
Diversity and Inclusion Advisory Committee

Date

2016/04/20

Time

6:00 PM

Location

Civic Centre, Hearing Room - Second Floor,
300 City Centre Drive, Mississauga, Ontario, L5B 3C1 Ontario

Members

Citizen Members

Abdul Qayyum Mufti
Ahmed Hamud
Asha Luthra
Bhagwan (Gary) Grewal
Daven Seebarran
Denise Gordon-Mohamud
E. Justin Ratnarajah
Hanoz Kapadia
Irfan Malik
Josephine Bau
Kris Noakes
Lilian Kwok
Nagwa Abou El-Naga
Pradip Francis Rodrigues
Pervez Akhter
Rajinder Saini
Ram Dhanjal
Sarwan Liddar
Suelyn Knight
Vikas Kohli

Stakeholders

Christopher Taylor
Paula De Coito
Sandeep Tatla
Sharon Douglas

Members of Council

Councillor Sue McFadden (Chair)
Councillor Ron Starr (Vice-Chair)
Mayor Bonnie Crombie

Contact

Stephanie Smith, Legislative Coordinator, Legislative Services
905-615-3200 ext. 3795
stephanie.smith@mississauga.ca

Find it Online

<http://www.mississauga.ca/portal/cityhall/diversityandinclusioncommittee>

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1. CALL TO ORDER
 2. APPROVAL OF THE AGENDA
 3. DECLARATION OF CONFLICT OF INTEREST
 4. MINUTES OF PREVIOUS MEETING
 - 4.1. Diversity and Inclusion Advisory Committee minutes - November 18, 2015
 5. DEPUTATIONS
 - 5.1. Renee Bazile-Jones, Director Client Services, Canadian Institute for Diversity and Inclusion with respect to Diversity and Inclusion Advisory Committee Action List and Plan.

Item 6.1
 - 5.2. Ivana Di Millo, Director, Communications and David Ferreira, Project Manager, City Brand Research with respect to the Multicultural Media and Advertising Strategy.

Item 6.2
 - 5.3. Graham Walsh, Legal Counsel and Laurel Schut, Manager, Corporate Communications with respect to Proclamations and Flag Raising.

Item 6.3
 6. MATTERS TO BE CONSIDERED
 - 6.1. Diversity and Inclusion Advisory Committee Action List and Plan
 - 6.2. Diverse Communities Promotional Plan
 - 6.3. Community Recognition Program- Flag Raisings
 7. OTHER BUSINESS
 8. DATE OF NEXT MEETING - June 15, 2016
 9. ADJOURNMENT

City of Mississauga
Minutes



Diversity and Inclusion Advisory Committee

Date

2015/11/18

Time

6:00 p.m.

Location

C-Banquets, Civic Centre, 12 Floor

Members Present

Bhagwan (Gary) Grewal
Daven Seebarran
Denise Gordon-Mohamud
E. Justin Ratnarajah
Hanoz Kapadia
Irfan Malik
Kris Noakes
Pervez Akhter
Ram Dhanjal
Sarwan Liddar
Suelyn Knight
Vikas Kohli
Sandeep Tatla
Paula De Coito
Sharon Douglas
Mayor Bonnie Crombie
Councillor Ron Starr

Members Absent

Pradip Francis Rodrigues
Abdul Qayyum Mufti
Asha Luthra
Lilian Kwok
Ahmed Hamud
Nagwa Abou El-Naga
Josephine Bau
Rajinder Saini
Christopher Taylor
Councillor Sue McFadden

Staff Present

Janice Baker, City Manager

Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Graham Walsh, Legal Services

Crystal Greer, Director, Legislative Services and City Clerk

Diana Rusnov, Manager, Legislative Services and Deputy Clerk

Ivana DiMillo, Director, Communications

Laurel Schut, Manager, Corporate Communications

DRAFT

CALL TO ORDER 6:11 P.M.

APPROVAL OF THE AGENDA

Approved (Kris Noakes)

DECLARATIONS OF CONFLICT OF INTEREST ☐ Nil

MINUTES OF PREVIOUS MEETING

Approved (Bhagwan (Gary) Grewal)

DEPUTATIONS/PRESENTATIONS

- a) Ivana DiMillo, Director, Communications presented an overview of the draft Multicultural Media and Advertising Strategy and requested that a subcommittee of DIAC be formed to provide input into a final report.

The following questions were raised: Irfan Malik asked whether ads were placed in publications outside of Mississauga. Sandeep Tatla questioned why given that 50% of the population was ethnically diverse was only \$25,000 is allocated to ethnic publications. Vikas Kohli asked about the advertising budget.

