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## General Committee

### Date

2016/10/19

### Time

9:00 AM

### Location

Civic Centre, Council Chamber,  
300 City Centre Drive,  
Mississauga, Ontario, L5B 3C1

### Members

Mayor Bonnie Crombie	
Councillor Jim Tovey	Ward 1
Councillor Karen Ras	Ward 2
Councillor Chris Fonseca	Ward 3 (Chair)
Councillor John Kovac	Ward 4
Councillor Carolyn Parrish	Ward 5
Councillor Ron Starr	Ward 6
Councillor Nando Iannicca	Ward 7
Councillor Matt Mahoney	Ward 8
Councillor Pat Saito	Ward 9
Councillor Sue McFadden	Ward 10
Councillor George Carlson	Ward 11

### Contact

Sacha Smith, Legislative Coordinator, Legislative Services  
905-615-3200 ext. 4516  
Email [sacha.smith@mississauga.ca](mailto:sacha.smith@mississauga.ca)

### Find it Online

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

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**INDEX - GENERAL COMMITTEE - OCTOBER 19, 2016**

1. **CALL TO ORDER**
2. **APPROVAL OF AGENDA**
3. **DECLARATION OF CONFLICT OF INTEREST**
4. **PRESENTATIONS** - Nil
5. **DEPUTATIONS**
  - 5.1. Rose Vespa, Director, Library Services and Val Ohori, Chair, Mississauga Library Board with respect to the Mississauga Library 2015 Annual Report
  - 5.2. Mike Douglas, Executive Director, Mississauga Arts Council with respect to the path to a stronger Arts and Culture sector in Mississauga.
6. **PUBLIC QUESTION PERIOD - 15 Minute Limit**

(Persons who wish to address the General Committee about a matter on the Agenda. Persons addressing the General Committee with a question should limit preamble to a maximum of two (2) statements sufficient to establish the context for the question. Leave must be granted by the Committee to deal with any matter not on the Agenda.)
7. **MATTERS TO BE CONSIDERED**
  - 7.1. All-Way Stop - Whitehorn Avenue and Galesway Boulevard (Ward 6)
  - 7.2. Removing Temporary Extended On-Street Parking - Orbitor Drive (Ward 5)
  - 7.3. Parking For Restricted Period - Semenyk Court (Ward 6)
  - 7.4. Schedules 'E' and 'F' Amendments - Servicing Agreement, Registered Plan 43M - 1776
  - 7.5. City of Mississauga Emergency Plan
  - 7.6. Emergency Management Program By-Law
  - 7.7. Amendment to Fireworks related By-Laws to make Exceptions for Diwali and Chinese New Year Celebrations

**INDEX - GENERAL COMMITTEE - OCTOBER 19, 2016**  
**CONTINUED**

- 7.8. Recommendations to the Mississauga Grant Program Review
- 7.9. Council Motions in Support of Rooftop Solar Applications Under the Provincial Small Feed-in Tariff (FIT) Program 5.0 and Notice to Proceed for FIT 3.1
- 7.10. Single Source Recommendations for Vubiz Ltd., Contract Renewal  
File Ref.# FA.49.492-16
- 7.11. Single Source Recommendation for Buffalo Computer Graphics Inc.,  
Contract Award. File Ref: FA.49.452-15
- 8. **ADVISORY COMMITTEE REPORTS**
- 8.1. Heritage Advisory Committee Report 8-2016 - October 11, 2016
- 9. **MATTERS PERTAINING TO REGION OF PEEL COUNCIL**
- 10. **COUNCILLORS' ENQUIRIES**
- 11. **OTHER BUSINESS/ANNOUNCEMENTS**
- 12. **CLOSED SESSION** - Nil
- 13. **ADJOURNMENT**

# City of Mississauga

## Corporate Report



Date: 2016/10/04

To: Chair and Members of General Committee

From: Geoff Wright, P. Eng., MBA, Commissioner of  
Transportation and Works

Originator's files:  
MG.23.REP  
RT.10.Z-38E

Meeting date:  
2016/10/19

### Subject

**All-Way Stop - Whitehorn Avenue and Galesway Boulevard (Ward 6)**

### Recommendation

That a by-law be enacted to amend the Traffic By-law 555-00, as amended, to implement an all-way stop control at the intersection of Whitehorn Avenue and Galesway Boulevard.

### Background

Concerns have been identified by area residents over the past few years regarding the need for operational improvements at the intersection of Whitehorn Avenue and Galesway Boulevard. Residents feel that the implementation of an all-way stop at this intersection would help to reduce instances of aggressive driving on Whitehorn Avenue and increase the overall safety at the intersection.

Currently, the intersection of Whitehorn Avenue and Galesway Boulevard operates as a three leg intersection with a single stop control for westbound motorists on Galesway Boulevard. Whitehorn Avenue and Galesway Boulevard serve as access routes to the neighbourhood from surrounding major collector and arterial roadways.

### Comments

The intersection of Whitehorn Avenue and Galesway Boulevard has been under continuous monitoring by the Transportation and Works Department for the past few years. The most recent A.M./P.M. manual turning movement count was completed on Tuesday, December 1, 2015 at this intersection to determine if an all-way stop is warranted. The results are as follows:

#### Whitehorn Avenue and Galesway Boulevard

	<u>Warrant Value</u>
Part "A": Volume for All Approaches	100%
Part "B": Minor Street Volume	91%



Studies completed in previous years produced similar results. In order for an all-way stop to be warranted, both Parts “A” and “B” must equal 100 percent. Based on the results, an all-way stop is not warranted at the intersection Whitehorn Avenue and Galesway Boulevard. A review of the collision history at this intersection revealed three reported collisions within the past three (3) years. An all-way stop is therefore not warranted based on the collision history.

