
Council

Date: May 27, 2020
Time: 8:30 AM
Location: Online Video Conference

Members

Mayor Bonnie Crombie	
Councillor Stephen Dasko	Ward 1
Councillor Karen Ras	Ward 2
Councillor Chris Fonseca	Ward 3
Councillor John Kovac	Ward 4
Councillor Carolyn Parrish	Ward 5
Councillor Ron Starr	Ward 6
Councillor Dipika Damerla	Ward 7
Councillor Matt Mahoney	Ward 8
Councillor Pat Saito	Ward 9
Councillor Sue McFadden	Ward 10
Councillor George Carlson	Ward 11

Due to efforts to contain the spread of COVID-19 and to protect all individuals, the Council Chamber will not be open to the public to attend Council and Committee meetings until further notice.

Public Comments: Any member of the public interested in speaking to an item listed on the agenda may register at angie.melo@mississauga.ca by Monday, May 25, 2020 before 4:00 PM. Comments submitted will be considered as public information and entered into public record.

Contact

Angie Melo, Legislative Coordinator, Legislative Services
905-615-3200 ext. 5423
Email: angie.melo@mississauga.ca

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1. **CALL TO ORDER**

2. **INDIGENOUS LAND STATEMENT**

"Welcome to the City of Mississauga Council meeting. We would like to acknowledge that we are gathering here today on the Treaty Lands and Territory of the Mississaugas of the Credit, and the traditional territories of the Anishinaabe, Haudenosaunee, Wyndot and Huron people. We also acknowledge the many First Nations, Inuit, Metis and other global Indigenous peoples who call Mississauga home. We welcome everyone."

3. **APPROVAL OF AGENDA**

4. **DECLARATION OF CONFLICT OF INTEREST**

5. **MINUTES OF PREVIOUS COUNCIL MEETING**

5.1 Council Minutes - May 13, 2020

6. **PRESENTATIONS - Nil**

7. **DEPUTATIONS - Nil**

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

You may pre-register to present your question to Council on a matter on the agenda via WebEx during the Public Question Period, at angie.melo@mississauga.ca by Monday, May 25, 2020 before 4:00 PM

9. **CONSENT AGENDA**

10. **MATTERS PERTAINING TO COVID-19**

10.1 Dr. Lawrence Loh, Interim Medical Officer of Health for the Region of Peel regarding COVID-19 related matters in Peel Region

10.2 Measures for permitted activities in City Facilities including Festivals, Events and Gatherings within City Facilities and Parks related to COVID-19

10.3 Community Engagement for City Led Projects During COVID-19 Pandemic

11. **INTRODUCTION AND CONSIDERATION OF CORPORATE REPORTS**

11.1 2020 Budget and Tax Rates for the Cooksville BIA

11.2 Malton Hub License and Operations Agreement (Ward 5)

12. **PRESENTATION OF COMMITTEE REPORTS - Nil**

13. **UNFINISHED BUSINESS - Nil**

14. **PETITIONS - Nil**

15. **CORRESPONDENCE - Nil**

16. **NOTICE OF MOTION - Nil**

17. **MOTIONS**

17.1 To close to the public a portion of the Council meeting to be held on May 27, 2020 to deal with various matters. (See Item 22 Closed Session)

17.2 To express sincere condolences to the family of Harpreet Rakhra, City of Mississauga employee, who passed away on May 18, 2020

18. **INTRODUCTION AND CONSIDERATION OF BY-LAWS**

18.1 A by-law to establish certain lands as part of the Municipal Highway System - Winchester Drive

S.P. - 16-109

18.2 A by-law to amend By-law 0100-2020 to include the Cooksville BIA in the annual levy of business improvement area charges for the 2020 Taxation Year

Item 11.1. / May 27, 2020

18.3 A by-law to delegate authority to the Commissioner of Community Services, or designate, to negotiate and execute facility rental contracts for temporary use of space

Item 11.2. / May 27, 2020

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

20. **COUNCILLORS' ENQUIRIES**

21. **OTHER BUSINESS/ANNOUNCEMENTS**

22. **CLOSED SESSION**

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

22.1 Litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board: Andy Harvey, Director, Traffic Management & Municipal Parking, to speak to Torbram Road Grade Separations Project Litigation

23. **CONFIRMATORY BILL**

A by- law to confirm the proceedings of the Council of The Corporation of the City of Mississauga at its meeting held on May 27, 2020.

24. **ADJOURNMENT**

City of Mississauga
Corporate Report



<p>Date: May 20, 2020</p> <p>To: Mayor and Members of Council</p>	<p>Originator's files:</p>
<p>From: Shari Lichterman, CPA, Commissioner of Community Services</p>	<p>Meeting date: May 27, 2020</p>

Subject

Measures for permitted activities in City Facilities including Festivals, Events and Gatherings within City Facilities and Parks related to COVID-19

Recommendation

1. That the City cancel permits for festivals, events and other large gatherings in City facilities until September 7, 2020.
2. That as provincial orders are revised, City staff work in collaboration with community organizations to develop timelines and protocols for the safe re-opening of facilities and permitting of activities, on a case by case basis, when feasible and supported by the Province of Ontario, Peel Public Health, the City's COVID-19 Recovery Framework, and other regulations including those from provincial and national sport governing bodies as outlined in the report dated May 20, 2020 from the Commissioner of Community Services.

Background

Under provincial orders related to preventing the spread of COVID-19 city facilities are currently closed to the public and permitted activities including community programs, festivals, events and gatherings have been cancelled until July 3, 2020.

On May 4, 2020 the Province of Ontario started relaxing orders to allow for certain activities to resume under strict guidelines.

There is significant variation in the types of activities that are currently permitted in City Facilities. As outlined in the City's COVID-19 Recovery Framework, recovery will be implemented in incremental phases and will involve engagement of stakeholders to develop and implement plans for the reasonable and safe-opening of facilities and resuming activities when feasible and supported by health authorities at the Regional, Provincial and Federal level.

Comments

As outlined in the City's COVID-19 Recovery Framework, community events will be restored under strictly controlled circumstances throughout Mississauga, with the input and guidance of Peel Public Health.

Based on current information and ongoing uncertainty regarding restrictions and impact related to COVID-19, it is recommended that the City cancel permits for festivals, events and other gatherings in City of Mississauga facilities until September 7, 2020.

Approximately 30 community organizations and event organizers in Mississauga have already made the decision to cancel their 2020 summer events. These include: Italfest, Rib Fest, Rotary Movies in the Park, Port Credit Busker Fest, Salmon Derby, Can Jam, Port Credit Art Fest and the Terry Fox Run. Other municipalities including the City of Toronto have formally cancelled city and third party events until August 31, 2020.

For the period of July 4 to September 7 (Labour Day), 2020 there are approximately 180 bookings for festivals, events and other large gatherings scheduled to take place in city facilities including: Mississauga Celebration Square, the Living Arts Centre, Paramount Fine Foods Centre, Meadowvale Theatre, the Small Arms Building, Bradley and Benares Museums and City Parks.

This estimate is based on data available through the City's booking system (CLASS) as well as information provided by internal City departments. These gatherings include approximately 65 city-run events, 115 events delivered by third party event organizers and community groups that are attended by a significant number of residents and visitors, and 314 third party bookings for private parties, picnics and community gatherings.

Examples of festivals, events and activities impacted by a decision to cancel gatherings on city property from July 4 to September 7, 2020 are summarized below:

- Approximately 65 City-run events and activities including: Fresh Air Fitness and Movie Nights at Mississauga Celebration Square, various cultural events including the Mississauga Concert Series, Afternoon Teas, Indigenous Walk, Blooms and Berries, Smooches and Smoores; and parks stewardship and beautification initiatives.
- Approximately 24 community/third party major events at Mississauga Celebration Square including: Food Truck Fridays, Japan Fest, Muslim Fest, Portuguese Festival, Philippine Fest, Mosaic, Latin Fest, and Bollywood Monstrosity.
- Approximately 70 community/third party major events in City Parks and Roads including: Can Sikh Cultural Festival, Lebanese Festival, Palestine House, Kids Triathlon, Motorway Midway Fair, Mississauga Music Awards.

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- Approximately 33 performances and events at locations including the Living Arts Centre, Meadowvale Theatre, and Paramount Fine Foods Centre including: Canadian Chess Championships, several dance academy productions including Sampradaya Dance.
- Animation activities at the Streetsville Village Square such as yoga, movies, salsa, and concerts on weekends throughout July and August.
- Approximately 314 park permits for activities including private parties, family and corporate picnics, wedding photography, and other types of activities.

Please note that for the purpose of this analysis, activities could be classified in more than one category and therefore the numbers are approximate and do not necessarily total the exact number of events.

There are currently 68 bookings in city facilities and parks for festivals, events and other gatherings currently scheduled after September 7 until the end of the calendar year. The outdoor special events season is weather dependent and typically ends by Thanksgiving with the exception of some seasonal activities in November and December.

A number of other activities are permitted in City facilities in addition to festivals, events and large gatherings. These include various sports activities and farmers markets. The Mayor has hosted a number of stakeholder meetings with community groups and staff have received additional input from groups about challenges, questions, and about how the City can assist them to resume activities in City facilities.

City staff will work in collaboration with community organizations to develop timelines and protocols for the safe re-opening of facilities and permitting of activities, on a case by case basis, when feasible and supported by the Province of Ontario, Peel Public Health, the City's Recovery Framework, and other regulations including those from provincial and national sport governing bodies.