RECOMMENDATION

That Pervez Akhter, Kris Noakes, Hanoz Kapadia, E. Justin Ratnarajah, and Davan Seebarran be appointed to the Diversity and Inclusion Advisory Committee subcommittee who will work with staff on the Multicultural Media and Advertising Strategy.

Approved (Irfan Malik)

DIAC-0003-2015

- b) Amrita Kumas Ratta, Project Lead, Diversity and Inclusion Charter of Peel, and Varsha Naik, Chair, Regional Diversity Roundtable provided an overview of the Diversity and Inclusion Charter of Peel and indicated that they were looking for endorsement of the Charter. The Charter provides twelve commitments they are looking for people to support. A copy of the Charter was distributed.

Questions and comments were made by Members of the Committee about: the need to have champions of the Charter; the endorsement would should a professional and personal commitment to the principles; whether the commitments align with the City's wording; whether the Charter aligned with the Committee's mandate; the relationship

between the Regional Diversity Roundtable and the City; and what the expectations were if the endorsement was provided.

Given the number of questions raised, direction was given that Legal Services review the Charter and report back to DIAC.

RECOMMENDATION

That the deputation from the Diversity and Inclusion Charter of Peel, Regional Diversity Roundtable, be received and that further discussion related to the potential endorsement of the Charter be deferred to a future meeting of the Diversity and Inclusion Advisory Committee.

Received (Suelyn Knight)
DIAC-004-2015

- c) Raj Chopra and Maureen Brown presented their Mississauga Diversity Program, which would help move the Committee from vision to action. They indicated the program was available for the Committee, City or any other groups.

RECOMMENDATION

That the presentation from the Raj Chopra and Maureen Brown regarding the Mississauga Diversity Program, be received.

Received (Paula DeCoito)
DIAC-006-2015

MATTERS TO BE CONSIDERED

- a) Community Recognition ☐ Program, Policy and Process for Requests in Support of Community Campaigns and Special Events

Laurel Schut, Manager, Corporate Communications provided an overview of the program and outlined the proposed options for the Committee's consideration.

Members of the Committee spoke about the flag raising option and raised the following in support of all flag raisings: creates a sense of belonging; sense of diversity and inclusion by allowing all types of flags

Members of the Committee raised concerns with the option of flag raisings stating: the flags cannot be secular; issues with Human rights; potential conflicts with different

celebrations on the same day; cost and process involved in evaluating applications; process and cost of potentially changing flags daily; should not permit national flags other than aboriginal recognition; need for political neutrality.

Staff provided clarification regarding the basis and evaluation of the criteria presented and the need for political neutrality.

RECOMMENDATION

1. That the report entitled "Community Recognition" Program, Policy and Process for Requests in Support of Community Campaigns and Special events, be received.
2. That the Diversity and Inclusion Advisory Committee support the current policy and practice related to proclamations.
3. That the Diversity and Inclusion Advisory Committee support the current practice related to the lighting of the Clock Tower requiring all requests to go to Council.
4. That the matter of flag raisings be referred to staff for further review and investigation and to report back to a future Diversity and Inclusion Advisory Committee meeting.

Approved (Hanoz Kapadia)
DIAC-007-2015

b) MISSISSAUGA GIVES

Given the discussion under Community Recognition the Committee and that this request was submitted in the summer, the Committee supported the request.

RECOMMENDATION

That the request from Mississauga Gives to light the clock tower to commemorate "Giving Tuesday" on December 1, 2015, be supported.

Approved (Vikas Kohli)
DIAC-0008-2015

c) DIVERSITY AND INCLUSION ADVISORY COMMITTEE VISION AND ACTION PLAN

The Committee received the information.

RECOMMENDATION

That the Memorandum from Diana Rusnov, Manager, Legislative Services, dated November 12, 2015, with respect to the results of the Diversity and Inclusion Advisory Committee's Priorities and Vision and Action Plan exercise, be received.

Received (Denise Gordon-Mohamud)
DIAC-0009-2015

ADJOURNMENT □ 8:52 P.M.

DRAFT

City of Mississauga

Memorandum



To: Diversity and Inclusion Advisory Committee

From: Diana Rusnov, Manager, Legislative Services/Deputy Clerk

Date: March 21, 2016

Subject: DIAC Workplan

Background

Since its inaugural meeting DIAC has spent time developing a priorities and vision document as well as an action plan. The Committee also participated in diversity training lead by Renee Basille-Jones of Canadian Centre for Inclusion and Diversity. A further session is scheduled with Renee at the Committee's April 20th meeting to refine the action plan to ensure it aligns with the roles and responsibilities of a Committee of Council.

As part of this process, a work plan will be prepared with input from staff and Committee members that aligns with the objectives of the Committee over the coming year and more generally over their term.

