metres (8 feet) in diameter and carry water from the treatment plant to the pumping station.
- The Mississauga City Centre (MCC) Watermain will be 1.5 metres (5 feet) in diameter and carry water from the pumping station into the city core.

There are also a number of smaller local distribution watermains which will be constructed as part of the overall project.

Construction activity for the Watermains began in 2011 and is expected to be completed by mid-2016.

Two construction methods will be implemented:

- Open cut – digging a trench and laying the water pipe in the trench.
- Tunnelling – digging two shafts and using specialized equipment to excavate beneath the surface of the road to install the water pipe.

As documented in the Region's 2007 Water and Wastewater Master Plan Update, a new secondary feedermain is required to meet the Region's future water supply needs, including intensification in the City of Mississauga and approved planned growth. The proposed feedermain will also address security of supply in the event of a

disruption to the existing Hanlan Feedermain service, and provide opportunities to conduct maintenance and repairs on the existing pipe. Similarly, the MCC Watermain is also needed for intensification in the City of Mississauga, specifically to ensure minimum water pressure is available to the City Centre area.

Construction of the Hanlan Feedermain and the Mississauga City Centre Watermain provides additional water capacity for expansion and urban intensification within the City of Mississauga, the Region of Peel, and allows the Region to keep its commitments to its State of Good Repair Program.

In addition, the new infrastructure helps to fulfill the Region's obligations to York Region made under the 2002 York-Peel Water Supply Agreement. In accordance with the York-Peel Water Supply Agreement, 35.3 percent of the contract amount will be recovered from York Region based on the agreed cost split between the two municipalities.

PRESENT STATUS:

Initial construction of both the Hanlan Feedermain and MCC Watermain is underway which was advanced for construction with other approved capital works. The majority of the construction of both watermains will commence later this year and will take approximately two years to complete with seven (7) total construction contracts which will commence at different times.

COMMENTS:

The Regional planning for the Hanlan Feedermain Project began in 2008 and has been ongoing involving all effected stakeholders. City staff have been consulted on various components and aspects of the project from the inception and have provided comments and feedback which have resulted in a variety of revisions which impacted project costs, duration, and local impacts on the residents of the City of Mississauga.

Throughout this project City staff members were involved in many aspects of the project performing a peer review evaluation. This process was intended to maintain or enhance the quality of the work and provide the best possible service to the residents and businesses of the City of Mississauga while minimizing the impacts construction of

the Hanlan Feedermain Project will have on the public.

Construction Methods

The complexity and size of this project requires flexibility in design to accommodate the varying needs of different areas of the City. The two (2) types of construction techniques which are being utilized for this project have both positive and negative implications. Open cut trench excavation is quicker in many cases but results in a larger area directly affected by the construction. The tunnelling method can provide a smaller overall construction footprint in some cases but the need for two (2) tunnelling shafts to be excavated for extended periods of time can increase the construction impact on an area depending on the shaft locations. Both methods can severely restrict local access to driveways and other roadways and significantly reduce the capacity of the affected roadways.

For example, tunnelling construction often requires a large shaft to be constructed for up to nine (9) months. The location of these shafts can necessitate the closure of two or more lanes which severely limits access to neighbourhoods for extended periods of time. By completing some sections using the open cut method, the construction impacts on specific areas can be reduced by weeks or months.

While tunnelling can often reduce the overall size of a construction area, there are increases in project costs and duration associated. The individual needs of each neighbourhood and intersection was evaluated to determine the construction method which had the least impact on the area. In some cases tunnelling sections of the watermains would create larger disruptions to the public by requiring the closure of intersections for extended periods of time.

Appendix 1 illustrates those sections to be tunneled and those sections to be open cut.

The estimated cost to tunnel the remaining sections of the Hanlan Feedermain on Dixie Road and Tomken Road is approximately \$40,000,000. Tunnelling would require most of the tunnel shafts to be located within the travelled portion of the roadway which would have significant impacts on business, residents, and traffic conditions for a much longer duration.

While tunnelling can be used to complete the Hanlan Feedermain, there are significant portions of local distribution watermain and other related watermain work which must be completed by the open cut method throughout the project area. Therefore within the areas where tunnelling will take place impacts related to the open cut installation of the local watermain would be inevitable. Appendix 2 illustrates the local areas where local watermain will be installed are also shown.

Both construction methods were evaluated by the Region of Peel for the entire project to determine the method which was preferred for each segment of the construction phasing. The methods chosen have been selected to minimize the disruption caused by the construction and represent the best balance between public safety, cost efficiency, construction duration and impact.

Hours of Operations

There are portions of both watermain, specifically Tomken Road north of Eglinton Avenue East to the Hanlan Pumping station, which are located in areas which are strictly commercial or industrial and therefore allow for overnight construction. The ability to schedule work activities overnight will reduce the duration of the project and will substantially alleviate traffic disruptions during the day for the removal of native material and material delivery. As no residential properties are in the vicinity of the planned route, construction impacts such as noise and increases in construction related traffic will have no impact on local residents.

Intersection Impacts

There will be impacts on the operation of intersections along much of the watermain route. All major intersections will remain open throughout the construction of the watermain and all efforts are being made to maintain existing levels of service.

Sections of the watermain which are scheduled to be completed by tunnelling will result in fewer locations being impacted; however those intersections impacted will be affected for extended periods of time. The west leg of Dixie Road and Primate Road will be closed for

a minimum of six months due to the location of the tunnelling shaft. Lane closures on Dixie Road are required but through traffic will be maintained at all times. The location of the tunneling shaft at Tomken Road and Britannia Road East will result in the removal of the eastbound left turn movement for up to six months on two occasions.

Generally the intersections along the project which will be completed by open cut method will be converted to right-in/right-out access in order to maintain through traffic on the arterial roadways. In some cases the watermain location will require the partial closure of local roadways. Most of these types of restrictions will be required for between three to five weeks per location. These are relatively short disruptions compared to the restrictions required to accommodate the tunnelling shafts.

Originally, the construction staging at intersections such as Cawthra Road and Rathburn Road East, Dixie Road and Rathburn Road East, and Tomken Road and Matheson Road East would have required either full closures or restrictions to through movements on these major collector roadways but now revisions have been made to keep through movements open for these intersections.

Traffic Management

Traffic Management was identified as a critical component of the Hanlan Feedermain Project and extensive evaluation of existing and future traffic conditions has been conducted. Currently several intersections located along the construction route and adjacent parallel routes are operating near or at capacity. This suggests that there are limited opportunities for traffic diversion directly to the adjacent arterial road network and thus traffic impacts will be experienced beyond the adjacent parallel arterial road network as drivers will divert to routes which yield the least travel time to their destination. Detailed traffic analysis was completed at key critical intersections to identify the potential impacts that the planned lane configuration changes will have on traffic operations and included assumptions on potential traffic diversion scenarios and an optimization of the traffic signal timings to better accommodate vehicular traffic flow. Based on the assumptions included in the traffic analysis (traffic diversion and signal optimization) the results indicate that traffic impacts can generally be accommodated with the planned lane configuration

changes needed to complete the construction of the Hanlan Feedermain Project however there will be significant delays especially during peak hours.

However, in order to be flexible and adapt to the constantly changing traffic demands, a contract City staff member is recommended to provide coordinated services related to Traffic Management, Incident Management, and signal timing adjustments. This dedicated staff person would liaise with the Region of Peel, arrange the monitoring, development and implementation of a variety of traffic signal timing plans and other traffic management techniques to provide as close to 'real-time' management as possible. There will be traffic impacts on the watermain route and many alternate routes as traffic adjusts to the construction areas. Staff will be required to adapt many different routes to account for the traffic diverting from the watermain route and deal with Incident Management.

The Region of Peel and their consultants have developed a comprehensive traffic management plan which utilizes a variety of Intelligent Transportation Systems (ITS). These systems will include a large number of Variable Message Signs (VMS) placed throughout the area affected by the construction. In addition, some signs will include Bluetooth Travel Time technology with the goal to provide estimated travel times on VMS placed at strategic locations along the construction zone. With the real-time travel time information, it can also help diverting traffic to alternative routes.

Technology, including traffic monitoring cameras, is being considered to allow staff to monitor traffic conditions and traffic management techniques in the most efficient way possible. This type of technology will allow staff to make signal timing changes quickly in response to constantly changing demands.

Truck Routes

There will be an extensive amount of native material which will be removed from the construction area and moved by trucks to various storage locations. Actual truck volumes are not anticipated to exceed 50 trucks per day per contract and Region of Peel staff are still reviewing where the native material removed from the construction sites will be transported. In addition there will be truck activity

related to material delivery. While heavy vehicle volumes in the construction areas will increase, construction related vehicle volumes will likely be typical to many other large projects experienced on a daily basis. To lessen the impact of construction traffic on City roadways and residential areas, staff have requested that provisions be included within the construction contracts to limit any additional traffic disruptions during peak hours where feasible.

City staff will work with Region of Peel staff to determine the appropriate haul routes to limit the impacts on surrounding roadways and neighbourhoods. Staff will conduct pre-condition surveys of the affected roadways and monitor heavy vehicle impacts throughout the construction period.

Capital Projects

As the traffic impacts will be extensive, a significant portion of vehicles will be diverted from the construction areas to parallel roadways. Therefore, Capital Projects planned by the City and Region of Peel for the surrounding area will be reviewed and the timing altered if necessary to ensure the surrounding road network can accommodate the increased traffic.

Pan Am Games

Preliminary discussions regarding the impact the construction may have on the 2015 Pan Am Games have begun. The need to ensure that the primary travel routes are not severely impacted by construction activity in the areas around event locations has been recognized and will be addressed as planning for the Pan Am Games continues.

Communication

A detailed communication plan has been developed to ensure that the Hanlan Feedermain construction activities are communicated to Mississauga 311, emergency services, school board transportation, MiWay, GO Transit, as well as other important stakeholders. The Region of Peel has set up a website (<http://www.peelregion.ca/pw/water/hanlan-water/>), Driver's Hotline, and Twitter account to further increase awareness of construction activities and traffic conditions.

The communication plan will include regular notices to emergency services and other key stakeholders regarding any closures or travel routes where significant travel delays may be experienced. It is anticipated that as construction impact changes, lane configuration and traffic condition updates will be provided so that the construction will have limited impacts on service levels and response times of essential services.