Financial Impact

Any customers with rentals during the cancellation period will be provided with a credit on their account for the affected time missed to be applied to future booking. Refunds may also be requested. Staff will bring a report forward to Council summarizing the financial impact at a future date.

Community event organizers will also have financial impacts. For those that are receiving funding from the City, Council has previously approved that grant recipients will continue to receive 2020 approved funding amounts despite the need to alter, postpone or cancel their programs, services and/or festivals (Corporate Report, April 8, 2020). This approach will assist City-funded organizations with business continuity as well as the ability to move forward post COVID-19.

Conclusion

The cancellation of festivals, events and gatherings in city facilities and parks would align with the directives from public health and other levels of government as well as decisions already made by other jurisdictions. Staff are prepared to work with third party event organizers to mitigate the impact of this decision and investigate alternatives where possible.

Attachments

Appendix 1: Events Summary Chart



Shari Lichterman, CPA, Commissioner of Community Services

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

The following is a summary of public gatherings / events taking place July 4-September 7 at city facilities including: Mississauga Celebration Square, Living Arts Centre, Paramount Fine Foods Centre, Meadowvale Theatre, Small Arms Building, Bradley and Benares Museums and City Parks.

During this period there are approximately 180 event bookings (65 City Led; 115 third party) and 314 regular park permits for private parties and small gatherings.

The following table provides an overview of the types of activities impacted. For the purpose of this analysis, activities could be classified in more than one category in order to provide a quick reference. They do not balance with the total number of events indicated above.

Type	Number (approx.)	Examples
City Led Events	65	Fresh Air Fitness and Movie Nights at Mississauga Celebration Square, various cultural events including the Mississauga Concert Series, Afternoon Teas, Indigenous Walk, Smooches and Smoores; and parks stewardship and beautification initiatives.
Third Party Major Events at Mississauga Celebration Square	24	Food Truck Fridays, Japan Fest, Muslim Fest, Portuguese Festival, Philippine Fest, Mosaic, Latin Fest, Bollywood Monstrosity, and the Central Lions Farmers Market.
Third Party Major Events in City Parks and Roads	70	Can Sikh Cultural Festival, Lebanese Festival, Palestine House, Kids Triathlon, Motorway Midway Fair, Mississauga Music Awards and several farmers markets
Performances and events at the Living Arts Centre, Meadowvale Theatre, and Paramount Fine Foods Centre	33	Canadian Chess Championships, several dance academy productions including Sampradaya Dance
Regular Park Permits	314	Private parties, family and corporate picnics, wedding photography, and other types of activities
Streetsville Village Square	Weekly animation	Animation activities including yoga, movies, salsa, and concerts on weekends throughout July and August.

City of Mississauga
Corporate Report



<p>Date: May 20, 2020</p> <p>To: Mayor and Members of Council</p>	<p>Originator's files: CD.21.COM</p>
<p>From: Andrew Whittemore, M.U.R.P., Commissioner of Planning & Building</p>	<p>Meeting date: May 27, 2020</p>

Subject

Community Engagement for City Led Projects During COVID-19 Pandemic

Recommendation

That the report titled "Community Engagement for City Led Projects During COVID-19 Pandemic" and dated May 20, 2020, from the Commissioner of Planning and Building, outlining the principles for community engagement during the COVID-19 Pandemic, be endorsed.

Background

Many City services rely on community engagement as part of a legislative process or as best practice. This could include some combination of: direct mail letters and/or emails, direct calls (targeted audience), information booths, town hall meetings, engagement websites, surveys, pop up displays, open houses, workshops, and community meetings. Following the outbreak of the COVID-19 pandemic, formal community engagement associated with City projects was halted with the closure of City facilities and restrictions on in-person gatherings.

On April 22, 2020 Council postponed future Planning & Development Committee and Committee of Adjustment meetings, which effectively stopped any statutory public meetings for land use planning matters pursuant to the Planning Act. For other statutory public consultation under the Environmental Assessment Act, public meetings at Council are not required.

Presently there are approximately 49 projects with some form of planned community engagement for 2020 (see Appendix 1). The projects can be generally bundled into the following four categories:

- Municipal Class Environmental Assessment (MCEA) / Master Plans pursuant to the Environmental Assessment Act (EA Act)
- City Led Capital Construction Projects
- City Operations e.g. Enforcement, Eplans
- Long Range Planning Strategies/Implementation Plans

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Appendix 1 illustrates a tentative schedule for projects identified at this time and may not be a complete listing of all projects.

Comments

Since the City's State of Emergency declaration on March 23, 2020, the financial and city building implications of delaying engagement for certain projects has increased. Staff have analysed the projects to identify those:

- with statutory engagement requirements
- deemed as "essential" projects under Ontario Regulation 82/20 – Closure of Non-Essential Businesses
- having a level of risk with further delay associated with project timing, cost, resources, development dependencies and quality of engagement

Using this analysis, projects were identified where proceeding with engagement is recommended (see Appendix 1). The table also identifies projects where postponing engagement is recommended due to lower operational and financial impacts.

Proposed Community Engagement Principles

If community engagement is to proceed, staff would consult in a consistent and well-considered manner respectful of the shared global pandemic experience. All engagement during the pandemic should apply the following principles:

- No in-person engagement until further notice
- Project Leads should work with the local Councillor on appropriate timing and engagement methods
- Virtual engagement sessions will be conducted through City supported technology tools (such as WebEx) and paired with universally accessible methods (e.g. individual telephone calls, direct mail notification, e-mails, online surveys)
- Engagement during popular vacation weeks and dates of significance should be avoided in keeping with regular practices
- It is assumed that the projects' individual engagement plans would identify the appropriate approach. Engagement outreach must not interfere with the City's COVID-19 related messaging
- For projects where postponing engagement is recommended, targeted engagement could still proceed with audiences currently operating "business as usual." This would include agencies, boards, other municipalities, utilities, consultants, major businesses etc. Broader community engagement would not occur until there is a change in Provincial direction enabling the larger

population to achieve “business as usual” and Council has set direction regarding the recovery plan and approach.

Strategic Plan

The Strategic Plan’s Connect Pillar speaks to building socially and physically connected communities. Community engagement fosters this objective.

Financial Impact

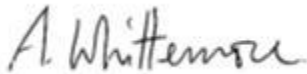
Project budgets include costs associated with community engagement and have approved Capital or Operational Budgets in place, no additional budget is required.

Conclusion

Staff recommend that City led community engagement resume and follow the principles set out in this report and generally aligned with the schedule in Appendix 1. Proceeding with community engagement for essential and priority projects fits with the City’s COVID-19 Recovery Framework.

Attachments

Appendix 1: COVID-19 Pandemic Transition Plan for City Community Engagement



Andrew Whitemore, M.U.R.P., Commissioner of Planning & Building

Prepared by: Ruth M. Marland, MCIP, RPP, Manager, Community Relations

Appendix 1 - The COVID-19 Pandemic Transition Plan for City Community Engagement* (May 20, 2020)

*schedule is tentative and list of projects is subject to change

Approx. Timing in 2020	Project Name	Division/Dept.	Statutory Engagement	Essential per Provincial Reg 82/20	Proceed with Engagement	Postpone Engagement
May	1. Municipal Class Environmental Assessment (MCEA) to determine locations for potential pedestrian bridges at Harris property	Parks, Forestry & Environment, Community Services	✓		✓	
	2. Dixie-Dundas Flood Mitigation Study	Infrastructure Planning & Engineering Services, Transportation & Works	✓		✓	
	3. Little Etobicoke Creek Flood Evaluation Study	Infrastructure Planning & Engineering Services, Transportation & Works	✓		✓	
	4. Southdown Stormwater Servicing and Environmental Master Plan	Infrastructure Planning & Engineering Services, Transportation & Works	✓		✓	
	5. Roads and Stormwater Capital Programs	Infrastructure Planning & Engineering Services, Transportation & Works	✓	✓	✓	
	6. MiWay Student Ambassador Program	Transit, Transportation & Works			✓	
	7. Traffic Calming	Traffic Management & Municipal Parking, Transportation & Works			✓	
June	8. 1 Port Street East Proposed Marina Environmental Assessment (EA)	Parks, Forestry & Environment, Community Services	✓		✓	
	9. Derry Road/Bramalea Road EA	Infrastructure Planning & Engineering Services,	✓	✓	✓	

Approx. Timing in 2020	Project Name	Division/Dept.	Statutory Engagement	Essential per Provincial Reg 82/20	Proceed with Engagement	Postpone Engagement
		Transportation & Works				
	10. Downtown Movement Plan MCEA	Infrastructure Planning & Engineering Services, Transportation & Works	✓	✓	✓	
	11. Erin Centre Trail	Parks, Forestry & Environment, Community Services			✓	
	12. Ninth Line EA	Infrastructure Planning & Engineering Services, Transportation & Works	✓	✓	✓	
	13. Pedestrian Master Plan	Infrastructure Planning & Engineering Services, Transportation & Works	✓		✓	
	14. The Exchange/Webb Drive/Kariya Drive EA	Infrastructure Planning & Engineering Services, Transportation & Works	✓	✓	✓	
	15. Changing Lanes – Road Classification and Complete Streets	Infrastructure Planning & Engineering Services, Transportation & Works			✓	
	16. Applewood Creek Erosion Control Study	Infrastructure Planning & Engineering Services, Transportation & Works	✓		✓	
	17. Loyalist Creek Erosion Control Study	Infrastructure Planning & Engineering Services, Transportation & Works	✓		✓	
July	18. Burnhamthorpe Community Centre	Recreation, Community Services				✓
	19. Clarkson Road EA	Infrastructure Planning & Engineering Services, Transportation & Works	✓	✓	✓	
	20. Eplans Phase 3	Development & Design, Planning & Building			✓	