Recommendations

Structure of Agenda:

Staff would suggest that based on the size of the committee and after observing the first year of meetings that the DIAC quarterly agenda be structured into two components, to ensure meetings are productive and fruitful:

1. Items referred to DIAC from General Committee or Council

Items referred from General Committee or Council would begin with a presentation by staff (or external representatives) to educate the Committee on the issue, followed by discussion by the Committee, and then the relevant action (i.e. input, recommendation, etc.)

2. Work Plan Items

Through a review of the results of the facilitated sessions with DIAC, and in consultation with various divisions, staff has developed a workplan of projects to bring to DIAC for consultation and input. The workplan identifies corporate projects already in the planning stage, which fit within on the following themes:

- ☐ Suggest/Support Community Engagement
- ☐ Apply DIAC lens to policy review and development
- ☐ Recommendations to ensure events are inclusive

All of these items are aligned to suggestions made by the Committee through their

Vision, Priorities and Action Plan sessions.

DIAC Workplan

Suggest/Support Community Engagement	
Welcome Day (Communications)	Create an engaging event designed and targeted for recent newcomers to the City of Mississauga. The event will introduce newcomers to the history, destinations and unique experiences that Mississauga has to offer. DIAC would provide input into planning of this event.
Public Engagement Strategy (Strategic Initiatives)	The Strategic Initiatives group in Planning & Building will be undertaking researching and developing a public engagement strategy to enhance public engagement with residents and citizens. DIAC could provide input into this project. Project may not commence to 2017.
Apply DIAC Lens to Policy Review and Development	
Diversity and Inclusion Education Session/Workshop	<p>Conducted by Renée Bazile-Jones, Director Client Service, Canadian Centre for Diversity and Inclusion who led a similar session with the Extended Leadership Team. (Completed)</p> <p>A further session with Renée Bazile-Jones will refine the action plan to ensure the activities align with the roles and responsibilities of an advisory committee.</p>
Mississauga Citizenship Program (Legislative Services, Office of the City Clerk)	Prepare participants for the opportunities on various City Committees, Boards, and agencies following the 2018 Municipal Election. Item is part of City's Strategic Plan.
Recommendations to Ensure Events Are Inclusive	
Canada 150 Celebration (Culture)	Potentially engage DIAC around events planned by the City of Mississauga for this anniversary.
Workplace Diversity Strategy (Human Resources)	This strategy will be focused on the human resources element of diversity such as relevant HR policies, training and recruitment. As part of the development of the strategy, consultant/staff would seek input from the Committee.

Diversity and Inclusion Advisory Committee

Priorities and Vision:

Have Mississauga set the standard for inclusion moving forward

Gather and present data/research

Celebrate Diversity

Equity Liason Officer

Review and Recommend regarding policy development

Educate and Advise Stakeholders

Be a voice for Vulnerable Groups

Reach out and engage the community

We practice inclusive values

Actions:

Act in the Collective Interest vs Self Interest

Suggest/Support Community Engagement

Provide evidence based perspective/knowledge for better insight

Create sub-committees to support work of DIAC Committee

Apply DIAC lens to policy review and development

Recommendations to ensure events are inclusive

Suggest relevant data sources to apply DIAC lens to decisions

Have Mississauga set the standard for inclusion moving forward							
Gather and present data/research	Celebrate Diversity	Equity Liaison Officer	Review and Recommend Re: Policy Development	Educate and Advise Stakeholders	Be a voice for vulnerable groups	Reach out and engage the community	We practice inclusive values
Collection of data/best practices from other jurisdictions	Ethno-culture committee to integrate their effort and build strong relationship	Hire an ethno-cultural/equity/inclusion officer	Review policies to ensure they meet the needs of the community	Training (anti-oppression) for Councillors and Committees	Identify top priority groups	Diversity and inclusion town halls with residents	Listen to each other
Data collection	Bring all cultures together. Integrate, don't isolate – no cultural silos	Office of diversity and inclusion	Review city policies to ensure/emphasis diversity and inclusion	Cultural competency training	Strengthen community by ensuring voices of vulnerable communities are heard	Community input through focus groups/town halls	Maintain an open mind and be a role model
Perform research to find options of resident to direct city planning	Celebrate our cultural differences	Set an achievable goal – equity officer	Ensure policies are inclusive	Educate stakeholders		Outreach	Seek understanding and input
	Find ways to recognize communities (community recognition)		Leverage success and identify areas of improvement through policy review	Build awareness of Canadian culture with new immigrants		Town halls – identify barriers; community engagement; research.	Understand differences
			Review policies	Integrate new immigrants into mainstream culture		Engage the seniors – one large seniors banquet (56 seniors clubs exist)	Be a champion for diversity and inclusions
			Review city policies with a diversity lens	Ensure Council is thinking about inclusiveness		Bring views of the community to the table	Positive change
			Translation of information into multi languages	Raise city staff awareness to implement diversity and inclusion in their daily duties		Provide Council with solutions on Diversity and Inclusion related matters (ie. issues brought forward by residents)	Structure sub-committees which are supported by City staff to implement specific projects
			Link inclusion to economic development/master plans			Invest in local initiatives to understand gaps and recommend actions, such as LGBTQ community	
			Implement small shifts in city practices that will have big impact (eg. hours that service counters are open)			Set up a program where each City Councillor will mentor a young candidate from racialized ethno-cultural communities	
						Branding of the committee	