Two ambassadors have been assigned to the Hanlan Water project and will act as the primary points of contact for any construction related concerns. The Project Ambassador's role and responsibility is to be a liaison between the Public (residents, Business Owners etc.) and the Project Team (Contractors, Inspectors). Their focus is on the Public Relations and Communications side of the project and proactively trying to prevent issues from occurring on the project which leads to complaints etc. Additionally they have initiated contact with all business owners and some residential homeowners along the Feedermain route where the project is expected to impact businesses.

The Region of Peel is planning Construction Initiation Workshops which will be held with all contractors to ensure all workers are informed of expectations with the level of service expected. These workshops will focus on educating contractors on communication strategies, raise awareness sensitive areas along the construction route, and provide tips and techniques for avoiding issues and best methods for addressing those issues which may arise.

MiWay

The traffic impacts of the Hanlan Feedermain Project will be considerable. The construction will impact directly three transit routes (Routes 5 - Dixie, 23-Lakeshore and 51- Tomken) which carry 14,500 passengers daily (8% of total daily activities) for whole duration of the construction. It will also impact another four east-west routes significantly due to intersection work (3 - Bloor, 26/76 Burnhamthorpe and 20-Rathburn) for approximately eight to nine weeks of construction period and these four routes carry 20,700 passengers daily (12% of total daily activities). All of the routes listed above are MiWay's core routes provide service along major arterial corridors and operating at capacity. Thus, it is crucial to keep the

existing passenger carrying capacity by maintaining the existing service frequency in order to accommodate the existing ridership demands and essentially to avoid any overcrowding/closed door incidents.

Diverting traffic and construction related truck movements will have effects beyond the construction zones. There are very limited diversion opportunities for transit riders or the bus detour routing options. Most car trips will be delayed once on the outbound journey and possibly a second delay during the return trip. In contrast the bus accumulates the delay each time it passes the construction zone. This accumulated delay builds causing loss of capacity and extended travel times for riders. During peak hours the loss of capacity will likely lead to closed doors (denied boarding) and for riders missed connections to other services and being late for work or school. The effects will be wide ranging:

- Commuters who work in the industrial areas along Dixie Rd and Tomken Rd using Route 5 or Route 51 will need to adjust their bus trip start times to leave earlier than normal to avoid being late for work.
- GO riders along Lakeshore Rd using Route 23 travelling to/from Clarkson GO or Port Credit GO will need to take earlier MiWay trips to catch their trains and might need to find alternate options to access/egress their train trips.
- High school students who study at Philip Pocock, Applewood Heights, and Gordon Graydon Memorial Secondary Schools using Route 5 or Route 51 will need to adjust their bus trip times to include extra travel time to avoid being late for classes and extra-curricular activities.

The only way to mitigate this impact is to add additional resources to the affected routes to include these expected construction delays in the designed schedules to at least maintain the existing service frequencies. Other options such as breaking routes into independent segments (i.e. Route 23A Lakeshore East and Route 23B Lakeshore West at Port Credit GO Station) have been considered but these have adverse outcomes for riders travelling continuously along the route who would now have to transfer one or more additional times to get to their destination. In addition, the co-ordination of two separate routes

for a seamless transfer is almost impossible due to varying route lengths and traffic variability especially during construction.

MiWay staff have assessed the network impacts and it is anticipated that an additional 12 buses and 12 operators will be required through the project to maintain the current level of service due to the traffic delays within the project area including the routes intersecting the construction corridors. This will require 18,000 additional service hours annually.

Additionally, the impacts in the construction zone will be variable due to material deliveries, spoil removal, and additional construction delays. This will require on-site transit supervision to keep the service moving and make necessary service adjustments. To monitor the three simultaneous construction zones during both the am and pm peak periods will require the addition of five temporary route supervisors.

Accordingly, the total additional cost to maintain service levels (18,000 service hours) and reliability performance (five route supervisors) is estimated at \$2.1 million annually for the duration of the project. All positions are temporary so if the impacts are less than anticipated the resources can be reduced. All buses are GPS equipped so it will be possible to assess delay impacts to re-evaluate the resource requirements and the actual service and cost impacts as the project progresses.

Multi-Use Trails

The Mississauga Cycling Master Plan identified sections of Dixie Road, Tomken Road, and Cawthra Road for proposed multi-use trails. The Cycling Master Plan recommends that implementation take place through co-ordinated infrastructure planning where possible in order to achieve efficiencies regarding cost and community impact.

The Region's Hanlan Water Project represents an opportunity to expand the cycling network with proposed multi-use trails on Dixie Road, Tomken Road and Cawthra Road in coordination with a major capital infrastructure project. The design work for these multi-use trails is currently well-underway and City staff are working in partnership with Region of Peel staff to finalize the design. The

construction of the multi-use trails will take place as part of restoration work.

As the construction and operation of multi-use trails along Regional Roads are currently the responsibility of the local municipality, the majority of the costs to install multi-use trails is borne by the local municipality. However, the Region will be responsible for the project costs for the section of Dixie Road from Kendall Road to Blundell Road as these costs can be accommodated in the road widening project planned for this section.

Transit Priority

Dixie Road has been identified as a transit priority route by MiWay staff. The potential to improve transit travel times through the implementation of far-side transit stops and queue-jump lanes at intersections is being explored with regional staff. Any such improvements would be at the City's costs likely funded through the Federal Gas Tax.

FINANCIAL IMPACT: The estimated MiWay total costs to maintain current service levels utilizing additional 18,000 service hours and hire five new temporary route supervisors to maintain the reliability performance is approximately \$2,100,000 annually for the duration of the project (2014 and 2015).

The financial impacts of a contract City staff member for Traffic Management and Incident Management is \$90,000 annually.

All costs associated with the Hanlan Feedermain Project should be recovered from the Region of Peel on an annual basis.

CONCLUSION: The construction of the Hanlan Feedermain and Mississauga City Centre watermain will have significant impacts on many roadways throughout the City over the next few years. During the consultation with Region of Peel a number of revisions such as hours of operation, and maintain through movements at major intersections has been agreed to.

In order to effectively manage the constantly changing aspects of both projects an additional contract City staff member is required for Incident Management and to implement the necessary Traffic Management plans.

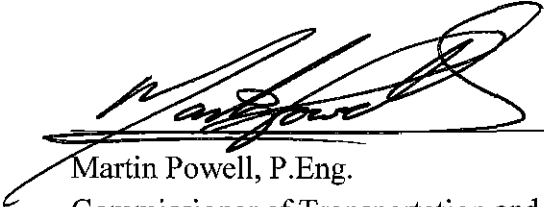
The Hanlan Feedermain Project necessitates additional City resources be allocated to monitor the impacts this project will have on City infrastructure.

The traffic impacts of the Hanlan Feedermain Project have been considered by MiWay staff and it is anticipated that an additional 12 buses, 12 operators will be required through the project to maintain the current level of service due to the traffic delays within the project area including the routes intersecting the construction corridors, which will require an additional 18,000 service hours annually and five temporary route supervisors to monitor the affected routes and maintain the current service reliability performance.

ATTACHMENTS:

Appendix 1: Location Map – Hanlan Feedermain Project
(Wards 1 , 3 , 4 and 5)

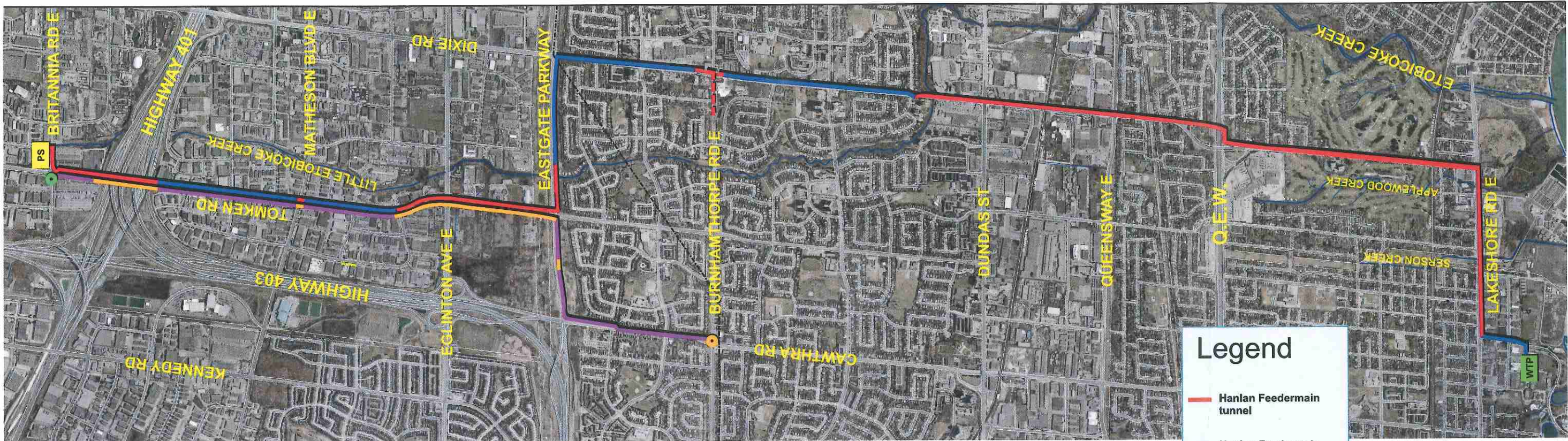
Appendix 2: Location Maps – Hanlan Local Distribution Works
Wards 1, 3 and 5



Martin Powell, P.Eng.