Nevertheless, the results of the turning movement counts have been consistent over the past several years and revealed that the traffic volumes almost met the required warrants. Therefore, in order to address numerous residents’ requests regarding the need for operational improvements at this location, the Transportation and Works Department supports the installation of all-way stop control at the intersection of Whitehorn Avenue and Galesway Boulevard. The installation of an all-way stop will provide the opportunity to install a sidewalk connection and crosswalk on the north and south sides of the intersection for pedestrians to cross Whitehorn Avenue. This would provide crossing assistance for the local residents, improve the efficiency and functionality of the intersection, regulate the right-of-way for all approaches and should increase the overall level of safety at the intersection.

The Ward Councillor supports the proposal for the installation of an all-way stop at the intersection of Whitehorn Avenue and Galesway Boulevard.

## Financial Impact

Cost for the signs installation and pavement markings can be accommodated in the 2016 Current Budget.

## Conclusion

The Transportation and Works Department recommends the installation of an all-way stop at the intersection of Whitehorn Avenue and Galesway Boulevard.

## Attachments

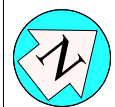
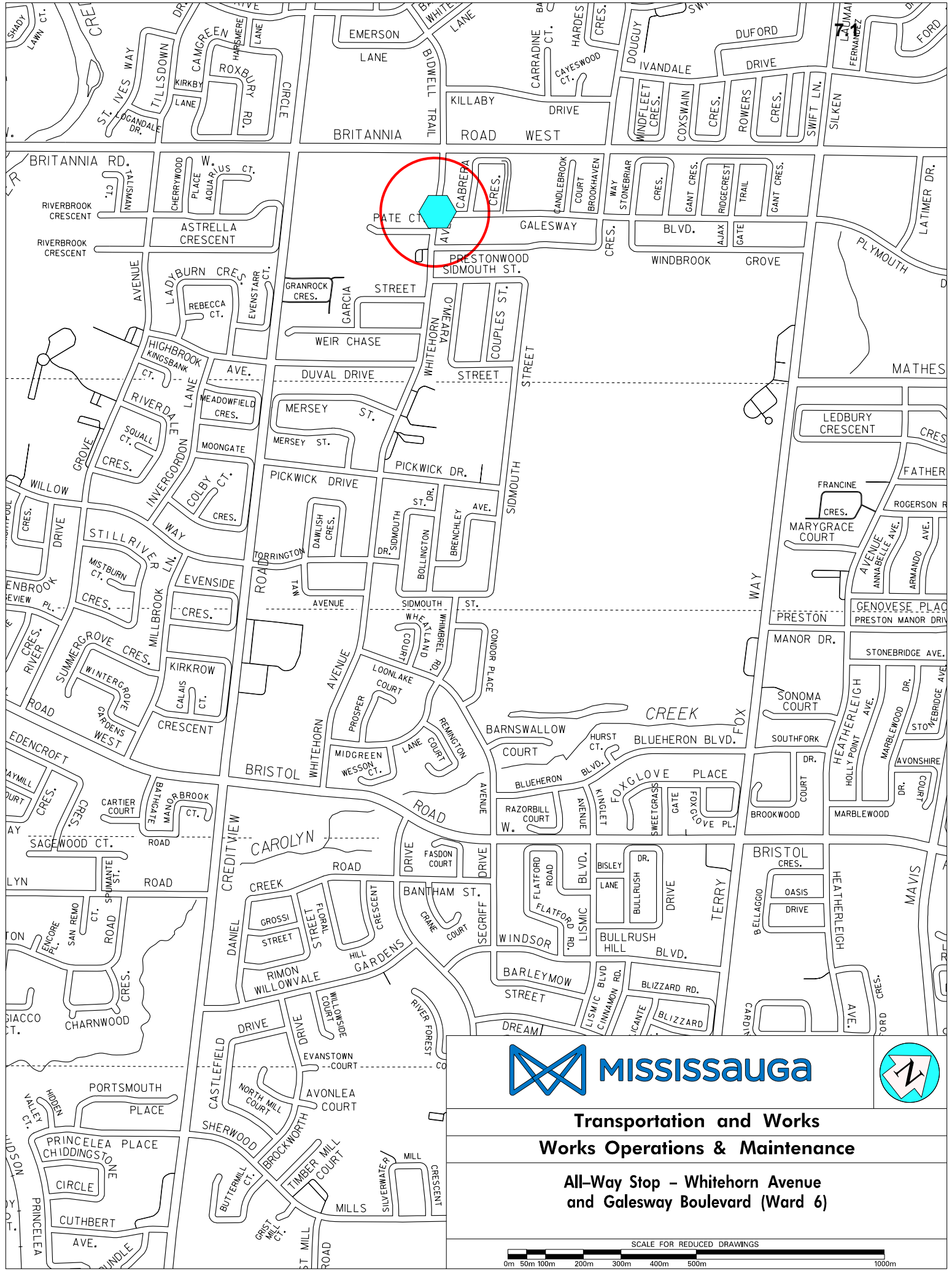
Appendix 1: Location Map - All-Way Stop - Whitehorn Avenue and Galesway Boulevard (Ward 6)