Approx. Timing in 2020	Project Name	Division/Dept.	Statutory Engagement	Essential per Provincial Reg 82/20	Proceed with Engagement	Postpone Engagement
	21. Malton Flood Mitigation Study	Infrastructure Planning & Engineering Services, Transportation & Works	✓		✓	
Sept- ember	22. Central Library Redevelopment	Library, Community Services			✓	
	23. Meadowvale Neighbourhood Character Study	City Planning Strategies, Planning & Building			✓	
	24. MiWay Customer Charter	Transit, Transportation & Works			✓	
	25. MiWay5Next - Second phase a new 5 year plan	Transit, Transportation & Works				✓
	26. Rathburn Rd EA	Infrastructure Planning & Engineering Services, Transportation & Works	✓	✓	✓	
	27. Vehicle and Transit Master Plan MCEA	Infrastructure Planning & Engineering Services, Transportation & Works	✓		✓	
October	28. Carmen Corbasson Community Centre	Recreation, Community Services			✓	
	29. Official Plan Review	City Planning Strategies, Planning & Building	✓		✓	
Nov- ember	30. Mimico Creek Erosion Control Study	Infrastructure Planning & Engineering Services, Transportation & Works	✓		✓	
	31. Sawmill Creek Erosion Control Study	Infrastructure Planning & Engineering Services, Transportation & Works	✓		✓	
TBD	32. Apartment Building Standards and Maintenance Program	Enforcement, Transportation & Works				✓

Approx. Timing in 2020	Project Name	Division/Dept.	Statutory Engagement	Essential per Provincial Reg 82/20	Proceed with Engagement	Postpone Engagement
	33. Blooms and Berries	Parks, Forestry & Environment, Community Services				✓
	34. Climate Change Youth Challenge	Parks, Forestry & Environment, Community Services				✓
	35. Clarkson Major Transit Station Area Study	City Planning Strategies, Planning & Building				✓
	36. Parking Regulations Study (Zoning Bylaw)	City Planning Strategies, Planning & Building	✓			✓
	37. Cooksville Parkland Aquisition	Parks, Forestry & Environment, Community Services	✓	✓	✓	
	38. Cultural Districts Implementation	Culture, Community Services				✓
	39. Culture Heritage Landscapes	Culture, Community Services				✓
	40. Downtown Parks Engagement	Parks, Forestry & Environment, Community Services			✓	
	41. Downtown Strategy (and Official Plan Amendment)	City Planning Strategies, Planning & Building	✓			✓
	42. Cooksville, Hospital, Fairview Downtown Official Plan Amendment and Zoning	City Planning Strategies, Planning & Building	✓			✓
	43. Fast Track Major Transit Station Area Official Plan Amendment	City Planning Strategies, Planning & Building	✓			✓
	44. Dundas Connects Land Use Implementation Official Plan Amendment	City Planning Strategies, Planning & Building	✓			✓

Approx. Timing in 2020	Project Name	Division/Dept.	Statutory Engagement	Essential per Provincial Reg 82/20	Proceed with Engagement	Postpone Engagement
	45. Lakeview Village Parks Public Engagement	Parks, Forestry & Environment, Community Services			✓	
	46. Off-Road Trail #11	Parks, Forestry & Environment, Community Services			✓	
	47. Park/Trail Development	Parks, Forestry & Environment, Community Services			✓	
	48. SMART City Implementation	Information Technology, Corporate Services	✓			✓
	49. World Environment Month	Parks, Forestry & Environment, Community Services				✓

City of Mississauga
Corporate Report



<p>Date: May 4, 2020</p> <p>To: Mayor and Members of Council</p>	<p>Originator's files:</p>
<p>From: Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer</p>	<p>Meeting date: May 27, 2020</p>

Subject

2020 Budget and Tax Rates for the Cooksville BIA

Recommendation

1. That the report of the Commissioner of Corporate Services and Chief Financial Officer dated May 4, 2020 entitled "2020 Budget and Tax Rates for the Cooksville BIA" be received.
2. That the 2020 budget of the Cooksville Business Improvement Area (BIA) as set out in this report requiring a tax levy of \$273,000, be approved as submitted, and that the necessary budget adjustments be made.
3. That the rates to levy the 2020 taxes for the Cooksville BIA be established as set out in Appendix 1 to this report.
4. And that By-law 100-2020, a by-law to levy business improvement area charges be amended to include Cooksville BIA.

Background

In accordance with section 205 of the *Municipal Act, S.O. 2001, c. 25*, Council must approve the BIA budgets annually. Section 208 of the Act, requires a special charge to be levied upon the BIA members to provide the revenues as identified in each of the BIA budgets.

The budgets and special charges for the Clarkson, Port Credit, Streetsville and Malton BIAs were approved by Council at the May 6, 2020 meeting. The newly formed Cooksville BIA was delayed in submitting their 2020 budget request as there was a delay in establishing the Board.

Comments

The Cooksville BIA has submitted their 2020 budget request which is summarized below. Staff has reviewed this submission to ensure that adequate provisions have been made for audit fees. In keeping with past practice, other elements of the budget have not been reviewed in

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detail. The BIA tax rates have been calculated as indicated in Appendix 1 using the CVA provided by the Municipal Property Assessment Corporation for the 2020 taxation year for the properties within the BIA boundaries in order to raise the required revenues.

COOKSVILLE BIA 2020 BUDGET

<u>REVENUES</u>		<u>EXPENSES</u>	
Taxation	\$273,000	Salaries	\$60,000
Membership Fees	0	Office Administration	16,465
Interest Income	0	Finance Expenses	597
Sponsorship & Grants	0	Audit	2,500
Donation	0	Bookkeeping Services	1,000
Marketing Income	0	Professional Services	7,000
Miscellaneous Income	0	Beautification and Maintenance	165,040
Transfer from Reserves	0	Marketing and Promotions	6,200
Over Levy	0	Project/Event Expenses	0
	<u>\$273,000</u>	Sponsorship	0
		Capital	10,000
		Business Development	0
		Underlevy	0
		Transfer to Reserves	4,198
			<u>\$273,000</u>

Financial Impact

Not applicable

Conclusion

The 2020 budget for the Cooksville BIA shown above provides sufficient funds for audit fees. The 2020 BIA tax rates have been calculated as shown in Appendix 1 to raise the required revenue for the purposes of the BIA Board of Management specified in the budget.

Attachments

Appendix 1: 2020 Cooksville BIA Tax Rates

G. Kent.

Gary Kent, CPA, CGA, ICD.D, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Louise Cooke, Manager, Revenue and Taxation

**Cooksville Business Improvement Area
2020 Final Tax Rates and Levy**

Appendix 1

	Description	Assessment for 2020	Tax Rate	Tax \$
CT	Commercial	295,520,464	0.065955%	194,910
CH	Commercial Shared (PIL for Ed)		0.065955%	0
CM	Commercial Taxable (No Ed)		0.065955%	0
CK	Commercial Excess Land (PIL for Ed)		0.056061%	0
C4	Commercial Farm Awaiting Development II		0.065955%	0
CU	Commercial Excess Land	771,200	0.056061%	432
CJ	Commercial Vacant Land (PIL for Ed)		0.056061%	0
CX	Commercial Vacant Land	12,875,000	0.056061%	7,218
XC	Commercial New Construction - Lower Tier and Education Only		0.065955%	0
XH	Commercial New Construction Shared (PIL for Ed)		0.065955%	0
XJ	Commercial New Construction Vacant Land (PIL for Ed)		0.056061%	0
XK	Commercial New Construction Excess Land (PIL for Ed)		0.056061%	0
XT	Commercial New Construction	10,077,700	0.065955%	6,647
XU	Commercial New Construction Excess Land		0.056061%	0
XX	Commercial New Construction Vacant Land		0.056061%	0
DT	Office Building	41,752,100	0.065955%	27,537
DH	Office Building Shared (PIL for Ed)		0.065955%	0
DU	Office Building Excess Land		0.056061%	0
DK	Office Building Excess Land (PIL for Ed)		0.056061%	0
YC	Office Building New Construction - Lower Tier and Education Only		0.065955%	0
YH	Office Building New Construction Shared (PIL for Ed)		0.065955%	0
YK	Office Building New Construction Excess Land (PIL for Ed)		0.056061%	0
YT	Office Building New Construction		0.065955%	0
YU	Office Building New Construction Excess Land		0.056061%	0
ST	Shopping Centre	19,948,799	0.065955%	13,157
SU	Shopping Centre Excess Land		0.056061%	0
ZC	Shopping Centre New Construction - Lower Tier and Education Only		0.065955%	0
ZH	Shopping Centre New Construction Shared (PIL for Ed)		0.065955%	0
ZK	Shopping Centre New Construction Excess Land (PIL for Ed)		0.056061%	0
ZT	Shopping Centre New Construction	15,759,300	0.065955%	10,394
ZU	Shopping Centre New Construction Excess Land		0.056061%	0
GT	Parking Lot	993,000	0.065955%	655
IT	Industrial	17,028,600	0.065955%	11,231
IH	Industrial Shared (PIL for Ed)		0.065955%	0
I4	Industrial Farm Awaiting Development II		0.065955%	0
IU	Industrial Excess Land	1,460,600	0.056061%	819
IX	Industrial Vacant Land		0.056061%	0
II	Industrial - Water Intake System (PIL for Ed)		0.065955%	0
IJ	Industrial Vacant Land (PIL for Ed)		0.056061%	0
IK	Industrial Excess Land (PIL for Ed)		0.056061%	0
JH	Industrial New Construction Shared (PIL for Ed)		0.065955%	0
JI	Industrial New Construction - Water Intake System (PIL for Ed)		0.065955%	0
JJ	Industrial New Construction Vacant Land (PIL for Ed)		0.056061%	0
JK	Industrial New Construction Excess Land (PIL for Ed)		0.056061%	0
JN	Industrial New Construction - Non-Generating Station (PIL for Ed)		0.065955%	0
JS	Industrial New Construction - Generating Station (PIL for Ed)		0.065955%	0
JT	Industrial New Construction		0.065955%	0
JU	Industrial New Construction Excess Land		0.056061%	0
JX	Industrial New Construction Vacant Land		0.056061%	0
LT	Large Industrial		0.065955%	0
LH	Large Industrial Shared (PIL for Ed)		0.065955%	0
LJ	Large Industrial Vacant Land (PIL for Ed)		0.056061%	0
LK	Large Industrial Excess Land (PIL for Ed)		0.056061%	0
LU	Large Industrial Excess Land		0.056061%	0
KH	Large Industrial New Construction Shared (PIL for Ed)		0.065955%	0
KI	Large Industrial New Construction - Water Intake System (PIL for Ed)		0.065955%	0
KK	Large Industrial New Construction Excess Land (PIL for Ed)		0.056061%	0
KN	Large Industrial New Construction - Non-Generating Station (PIL for Ed)		0.065955%	0
KS	Large Industrial New Construction - Generating Station (PIL for Ed)		0.065955%	0
KT	Large Industrial New Construction		0.065955%	0
KU	Large Industrial New Construction Excess Land		0.056061%	0
KX	Large Industrial New Construction Vacant Land		0.056061%	0
	Total	416,186,763		273,000