Commissioner of Transportation and Works

*Prepared By: Colin Patterson, C.E.T.
Coordinator, Road Safety*



Legend

- Hanlan Feedermain tunnel
- Hanlan Feedermain open cut
- Mississauga City Centre Subtransmission Watermain open cut
- Mississauga City Centre Subtransmission Watermain tunnel
- Work already completed



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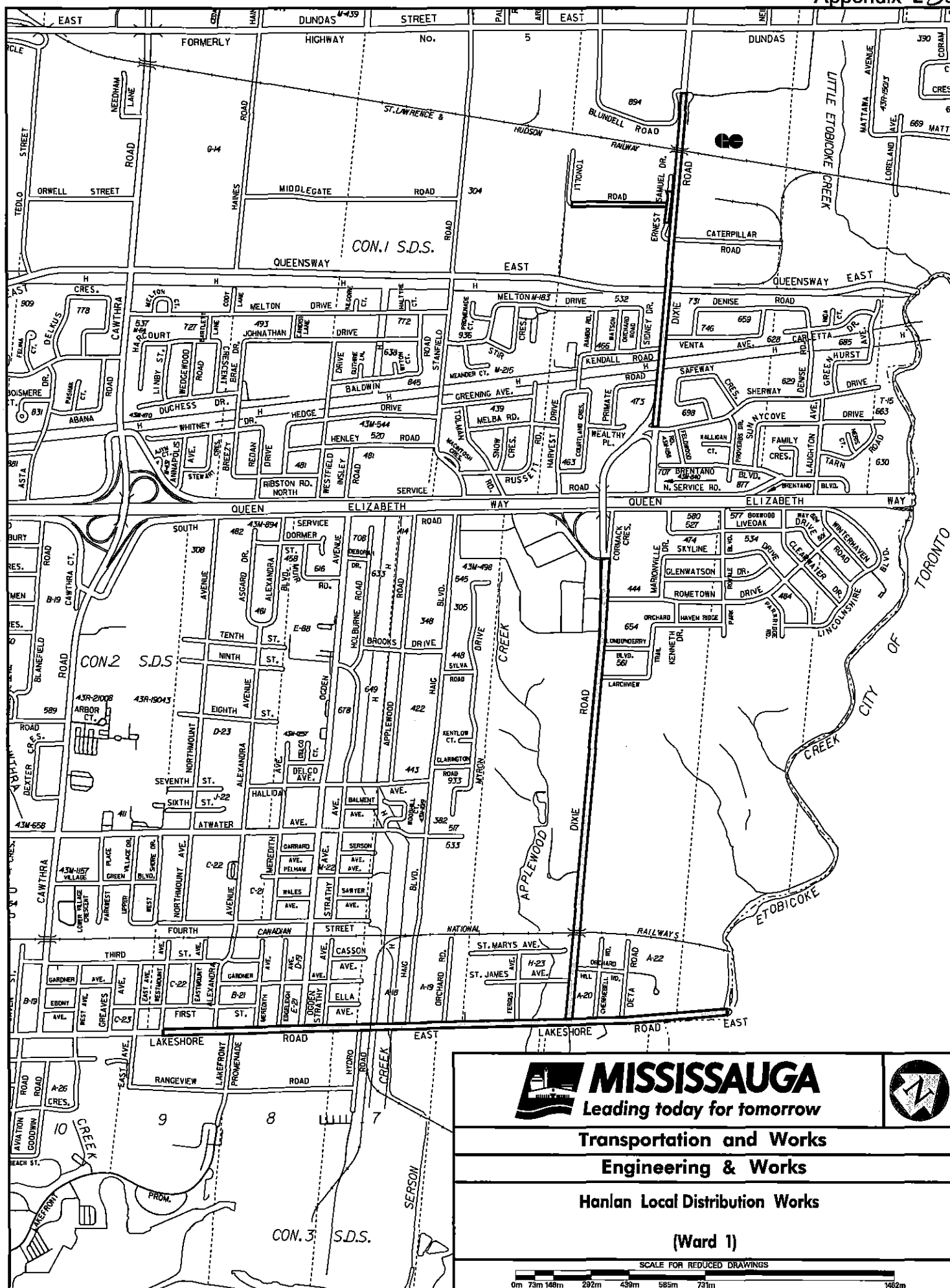


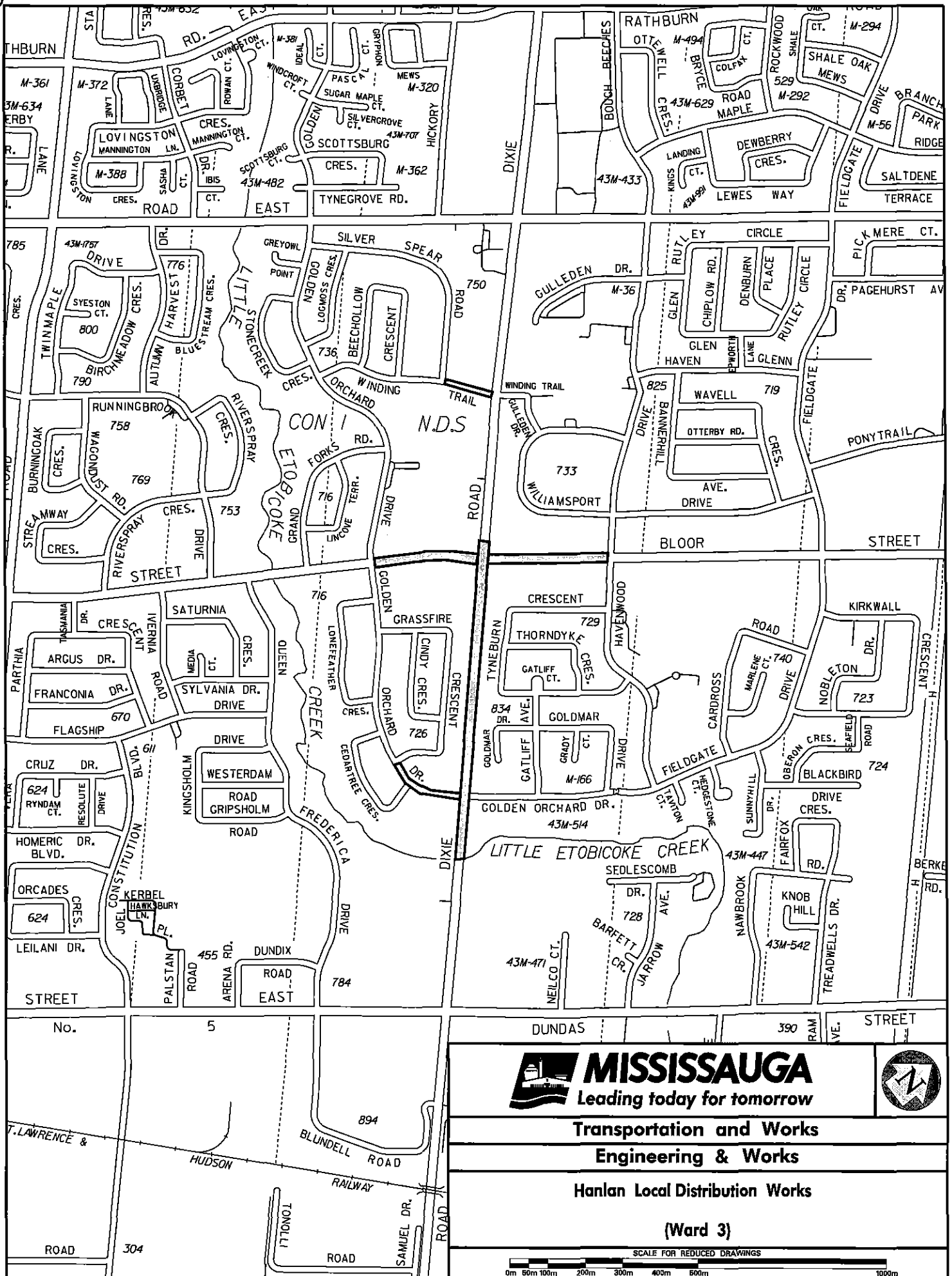
T&W-Engineering & Works

**Location Map - Hanlan Feedermain Project
(Wards 1, 3, 4 and 5)**

SCALE FOR REDUCED DRAWINGS







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**Transportation and Works
Engineering & Works**

Hanlan Local Distribution Works

(Ward 3)





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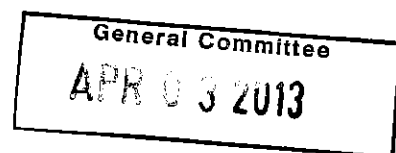
4.

DATE: March 15, 2013

TO: Chair and Members of General Committee
Meeting Date: April 3, 2013

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

SUBJECT: **One Million Trees Mississauga Program Update**



RECOMMENDATION: That the report dated March 15, 2013 from the Commissioner of Community Services entitled "*One Million Trees Mississauga Program Update*" be received for information.

BACKGROUND: One Million Trees Mississauga is a Council endorsed program that will assist in increasing Mississauga's urban forest by adding one million trees over the next 20 years. This program is outlined as a deliverable in the following plans:

1. The Strategic Plan

- The Living Green Strategic Pillar goal of: Conserve, Enhance and Connect Natural Environments;
- Action 4: Plant One Million Trees in Mississauga; and,
- We will create an environmental legacy by implementing Mississauga's Million Trees Planting program.

2. The Living Green Master Plan

Action 42: Develop a Living Green Public Education Campaign that encourages community action in environmental priority areas by preserving and expanding the urban forest by planting, maintaining and protecting native trees on public and private lands.

All trees planted in Mississauga can be included in the One Million Trees Mississauga program, including trees planted by City business units, landowners, homeowners, community groups, schools, organizations and businesses both on public and private lands. The program will be launched with the support of key partners including: Credit Valley Conservation Authority, Toronto and Region Conservation Authority, Evergreen, and the Credit River Anglers Association. New partners and program participants will be recruited throughout the length of the project.

PRESENT STATUS:

The urban forest within Mississauga is comprised of approximately 2.1 million trees, with half being on public lands and half on private lands. These living assets add beauty to our neighbourhoods, act as natural filters of the air we breathe and the water we drink, and save energy costs by providing shade. The following goals of the One Million Trees Mississauga program will help add one million trees to our urban forest.

- Increase tree canopy cover and natural areas in Mississauga by planting one million trees on public and private land over 20 years;
- Increase environmental education and public engagement with residents, schools, business, and community groups to plant trees;
- Implement a web database to track all trees planted in Mississauga and provide statistics on program achievements, allowing for Progress Reporting; and,
- Work with community partners and creating opportunities to increase funding that will be dedicated to tree planting related activities in Mississauga.

Funding for One Million Trees Mississauga was approved by Council in February 2012. A project lead was hired for program development and implementation; including internal and external partnership development, a communication strategy, graphic design, and website development and design.

Tree planting events and programs completed in 2012 allowed for 34,000 trees to be planted on public lands, with all of these trees being included in the One Million Trees Mississauga program.