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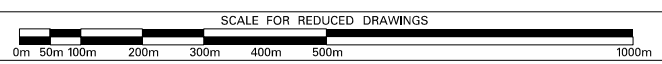
Geoff Wright, P. Eng., MBA, Commissioner of Transportation and Works

Prepared by: Ouliana Drobychevskaia, Traffic Operations Technologist



**Transportation and Works**  
**Works Operations & Maintenance**

**All-Way Stop – Whitehorn Avenue  
 and Galesway Boulevard (Ward 6)**



# City of Mississauga

## Corporate Report



Date: 2016/10/04

To: Chair and Members of General Committee

From: Geoff Wright, P. Eng., MBA, Commissioner of  
Transportation and Works

Originator's files:  
MG.23.REP  
RT.10.Z34W

Meeting date:  
2016/10/19

### Subject

**Removing Temporary Extended On-Street Parking - Orbitor Drive (Ward 5)**

### Recommendation

That a by-law be enacted to amend the Traffic By-law 555-00, as amended to remove the temporary extended 10-hour parking between 8:00 a.m. and 6:00 p.m., Monday to Friday on the east side of Orbitor Drive between a point 193 metres (634 feet) north of Matheson Boulevard East to a point 82 metres (269 feet) northerly thereof, and on the west side of Orbitor Drive between a point 132 metres (433 feet) north of Matheson Boulevard East to a point 117 metres (385 feet) northerly thereof.

### Background

The Transportation and Works Department received a request in 2004 to provide extended on-street parking for employees of Redknee Inc. located at 2560 Matheson Boulevard East due to a shortage of on-site parking. Redknee Inc. was working with the landlord of 2560 Matheson Boulevard East to redesign the parking lot layout to accommodate additional parking. Redknee Inc. requested the temporary extended 10-hour parking until July 31, 2005 to allow sufficient time to resolve the internal parking issues.

### Comments

On July 12th, 2004 City staff prepared a report to the General Committee meeting dated August 4, 2004 for the implementation of temporary extended 10-hour parking on Orbitor Drive for a one year period. Subsequently, Council adopted this by-law on September 15, 2004.

Recently, the Transportation and Works Department received complaints with respect to on-street parking on Orbitor Drive. The most recent site investigation revealed that the extended 10-hour parking signs are still in place. Since this request was based on a one year period and the work was completed within the given time, the Transportation and Works Department recommends removing this parking limit exemption since it is no longer required.

The Ward Councillor supports the recommendations for removing extended on-street parking on Orbitor Drive.

## Financial Impact

Costs for the sign removal can be accommodated in the 2016 Current Budget.

## Conclusion

The Transportation and Works Department recommends removing the temporary extended 10-hour parking between 8:00 a.m. and 6:00 p.m., Monday to Friday on the east side of Orbitor Drive between a point 193 metres (634 feet) north of Matheson Boulevard East to a point 82 metres (269 feet) northerly thereof, and on the west side of Orbitor Drive between a point 132 metres (433 feet) north of Matheson Boulevard East to a point 117 metres (385 feet) northerly thereof.

## Attachments

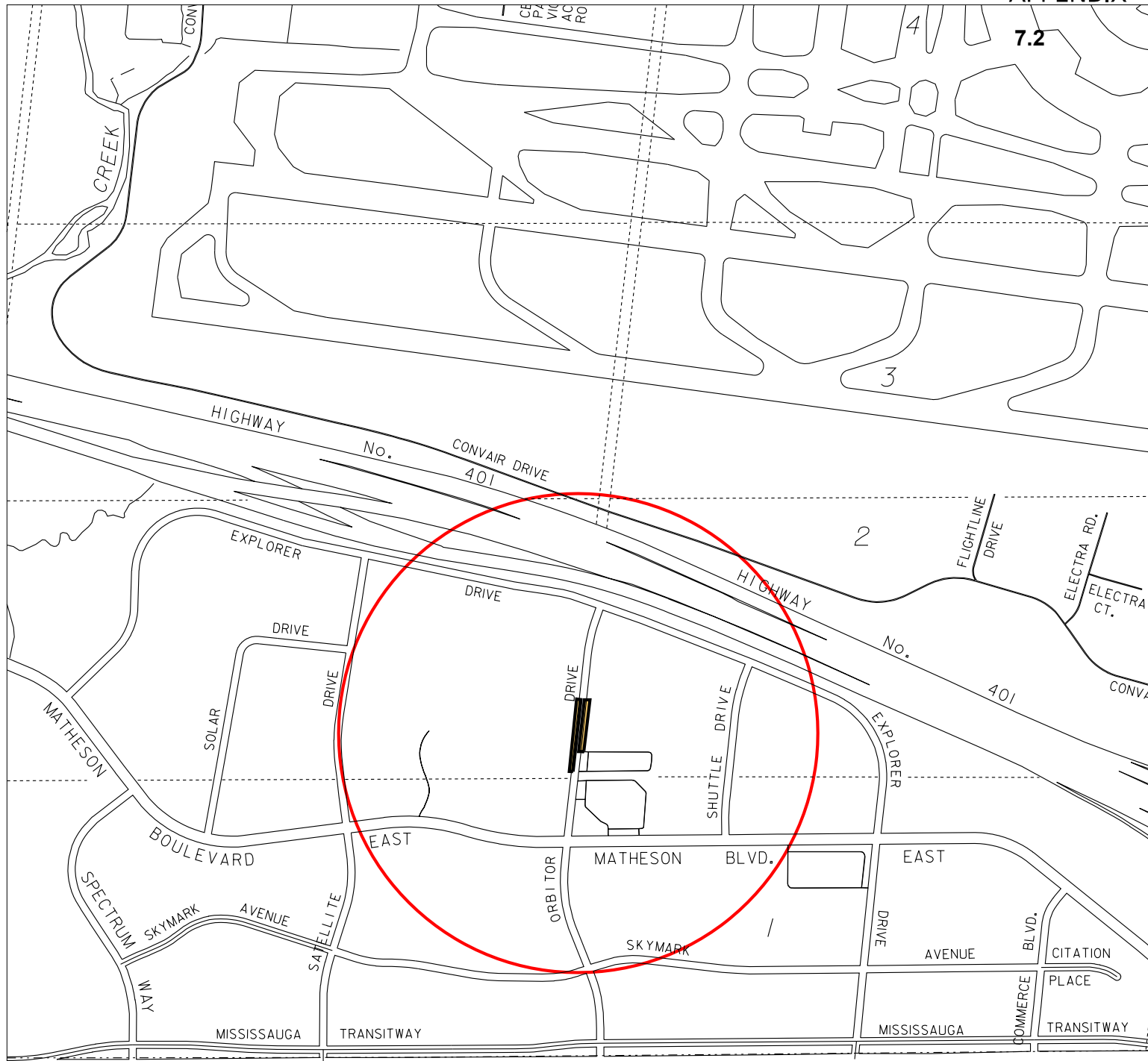
Appendix 1: Location Map - Remove Temporary Extended On-Street Parking - Orbitor Drive (Ward 5)