DIAC Committee – Action Plan

Appendix C

Act in the Collective Interest vs Self Interest	Suggest/Support Community Engagement	Provide evidence based perspective/knowledge for better insight	Create sub-committees to support work of DIAC Committee	Apply DIAC lens to policy review and development	Recommendations to ensure events are inclusive	Suggest relevant data sources to apply DIAC lens to decisions
Accountability re: collective interest vs self interest	Find out what they want/need/desire	Committee members experience and knowledge to be used as a resource	Create subcommittees to reduce and streamline the workload and become more productive	Have city staff present our current HR policies to the committee for feedback	Suggest the city set up mechanism to recognize different cultural communities	Provide insight to the concerns of the community
	Town halls – community outreach	Sharing personal skills and career expertise	Form subcommittees to support the pillars	Review policies and recommend changes to make policies more inclusive	Celebrate different cultural festivities and events	Support a robust data collection <ul style="list-style-type: none"> - community groups, researchers, SPCP, etc. - meta-analysis
	Social media - create an interactive website in order to reach out to the community	Share expertise and perspectives with stakeholders	Recommend that the city create subcommittees to review the current city policies through a diversity lens. (Top priority)	Read and become familiar with relevant policies and advise stakeholders	Celebrate other cultures focussed events	Suggest city conduct diversity research (demographics) with scope defined by Committee
	Suggest greater use of social media as a platform (Instagram/twitter)	Actively seek out best practices and share insights	Identify milestones tied to a timeline for each category	Take stock of current “cultural competency” at the City Of Mississauga <ul style="list-style-type: none"> - identify gaps/area of improvement - make recommendations 	Invite members to cultural events to allow them to experience the culture of that community	
	Suggest to Council to arrange a town hall	Present the opportunity for each Councillor to mentor a youth who shows an interest in City/Regional government		Review and provide agenda items using an inclusion lens	Recommend that the city staff be more involved in community cultural events, ie. reaching out	
	Suggest a town hall to bring the views of the community	Share perspectives on why awareness might be lacking		Identify gaps in multi-lingual translation	Religious integration by engaging all religions by invitation	
	Encourage seminars and workshops				Suggest the city find ways to use existing city resources to celebrate cultural diversity	
	Involve members in					

	specific events and town hall meetings so they can hear firsthand their concerns					
	Additional outreach to isolated groups or entities					
	Suggest the city organize workshops/meetings, etc to educate and advise stakeholders					

City of Mississauga

Corporate Report



<p>Date: 2016/04/06</p>	<p>Originator's files:</p>
<p>To: Chair and Members of Diversity and Inclusion Advisory Committee</p> <p>From: Gary Kent, Commissioner of Corporate Services and Chief Financial Officer</p>	<p>Meeting date: April 20, 2016</p>

Subject

Diverse Communities Promotional Plan

Recommendation

1. That the Diversity and Inclusion Advisory Committee (DIAC) support the Diverse Communities Promotions Plan outlined in this report and attached appendices, including the proposed advertising schedule for 2016.
2. That DIAC support the set-up and implementation of the multicultural print media registration process outlined in this report.

Report Highlights

- The City of Mississauga is committed to better reaching out to, and engaging with, our diverse community through stronger multicultural media relations as recommended in the Communications Master Plan.
- The introduction of a Diverse Communities Promotions Plan is a first for the City of Mississauga and will serve as a framework on how to best support the delivery and access of two-way communications between the City and its diverse community.
- The goals of the proposed plan are to communicate better with multicultural and multilingual audiences, develop stronger relationships with multicultural media and expand promotional efforts through the use of social media.
- Content for the proposed promotional material and advertisements will be developed annually and will be based on topics residents identify as being of interest to them through primary research, most notably the 2015 City of Mississauga Citizen Satisfaction Survey.
- In order to implement the proposed plan it is recommended that multicultural print media outlets be required to register with the City of Mississauga on a 4-year renewal term. As

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part of the registration process, the publication would be required to provide details, including their; publication schedule, distribution and circulation statistics.