COMMENTS:

On April 20th, 2013, the City of Mississauga will publicly launch the One Million Trees Mississauga program. The event will take place at 9.00 a.m. on Saturday, April 20th at the Meadowvale Conservation Area. Along with tree planting opportunities there will be nature walks and planned educational and environmental programs for all attendees.

Throughout 2013, there will be multiple City wide tree planting and stewardship events led by City staff and our key partners, with a full list of events being posted on our website. Commencing in 2013 the public and all other stakeholders will be able to input their number of trees planted online at www.onemilliontrees.ca.

FINANCIAL IMPACT:

Funding has been approved for the 2013 One Million Trees Mississauga program.

CONCLUSION:

The One Million Trees Mississauga program will be publicly launched on April 20, 2013. The website www.onemilliontrees.ca will be the resource for tracking the program's progress with staff and the public having the ability to enter tree planting numbers online allowing us to reach our goal. The website will also contain information on how to register for an event as well as a leaderboard that will recognize Mississauga's tree planting champions. Throughout the duration of the program, annual updates will be provided to Council, the Environmental Advisory Committee, our partners, and the public.



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

Prepared By: Gavin Longmuir, Manager, Forestry



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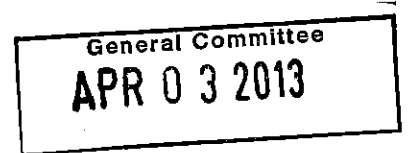
5.

DATE: March 15, 2013

TO: Chair and Members of General Committee
Meeting Date: April 3, 2013

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

SUBJECT: 2013 Gypsy Moth Population in Mississauga



RECOMMENDATION: That the report dated March 15, 2013 from the Commissioner of Community Services entitled "2013 Gypsy Moth Population in Mississauga" be received for information.

**REPORT
HIGHLIGHTS:**

- Gypsy Moth will always be present in the environment.
- Mitigation measures will not eradicate Gypsy Moth but will help to minimize population levels and reduce defoliation of trees.
- 2012 weather conditions supported an increase in Gypsy Moth population.
- In 2012, staff surveyed populations and identified Integrated Pest Management (IPM) measures to help reduce Gypsy Moth population levels in 2013.
- Funds within the 2013 operating budget will be utilized to implement IPM measures.

BACKGROUND:

Gypsy Moth has been present in North America for over a century. Population levels fluctuate based on weather conditions and the presence of pathogens that biologically impact Gypsy Moth.

The City of Mississauga implemented Gypsy Moth control measures in 2006 and 2007 due to high population levels, completing aerial sprays utilizing *Bacillus thuringiensis* (*Btk*). The spray resulted in significantly reduced Gypsy Moth populations. Until 2012, Gypsy Moth populations remained at low levels.

2012 Gypsy Moth population status

The weather in 2012 was favourable for Gypsy Moth to thrive. Less than seasonal amount of precipitation in the spring coupled with a hot dry summer were two main factors for a population increase. It is important to note the while 2012 population levels rose, we are not seeing the significant population levels reported in 2006 and 2007.

Staff received twenty one (21) Gypsy Moth Service Requests from residents between May and August 2012, with the majority of the requests received between June and July, coinciding with the life cycle of the insect when it is most visible as an adult moth.

A survey program was implemented, including individual City-wide site inspections along with the installation of 187 pheromone traps. Traps were placed in or adjacent to City-owned oak street trees and in parks located within the 2006 and 2007 aerial spray program areas.

A total of 2,391 City and privately-owned trees were surveyed for the presence or absence of Gypsy Moth, including:

- 1574 City-owned trees
- 817 Privately-owned trees

Criteria developed by the Ministry of Natural Resources (MNR), pertaining to egg masses per hectare assists staff in predicting caterpillar populations and tree defoliation forecasts once egg masses hatch.

| Gypsy Moth Egg Masses/hectare | Defoliation forecast |
|--------------------------------------|-----------------------------|
| 1 - 1235 | Light (up to 40%) |
| 1236 - 6175 | Moderate (40-75%) |
| 6176 + | Severe (>75%) |

Data from the survey program indicates that only one site; Wildwood Park (Ward 5) meets the egg mass per hectare criteria that could result in significant tree defoliation. The site consists of 177 large caliper trees in close proximity with over 3,300 egg masses collectively.

For locations with higher than normal levels of egg masses distributed over a less concentrated area (i.e. individual trees), the MNR criteria is not applicable. For individual trees, the number of egg masses per tree was used as the criteria to determine which trees could be impacted by potential tree defoliation:

- Trees up to 20cm (8 inches) in diameter with six (6) egg masses or more; or
- Trees 21cm (8 inches) in diameter or greater with 15 or more egg masses.

Individual City and private trees that meet the above criteria are located sporadically throughout the City.

PRESENT STATUS: 2013 Integrated Pest Management measures

Of the 817 surveyed privately owned trees, 73 (approximately 9%) meet the criteria of being potentially impacted by an increased Gypsy Moth population.

Of the 1574 surveyed City trees, 273 (approx. 17%) meet the criteria of being potentially impacted by an increased Gypsy Moth population. Due to the potential impact to these trees and to assist in managing future gypsy moth populations, staff will be implementing IPM measures commencing this spring to treat the 273 City trees.

Due to the scope of work and required specialized equipment, the following IPM measures will be completed by contractors to treat the

City trees:

- Ground spray applications where appropriate;
- TreeAzin injections; and
- Manual removal by scraping or vacuuming egg masses from the trees.

Wildwood Park

- *Ground Spray application:* Btk will be applied from the ground using high pressure equipment treating 162 large caliper trees. The work will be completed in the early morning hours, allowing for this one area of the park to be closed off for the duration of the spray. Anticipated closure time: 2 hours
- *TreeAzin injections (pilot program):* The producers of TreeAzin (EAB treatment), BioForest Technologies are currently conducting trials with the product treating Oak trees impacted by Gypsy Moth. BioForest will inject 15 large caliper Oak trees in this pilot project at no cost to the City.

Individual City-owned trees

- *Ground Spray application:* Contractors utilizing high pressure equipment will apply Btk from the ground treating 18 individual large caliper White Oak trees throughout the City. (White Oaks have a ridged bark making it extremely difficult to remove egg masses manually.)
- *Manual removal:* Contractors will scrape or vacuum egg masses from 78 trees at locations throughout the City.

COMMENTS:

IPM measures that will be completed on City-owned trees can be completed by residents or contractors on privately-owned trees. The owners of the 73 trees located on private property will have information provided to them by staff outlining IPM measures and will be encouraged to take such measures on their property.

Staff have developed a communication strategy that will allow for information to be shared with members of the public whose private trees may be impacted with increased Gypsy Moth populations.

The City's website has been updated and includes information on IPM measures. Information cards will be delivered to homes adjacent to City-owned trees receiving IPM treatment and staff will work with

Councillors and appropriate ratepayer groups to provide more information to residents on the 2013 program in their neighbourhood.

STRATEGIC PLAN: The Strategic Pillar for Change - Living Green includes the Strategic Goal of: Conserve, Enhance and Connect Natural Environments

FINANCIAL IMPACT: Contractors will be utilized to complete IPM works on 273 City trees. TreeAzin injections to be conducted in Wildwood Park will be completed at no cost to the City by BioForest Technologies Inc. 2013 Gypsy Moth IPM measures will be implemented at a cost of **\$30,850**. Existing funds in the 2013 operating budget typically allocated towards insect and disease management will be redeployed.

CONCLUSION: An increased Gypsy Moth population in 2013 along with similar weather conditions experienced in 2012 could have a detrimental impact on a number of City-owned trees.

After conducting inspections and reviewing all collated data, IPM measures will be implemented in the spring of 2013 to mitigate the impacts of an increased Gypsy Moth population on 273 City-owned trees. Funds within the 2013 operating budget will be utilized to implement the IPM measures.

Staff will continue to monitor Gypsy Moth populations throughout the City including the installation of pheromone traps in 2013.

Staff will also continue to support and educate the public on IPM measures that they can initiate on their private property to manage Gypsy Moth populations.



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

Prepared By: Gavin Longmuir, Forestry Manager



Corporate Report

Clerk's Files

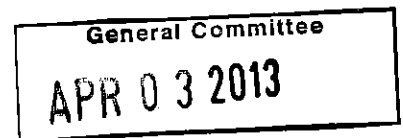
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6.

DATE: March 11, 2013

TO: Chair and Members of General Committee
Meeting Date: April 3, 2013

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



SUBJECT: **Recommended Grant Allocations for the 2013 Community Cultural Festivals and Celebrations (CCFC) Grant Program**

RECOMMENDATION: That the 2013 grant allocations for the Community Cultural Festivals and Celebrations Grant Program as outlined in the report "Recommended Grant Allocations for the 2013 Community Cultural Festivals and Celebrations Grant Program", dated March 11, 2013, from the Commissioner of Community Services, be approved.

**REPORT
HIGHLIGHTS:**

- 13 grant applications to support city-wide cultural festivals and celebrations were reviewed by a team of independent assessors;
- Total allocation of \$529,400 is recommended by the grants assessment panel; and
- The assessment panel recommends three grant recipients be on concerned status.

BACKGROUND:

The Culture Master Plan state "festivals are an important expression of culture and community in Mississauga." It goes on to say there is great potential for leveraging the strengths of festivals to support cultural development in the city. With this in mind, City Council established the Festivals Funding Review Committee (FFRC) in 2009 to seek recommendations for improving the City's approach to funding

community cultural festivals and celebrations. In 2010, a number of recommendations were endorsed. Most significant amongst the recommendations was a refocusing of the program's purpose to support clean and safe festival environments. In order to ensure grant funds only go towards services such as fencing, hand washing stations, security, etc., a list of eligible services was developed (Appendix 1). These services may be provided by various City departments or by private businesses. This allows the basic needs of operating a festival to be met and frees the organization to focus on making their festival unique and attractive to residents and visitors.

To be eligible for grant funding a festival must be a community driven, volunteer supported, annual event, or one time major event, running a minimum of one full day, or a number of consecutive days, organized by a not-for-profit, democratically elected Board of Directors, or a non-incorporated group operating in a similar manner, and be based and active in Mississauga. The festival must be open to the public and publicized city-wide.