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Geoff Wright, P. Eng., MBA, Commissioner of Transportation and Works

Prepared by: Alex Liya, C.E.T., Traffic Operations Technician



EGLINTON AVENUE EAST

	<b>MISSISSAUGA</b>	
<b>Transportation and Works</b>		
<b>Works Operations &amp; Maintenance</b>		
<b>Removing Temporary Extended On-Street Parking Orbitor Drive (Ward 5)</b>		
<p>SCALE FOR REDUCED DRAWINGS</p>		

# City of Mississauga

## Corporate Report



Date: 2016/10/04

To: Chair and Members of General Committee

From: Geoff Wright, P. Eng., MBA, Commissioner of  
Transportation and Works

Originator's files:  
MG.23.REP  
RT.10.Z-23

Meeting date:  
2016/10/19

## Subject

**Parking For Restricted Period - Semenyk Court (Ward 6)**

## Recommendation

That a by-law be enacted to amend the Traffic By-law 555-2000, as amended, to implement a thirty (30) minute parking limit on the east side of Semenyk Court from a point 71 metres (233 feet) south of Central Parkway West to a point 13 metres (43 feet) southerly thereof.

## Background

The Transportation and Works Department is in receipt of a request from the local Ward Councillor to implement a thirty (30) minute parking limit on the east side of Semenyk Court along the frontage of 3465 Semenyk Court.

## Comments

Presently parking is prohibited on the west side of Semenyk Court and within the bulb of the cul-de-sac at the south end of the roadway. A statutory three-hour parking is permitted on the east side of Semenyk Court with an exception along the frontage of 3475 Semenyk Court where a thirty (30) minute parking limit is in place. The available on-street parking space in front of 3465 Semenyk Court provides parking for two vehicles.

The Transportation and Works Department can support the implementation of a thirty (30) minute parking limit for two parking spaces on the east side of Semenyk Court along the frontage of 3465 Semenyk Court. This would enable additional parking opportunities for local business customers by providing higher daily turnover at these two on-street parking spaces.

## Financial Impact

Costs for the sign installations can be accommodated in the 2016 Current Budget.

## Conclusion

The Transportation and Works Department supports the implementation of a thirty (30) minute parking limit on the east side of Semenyk Court from a point 71 metres (233 feet) south of Central Parkway West to a point 13 metres (43 feet) southerly thereof.