City of Mississauga
Corporate Report



<p>Date: April 20, 2020</p> <p>To: Mayor and Members of Council</p> <p>From: Paul Mitcham, P.Eng, MBA, Commissioner of Community Services</p>	<p>Originator's files:</p>
	<p>Meeting date: May 27, 2020</p>

Subject

Malton Hub License and Operations Agreement (Ward 5)

Recommendation

1. That the Commissioner of Community Services or designate, be authorized to negotiate and execute a License and Operations Agreement between The Corporation of the City of Mississauga as Licensor and Services and Housing in the Province (SHIP) as Licensee, for the planning, use and operation of the Malton Community Hub, as outlined in the corporate report entitled 'Malton Hub License and Operations Agreement' dated April 20, 2020 from the Commissioner of Community Services, in a form satisfactory to the City Solicitor.
2. That all necessary by-laws be enacted.

Report Highlights

- The City has selected SHIP as the Lead Agency to manage and operate the Malton Hub.
- SHIP will be responsible to select Anchor Agencies to provide integrated services within the Hub that reflects the needs of the community.
- SHIP and the Anchor Agencies will be responsible to cover all operational expenses including internal maintenance and repair. The City will be responsible for all exterior building envelope and major systems maintenance and repair.
- The construction of the Hub is expected to begin in 2021 with the facility opening in 2022.
- The License and Operations Agreement would be for a five-year term with an option to renew for an additional five years, at an annual base license fee for one dollar (\$1.00) plus operation costs.

Background

In January 2019, Regional Council approved the conversion of the Lincoln Alexander Secondary School Pool to a Community Hub that will provide services, programs and/or social and cultural activities that reflect the local community needs. The Region will provide a capital grant to the project and inform the hub development through integrated service development standards. The Peel District School Board will further inform the development, construction planning and programming to ensure it complements the needs of its secondary students.

In the fall of 2019, the City along with the representatives from the Region of Peel and the Peel District School Board selected SHIP through a competitive procurement process as the lead agency to manage and operate the Hub. SHIP has developed an operating model that includes a staffing plan, governance model and preliminary budget estimates for operational expenses (Appendix 1). They have also begun engaging with key stakeholders to compile a service inventory of services provided in the community and identify service gaps which will inform the competitive selection process for Anchor Agencies to operate out of the Hub.

Project Methodology and Timelines

Timeframe	Project Phase
November 2019	Lead Agency Selected
Dec 2019 – March 2020	Development of License Agreement and Operating Model
May 2020	License and Operating Agreement to Council for Approval
Feb – June 2020	Key stakeholder and community engagement
June – August 2020	Anchor Agencies selection process
June 2020	Architect awarded to design the Hub
July 2021	Construction Start
November 2022	Public Opening

Comments

The License and Operating Agreement between the City and SHIP will have a five year term with an option to renew for an additional five years. SHIP will be responsible for securing and managing all sub-licenses between the Anchor Agencies. The City will not charge SHIP a rental fee for occupying the building but will look to SHIP and the Anchor Agencies to cover all operational expenses including but not limited to staffing, internal maintenance and repair, cleaning and utilities. The City will be responsible for exterior building envelope and major system maintenance and repair.

Strategic Plan

The Malton Hub project is aligned to our strategic pillar of Belong. It supports building a space that provides programs and services that meet the needs of the local community.

Financial Impact

The financial impact of the Malton Hub is a total of \$9 million in capital costs to renovate the building of which the Region of Peel will contribute \$6 million and the City will contribute \$3 million. PN 19425 has been set up for the City's portion of the renovation costs. The operating costs are estimated to be approximately \$400,000 annually which will be covered by SHIP and the Anchor Agencies.

Conclusion

This report recommends that the City approve the License and Operations Agreement between the City and SHIP for a five year term with an option to renew for an additional five years at an annual base license fee of one dollar.

Attachments

Appendix 1: Malton Hub Operating Model



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

Prepared by: Arlene D'Costa, Supervisor - Business Planning Services, Business Planning



MALTON HUB OPERATING MODEL 2020

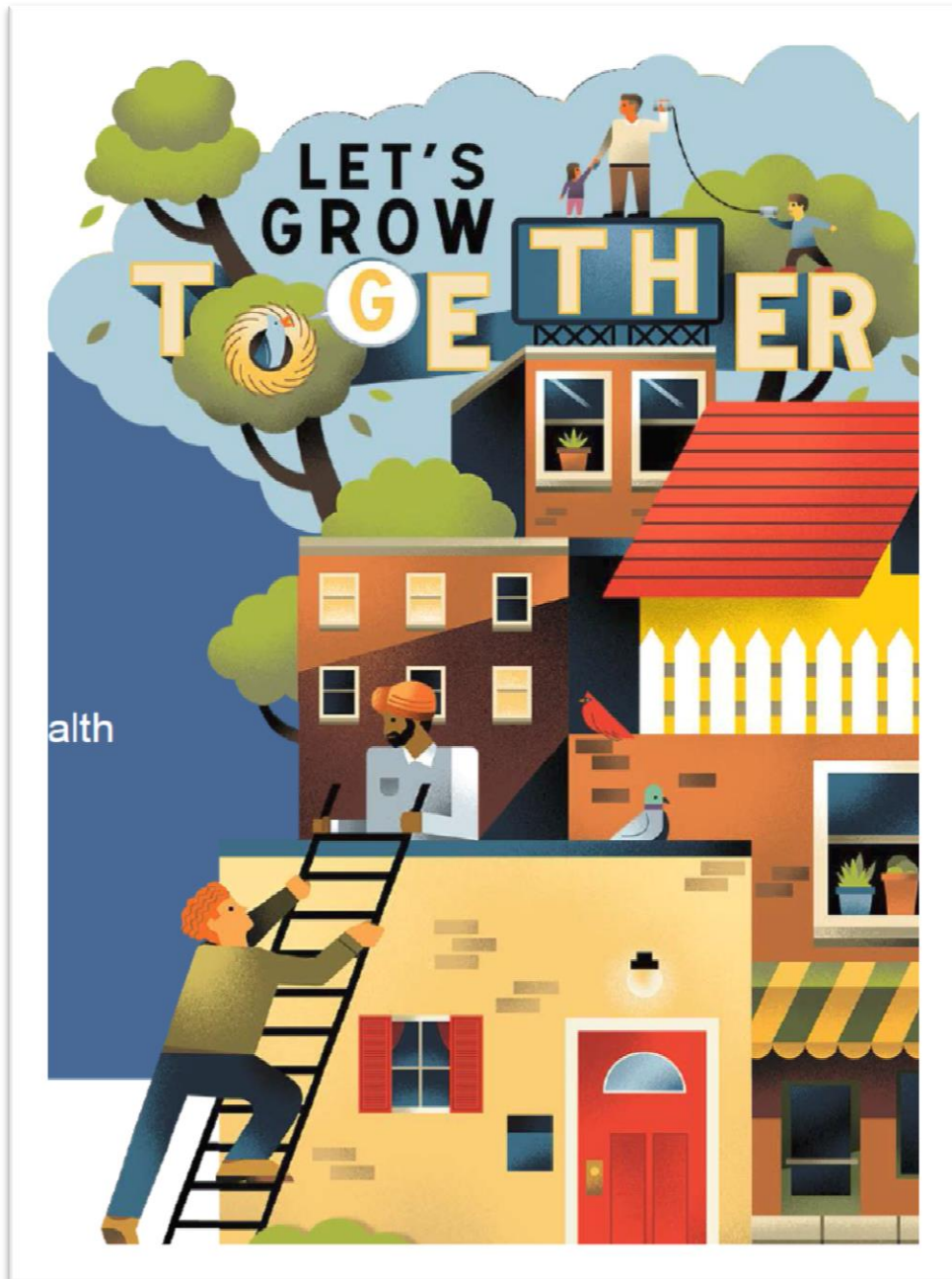


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PART ONE – BACKGROUND

1.1 Description

The City of Mississauga will be converting the decommissioned Lincoln M. Alexander Secondary School pool in Malton into a Community Hub that provides services, programs and/or social and cultural activities that reflect the local community needs. This project is supported by the Peel District School Board and the Region of Peel. The Region of Peel will provide a capital grant to the project and inform the hub development through integrated service development standards. The Peel District School Board will further inform the development, construction planning and programming to ensure it complements the needs of its secondary students.