Background

The City of Mississauga Communications Master Plan, approved in May 2012, was developed to provide a framework to support strong two-way communications between the City and its citizens and stakeholders. The plan set out a vision for the Communications Division and included a Four-Year Implementation Plan to help set priorities and provide direction on how best to deliver communication in the City.

One of the plans key recommendations was to develop a 'robust multicultural communications strategy', including an ethnic media and advertising program. In addition to this, developing an ethnic media and advertising strategy was a media relations tactic recommended in the 2014/2015 Media Relations Strategy, approved by LT on January 9, 2014.

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

1. Background Research
2. Stakeholder Engagement
3. Analysis and Interpretation

The consultant's final recommendations focused on using better ways to communicate, including the use of clearer plain language texts and multimedia content and strengthening relationships with multicultural media. Specifically, the final report had two broad recommended action items.

First, in order to better communicate with multicultural and multilingual audiences, the City should translate key materials. Staff should determine in advance which materials should be translated, and into which languages, based on the City's overall messaging and strategy. Second, to develop stronger relationships with multicultural media outlets, the City should allocate a specific budget to multicultural advertising and sponsored articles. To do this, staff should develop a promotional plan to ensure that City funds are used to maximum effect.

Present Status

The outcomes and recommendations of the work carried out by Argyle Communications and the Communications Division were presented to the Diversity and Inclusion Advisory Committee (DIAC) at their inaugural meeting on June 9, 2015. At the meeting, DIAC requested that further work be completed and that the proposal be deferred for consideration at a later date.

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Upon further review it was felt that the most effective approach would be to establish an ad hoc DIAC marketing subcommittee to engage and work with City staff to review existing research and to provide input towards a new proposal. This recommendation was proposed and supported by DIAC at their meeting on November 18, 2015.

The subcommittee held its first meeting with City staff on December 9, 2015. At the meeting, the discussion centred on three broad topics and ideas;

1. Some members of the subcommittee preferred to focus on promoting information about multicultural events (ex. Tamil Month) and major religious holidays to communicate the City's diversity to a city-wide audience.
2. Other members believed that it would be more effective for the City to concentrate its efforts on sharing program/service information to the diverse community and newcomers to increase the awareness of these services among these groups.
3. Members also agreed that online advertising and increased promotions through social media were good channels to reach multicultural audiences as many newcomers use online networks to stay connected.

At the subcommittees second meeting on January 21, 2016, and based on additional research and further discussion, the group reached consensus on the framework for a new Diverse Communities Promotional Plan for the City of Mississauga. The plan would include the following:

1. Promotion of City programs and services to targeted multicultural audiences within Mississauga to increase the awareness of the many programs and services the City of Mississauga provides to its residents.
2. Promotion and encouraged use of the community calendar – on the City's website – by multicultural groups to promote major events and holidays to a wider Mississauga audience.

Staff would like to move forward with a new Diverse Communities Promotional Plan that is centred on these two principle objectives. The proposed plan would support the work of DIAC by both improving the awareness of Mississauga's rich diversity while promoting and fostering greater inclusion of all residents and stakeholders.

Comments

The Diverse Communities Promotional Plan will focus on two key channels, paid advertising in multicultural print media and paid promotions through online and social media channels.

As noted in the consultant's report, the City of Mississauga does not currently have a plan and/or program to purchase advertising space in multicultural print media outlets. Currently,

paid advertising in multicultural media is based on the needs of the individual business service and understanding of language as a barrier to communicating key program or services information. For example, advertising is targeted based on specific multicultural marketing and outreach. Examples include the 2014 Election and 2016 Budget outreach. However, a number of communities, including the City of Brampton, have implemented specific advertising programs as a way to help foster stronger outreach and partnership with their diverse community.

The proposed plan recommends paid print advertisement in multicultural media that promotes and communicates important City news and information, including topics such as:

- City provided programs and services,
- Major City events, including Celebration Square events,
- Updates on the City's budget process.

The advertisements will be translated and placed into publications that represent the top 10 non-official languages spoken in Mississauga according to the 2011 Canadian Census, as well as French. According to the 2011 Canadian Census, those are: Arabic, Chinese (Mandarin, Cantonese and Chinese N.O.S.), Polish, Portuguese, Punjabi, Spanish, Tagalog, Tamil, Urdu, and Vietnamese.

In order for a multicultural print publication to be included in the program, City staff propose that they be required to sign-up and register with the City of Mississauga. As part of this process, the print publication would be required to provide the following information:

- Contact information,
- Years of continuous operation,
- Publication schedule, distribution and circulation statistics,
- Confirmation of fully audited circulation and rate card, or agreement of City's advertising rate card (The proposed City advertising rate card for non-audited publications is \$400 for a ¼ page colour advertisement and \$250 for a 1/8 page colour advertisement. This rate will be reviewed and updated every 4 years.)