## Attachments

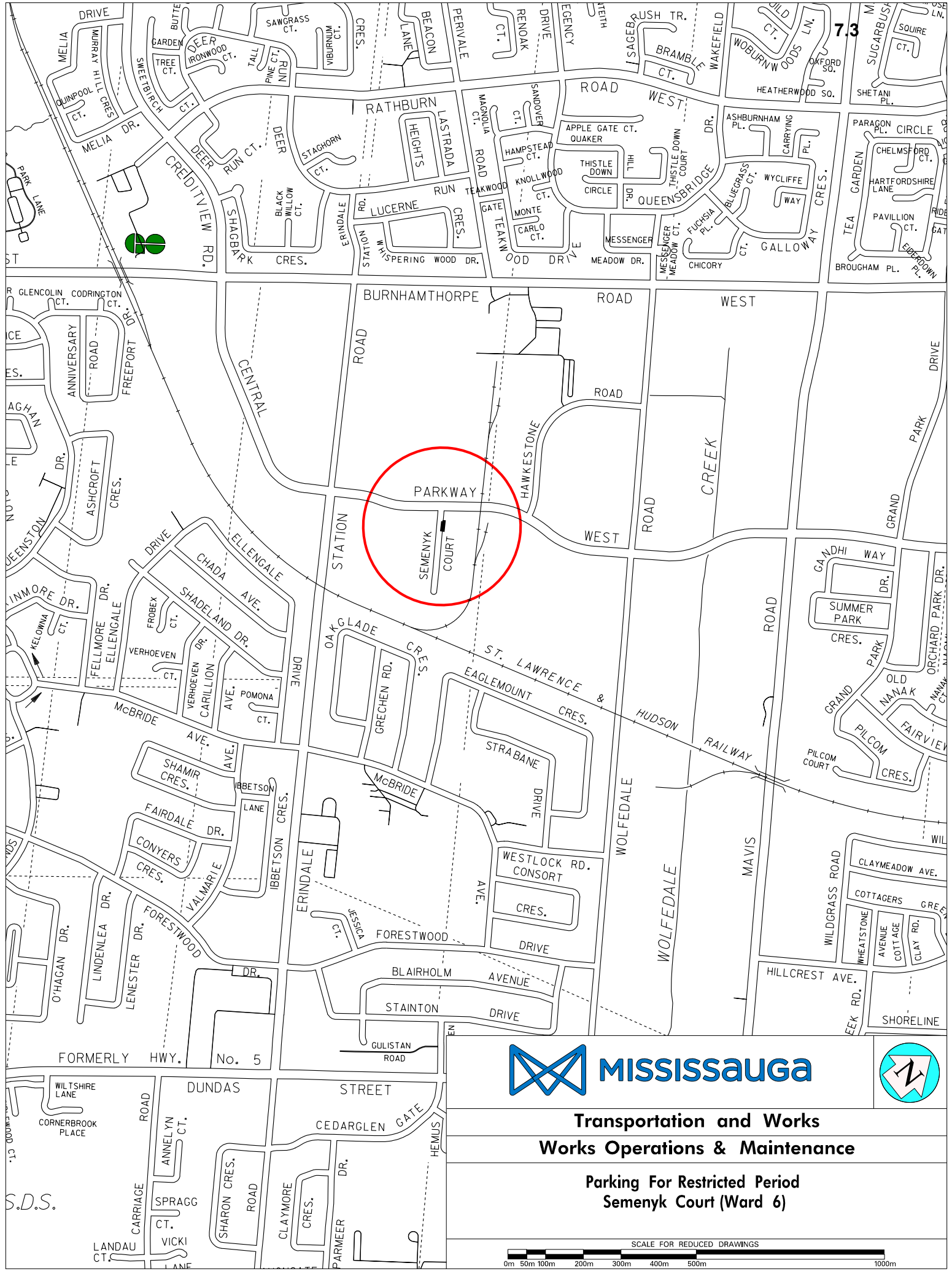
Appendix 1: Location Map - Parking For Restricted Period - Semenyk Court (Ward 6)



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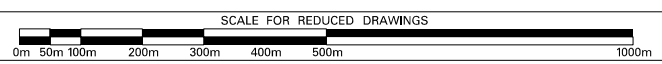
Geoff Wright, P. Eng., MBA, Commissioner of Transportation and Works

Prepared by: Ouliana Drobychevskaia, Traffic Operations Technologist



**Transportation and Works  
Works Operations & Maintenance**

**Parking For Restricted Period  
Semenyk Court (Ward 6)**





# City of Mississauga

## Corporate Report



Date: 2016/09/14

To: Chair and Members of General Committee

From: Geoff Wright, P. Eng, MBA, Commissioner of  
Transportation and Works

Originator's files:  
M-1776

Meeting date:  
2016/10/19

### Subject

**Schedules 'E' and 'F' Amendments - Servicing Agreement: Registered Plan 43M – 1776, Heartland Phase 8 Industrial Subdivision (Heartland (Seven) Limited/Orlando Corporation) - Ward 5**

### Recommendation

That a by-law be enacted authorizing the Commissioner of the Transportation and Works Department and the City Clerk to execute amendments to Schedules 'E' and 'F' of the Servicing Agreement associated with Registered Plan 43M-1776, Heartland Phase 8 Industrial Subdivision.

### Background

The Servicing Agreement for Registered Plan 43M-1776, Heartland Phase 8 Industrial Subdivision, was previously executed in 2007, pursuant to By-law No. 0447-2007. The subject subdivision is located at the northwest quadrant of Hurontario Street and Highway 401.

At the time of the Servicing Agreement execution, the developer acknowledged that the servicing of the lands would require the construction of an oversized watermain to meet future demands of the Region of Peel; and further, the developer would front-end the construction cost pertaining to this service. The financial responsibility for the oversized watermain would be that of the Region of Peel pursuant to their Development Charges By-Law, as stipulated in Schedule 'E'. As the infrastructure works for the Heartland Phase 8 Industrial Subdivision remained dormant until the fall of 2015, the cost attributed to this watermain (associated with design/engineering, construction, inspection, administration, contingencies and applicable taxes) requires adjusting to reflect current rates. Amendments to Schedule 'E' of the subject Servicing Agreement will now be necessary to provide for a reimbursement by the Region to the developer up to, but not exceeding, an amount of \$417,009.55. The reimbursement is pursuant to the Region's Development Charges By-Law, Policy No. F40-06, under Capital Project No. 05-1116.

General Committee	2016/09/14	2
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Originators files: File names

Schedule 'F', which indicates infrastructure completion dates to be adhered to by the developer were based on the 2007 Agreement execution date. This Schedule will have to be amended to coincide with construction commencing in 2015.

## Comments

The only amendments to the Servicing Agreement for Registered Plan 43M-1776, Heartland Phase 8 Industrial Subdivision, are those revisions proposed to Schedules 'E' and 'F'. All other terms and conditions as stipulated in the original 2007 Servicing Agreement will remain in effect.

The new watermain reimbursement amount has been established and endorsed by the Region of Peel.

## Financial Impact

There are no financial impacts to the City.