The Malton neighbourhood is a well-established and mature residential area, located in the northeast quadrant of the City of Mississauga. It has a diverse and community-focused neighbourhood; 2016 census data shows a total immigrant population of 22,835, representing 59.9% of the population, of those, 4,075 are recent immigrants (resident in Canada less than 5 years). There is easy access to some of the many assets in Malton - the library, community centre, schools and transportation are within walking distance of much of the community. However, current community space such as in the Malton Community Centre is very well used with limited capacity for additional programming. The Hub will therefore provide much needed space for the community to gather and participate in programs/services catered to their needs.

The Hub will be a central access point for a wide range of identified health and social services, along with cultural, recreational, and green spaces to nourish the community life in Malton. The Hub will be as unique as the community it serves and will be defined by and in collaboration with local needs, residents, services and resources.

The March 2018 Community Data Summary Report by the Region of Peel indicates that “Malton has opportunities to provide targeted supports to address the unique needs of this community, in particular services that relate to **youth, income security and health.**” This will be met by providing seamless integration of these service areas, i.e. service navigation provided through common reception areas or warm transfers from service to service.

As the Lead Agency SHIP will:

1. contribute towards developing the Hub’s **Operational Model** which will include shaping the vision and strategic directions and the development of the governance, operation model and integrated service delivery model
2. play a role in **selecting complementing agencies** to operate out of the Hub
3. ensure **availability of community** space for use by other organizations, community groups and residents
4. work with the complementing agencies to inform the facility’s **design process** which will be led by the City of Mississauga. This also includes a sustainability plan.

PART TWO – BUSINESS APPROACH

2.1 Operational Model

As the Lead Agency SHIP will contribute towards developing the Hub's **Operational Model** which will include:

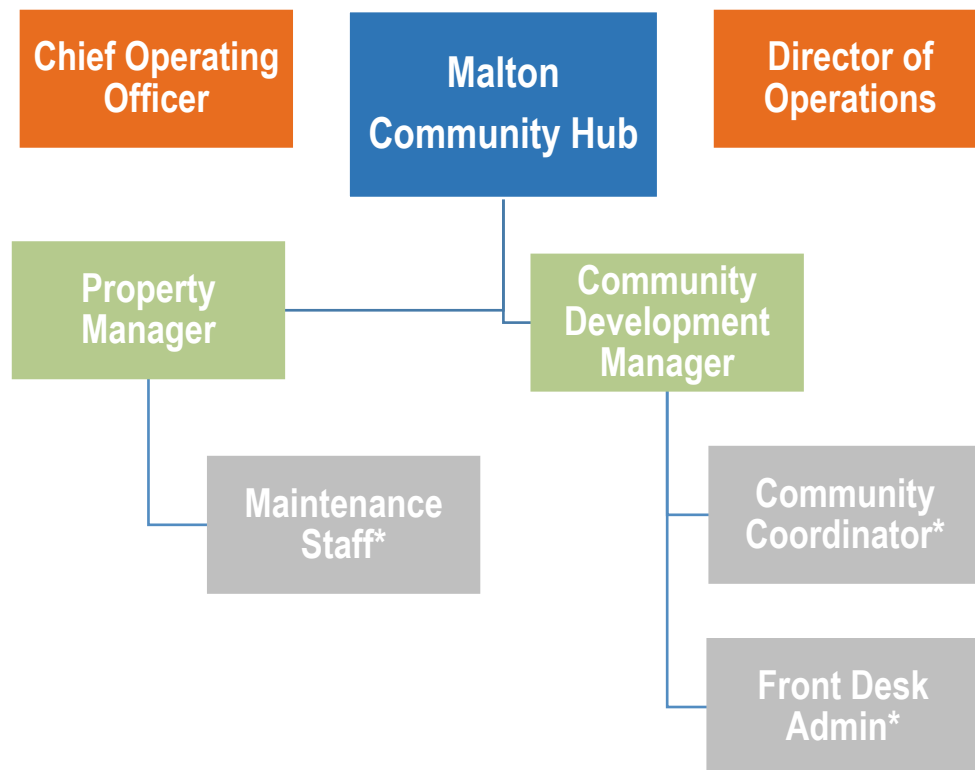
- a. shaping the vision and strategic directions
- b. the development of the governance model and
- c. the development of the integrated service delivery model

Operational Model Description

The collective operational model will be centered on 3 key pillars:

Investment ♦ Engagement ♦ Partnerships

The daily operations of the Hub will be overseen by the Housing & Operations and Community Development teams. A strong team will support both the implementation and day-to-day operation of the Malton Community Hub.



* denotes new staff

SHIP will invest the expertise of the following existing staff in to the Hub.

Property Manager

SHIP's Property Manager is currently responsible for the overall day to day maintenance and capital reserve management of all of SHIP's facilities.

In the Hub, this role will oversee fire safety and preventative maintenance planning as well as all relationships with vendors, suppliers and stakeholders to ensure low vacancy rates, strong fiscal management within our operating budgets and units/spaces that are maintained and repaired in a timely and cost effective manner. Property Services employs a tenant focussed approach while ensuring assets are maintained.

Community Development Manager

SHIP's Community Development Manager is currently responsible for the Social Purpose Enterprises (SPE), 3 community wellness programs, our client and program activity committees and the Living Well ~ Working Well program, an employment supports initiative.

In the Hub, this role will oversee the development of positive partnerships and engagement with both, the Community and the Hub tenants utilizing a collaborative service approach. Additionally, the Community Development Team will provide support and coaching related to vocational goals, employment and wellness.

SHIP will hire the following 3 staff to contribute towards the successful operation of the Hub.

Maintenance Staff

Maintenance Staff will be responsible for the overall cleanliness and maintenance of the Malton Community Hub common space. They will be responsible for completion of repairs and ensuring that service contracts or major repairs are completed as per contractual agreements while ensuring quality service is provided to all tenants and community stakeholders. They will also be a key conduit for any tenant/community related concerns or emergencies in regards to the maintenance/repair of the building.

Community Coordinator

Key aspects of the coordinator's role will include stakeholder engagement and community collaboration with other service providers in delivery of services and programs.

Additionally, they will provide:

- Project coordination including partnership development, MOU's (Memorandums of Understanding), partnership agreements, inventory of services, both formal and informal
- Lead the Community Advisory Committee with responsibilities including development of terms of reference and strategic development of committee partners and projects
- Development, promotion and sustainability of community workshops, events, programs and activities within the Malton Community Hub
- Annual evaluation to collect, analyze and compile data on community input around programming provided to the community.
- Train and support student and community volunteers.
- Responsible for annual community events in collaboration with the community and Hub partners.
- Grant writing to support activities and programming as required.

Front Desk Administration

This Front Desk Administrative Staff will be the first point of contact for Hub visitors and will work to establish rapport and build community engagement with available supports. Other key aspects of the role include:

- Coordinate services within the Hub
- Work collaboratively with the Community Coordinator to promote the services offered at the Hub and establish referral pathways

SHIP will work with the Steering Committee to ensure the space is designed for current community needs and readily adaptable, as community needs change, warranting corresponding program and service changes. This will include a plan for broader community partnerships that may include a multi-use, inter-generational design. Management of the Hub will include but is not limited to property maintenance, managing multiple tenants, lease agreements and preparing and maintaining an operations budget.

Refer to Governance and Agency Selection sections above for further detail.

2.2 Vision and Strategic Direction Development

SHIP recognizes that each community is unique, with a specific set of resources and a combination of service needs and capabilities.

SHIP will use the model below to assist with setting the priorities that will drive the Hub's vision and strategic direction. Through community consultation, this framework provides an ideal mechanism for committing to a long-term shared community vision.

This will be a thoughtful process to elicit information that drives the strategy to achieve the vision.



Step One: Analyze - scan

- The environmental scan is an analysis of the conditions, data and risk factors that impact the Hub (use existing resources like MyMalton | MyVision).
- Understand the community
- Understand stakeholders
- Understand potential future risks
- Consultation

Step Two: Develop - vision

Initiate a community visioning exercise. The development of clear and concise statements of ideals (vision), and core beliefs (principles).

Step Three: Set priorities - goals, strategy, plan, measures (gspm) development

The categorization of issues into functional areas of responsibility with a view to establishing expectations and outcomes for each area of responsibility.