The Grant Process

The Community Cultural Festival and Celebration (CCFC) grant program involves a series of steps beginning with the dissemination of information to prospective grant applicants through to the development of recommendations by an independent assessment panel for Council's approval. The process employed by the Culture Division is consistent with the practice of granting bodies throughout North America, including the provincial and federal government. This process allows staff to offer a higher level of support to organizations that would not otherwise be possible without perceptions of conflict.

Support to Grant Applicants

Grant information sessions were held on November 7 and 8, 2012. Information sessions were marketed to organizations previously submitting applications, as well as to the general public. The sessions were promoted through direct email, the City's website, Facebook and Twitter, as well as by the Mississauga Arts Council email newsletter, and a media release. The purpose of the information sessions was to provide general information and advice on the granting process, as well as to distribute the 2013 grant guidelines and application to prospective applicant organizations. In total, sixty one (61) people attended,

representing fifty one (51) events.

Grant applications must be complete and comprehensive to be considered for funding. Therefore it is the practice of Culture Division to invite any returning or prospective grant applicants to a pre-application consultation. This provides an opportunity for staff to answer questions and to provide advice on draft grant submissions. This service is emphasized during the information sessions. Only one organization took advantage of staff's offer.

Receipt and Review of Applications

Seventeen (17) applications were received by the program's deadline. Upon receipt, staff reviewed the applications for completeness and clarity. Where questions arose, or the need for additional information identified, applicants were contacted by staff. This step was designed to provide all prospective applications every possible opportunity for success. Despite this step, four (4) applications were disqualified due to insufficient information and overall poor quality of the application, leaving a total of thirteen (13) applications.

The Assessment Panel & Process

In support of the CCFC process, an assessment panel is established comprising three assessors, including one returning from the previous year. Recruiting potential grant assessors begins with annual promotion of this opportunity on the City's website, and direct email blasts, a media release to various outlets, and posters and signs placed throughout the City. Additionally, the Mississauga Arts Council and Visual Arts Mississauga provide information via their email newsletters. Staff review and consider all applicants to fill the vacant positions for the committee. Appendix 2 provides a list of the members of the 2013 grant assessment panel. The City is fortunate to have such a high quality, knowledgeable group of volunteers. Staff offer their sincere thanks to the assessors for their time and commitment.

Grant packages are provided to the assessment panel members to independently review each application in detail. This is followed by group sessions at which time the assessors make a recommendation to "fund" or "not fund" each festival. This recommendation is based on the published criteria for the CCFC program (Appendix 3). This includes considering the merit of the service or project provided, the impact the

service or project has on the community, the capacity of the organization, and the organization's need for funding. As well the assessors take into account the organization's accumulated surplus and cash flow requirements. Staff do not take part in the evaluation process, or in the discussion to "fund" or "not fund" a festival. Staff's role is to facilitate the assessment panel review process, provide clarity where required and ensure adherence to the principles of good decision-making.

COMMENTS:

Festivals and celebrations are an important aspect of Mississauga's cultural life and development. The administration of the grant program plays an important function in fostering dynamic, innovative and accessible festivals and celebrations. Granting provides the much needed financial capacity to deliver a broad calendar of festivals and celebrations, which aim to highlight the City's richness and diversity, and contribute to its overall quality of life. Specifically, the CCFC program aims to:

- Encourage the long-term growth and sustainability of city-wide arts, heritage and cultural festivals/celebrations; and
- Support a variety of festivals/celebrations offering a range of activities reflecting the City's many cultural traditions and practices.

Appendix 4 provides a summary of the recommended grant allocations. Of the thirteen (13) applications reviewed, the assessors recommend 11 festivals receive funding. The assessors do not recommend funding for the Polish Heritage Day or the War of 1812 – Battle of the Credit River.

Polish Heritage Day

The Polish-Canadian Vocal Group Inc. applied for support for a new Polish Heritage Day festival. Unfortunately, they do not have a date or locations for this event. The submission was written in vague terms and did not provide enough information for assessors to effectively evaluate the application. Generally, applicants require 6 - 8 pages to complete the written portion of the grant form. This group responded to all sections in one and a half pages and consequently did not clearly articulate their plans.

War of 1812 – Battle of the Credit River

In commemoration of the Battle of 1812, a very successful enactment of a battle from that time period was presented at Streetsville Memorial Park in September 2012. Hoping to build on the success of that event, an application for another enactment, this time of a fictitious battle of the Credit River, was proposed. Furthermore, the budget is based almost exclusively on sponsorship and the grant request. However, there is no indication of potential sponsors. Consequently the assessors are concerned with the overall financial viability of this event and do not support funding it.

Concerned Status

The City's festival organizations are at the front lines of arts and culture program delivery. As Mississauga evolves and changes, the festival organizations must be prepared to adapt and respond to the needs and demands of the community. It is vitally important, therefore, for festival organizations to access skills, training and resources for maintaining their relevance and sustainability.

The City has adopted the phrase "concerned status" as a means to signal to Council where particular festival organizations may benefit from more support. An organization placed on "concerned status" receives additional advice and coaching from the Culture Division.

For the 2013 grant process, the assessment panel recommends removing the following organizations from "concerned status":

Malton Community Festival;
Mississauga Waterfront Festival; and
Streetsville Canada Day Celebration.

These organizations are congratulated for their hard work, due diligence and openness to change. Through a strong desire to improve their status, they addressed various factors including, but not limited to financial stability, good governance, reporting, strategic planning, and partnerships.

Notwithstanding the above, the assessment panel recommends one organization remain, and two organization be placed, on "concerned status".

Streetsville Founders' Bread and Honey Festival

It is recommended Streetsville Founders' Bread and Honey Festival continue to be on "concerned status". Assessors acknowledge the group's application was well prepared and demonstrates significant leadership in the areas of marketing and sponsorship acquisition. However, the financial management capacity of the organization and the overall approach to budgeting remains a concern. The assessors recommend recruiting a board member with expertise in financial management as a means to strengthen the overall organizational capacity and to continue meeting with the Culture Division.

Paint the Town Red

Paint the Town Red is recommended to be placed on "concerned status". Assessors acknowledge the organization has a long history of successfully delivering the festival which attracts more than 50,000 participants. However, the assessors had concerns regarding the program, financial information, and need for funding. Overall, the application did not clearly articulate the manner in which the program advances local arts and cultural development. Additionally, in comparison to other similar events, the budget allocated towards performances appeared high, and information to support this was not provided. Finally, the event budget has increased over \$100,000 since 2011, yet the attendance has not increased substantially. The assessors recommend more attention to program definition, as well as improved financial and budget management in order to strengthen the financial sustainability of the festival.

Southside Shuffle Blues and Jazz Festival

Southside Shuffle Blues and Jazz Festival is recommended to be placed on "concerned status". Assessors acknowledge the long history of the festival, and the positive impact on both the local business community and tourism development.

However, the assessors noted the application was poorly compiled, contains "cut-and-paste" excerpts from previous years, and incorrect and outdated information. Statistical information shows overall event attendance is on the decline, but no information was provided to explain this. The volunteer base also appears to be declining, yet the number of hours volunteers are donating is on the rise. This suggests a serious potential for volunteer burnout if not addressed.

The Southside Shuffle occurs in September, just prior to the submission of the grant application. As a result, the latest audited financial statement available at that time was for 2011. This statement shows Southside Shuffle Blues and Jazz Festival had a significant deficit at the end of 2011. Budget estimates for the 2012 festival indicated this situation should be rectified. Staff recommend the grant to Southside Shuffle not be released until they submit their 2012 audited financial statement to confirm this.

Overall, the assessors recommend more attention be directed towards increasing the Southside Shuffle's capacity, specifically as it relates to administrative, volunteer, and financial management.

FINANCIAL IMPACT:

As per the recommendations of the Festival Funding Review Committee, the amount of a grant is based on an established percentage of the previous fiscal year's total operating costs. The FFRC recommended grants be capped at 20% of the total costs until such time as available budgets allowed this to be increased to 25%. Although there was an increase in the Culture Division 2013 approved festivals budget, it has only kept pace with the growth in festivals and does not allow for funding beyond the 20% formula. This provides a total grant allocation of \$529,400. These funds are available in the approved 2013 Culture Division budget.

It is important to note these amounts represent the maximum grant groups can receive. The FFRC recommendations stated that a festival can only receive funding towards items on the list of eligible services. If a festival does not spend its full allocation on the list of eligible expenses, they forfeit the remainder of the allocation.

Staff will issue 75% of the grant to each festival upon Council's approval of this report. The remaining funds will be provided after the festival has occurred and proof of the use of the grant funds towards the items on the list of eligible expenses is provided to the Culture Division prior to the close of the City's 2013 budget year.

CONCLUSION:

Through the provision of grants, the City supports the growth and development of local culture. The festival and celebrations granting program aims to support local festivals, and foster greater

professionalism, accountability, and sustainability among organizers.

This has certainly proven to be true of the local Arts and Culture organizations. Over the last several years, the quality of Arts and Culture grant applications has vastly improved as competition increased. Unfortunately, the same cannot be said about the festival and celebration applications.

Given the continued expectation and reliance on the City to support and provide festival funding, it will be imperative the festival organizations work towards increasing the standard of their grant applications. The integrity of the granting process depends on them to provide comprehensive, clear, and compelling applications. In the absence of quality applications, it is very difficult to effectively discern and assess the true value and benefit of the festivals, and the capacity of the organization to deliver the event. As a result of these concerns, the Culture Division plans to review the grant process to determine how best to address these issues.