Once registered, publications would be put into a randomly selected rotation for a 4 year cycle to coincide with the term of Council. There would be no cost associated with the registration. After the 4 years is over, media outlets would be asked to confirm their details and re-register for the program.

The DIAC marketing subcommittee also favoured the use of social media as an excellent way to reach the diverse communities in Mississauga. As a result, the proposed plan will leverage the City's corporate social media channels to supplement and support print advertisement in multicultural publications.

Staff have developed a proposed promotional schedule for 2016 that is detailed below. Topics were selected based on resident responses to the 2015 City of Mississauga Citizen Satisfaction Survey regarding the type of City information that residents are most interested in receiving. It is recommended that each year staff would develop a new schedule to be reviewed and shared for information with DIAC.

Proposed 2016 Promotional Schedule

Date	Advertising Topic
May	Celebration Square: Summer Series
June	Celebration Square: Canada Day
July	Promote use of City events calendar
August	Recreation: Programs and Registration
September	Library: Programs
October	Job opportunities at the City of Mississauga
November	Budget Process

Finally, the plan will encourage members of diverse communities, City divisions and the Mayor and Members of Council to leverage the City's online community calendar to help increase awareness of the many events taking place across Mississauga. The community calendar will be promoted through corporate social media channels as well as print advertisement.

Strategic Plan

The Diverse Communities Promotions Plan is focused on enhancing the City's communication and promotional efforts to better reach, engage and connect members of the diverse community within the City of Mississauga. As such it is aligned strongly to both the Belong and Connect pillars of the City's Strategic Plan which speak to ensuring youth, older adults and new immigrants thrive and completing our neighbourhoods, respectively.

Financial Impact

Based the proposed promotional schedule listed above and a review of multicultural print media and translation costs, it is estimated that the proposed plan will cost approximately \$24,500. Below is a high level breakdown of the costs.

Description	Cost
Multicultural Print Media Advertising	\$20,000
Translation and Typesetting Services	\$4,500
Total	\$24,500

Currently, there is \$25,000 allocated in the 2016 Communications budget to support multicultural advertising initiatives.

Conclusion

Overall the Diverse Communities Promotions Plan creates a targeted and proactive strategy to promote and communicate important information regarding City programs, services and events. It helps to better inform and connect diverse and multicultural communities to their municipality and encourages increased awareness and involvement in their neighbourhoods and broader community. Finally it is a targeted investment in promoting greater engagement between the City and its multicultural and diverse communities.

Attachments

Appendix 1: Design Concepts for Potential Advertisements



For Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: David Ferreira, Brand Manager

Design Concepts for Potential Advertisements

1. 2017 Budget



2. Mississauga Library



3. Recreation Summer Camps



مخيمات
مغامرات المخيم
الصيفي
2015

أكثر من 1400 طريقة لقضاء أوقاتك في فصل الصيف.
مفاجآت مذهلة في انتظارك في 38 وجهة، على بعد دقائق من بيتك.
بالتوازي معك في القرب وقتاً قبل لقاء الأصدقاء
mississauga.ca/camps

MISSISSAUGA

ترفيه

4. Canada Day Festivities on Celebration Square



KULTURA: CELEBRATION SQUARE

DZIEŃ KANADY 2015

1 lipca, 14:00-22:30
Obóz Kanadyjczyka dla dzieci godz. 14-18

celebrationsquare.ca DARMOWY UDZIAŁ











City of Mississauga

Corporate Report



Date: 2016/04/07

Originator's files:

To: Chair and Members of Diversity and Inclusion Advisory Committee

From: Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Meeting date:
April 20, 2016

Subject

Community Recognition Program- Flag Raisings

Recommendation

1. That the Diversity and Inclusion Advisory Committee (DIAC) provide their input regarding flag raisings as part of the proposed Community Recognition Pilot Program to staff for inclusion in a follow up Corporate Report for General Committee.

Report Highlights

- On November 18, 2015, a presentation was made to the Diversity and Inclusion Advisory Committee (DIAC) regarding a proposed Community Recognition Pilot Program that included options for flag raisings, proclamations and lighting the clock tower.
- At that time, the DIAC recommended the City continue with its existing practice of not issuing proclamations and that requests for lighting the clock tower still come before Council. The DIAC however, could not fully agree on flag raisings and requested City staff to further review options that would restrict recognition to secular, not-for-profit organizations and those representing the Lesbian, Gay, Bisexual and Transgender (LGBT) and First Nations communities.
- Legal staff reviewed the request by the DIAC to restrict flag raisings and determined that such restrictions would expose the City to religious discrimination claims before the Human Rights Tribunal of Ontario.
- As a result, Legal staff recommends using more positive selection criteria to focus on groups that 'foster a spirit of inclusion and community involvement' among other positives criteria. This type of language could replace the current direction which specifically excludes certain types of organizations.
- The above approach seeks to limit the City's risk of discrimination claims whilst achieving the intended spirit of the DIAC's original recommendation. Indeed, the DIAC's discussion around this subject at the November 18, 2015 meeting focused largely on bringing the

Mississauga communities together and avoiding programs that would hinder this.