Step Four: Assess - implementation/organizational capacity assessment

An assessment of the resource capacity relative to the objectives and goals established in the vision strategic direction.

Step Five: Communicate - development and release of the vision and plan

A draft plan will be developed and released for validation.

Step Six: Evaluate - ongoing performance review

The development of on-going performance evaluation processes which will support the evaluation of the vision and strategic direction and realization of the Hub goals.

The outcome of this exercise will be the creation of:

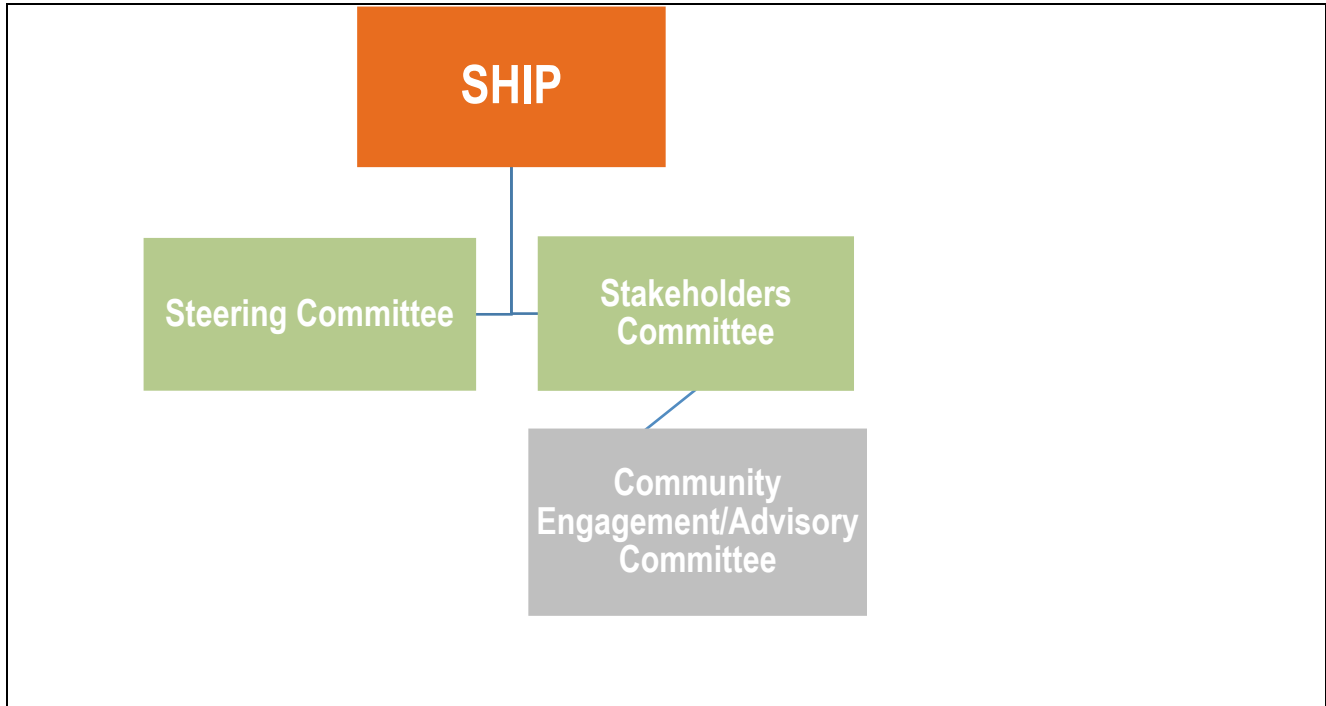
- a shared vision
- a strategic plan anchored in jointly established values and principles

2.3 Governance Model

SHIP will serve as the lead organization, in partnership with the City of Mississauga and all identified key stakeholders including but not limited to: the Malton Community Centre and Library; Malton Neighbourhood Services, neighbouring schools; including Lincoln Alexander Secondary School; faith based organizations; not for profit agencies; and Malton residents to ensure and develop a shared vision, a Collective Operational model, an Integrated Service delivery model and a shared Governance model providing strong partnerships and complementary services being for the community and by the community.

A shared Governance model will include the development of a Steering Committee, Stakeholders Committee and Community Engagement/Advisory Committee.

Below is high-level information regarding each committee's proposed purpose, membership and meeting frequency. Each committee will have an associated Terms of Reference that will cover areas such as Committee purpose, objectives, membership, meeting frequency, decision-making, etc. Open and transparent work plans and participation will ensure that engagement is collaborative and effective.



Steering Committee

Committee Purpose	<p>The Steering Committee (SC) is an advisory group that will be responsible for a number of strategic objectives. Some of which will include:</p> <ol style="list-style-type: none"> 1. Shaping the Hub’s vision, governance, operation model, integrated service delivery model and the development of its strategic direction 2. Play a role in selecting complementing agencies to operate out of the Hub 3. Work with the complementing agencies to inform the facility’s design process which will be led by the City of Mississauga 4. Facilitate communication initiatives related to the project, as required 5. Provide Hub oversight 6. Facilitate the development of relationships with key strategic community partnerships and elected representatives
Membership	<p>Proposed members include:</p> <ul style="list-style-type: none"> • SHIP • The City of Mississauga, Malton Community Centre & Library • Lincoln Alexander Secondary School • Community Member(s)and • Participation as required by other key stakeholders, i.e. Councillors, etc.
Meeting Frequency	Monthly and/or as required as the project moves along.

Tenant (Stakeholders) Committee

Committee Purpose	<p>The goal of the Tenant (Stakeholders) Committee (TSC) is to work toward supporting aligned activities within the Hub.</p> <p>The committee will meet to discuss valuable initiatives and leading practices that will be beneficial in building community and increasing the quality of services</p>
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	<p>within the Hub.</p> <p>The Committee will review the identified needs, gaps, assets and challenges of the community and work collaboratively and collectively to support and advise on programs, events and activities that address those needs.</p> <p>Additionally, the committee will review, discuss and connect tenants with available resources and funding opportunities that may bring value and enrich the array of services and programs offered at the Malton Community Hub.</p> <p>It is important to note that the development of this committee will evolve as the sub-agency selection process takes place.</p>
Membership	<p>Proposed members will include:</p> <ul style="list-style-type: none"> • SHIP • Hub tenant - TBD • Hub tenant - TBD • Hub tenant - TBD • Hub tenant - TBD • Community Member(s)and • Participation as required by other key stakeholders
Meeting Frequency	<p>Monthly for the first year or two. Consideration for quarterly after that.</p>

Community Engagement Committee	
Committee Purpose	<p>The goal of the Community Engagement Committee (CEC) is to appropriately represent the interests of the community, develop and maintain good communication within the Hub, and provide opportunities for input into planning services and programs.</p> <p>Committee Objectives will include:</p> <ul style="list-style-type: none"> • Membership that is reflective of the Malton community • Attending meetings on a regular basis • Input and insight into the operation of Hub programs, services and committees as requested • Input into Hub communications • Information sharing in a supportive, non-judgmental manner • Review of Hub focussed forms, brochures and procedures • Outreach <p>The Committee will review and make recommendations on the Hub's plans</p>

	annually and while they have no direct authority, they can influence the direction of the Hub. Any recommendations, feedback or queries by the Committee will be brought to the attention of the Tenant/Stakeholders Committee through the Community Development Coordinator.
Membership	This group will be made up of a variety of engaged stakeholders grassroots organizations operating with a collaborative Terms of Reference <ul style="list-style-type: none"> • SHIP • TBD • TBD • TBD • TBD
Meeting Frequency	Monthly

SHIP will utilize a coordinated system approach with all identified stakeholders that operate with a shared governance model working from an agreed upon terms of reference, mandate, mission, vision, values and shared policies and procedures.

2.4 Integrated Service Delivery Model

SHIP will create an Integrated Service Delivery (ISD) framework. This approach will go beyond co-location towards truly community focused, integrated service delivery. This will provide the opportunity to enhance, coordinate and integrate service delivery to people and the Malton community.

The model will include but is not limited to:

- Design and use of consistent access policies (i.e. a policy for creating a common “front-door”)
- Where possible, the creation of standard forms and systems
- Use of evidence based practices
- Determine resource sharing and ways to leverage resources
- Develop policies on co-location
- Implement necessary MOUs between programs to reinforce integrated service delivery
- Marketing and communication

We envision that the Hub will operate on a continuum of service integration varying from loose networking between agencies through to tighter connections and ultimately full integration. Level of integration will be dependent on community need.