ATTACHMENTS:

- Appendix 1: List of Eligible Services
- Appendix 2: 2013 Grant Assessment Panel Members
- Appendix 3: Community Cultural Festivals and Celebrations (CCFC) Grant Program Criteria
- Appendix 4: Recommended Grant Allocations - Community Cultural Festivals and Celebrations (CCFC) Grant Program



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

*Prepared By: Andrew Whittemore, Manager, Culture Operations,
Culture Division*

OPERATING EXPENSES – Eligible for 2013 CCFC Grant Funding

| <u>INCLUDED:</u> | <u>EXCLUDED:</u> |
|---|-----------------------------|
| <i>City of Mississauga Charges</i> | |
| GENERAL FEES AND CHARGES | |
| Administration fee | Accounting and audit fees |
| Rental cost of City facilities on day(s) of event | Administration fees |
| Utility costs charged back to the event | Artist fees |
| | Association membership fees |
| EQUIPMENT | Capital office equipment |
| Garbage cans: delivery and pickup | Catering |
| Picnic tables: delivery and pickup | Fundraising expenses |
| Garbage bags | Gifts and prizes |
| Choral risers: delivery and pickup | Honoraria |
| Crowd control barriers: delivery and pickup | Inflatables |
| Crowd control barriers: set-up and take-down | Insurance |
| Road closure signage (production, permit fee) | Marketing and Promotion |
| Shuttle bus rental | Merchandise |
| | Performer fees |
| LABOUR | Printing costs |
| Stage setup and take-down | Promotional materials |
| Technical support – hourly | Rental of office space |
| Stage support – hourly | Rides |
| Post-event grounds maintenance – hourly | Staff salaries |
| Electrician and mechanic – hourly | Travel costs |
| Indoor washroom custodial coverage – hourly | Volunteer meals |
| | Stage Manager |
| PERMITS | |
| Tent permit fee (Planning & Building Dept.) | |
| Vendor permit fees (Mobile Licensing) | |
| Sign permit fee (Sign Unit) | |
| | |
| <i>External Provider(s)</i> | |
| EQUIPMENT – RENTAL & SERVICES | |
| Tents | |
| Tables | |
| Chairs | |
| Fencing | |
| Port-o-lets | |
| Hand wash stations | |
| Walkie-talkies & communications equipment | |
| Generators | |
| Portable Stage | |
| Sound equipment | |
| Lighting – stage and grounds | |
| Dumpster(s) | |
| Garbage cans | |
| Power washing | |
| Shuttle buses | |
| Industrial garbage bin (dumpster) | |
| Golf cart rental | |
| | |
| LABOUR | |
| Duty police | |
| Emergency services personnel | |
| Private security | |
| Post-event grounds maintenance | |
| Waste disposal and stage setup and take-down | |
| Technical support - production Technical Staff | |

| Appendix 1 - 2013 CCFC Grant Assessment Panel members | | |
|---|------------------------|--|
| Grant Program | Assessor | Summary of Qualifications |
| Community Cultural Festivals and Celebrations (CCFC) | Danielle Deveau | Doctor of Philosophy in Communications, Masters of Arts in Communications and Cultural Studies |
| | Mario Carbone | Member, Celebration Square Advisory Committee, Senior director of Customer Marketing, Hershey Canada Inc. |
| | Allen Horner | Director , Meadowvale Theatre Advisory Board Former Director and Treasurer ,Music Theatre Mississauga Former Manager, The Canadian Imperial Bank of Commerce |

Grant Program Criteria 2013**Community Cultural Festivals and Celebrations (CCFC)**

All eligible applications will be evaluated in a comparative context, on the basis of the information contained in the application form and attachments, using the following criteria:

1. Organizational Effectiveness and Ability to Meet Goals

- Appropriate staff and/or volunteer structure
- For established organizations, a track record of accountability, planning, financial stability
- Realistic and tangible measures of success and financial goals
- Demonstrated added value from and/or need for financial assistance from the City of Mississauga

2. Merit of Community Cultural Festival or Celebration

- Vision and direction for the festival/celebration that reflects and fulfills the mandate of the organization or group
- Quality, diversity and innovativeness of program
- Proven track record in program delivery (if applicable)
- Support of Mississauga-based cultural practitioners (amateur and/or professional)

3. Community/Economic Impact and Involvement

- Extent to which event contributes to the social and cultural development of Mississauga
- Extent of audience appeal and access
- Appropriate audience development, outreach, and marketing strategies
- Demonstrated quantifiable economic benefits and increased economic activity in the city
- Extent of community support and volunteer opportunities
- Extent of established partnership initiatives and efforts to form new alliances

4. Demonstrated Need for Funding

- Ability to describe how grant funding will directly support the creation and/or expansion of Community Cultural Festivals and Celebrations grant program.
- Ability to create alternative strategies for accessing other funding resources.
- Demonstrated added value from and/or need for financial assistance from the City of Mississauga.

2013 COMMUNITY CULTURAL FESTIVAL & CELEBRATIONS GRANT PROGRAM[illegible]



Corporate Report

Clerk's Files

Originator's
Files

7.

DATE: March 13, 2013

TO: Chair and Members of General Committee
Meeting Date: April 3, 2013

General Committee

APR 03 2013

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

SUBJECT: Recommended Changes to the Tow Truck Licensing By-law 521-04, as amended, for the Licensing of Tow Truck Drivers

- RECOMMENDATION:**
1. That a by-law be enacted to amend the Tow Truck Licensing By-law 521-04, as amended, to incorporate the licensing requirements for tow truck drivers as outlined in the report from the Commissioner, Transportation and Works, dated March 13, 2013 and titled Recommended Changes to the Tow Truck Licensing By-law 521-04, as amended, for the Licensing of Tow Truck Drivers.
 2. That the moratorium be lifted for the issuing of any new tow truck driver licences.

**REPORT
HIGHLIGHTS:**

- Provisions contained in the Tow Truck Licensing By-law 521-04, as amended, do not provide adequate assurances to the public that tow truck drivers operating in Mississauga will drive and act in a manner that assures public safety and consumer protection.
- This report recommends that the Tow Truck Licensing By-law 521-04, as amended, be revised to provide more effective licensing requirements for tow truck drivers to better protect the consumer and the public in light of the duty of care the City is required to provide.

BACKGROUND:

The Towing Industry Advisory Committee (TIAC) requested that staff review the current Tow Truck Licensing By-law 521-04, as amended, to ensure that the by-law addresses the needs of the public and the towing industry. In addition, Peel Regional Police (PRP) have expressed concern with the conduct of tow truck drivers, licensed in the City of Mississauga, varying from public safety, criminal activity and breaches of consumer protection. In conjunction with these requests, staff conducted a review of a number of Mississauga tow truck driver licences. The review resulted in a number of suspensions of tow truck driver licences under the by-law and an increase in the number of applications to the Mississauga Appeal Tribunal.

At its meeting of Tuesday, February 19, 2013, the TIAC considered a report from the Commissioner, Transportation and Works, regarding the licensing requirements for tow truck drivers, and approved the following recommendation:

"TIAC-0002-2013

- 1. That the report from the Commissioner, Transportation and Works, dated January 30, 2013 titled Amendments to the Tow Truck Licensing By-law 521-04, as amended, for the Licensing of Tow Truck Drivers, be received.*
- 2. That staff incorporate comments from the Towing Industry Advisory Committee and prepare a report to be considered by General Committee on the recommended changes to the requirements for the licensing of tow truck drivers."*

This recommendation was approved by General Committee on February 27, 2013 and adopted by Council on March 6, 2013. A copy of the report from the Commissioner, Transportation and Works, dated January 30, 2013 is attached as Appendix 1.

This report is in response to TIAC-0002-2013 and includes:

- The verbal comments made by the towing industry representatives on the TIAC at its meeting of February 19, 2013 on the report from the Commissioner, Transportation and Works dated January 30, 2013;

- the comments received from PRP on the report from the Commissioner, Transportation and Works dated January 30, 2013;
- staff's response to the comments received; and,
- the recommended changes to the licensing requirements for tow truck drivers.

COMMENTS:Results of Staff Review

Staff reviewed the tow truck licensing by-laws of Brampton, Caledon, Halton Hills, Oakville, Hamilton, Burlington, Vaughan and Toronto. Tow truck drivers are licensed in almost all municipalities and are required to provide a criminal record search (CRS) and a driver abstract when applying for a tow truck driver's licence.

Proposed By-law Amendments

Staff reviewed the *Highway Traffic Act* (HTA) demerit point system and the City of Toronto's business licensing thresholds to ascertain the standards that should be incorporated into the amended by-law. In addition, PRP have a requirement in all of their towing contracts that any tow truck driver contracted to do a police seizure must have a clear criminal record.

Currently the Tow Truck Licensing By-law 521-04, as amended, does not specify criteria for granting a licence to tow truck drivers who have a criminal record and/or demerit points and leaves the decision open to interpretation. The driver abstract is currently reviewed by the Licence Manager when a tow truck driver reaches seven demerit points. The present requirements of the by-law when used in concert with these practices result in more hearings before the Mississauga Appeal Tribunal.

Concerns raised by the towing industry and by PRP are focused on Mississauga tow truck driver activities and driving habits after the issuance of the licence. Moreover, following a detailed review of numerous concerns brought to the attention of the Licence Manager by

PRP, staff have determined that appropriate changes to the by-law should include the requirement to possess a valid driver's licence and the requirement for a driver abstract (containing not more than six demerit points) to be provided on initial application and each year on licence renewal. An applicant, for a new licence or a renewal, must also provide a CRS clear of any convictions for the five years prior to the date of application. In the event of any conviction listed on Appendix 2, Criminal Code Convictions Not Acceptable, the application for the licence will be denied.

In addition, any one HTA conviction which holds a value of four or more demerit points constitutes a serious offence under the HTA. This would constitute grounds for the refusal to license or renew a driver until such time as the driver abstract has been cleared of the serious offence and/or the combination of less serious offences exceeding six demerit points. Further, the draft by-law includes a provision that the tow truck driver's licence will be immediately revoked by the Licence Manager at any time the City becomes aware of: a conviction for a serious HTA offence (four demerit points or more); the tow truck driver having more than six demerit points; or, a conviction as outlined in Appendix 2, Criminal Code Convictions Not Acceptable.

The recommended licensing requirement for tow truck drivers would apply immediately for all new applicants. A one year phase in period commencing on the date of Council's approval of the revised by-law would be applied for existing licensed tow truck drivers.

In staff's view, the by-law must provide clear direction for the issuance or refusal of the tow truck driver's licence.

It is recommended that a by-law be enacted, to amend the Tow Truck Licensing By-law 521-04, as amended, to incorporate the changes to the licensing requirements for tow truck drivers as outlined in this report.