- However, this proposed approach would also make it difficult for staff to administer the program since the basis of evaluation for each flag request would be subjective and would require staff use their 'best judgement.'
- Further, even this proposed approach has the potential to result in claims of discrimination as some groups will inevitably be excluded.
- Upon receiving input from the DIAC regarding flag raisings, staff will prepare a Corporate Report update for Council regarding the Community Recognition Pilot Program. The report will include all the DIAC's input regarding the three areas of focus: proclamations, lighting and flag raisings.
- Staff will follow Council's direction regarding the implementation and timing of the Community Recognition Pilot Program.

Background

This Corporate Report builds on the presentation provided to the DIAC on November 18, 2015.

At that time, the DIAC was provided with details regarding a proposed one-year pilot, Community Recognition Program and its three areas of focus: proclamations, flag raisings and lighting.

Following the presentation, the DIAC discussed the proposed program thoroughly, particularly flag raisings, and provided the following input:

1. That the report entitled "Community Recognition – Program, Policy and Process for Requests in Support of Community Campaigns and Special events," be received.
2. That the Diversity and Inclusion Advisory Committee support the current policy and practice related to proclamations.
3. That the Diversity and Inclusion Advisory Committee support the current practice related to the lighting of the Clock Tower requiring all requests to go to Council.
4. That the Diversity and Inclusion Advisory Committee requests City staff further review options for flag raisings that are limited to secular, community/non-profit groups and organizations as well as Indigenous and Lesbian, Gay, Bisexual, and Transgender Pride celebrations on both a traditional flag pole and in a digital manner on the Celebration Square screens.

Present Status

The City of Mississauga does not issue proclamations and does not raise community banners/flags or national flags on official City flag poles as per Council Resolution 0109-95.

Currently, no formal process exists for lighting requests. At this time, groups and/or individuals requesting the City of Mississauga light up its Clock Tower are asked to make a deputation to

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Council regarding their request. Additionally, requests are also made directly through the Mayor and Members of Council during General Committee and Council meetings. Council approves each lighting request individually and provides direction to staff to incur the costs (estimated at approximately \$500 per request) and arrange the necessary technical requirements and staffing resources needed to implement the lighting request.

There are two service areas involved in each lighting request: Facilities and Property Management (F&PM) and Culture. The F&PM team arranges for the rental of all required lighting equipment, including coloured lights. Culture provides the staff resources for managing the set-up of the equipment and activation of each lighting request. At this time, lighting requests have occurred in one colour only and are displayed on the City's Clock Tower.

Staff from both Facilities and Property Management and the Culture division is exploring options for long-term lighting options and infrastructure that would support expanded lighting capabilities for the Civic Centre and Celebration Square. A detailed lighting report will be coming forward to Council later this year.

Comments

Following the November meeting of the DIAC, Legal and Communications staff reviewed the options for flag raisings that were limited to secular, community/non-profit groups and organizations as well as Indigenous and LGBT Pride celebrations.

Legal Opinion

Legal reviewed the options outlined by the DIAC regarding the City's risk and exposure to Human Rights complaints and provides the following recommendation:

"Exemptions for specific national or cultural groups and organizations are in direct contradiction of the Ontario *Human Rights Code* which prohibits discrimination based on religion and national or ethnic origin.

Following the DIAC's recommendation precisely and restricting flag raisings and community recognition to secular, not-for-profit organizations and those representing LGBT and First Nations communities could expose the City to claims of religious discrimination before the Human Rights Tribunal of Ontario.

Observations of the discussions held by the DIAC suggest that its members are not seeking to exclude certain groups but rather are trying to focus on giving priority to those groups that would foster a spirit of community and represent the City of Mississauga's core values. It is suggested that the criteria for community recognition and in particular flag raisings is exclusive to those organizations that indeed foster a spirit of community.

The following criteria support this recommendation:

1. Groups/organizations must be Mississauga based.

2. That the group/organization is able to (a.) demonstrate that the event/occasion is either of interest or benefit to the City as a whole

Or

(b.) Supports a municipal, regional, provincial or federal government program or initiative.