SHIPs Vision for the Malton Hub's Continuum of Integration

Level of Integration	Benefit – What difference will this make for agency and/or member	Benefit – What difference will this make for community
Networking – an informal or structured communication between autonomous agencies to build local services and support cross referral of clients	<ul style="list-style-type: none"> • Increased capacity for agencies to deliver services • Services offered better match needs of clients 	<ul style="list-style-type: none"> • Possible increased confidence in capacity of service system to respond to community needs
Co-location – sharing space and back office functions	<ul style="list-style-type: none"> • Increased service delivery capacity for agency • Easy cross referral due to more detailed knowledge of other agencies operating in the Hub • Reduced waiting time for clients • Convenient one stop access • Familiar location 	<ul style="list-style-type: none"> • Greater visual awareness of service delivery site for those who walk or pass by
Cooperation – sharing space plus small joint projects which supplement the core services provided by the agencies in the Hub such as joint marketing and community engagement to build the client base of each community	<p>As above plus:</p> <ul style="list-style-type: none"> • Deeper knowledge of other services in the Hub • More intensive support for client moving between services in the Hub • Potential to be co-case managed by multiple agencies 	<ul style="list-style-type: none"> • Possibly reduce stress and disharmony in neighbourhoods as residents with complex needs can more easily access a range of services in one location
Collaboration – significant joint projects which expand the service offerings, and/or provide central intake, this requires joint governance, clear leadership and investment in the capacity of agencies to work together	<p>As above plus:</p> <ul style="list-style-type: none"> • Increased capacity to respond to new and emerging needs • Single entry point for members to access a range of services to meet a range of needs • A shared referral or intake process 	<ul style="list-style-type: none"> • Possible increased confidence that the community service system is responsive to their unique communities emerging needs
Integration – seamless service delivery in which the member is not even aware multiple agencies are involved	<ul style="list-style-type: none"> • Elimination of barriers to sharing expertise, resources and organizational capacities between all agencies in the Hub • Member receives seamless access to multiple professional services 	<ul style="list-style-type: none"> • Possible increased confidence that the community service system is responsive to their unique community emerging needs • Increased levels of integration will improve social relations and general well-being in the community

Just as there is an expected continuum of integration to be realized by this Hub, so too will there be a continuum of outcomes that will work collectively to benefit the service system in Malton. Outcomes based on level of integration and community need.

SHIPs Proposed Continuum of Outcomes for the Hub

Type of Outcome	Activities: What do the agencies want to be able to do together	Why?
Practical	Financial efficiencies and convenience achieved through sharing facilities (rent, phone, IT, reception etc.) resulting in savings which can be redirected to expanded service delivery	<ul style="list-style-type: none"> • Increase awareness of each other's services and cross referrals • Access to suitable space • Decreased costs • Increased efficiency and convenience
Creative	New service response developed jointly that cannot be achieved by a single agency. For instance, ease of access to multiple services in one location, supported by "warm" referrals from a worker in one agency to a worker in another agency located in the Hub, sharing unmet client needs that are outside the capacity of an individual organization	<ul style="list-style-type: none"> • Increased profile and usage of each other's services • Improved coordination • Improved access for clients with multiple needs
Transformative	Individuals, families and communities are connected in ways that build resilience, problem solving, economic participation and social inclusion by providing meeting spaces to build community connectedness and social capital supporting emerging community events	<ul style="list-style-type: none"> • Potential development of new services/service delivery models • Increased social capital and community capacity • Seamless, holistic service provisions

In short, we envision a Community Hub that focusses on providing and integrating health and wellness services across the continuum from youth to seniors in the Malton Community.

PART THREE – AGENCY SELECTION

Through consultation, SHIP will develop:

- A. A community partner and engagement plan that will include a community scan of programs and services, stakeholder and community and resident engagement plans and
- B. Agency selection process

3.1 Engagement Plan

Inventory of Programs and Services offered in the community

- Child and Family Learning Centers
- Parent and Family Literacy Centre
- Child and Youth Services
- Day Care Centers and After School Programs
- Emergency Food Services
- Health
- Library
- Places of Worship
- Recreation, Parks and Community Services
- Housing
- Settlement
- Seniors

Stakeholder Engagement

The Malton Community Hub will be created in collaboration with existing and new partners, residents and community groups. Existing partnerships support collaborative program development around mental health, addictions, wellness, food security, community safety, community networking, event planning, physical and recreational activity, community engagement and focused activities for all community members.

The sub agency selection process will be conducted in consultation with existing Malton groups who have a strong understanding of the current climate. These will include:

- Malton residents
- Internal/external stakeholders
- Local area schools, i.e. Lincoln Alexander Secondary School, Ascension of Our Lord
- Surrounding businesses
- Partnering nonprofits, i.e. Malton Neighbourhood Services, Wellfort
- City of Mississauga, Malton Community Centre and Library
- Faith based organizations
- Grassroots organizations

Resident and Community Engagement

Engagement is key to building communities. Communication platforms will be created that will include:

- Notice boards
- In person sessions, i.e. town halls, focus groups
- Newsletters
- Social media platforms and organizational websites,
- Resident and community

- Community Advisory / Stakeholders Committee
- Asset Based Community Development
- Community Work plan
- Town Halls
- Social media updates
- Communications centre



3.2 Agency Selection Process

With consultation from the Steering Committee, SHIP will propose a Request for Expression of Interest (RFEI) process to assist with the selection of Hub tenants. An overview of the RFEI process if utilized, would include:

- Hub Vision
- Available Space description
- Service priorities
- An opportunity to share how their organization would be a good fit within the Malton Hub

The RFEI process and Selection Criteria would be used to determine appropriate tenant organizations.

Overview of the Selection Process:

1. Through the process, the steering committee will seek appropriate non-profit/charitable community organizations for the Community Space Tenancy Lease
2. RFEIs will be screened against established selection criteria by a review panel, upon conclusion of the evaluation process, a final recommendation will be made by the Review Panel to the appropriate staff members for further assessment to ensure that applicants meet the eligibility criteria

Eligible Applicants:

- Satisfies the criteria for the Malton Hub's Space Tenancy Lease (to be developed)
- Shares the vision and mission of the Malton Hub, have similar or congruent missions, and are willing to agree to work collaboratively for the common good and subscribe to the philosophy and values of the Malton Hub
- Willing to dedicate its resources such as staff and funding towards collaborative service and program delivery
- Willing to practically engage in the development of a collaborative culture
- Agrees to provide quantitative and qualitative data as required for the research and evaluation purposes
- Provides services and programs in Malton
- Agrees to sign Community Space Tenancy Lease, Co-location Agreement, Service Agreement and other Collaborative documents as required

PART FOUR – BUDGET

To ensure sustainability of the Hub, operational expenses will be shared amongst SHIP and all other Anchor Agencies. Below is an estimated budget for each operational expense. These costs are based on 12,000 sqft and are subject to change based on the final square footage of the Hub.

4.1 Proposed Budget

Annualized Budget Item	Associated Costs	Description
Salaries & Benefits	\$229,703.00	Staffing (3 FTEs): Maintenance/Cleaner Community Co-ordinator Front Desk Administration
Administration	\$54,451.00	Infrastructure Support – Human Resources, IT, Finance, Management
Office Supplies	\$2,500.00	
Phone/Internet/Cable	\$1,200.00	
Staff Meeting/Program Expenses	\$9,000.00	
Staff Training	\$3,000.00	
Staff Travel	\$4,800.00	
Staff Cellular Service	\$2,400.00	
Insurance	\$15,000.00	
IT Software	\$1,500.00	
Security System	\$4,500.00	
Equipment maintenance/repair	\$2,000.00	
Janitorial & building maintenance supplies	\$8,000.00	
Heating (Gas)	\$17,000.00	
Electricity	\$43,000.00	
Water	\$8,000.00	
Professional Fees	\$4,000.00	
Operating Reserve	\$10,543.00	
Total Proposed Budget	\$420,597.00	

A Budget Proforma has been included in Appendix 1 that provides a forecast based on the above proposed budget for up to five years taking into consideration an inflationary rate of 1.5%.

4.2 Proposed Start-Up Costs

The Region of Peel and the City of Mississauga have come together to fund the capital costs of the Hub. In addition to the capital costs, there are a number of start-up costs highlighted below that need to be taken into consideration. A funding strategy will need to be deployed to cover these costs. The proposed start up costs may be considered City and/or Region Assets and such, permanent fixtures to the Hub.

Proposed Start-up Costs*	Proposed Costs
Furniture/Decor <ul style="list-style-type: none"> • Common lounge • Dance studio • Décor • Window dressings • Patio furniture • Greenery • Tables, chairs 	\$50,000-\$75,000
Cleaning/Maintenance <ul style="list-style-type: none"> • Commercial floor sweeper • Janitorial supplies, maintenance tools 	\$15,000-\$18,000
Marketing & Communications <ul style="list-style-type: none"> • Signage, name, safe space • Marketing • Smart TV's • Smart boards 	\$20,000-\$25,000
Programming <ul style="list-style-type: none"> • Kitchen start-up kit • Programming costs – arts, etc. • Recreational – foosball, etc. • Garden supplies – raised garden beds 	\$12,000-\$15,000
Administration <ul style="list-style-type: none"> • IT – laptops, printers, cell phones, Blackline • Administration – start up office supplies, photocopier 	\$8,000-\$10,000
Professional fees	\$10,000-\$15,000

*estimates

PART FIVE – RISK MANAGEMENT

5.1 Interdependencies and Risks

Below are high-level potential interdependencies that have the ability to impact the completion of tasks.

There are identified interdependencies with the proposed Hub and the impact to roll out based on timelines:

- Funding
- Permits
- Strikes
- Construction
- Zoning
- Staff Retention/Turnover

Below are potential risks associated with the business case and how they will be mitigated.

	Risk	Contingency Plan/ Mitigation Strategy
1	Project timelines (3 year build)	Project Manager to keep project moving
2	Resistance from Community Partners to collaborate	Engage, invest, partner
3	Funding cuts due to competing priorities	Seek Federal Funding, Seek Private Donors
4	Change in local MP representation resulting in changing priority	
5	Vacancies	Strong tenancy communication, continued community outreach
6	Operational costs are high	Appropriate tenders, cost savings, annual review of annual operating costs and budget, ensuring a contingency/ operating reserve is available

PART SIX – SPACE ASSUMPTIONS

See **Appendix 2** for physical space assumptions.