## Conclusion

The Transportation and Works Department supports the amendments to Schedules 'E' and 'F' of the Servicing Agreement for the Registered Plan 43M-1776, Heartland Phase 8 Industrial Subdivision (Heartland (Seven) Limited/Orlando Corporation).

## Attachments

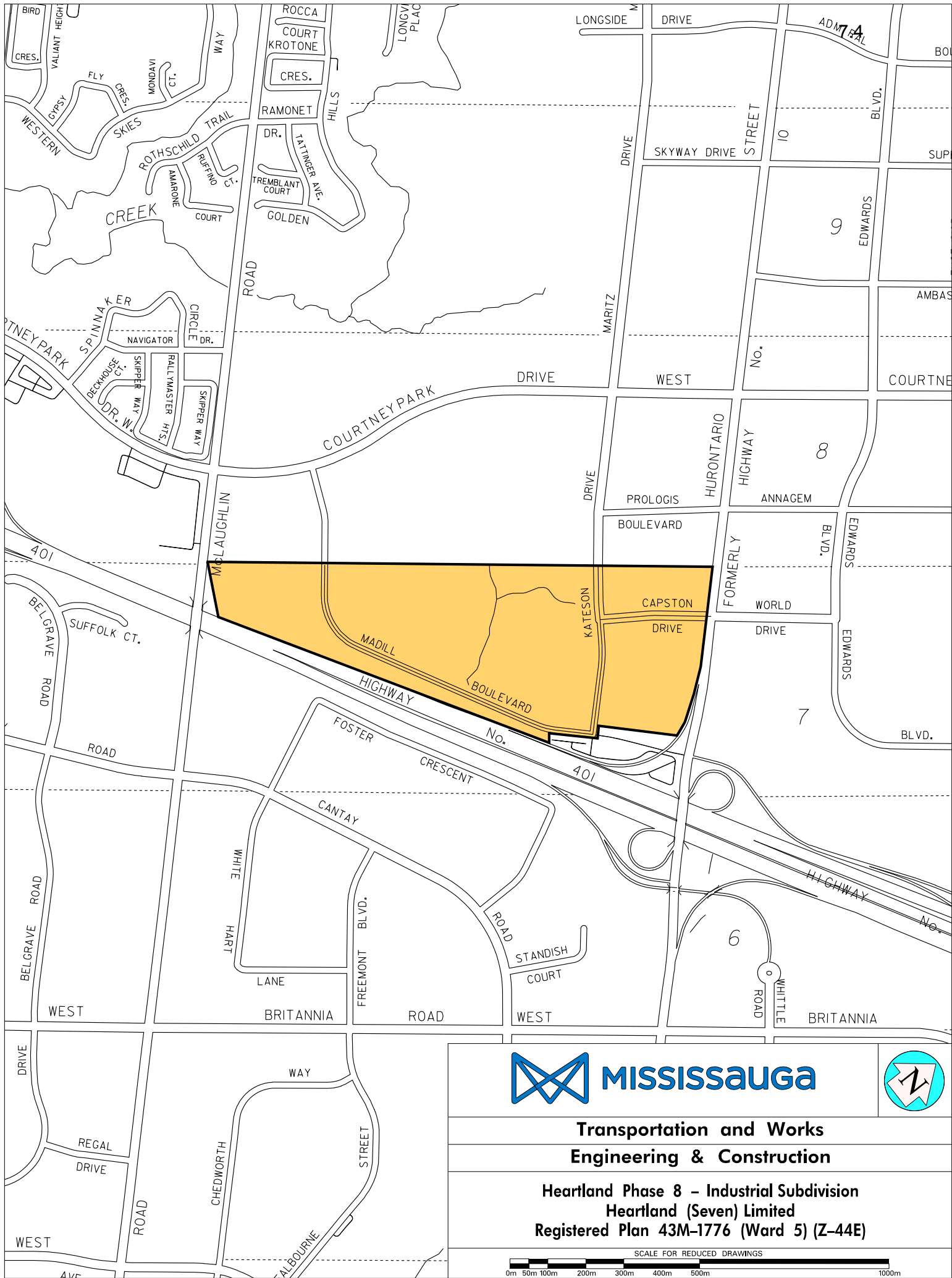
Appendix 1: Approximate location of 43M-1776



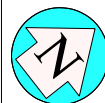

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Geoff Wright, P. Eng, MBA, Commissioner of Transportation and Works

Prepared by: John King, Development Construction Section



**MISSISSAUGA**



**Transportation and Works  
Engineering & Construction**

**Heartland Phase 8 – Industrial Subdivision  
Heartland (Seven) Limited  
Registered Plan 43M-1776 (Ward 5) (Z-44E)**

SCALE FOR REDUCED DRAWINGS



# City of Mississauga

## Corporate Report



Date: August 23, 2016

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:  
October 19, 2016

## Subject

**City of Mississauga Emergency Plan**

## Recommendation

1. That a by-law be enacted to repeal Emergency Management Program and Emergency Plan By-law No. 0315-2011.
2. That a by-law be enacted to establish the City's Emergency Plan as outlined in the Corporate Report from the Commissioner of Community Services, dated August 23, 2016.

## Report Highlights

- The current Emergency Plan was last adopted by Council on November 16, 2011.
- The Emergency Plan is designed as a source of reference for City officials and employees.

## Background

Pursuant to the *Emergency Management and Civil Protection Act*, R.S.O., 1990, c.E.9 (the "Act") a municipality shall enact a by-law adopting an emergency plan. By-law 0315-2011 adopted both the emergency plan and the emergency management program. The Emergency Management Program Committee (EMPC) is bringing forward a new by-law adoption for the emergency plan and separate from the emergency management program.