Comments Received

In an e-mail sent by staff immediately following the TIAC meeting of February 19, 2013, the towing industry representatives on the TIAC

were asked to provide written comments to staff by Tuesday, March 5, 2013 on the recommended changes to the by-law. No written comments were subsequently received by staff. However, industry representatives on the TIAC did provide verbal comments at the TIAC meeting of February 19, 2013. The following summarizes these comments as well as staff's responses:

Towing Industry Representative Comment #1:

"Is a Criminal Record Search (CRS) is required to go back five years to receive a pardon."

Staff Response:

New tow truck drivers and existing drivers are required to provide a CRS clear of any *Criminal Code of Canada* convictions for five years prior to the date of application. In addition, more serious *Criminal Code of Canada* convictions, regardless of their timing, will make the applicant or existing tow truck driver ineligible.

Record suspensions (formerly pardons) are ordered, refused to order or revoked by the Parole Board of Canada under the *Criminal Records Act*. A person can apply for a record suspension after they have completed all sentences followed by a waiting period. For summary offences the waiting period is five years and for indictable offences, the waiting period is 10 years. Applications from persons with summary convictions seeking a record of suspension are processed within six months of application acceptance and applications from persons with indictable convictions seeking a record of suspension are processed within 12 months of application acceptance. Applications in which the Parole Board of Canada is proposing to refuse to order a record suspension require up to 24 months after application acceptance to complete.

Towing Industry Representative Comment #2:

Clarification was sought regarding a driver abstract containing four major demerit points and six minor demerit points.

Staff Response:

New tow truck drivers on initial application, and existing tow truck drivers on renewal or when it comes to the attention of the Licence Manager, are required to possess a valid driver's licence, a driver abstract containing not more than six demerit points or not showing one single infraction of four demerit points or more. A phase in period of one year from the date of Council's adoption of the by-law will be provided for existing tow truck drivers for the recommended licensing requirements.

Towing Industry Representative Comment #3:

A towing industry representative noted his support with providing a CRS but expressed concern with the driver abstract guidelines.

Staff Response:

The staff recommendations for the licensing of tow truck drivers are aimed at protecting the public in light of the duty of care the City is required to provide. The recommendations do in fact propose a point system for the City of Mississauga and the recommended point system is consistent with provincial standards regarding the seriousness of the driving convictions.

Towing Industry Representative Comment #4:

Concerns were raised regarding driving infractions incurred while driving one's personal vehicle that could result in losing a tow truck driver licence and it was requested that the decision of renewal of a licence be left up to the Licence Manager.

Staff Response:

The licensing guidelines apply to convictions and not infractions. In addition, as professional drivers, tow truck drivers are expected to operate their vehicles safely at all times. Further, to mitigate any future misunderstandings, the by-law must provide clear direction for the issuance or refusal of the tow truck driver's licence.

Towing Industry Representative Comment #5:

It was suggested that the City of Mississauga have their own point system for drivers to follow and various driving infractions that could be considered for non-renewal were outlined.

Staff Response:

The staff recommendations for the licensing of tow truck drivers are aimed at protecting the public in light of the duty of care the City is required to provide. The recommendations do in fact propose a point system for the City of Mississauga, and the recommended point system is consistent with provincial standards regarding the seriousness of the driving convictions.

The report from the Commissioner, Transportation and Works, dated January 30, 2013 was also provided to PRP for comments. The following summarizes the comments received on the report from PRP:

Peel Regional Police Comment #1:

“On page two of the Corporate Report, with reference to criminal convictions listed on Appendix 1, it is proposed that, “....the application for the licence will be denied unless the Licence Manager using his or her discretion determines otherwise.” It would be my submission that the use of discretion should be removed for any conviction deemed to be “Not Acceptable” as listed on Appendix 1, in order to ensure fairness, consistency in the process, and provide the public with the level of protection that is deserved. Investigation into convictions in order to waive a particular conviction would be difficult without access to investigative files and other supporting documents. Items that the City of Mississauga By-Law Department would not have access to on their own.”

Staff Response:

The intent is to not license any tow truck drivers with convictions showing on the supporting document titled, Criminal Code Convictions Not Acceptable, attached to this report and the draft by-law reflects this requirement.

Peel Regional Police Comment #2:

“Page three of the Corporate Report in reference to what constitutes grounds for refusal to licence or renew a driver reads, “In addition, any one HTA charge which holds a value of four or more demerit points constitutes a serious offence under the HTA. This would constitute grounds for the refusal to licence or renew a driver...” Clarification is needed to determine if the draftsmen means to use “charge” or meant to use “conviction”. Any conviction for a serious offence should result in an **automatic** refusal”.

Staff Response:

“Charge” has been replaced with “conviction” to reflect staff’s intent and the draft by-law has been amended accordingly.

Peel Regional Police Comment #3:

“While it is agreed that a phase in period is warranted, a phase in period of two years is excessive and protects bad operators, keeping them behind the wheel. Public safety is paramount, and it is with that in mind that I would recommend a phase in period of one year.”

Staff Response:

The phase in period has been reduced from two years to one year and the draft by-law has been amended accordingly.

Peel Regional Police Comment #4:

“Over the past few years we have seized several tow trucks for a seven day period, (under the Stunt Driving provisions of the Highway Traffic Act), for abhorrent driving conduct by tow truck operators “racing” to collision scenes. A stunting or careless driving conviction carries with it 6 demerit points and would be classified as a “serious offence”. It seems inappropriate that after a conviction for this type of threat to motorists and pedestrians that a tow truck operator could still be licenced by the City to conduct business for the balance of his tow licence renewal. There should be a provision that; at any time that the City of Mississauga becomes aware of a conviction for a serious HTA

violation, or a conviction for an offence as outlined in Appendix 1 that a Tow Truck operator licence will be automatically suspended without having to wait for a renewal period. A driver's licence suspension is not a statutory requirement upon conviction."

Staff Response:

The draft by-law will include a provision that at any time the City of Mississauga becomes aware of a conviction for a serious HTA violation (four demerit points or more), of the tow truck driver having more than six demerit points or of a conviction as outlined on the supporting document titled Criminal Code Convictions Not Acceptable, the tow truck driver licence will be immediately revoked by the Licence Manager.

Tow Truck Driver Licensing Moratorium

At its meeting of July 4, 2012, Council approved the following:

"GC-0519-2012

The Towing Industry Advisory Committee recommends an immediate moratorium be placed on the issuance of any new tow truck and tow truck drivers licences issued by the City of Mississauga, pending a review of Tow Truck Licensing By-law 521-04, as amended, and that the by-law be amended to include more stringent licensing requirements. (TIAC - 0014-2012)"

On September 12, 2012, Council approved an amendment to the tow truck plates and tow truck driver licensing moratorium (0200-2012), in response to towing industry concerns. These amendments provided for an exemption to the moratorium for the issuing of new tow truck driver licences subject to the new tow truck driver applicant providing a current clear CRS, possessing a valid driver's licence and providing a current driver abstract showing three demerit points or less.

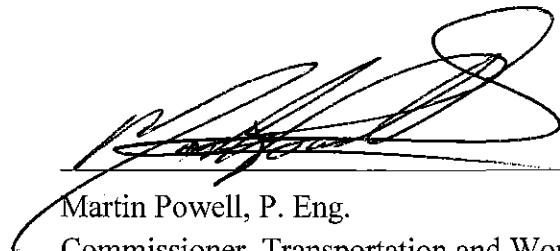
Should the by-law be amended as outlined in this report, staff would also recommend that the moratorium be lifted for the issuing of new tow truck driver licences.

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

CONCLUSION: Provisions contained in the Tow Truck Licensing By-law 521-04, as amended, do not provide adequate assurances to the public that tow truck drivers operating in Mississauga will drive and act in a manner which assures public safety and consumer protection. As a result, staff recommend that the by-law be amended as outlined in this report, to better protect the consumer and the public in light of the duty of care the City is required to provide. Subject to these changes being made to the by-law, staff also recommend that the moratorium be lifted for the issuing of new tow truck driver licences.

ATTACHMENTS: Appendix 1: Report from the Commissioner, Transportation and Works dated January 30, 2013 and titled Amendments to the Tow Truck Licensing By-law 521-04, as amended, for Licensing of Tow Truck Drivers.

Appendix 2: Criminal Code Convictions Not Acceptable



Martin Powell, P. Eng.

Commissioner, Transportation and Works

Prepared By: Daryl Bell, Manager, Mobile Licensing Enforcement



Corporate Report

Clerk's Files

Originator's
Files

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DATE: January 30, 2013

TO: Towing Industry Advisory Committee
Meeting Date: February 19, 2013

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

SUBJECT: Amendments to the Tow Truck Licensing By-law 521-04 , as amended, for the Licensing of Tow Truck Drivers

- RECOMMENDATION:**
1. That the report from the Commissioner, Transportation and Works, dated January 30, 2013 titled Amendments to the Tow Truck Licensing By-law 521-04, as amended, for the Licensing of Tow Truck Drivers, be received.
 2. That staff incorporate comments received from the Towing Industry Advisory Committee and prepare a report to be considered by General Committee on the recommended changes to the requirements for the licensing of tow truck drivers.

BACKGROUND: The Towing Industry Advisory Committee requested staff review the current Tow Truck Licensing By-law 521-04, as amended, to ensure the by-law addresses the needs of the public and the towing industry. In addition, Peel Regional Police (PRP) have expressed concern with the conduct of tow truck drivers licensed in the City of Mississauga varying from public safety, criminal activity and breaches of consumer protection. In conjunction with these requests, staff have conducted a review of a number of Mississauga tow truck driver licences. The review has resulted in a number of suspensions of tow truck driver licences under the by-law and an increase in the number of applications to the Mississauga Appeal Tribunal.

COMMENTS:

Staff reviewed the tow truck licensing by-laws of Brampton, Caledon, Halton Hills, Oakville, Hamilton, Burlington, Vaughan and Toronto. Tow truck drivers are licensed in almost all municipalities and are required to provide a criminal record search (CRS) and a driver abstract when applying for a tow truck driver's licence.

Staff reviewed the *Highway Traffic Act* (HTA) demerit point system and the City of Toronto's business licensing thresholds to ascertain the standards that should be incorporated into the amended by-law. In addition, PRP, have a requirement in all their towing contracts that any tow truck driver contracted to do a police seizure must have a clear criminal record.