SHIP will work with Peel Regional Police and the City of Mississauga to conduct a Crime Prevention through Environmental Design (CPTED) during the design phase.

PART SEVEN – SUSTAINABILITY MODEL

Sustainability is key to the success of the Hub model. Anchor and Itinerant partners will be financial and community contributors to the Malton Community Hub.

Anchor Partners are agencies that operate collaboratively under one roof to deliver coordinated services that are committed, community-based, and value driven. These agencies will pay an operating fee toward the operational expenses of the building and occupy permanent space within the Hub.

Itinerant Partners are agencies that travel from place to place providing programs and services. These partners can be grass roots organizations, resident-led programs, and charities/not for profit organizations that provide valuable programs to the community but do not have permanent space within the Hub. Depending on their funding they will pay a nominal fee to occupy temporary space within the Hub which will be added to the Hub's operating reserve.

7.1 Proposed Operating Fee Structure Methodology

The proposed operating fee structure for Anchor Agencies will be as follows:

- unit based cost per square foot
- shared portion of the operating cost per square foot

Operating Fee Structure	Cost per Sqft	Annual Cost
Unit based cost per square foot	\$30 (1500sqft x 4 units)	\$180,000
Shared Operating Cost per square foot	\$5.50 (12000sq x 4 units)	\$264,000
Total Operating Cost		\$444,000

At the end of each fiscal year, any unspent revenue will be added to the Operating Reserve.

7.2 Other Revenue Generating Opportunities

In order to ensure the sustainability of the Hub, additional avenues for revenue will be explored such as:

- Grants
- Business partnerships
- Community donors
- Fundraising
- Sponsorships
- Opportunities to be entrepreneurial within the space
- Opportunities to rent out various spaces within the Hub
- Opportunities for shared resources (e.g. Ontario Telemedicine Network, equipment, students)

Malton Hub
5-Year Proforma

11.2.

	2021	2022	2023	2024	2025	2026
Operating cost per sqft based on 12,000 sqft	\$35.50					
Revenue						
Operating Fee Revenue	\$ 426,000.00	\$ 432,390.00	\$ 438,875.85	\$ 445,458.99	\$ 452,140.87	\$ 458,922.99
Vacancy Loss	\$ 4,260.00	\$ 4,323.90	\$ 4,388.76	\$ 4,454.59	\$ 4,521.41	\$ 4,589.23
Total Revenues	\$421,740	\$ 428,066.10	\$ 434,487.09	\$ 441,004.40	\$ 447,619.46	\$ 454,333.76
Expenses						
Salaries & Benefits	\$229,703.00	\$233,148.55	\$236,645.77	\$240,195.46	\$243,798.39	\$247,455.37
Administration	\$54,451.00	\$55,267.77	\$56,096.78	\$56,938.23	\$57,792.31	\$58,659.19
Office Supplies	\$2,500.00	\$2,537.50	\$2,575.56	\$2,614.20	\$2,653.41	\$2,693.21
Phone/ Internet/Cable	\$1,200.00	\$1,218.00	\$1,236.27	\$1,254.81	\$1,273.64	\$1,292.74
Staff Meeting/Program Expenses	\$9,000.00	\$9,135.00	\$9,272.03	\$9,411.11	\$9,552.27	\$9,695.56
Staff Training	\$3,000.00	\$3,045.00	\$3,090.68	\$3,137.04	\$3,184.09	\$3,231.85
Staff Travel	\$4,800.00	\$4,872.00	\$4,945.08	\$5,019.26	\$5,094.55	\$5,170.96
Staff Cellular Service	\$2,400.00	\$2,436.00	\$2,472.54	\$2,509.63	\$2,547.27	\$2,585.48
Insurance	\$15,000.00	\$15,225.00	\$15,453.38	\$15,685.18	\$15,920.45	\$16,159.26
IT Software	\$1,500.00	\$1,522.50	\$1,545.34	\$1,568.52	\$1,592.05	\$1,615.93
Security System	\$4,500.00	\$4,567.50	\$4,636.01	\$4,705.55	\$4,776.14	\$4,847.78
Professional Fees	\$4,000.00	\$4,060.00	\$4,120.90	\$4,182.71	\$4,245.45	\$4,309.14
Equipment maintenance/repair	\$2,000.00	\$2,030.00	\$2,060.45	\$2,091.36	\$2,122.73	\$2,154.57
Janitorial & building maintenance supplies	\$8,000.00	\$8,120.00	\$8,241.80	\$8,365.43	\$8,490.91	\$8,618.27
Heating (Gas)	\$17,000.00	\$17,255.00	\$17,513.83	\$17,776.53	\$18,043.18	\$18,313.83
Electricity	\$43,000.00	\$43,645.00	\$44,299.68	\$44,964.17	\$45,638.63	\$46,323.21
Water	\$8,000.00	\$8,120.00	\$8,241.80	\$8,365.43	\$8,490.91	\$8,618.27
Operating Reserve	\$10,543.50	\$10,701.65	\$10,862.18	\$11,025.11	\$11,190.49	\$11,358.34
Total Operating Expenses	\$420,597.50	\$357,886.46	\$363,254.76	\$368,703.58	\$374,234.13	\$379,847.65
Operating Surplus	\$ 1,142.50	\$ 70,179.64	\$ 71,232.33	\$ 72,300.82	\$ 73,385.33	\$ 74,486.11

NOTES

Operating reserve 2.5% of total revenue

Vacancy loss 1% of total operating expenses

Utilities estimates assumed

Inflation rate at 1.5%

Preventative Maintenance/Life safety to be completed by City of Mississauga

BUDGET BASED ON SPACE ASSUMPTIONS of 12,000 sq. ft.

MALTON HUB - SPACE ASSUMPTIONS - 12000 square feet

No.	Component	NSF	Quantity	Total NSF	Description
1.0 Common Area					
	Net Area			3,620	
	Entrance Lobby	140	1	200	Includes entrance vestibule (40sf) & lobby (100sf), welcoming, provision for Smart TV's/Boards, signage
	Reception Desk	140	1	180	Space for 1 reception staff and administrative equipment, computer, printer, storage, shelving, promotional/resource displays
	Waiting area, charging stations, gallery and Chill Space (combined)	600	1	400	Space for 10 people, comfortable furniture, open space, bar design, wall space for cultural artwork
	Green Space/Living wall				Include green space window, water source, consideration for external light sources
	Multi-Purpose Room 1 (75-100 people)	1000	1	800	Multi-purpose space that can be divided for meetings, programs, events and social gatherings; include space for storage of materials, chairs, tables, etc.
	Multi-Purpose Room 2 (25-50 of people)	500	1	500	Multi-purpose space to use as dance studio, recording studio, performance space, visual arts/storage; consideration for sound proofing, art use (easy clean up), stage (raised area)
	Computer Lab (Resource Room)	600	1	500	Space to accommodate individual study and study groups. Smart tv, projector, charging areas, easy access to electrical - strong wifi
	Café (Social Purpose Enterprise)	300	1	250	Close proximity to commercial kitchen. Seating areas for customers; staff to have full access to the commercial kitchen
	Quiet Room	100	1	100	Multi-purpose space to use for spiritual practices, meditation, counselling - consider monitoring/safety
	Washroom, Family	90	1	90	Gender Neutral
	Washroom, Public	300	2	600	One male/one female

4.0 Commercial Kitchen					
	Net Area			1,100	
	Central Kitchen	500	1	450	Support community cooking classes, food literacy, workshops and a social purpose enterprise café, teaching kitchen
	Mirror for cookshops				
	Tray Area	40	1	40	
	Cold Prep Area	40	1	40	
	Hot Prep Area	40	1	40	
	Dishwashing	150	1	100	
	Potwashing	60	1	60	
	Cooler, Walk-in	80	1	80	
	Freezer, Walk-in	80	1	80	
	Dry Storage	150	1	100	
	De-Casing Area	60	1	60	
	Window (sliding/garage)				Secure access to the café
	Loading / Staging Area	60	1	50	

3.0 Agency - Program Space					
Net Area				6460	10k
	Shared Office Space				
	Admin, Workstation	70	4	300	Shared Space
	Admin, Print area	40	1		Shared Space
	Admin, Storage Area	40	1		Shared Space
	Staff Lounge			120	Kitchenette, seating area for staff
	Washroom, Staff	40	1	40	Gender Neutral
	Anchor Partner #1 (eg. Early On!)	140	1	1,500	
	Anchor Partner #2	140	1	1,500	
	Anchor Partner #3	140	1	1,500	
	Anchor Partner #4	140	1	1,500	

5.0 Facility Support Space					
Net Area				820	
5.1	Maintenance Office	120	1	220	
5.2	General Storage	400	1	500	
5.3	Main Garbage Room	200	1	100	
5.4	Mechanical and Electrical Service Rooms				

12,000

WHEREAS the Mayor, Members of Council and staff at the City of Mississauga are saddened to learn of the passing of **Harpreet Rakhra** , on Monday , May 18, 2020;

AND WHEREAS **Harpreet** started with Mississauga Transit in August 2001;

AND WHERE AS **Harpreet** was a quiet and pleasant individual, who was liked by his passengers and respected by his peers;

AND WHERE AS **Harpreet** will be dearly missed by his family and friends;

NOW THEREFORE BE IT RESOLVED that sincere condolences be extended on behalf of the Mayor, Members of Council and staff of the City of Mississauga to the **Rakhra** Family.