The Emergency Management Program Committee (EMPC) approved the draft Emergency Plan on August 19, 2016 after a review of a benchmark study conducted in preparing the new public facing emergency plan. The benchmark study included the cities of Brampton, Hamilton, London, Markham, Toronto, Vaughan and Peel Region.

The Emergency Management and Civil Protection Act (EMPCA) provides that the Emergency Plan be made available to the public for inspection and copying during ordinary business hours at an office of the municipality. Municipalities have separated the emergency plan from that of the response planning in order to allow for broad public circulation of the plan. By comparison the response planning outlines specific roles and responsibilities and may contain protected information.

## **Present Status**

The City of Mississauga Emergency Plan identifies general responsibilities and procedures in time of an emergency, i.e., authority to activate the plan, public accessibility, emergency management governance structure, hazard identification, plan implementation including all phases of an emergency, roles & responsibilities, requests for assistance and plan maintenance and revisions.

## **Comments**

All municipalities are vulnerable to hazards that can give rise to emergencies. Mississauga is home to Canada's busiest international airport, a well-developed industrial base, Lake Ontario frontage for the entire southern border of Mississauga and 202 km of creeks, rivers & other waterways, marinas, rail corridors, pipelines, and six major highways. These factors, combined with a population of more than 750,000 residents, are all considered when developing the municipal Emergency Plan, Risk Based Plans, Business Continuity Plans, Disaster Recovery Plans, Crisis Management Plans and Critical Support Documents.

Municipalities routinely respond to planned and unplanned incidents/emergencies requiring public works, fire, police and paramedic services; however, some situations may escalate beyond the scope of normal operations. It is the responsibility of the Emergency Management Program Committee through the Office of Emergency Management to create the framework within which the City reduces vulnerability to hazards and cope with the impacts of a disaster. The Emergency Plan is designed as a source of reference for City officials and employees and no reliance should be placed on it by others.

## **Financial Impact**

There is no financial impact to this change.

## **Conclusion**

The proposed Emergency Plan By-law will provide for adoption of a municipal emergency plan that complies with provincial legislation, is acceptable for posting on the City's website for public access and is supported by other plans and documents outlining specific procedures that are considered confidential.