3. That the group/organization is non-profit and (a.) listed on the Federal Government's online Charities Listing (<http://www.cra-arc.gc.ca/chrts-gvng/lstngs/menu-eng.html>) or can provide a registered charitable number

Or

(b.) Is aligned with Health Canada's Calendar of Health Promotion Days (<http://www.hc-sc.gc.ca/ahc-asc/calend/index-eng.php>)

4. That the group/organization's core values may not conflict with the City's core values, vision or strategic goals or do not adversely impact on the City's identity.
5. The group/organization and event must help foster a spirit of community and a climate of understanding and that it contributes to and enriches the quality of life in Mississauga.
6. The content of the requested message for the campaign, initiative, program or activity may not be:
 - (a.) In conflict with any applicable laws, City by-laws or policies
 - (b.) Does not have the potential to incite violence and hatred
 - (c.) Does not present demeaning or derogatory portrayals of individuals or groups
 - (d.) Is not of questionable taste in style, substance or presentation method
 - (e.) Does not minimize and/or detract from the image of the City and/or its employees
 - (f.) In light of generally prevailing community standards, is not likely to cause deep or widespread offence."

Program Administration

While the criteria proposed by Legal and noted above helps to minimize the City's risk for discrimination claims with the Human Rights Tribunal of Ontario, it has the opposite effect when it comes to program administration and evaluating applications. The criteria outlined requires Communications staff to be subjective and use their best judgement in their evaluation of applications.

In some cases, these might be obvious but in others, it may prove difficult to determine. Communications staff will need to invest time in conducting online research for each request and the group/organization making it in order to arrive at a thoughtful decision. There will also be requests where following the online research, further discussion and deeper consideration is required before a decision is made.

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Based on the information and data from the Benchmarking Research Report, it is estimated that a Communications staff member would spend approximately 25% of their time administering the program. During the one-year pilot, Communications will track actual staff time required to administer the program.

Flag Pole Considerations

Currently, the City of Mississauga does not have a Community Flag pole. Staff proposes using one of the existing flag poles on the west side of the Square. Consideration will need to be given to re-ordering the flags currently in place so that the City complies with National Flag of Canada etiquette (<http://canada.pch.gc.ca/eng/1444133232507>); including removing community flags if/when the City lowers its flags to half-staff.

Strategic Plan

A one-year pilot Community Recognition Program supports the City's Strategic Plan pillars of *Belong – Nurture Diverse Cultures* and *Connect – Celebrate our Community*. In addition, it also helps to support the City's new brand stories of Welcoming World Culture and Inspiring Possibilities.

Financial Impact

In the report to General Committee, staff will be requesting a budget (\$3K) from contingency to develop the program components and implement an awareness/promotional plan. Based on Council's direction, the one-year pilot Community Recognition Program would begin this year.

Conclusion

Restricting flag raisings to secular, not-for-profit organizations and those representing LGBT and First Nations communities puts the City at risk to claims of religious, national or ethnic discrimination before the Human Rights Tribunal of Ontario. Focusing the criteria on fostering a spirit of community and a climate of inclusion put staff in a challenging position of using a subjective evaluation process.

Based on the experiences of cities currently conducting flag raisings controversy and complaints can be reduced but cannot be completely avoided.

Upon receiving input from the DIAC regarding flag raisings, staff will prepare a Corporate Report update for Council on the Community Recognition Pilot Program. The report will include all the input provided by the DIAC on the three aspects of the proposed program – proclamations, lighting and flag raisings. Staff will follow Council's direction regarding the implementation and timing of the Community Recognition Pilot Program.

Attachments

Appendix 1: Final Benchmarking Research Report



For Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Laurel Schut, Acting Manager, Corporate Communications

Benchmarking Report: Community Recognition Policies and Practices

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Benchmarking Research Report: Community Recognition Policies and Practices

Overview

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

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

Proclamations and Flag Raisings - Description

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

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

Highlights of the Research Results

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

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

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

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

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

Background

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

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

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

Controversy and Discontinuation of Proclamations and Flag-Raisings in 1995

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

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

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

Current Practices in Canadian Municipalities

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

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

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

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

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

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

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

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

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

How are requests received?

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

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

What is the criteria for approval?

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

Proclamations

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

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

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

Community Flag Raisings

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

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

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

What types of requests will not be approved?

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

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

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

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

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

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

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

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

What is the cost/budget for these processes?

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

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

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

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

Additional staff time and costs include:

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

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

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

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

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

Contemporary/Emerging Approaches for Community Recognition

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

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

Symbolic Lighting of City Hall or Other Civic Facilities

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

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

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

Intelligent LED lighting systems

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

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

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

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

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

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

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

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

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

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

Conclusion

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

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

Prepared by:

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

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

APPENDICES

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

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

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

carried pr.04