Currently the Tow Truck Licensing By-law 521-04, as amended, does not specify criteria for granting a licence to tow truck drivers who have a criminal record and/or demerit points and as such leaves the decision open to interpretation. The driver abstract is currently reviewed by the Manager, Mobile Licensing Enforcement, when a tow truck driver reaches seven demerit points. The present requirements of the by-law when used in concert with these practices result in more hearings before the Mississauga Appeal Tribunal.

Concerns raised by the industry and by PRP are focused on Mississauga tow truck driver activities and driving habits after the issuance of the licence. Moreover, following a detailed review of numerous concerns brought to the attention of the Manager, Mobile Licensing Enforcement, by PRP, staff have determined that appropriate changes to the by-law should include the requirement to possess a valid driver's licence and the requirement for a driver abstract (containing not more than six demerit points) to be provided on initial application and each year on licence renewal. An applicant, for a new licence or a renewal, must also provide a CRS clear of any convictions for the five years prior to the date of application. In the event of any conviction listed on Appendix 1, Criminal Code Convictions Not Acceptable, the application for the licence will be denied unless the Licence Manager using his/her discretion determines otherwise. Convictions older than five years and not listed in Appendix 1, will not be used as a determining factor to refuse to license a tow truck driver except at the discretion of the Licence Manager.

In addition, any one HTA charge which holds a value of four or more demerit points constitutes a serious offence under the HTA. This would constitute grounds for the refusal to licence or renew a driver until such time as the driver abstract has been cleared of the serious offence and/or the combination of less serious offences exceeding six demerit points. These requirements would apply to all new drivers. A two year phase in period commencing on the date of Council's approval of the revised by-law would be applied to allow existing licensed drivers the opportunity to take appropriate steps to clear their CRS and driver abstract. The by-law must provide clear direction for the issuance or refusal of the tow truck driver's licence.

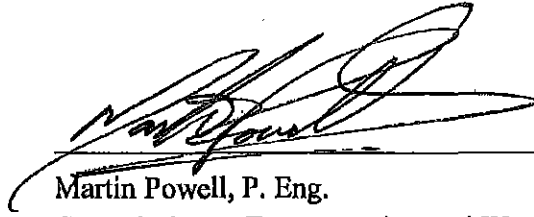
At its meeting of September 12, 2012, Council approved an amendment to the tow truck plates and tow truck driver licensing moratorium, in response to industry concerns. These amendments provided for an exemption to the moratorium for the issuing of new tow truck driver licences subject to the new tow truck driver applicant providing a current clear CRS, possessing a valid driver's licence and providing a current driver abstract showing three demerit points or less.

Should the by-law be amended as outlined in this report, staff would also recommend that the tow truck plates and tow truck driver licensing moratorium be lifted.

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

CONCLUSION: Provisions contained in the Tow Truck Licensing By-law 521-04, as amended, do not provide adequate assurances to the public that tow truck drivers operating in Mississauga will drive and act in a manner which assures public safety and consumer protection. As a result, staff recommend that the by-law be amended as outlined in this report; and, that subject to the changes being made, staff also recommend that the tow truck plate and tow truck driver licensing moratorium be lifted.

ATTACHMENTS: Appendix 1: Criminal Code Convictions Not Acceptable

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

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

Prepared By: Daryl Bell, Manager, Mobile Licensing Enforcement

Criminal Code Convictions Not Acceptable

| <u>Criminal Code Offences</u> | <u>Description</u> |
|---|---|
| Explosives | Using explosives; possession. |
| Terrorism | Providing or collecting property for certain activities; providing or making available property or services for terrorist purposes; using or possessing property for terrorist purposes; participation in activity of terrorist group; facilitating terrorist activity; instructing to carry out activity for terrorist group; instructing to carry out terrorist activity. |
| Firearms and Weapons | Using firearms (including imitation) in commission of offence; careless use of firearm; pointing a firearm; possession of weapon for dangerous purposes; carrying weapon while attending public meeting; carrying concealed weapon; unauthorised possession of firearm; possession of firearm knowing its possession is unauthorised; possession at unauthorised place; unauthorised possession in motor vehicle; possession of prohibited or restricted firearm with ammunition; possession of weapon obtained by commission of offence; breaking and entering to steal firearm; robbery to steal firearm; weapons trafficking; possession for purpose of weapons trafficking; transfer without authority; making automatic firearm; discharging firearm with intent; causing bodily harm with intent — air gun or pistol. |
| Sexual Offences against Minors | Sexual interference; invitation to sexual touching; sexual exploitation; sexual exploitation of person with disability; incest; making child pornography; parent or guardian procuring sexual activity; householder permitting sexual activity; corrupting children; luring a child; prostitution of person under eighteen. |
| Sexual Offences against persons other than minors | Sexual exploitation of person with disability; incest; indecent acts; sexual assault. |
| Criminal Negligence | Causing death by criminal negligence; causing bodily harm by criminal negligence. |
| Murder | Murder; manslaughter; infanticide; attempt to commit murder; accessory to murder. |
| Operation of vehicles, vessels, or aircraft | Dangerous operation of motor vehicles, vessels and aircraft; flight; causing death by criminal negligence (street racing); causing bodily harm by criminal negligence (street racing); dangerous operation of motor vehicle while street racing; failure to stop at scene of accident; operation while impaired; operation while disqualified. |
| Harassment and threats | Criminal harassment; uttering threats; intimidation. |
| Assault | Assault; assaulting a peace officer. |

Criminal Code Convictions Not Acceptable

| <u>Criminal Code Offences</u> | <u>Description</u> |
|---|---|
| Major assault and sexual assault offences | Sexual assault with a weapon, threats to a third party or causing bodily harm; aggravated sexual assault; assault with a weapon or causing bodily harm; aggravated assault; unlawfully causing bodily harm. |
| Confinement | Kidnapping; Trafficking in persons; Hostage taking; Abduction of person under sixteen; Abduction of person under fourteen; Abduction in contravention of custody order; Abduction. |
| Theft Over, forgery and fraud | Theft over; destroying documents of title; fraudulent concealment; theft and forgery of credit card; theft from mail; forgery; uttering forged document; drawing document without authority; fraud; using mails to defraud; arson for fraudulent purpose. |
| Robbery and extortion | Robbery; extortion. |
| Breaking and entering | Breaking and entering. |
| Possession of property obtained by crime | Possession of property obtained by crime; possession of property obtained by excise offences. |
| Arson | Arson. |
| Counterfeit money | Making counterfeit money. |
| Participation in criminal organisation | Participation in criminal organisation; Commission of offence for criminal organisation; instructing commission of offence for criminal organisation. |
| Trafficking | Trafficking in controlled substance - Schedule I or II - Schedule III - Schedule IV |
| Importing and exporting | Importing and exporting of controlled substance - Schedule I or II - Schedule III - Schedule IV |
| Production | Production of controlled substance - Schedule I or II (except marihuana) - Schedule III - Schedule IV |

Criminal Code Convictions Not Acceptable

| <u>Criminal Code Offences</u> | <u>Description</u> |
|---|---|
| Explosives | Using explosives; possession. |
| Terrorism | Providing or collecting property for certain activities; providing or making available property or services for terrorist purposes; using or possessing property for terrorist purposes; participation in activity of terrorist group; facilitating terrorist activity; instructing to carry out activity for terrorist group; instructing to carry out terrorist activity. |
| Firearms and Weapons | Using firearms (including imitation) in commission of offence; careless use of firearm; pointing a firearm; possession of weapon for dangerous purposes; carrying weapon while attending public meeting; carrying concealed weapon; unauthorized possession of firearm; possession of firearm knowing its possession is unauthorized; possession at unauthorized place; unauthorized possession in motor vehicle; possession of prohibited or restricted firearm with ammunition; possession of weapon obtained by commission of offence; breaking and entering to steal firearm; robbery to steal firearm; weapons trafficking; possession for purpose of weapons trafficking; transfer without authority; making automatic firearm; discharging firearm with intent; causing bodily harm with intent — air gun or pistol. |
| Sexual Offences against Minors | Sexual interference; invitation to sexual touching; sexual exploitation; sexual exploitation of person with disability; incest; making child pornography; parent or guardian procuring sexual activity; householder permitting sexual activity; corrupting children; luring a child; prostitution of person under eighteen. |
| Sexual Offences against persons other than minors | Sexual exploitation of person with disability; incest; indecent acts; sexual assault. |
| Criminal Negligence | Causing death by criminal negligence; causing bodily harm by criminal negligence. |
| Murder | Murder; manslaughter; infanticide; attempt to commit murder; accessory to murder. |
| Operation of vehicles, vessels, or aircraft | Dangerous operation of motor vehicles, vessels and aircraft; flight; causing death by criminal negligence (street racing); causing bodily harm by criminal negligence (street racing); dangerous operation of motor vehicle while street racing; failure to stop at scene of accident; operation while impaired; operation while disqualified. |

Criminal Code Convictions Not Acceptable

| <u>Criminal Code Offences</u> | <u>Description</u> |
|---|---|
| Harassment and threats | Criminal harassment; uttering threats; intimidation. |
| Assault | Assault; assaulting a peace officer. |
| Major assault and sexual assault offences | Sexual assault with a weapon, threats to a third party or causing bodily harm; aggravated sexual assault; assault with a weapon or causing bodily harm; aggravated assault; unlawfully causing bodily harm. |
| Confinement | Kidnapping; Trafficking in persons; Hostage taking; Abduction of person under sixteen; Abduction of person under fourteen; Abduction in contravention of custody order; Abduction. |
| Theft Over, forgery and fraud | Theft over; destroying documents of title; fraudulent concealment; theft and forgery of credit card; theft from mail; forgery; uttering forged document; drawing document without authority; fraud; using mails to defraud; arson for fraudulent purpose. |
| Robbery and extortion | Robbery; extortion. |
| Breaking and entering | Breaking and entering. |
| Possession of property obtained by crime | Possession of property obtained by crime; possession of property obtained by excise offences. |
| Arson | Arson. |
| Counterfeit money | Making counterfeit money. |
| Participation in criminal organization | Participation in criminal organization; Commission of offence for criminal organization; instructing commission of offence for criminal organization. |
| Trafficking | Trafficking in controlled substance - Schedule I or II - Schedule III - Schedule IV |
| Importing and exporting | Importing and exporting of controlled substance - Schedule I or II - Schedule III - Schedule IV |
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