## Attachments

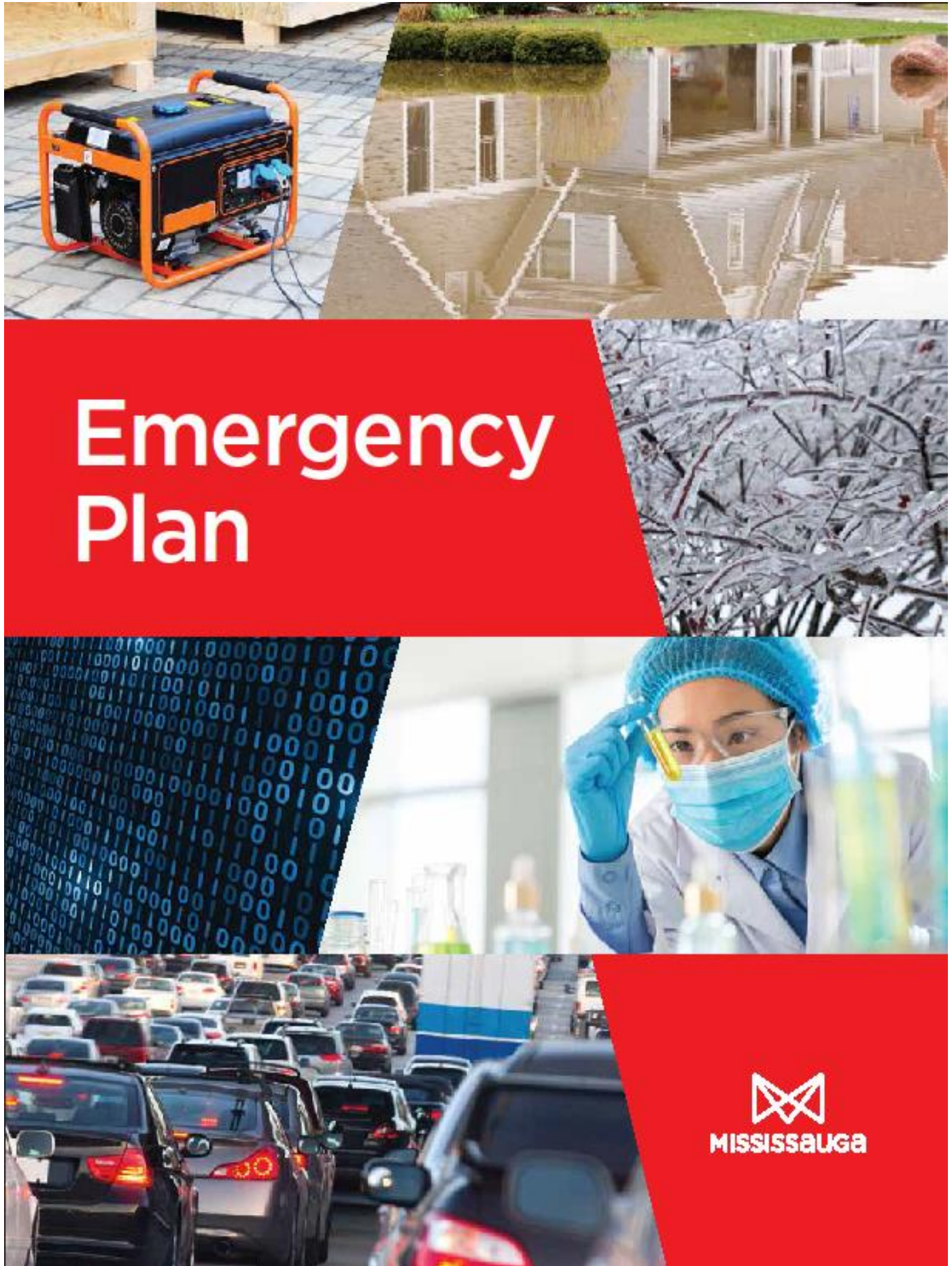
Appendix 1: Emergency Plan



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

Prepared by: Teresa Burgess-Ogilvie, CEMC, MBA, Manager of Emergency Management





# Disclaimer

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The Emergency Plan (“Plan”) of The Corporation of the City of Mississauga (referred throughout this document as the “City”) is intended to identify general responsibilities and procedures in the time of an emergency. It is designed as a source of reference for City officials and employees and no reliance should be placed on it by others.

The City makes no warranties or representations, expressed or implied, concerning the accuracy, reliability, currency, or completeness of the information contained in this Plan. While every effort has been made to ensure the accuracy and veracity of the information contained herein, the City shall not be responsible or liable in any way for damages arising out of the use of information from this Plan, either directly or indirectly. The City reserves the right, in its sole discretion, to modify this Plan at any time.

This Plan is the sole property of the City and no part of this Plan may be copied, published, disseminated, altered or used, in any form or by any means other than for individuals professional or non-commercial end use, unless written authorization is obtained from an authorized representative of the City.



## Contents

1	Introduction.....	1
1.1	Background .....	1
1.2	Document Title.....	1
1.3	Purpose .....	1
1.4	Definition of an Emergency .....	2
2	Authority.....	3
2.1	The Emergency Management and Civil Protection Act .....	3
2.2	Protection from Liability.....	3
2.3	Authority to Activate the Plan .....	4
3	Public Accessibility to the Plan.....	4
3.1	Freedom of Information and Protection of Privacy .....	4
4	Emergency Management Governance Structure.....	5
4.1	Emergency Management Program Committee (EMPC) .....	5
4.1.1	Emergency Management (EM) Program.....	6
4.1.2	Community Emergency Management Coordinator (CEMC) .....	6
4.2	Office of Emergency Management (OEM).....	7
4.3	Municipal Emergency Control Group (MECG).....	7
5	Hazard Identification and Risk Assessment (HIRA) .....	7
6	Plan Implementation .....	8
6.1	Prevention/Mitigation Phase.....	8
6.2	Preparedness Phase .....	8
6.2.1	Emergency Operations Centre (EOC)/Municipal Command Centre (MCC).....	8
6.2.2	Training and Exercises .....	9
6.2.3	Public Education.....	9
6.3	Response Phase.....	9
6.3.1	Emergency Complexity & Monitoring Levels .....	9
6.3.2	Evacuation .....	12
6.3.3	Emergency Detour Routes.....	14
6.3.4	Declaration of Emergency .....	14
6.3.5	Termination of Emergency .....	15

6.3.6	Incident Management System (IMS) .....	15
6.4	Recovery Phase.....	16
6.4.1	Recovery Services.....	16
6.4.2	Debriefing, Reporting, and Implementing Lessons Learned.....	17
6.5	Continuity of Operations .....	17
6.5.1	Utilities and Critical Infrastructure .....	17
7	Primary Roles and Responsibilities .....	18
7.1	Mississauga Residents.....	18
7.2	Mississauga Businesses.....	18
7.3	The Mayor .....	18
7.4	Elected Officials.....	19
7.5	Incident Management Team.....	20
7.6	City Employees .....	22
8	Requests for Assistance.....	22
8.1	General.....	22
8.2	Assistance from the Region.....	22
8.3	Assistance from the Provincial Government.....	23
8.4	Assistance from the Federal Government.....	23
9	Plan Maintenance and Revision .....	24
9.1	Risk Based Plans .....	24
9.2	Business Continuity, Disaster Recovery & Crisis Management Plans.....	24
9.3	Critical Support Documents .....	24
9.4	Testing of the Plan.....	24

# 1 Introduction

## 1.1 Background

All municipalities are vulnerable to hazards that can give rise to emergencies. Mississauga is home to Canada's busiest international airport, a well-developed industrial base, Lake Ontario frontage for the entire southern border of Mississauga and 202 km of creeks, rivers & other waterways, marinas, rail corridors, pipelines, and six major highways. These factors, combined with a population of more than 750,000 residents, are all considered when developing the municipal Emergency Plan, Risk Based Plans, Business Continuity Plans, Disaster Recovery Plans, Crisis Management Plans and Critical Support Documents.

Municipalities routinely respond to planned and unplanned incidents/emergencies requiring public works, fire, police and paramedic services; however, some situations may escalate beyond the scope of normal operations. It is the responsibility of the Emergency Management Program Committee through the Office of Emergency Management to create the framework within which the City reduces vulnerability to hazards and cope with the impacts of a disaster.

## 1.2 Document Title

The Emergency Plan hereinafter will be referred to as the "Plan". The Plan is a flexible and adaptable tool used to assist those who respond to emergency situations, such as first responders, municipal staff and public officials. This Plan replaces the 2011 Emergency Plan, By-law Number 0315-2011.

## 1.3 Purpose

The purpose of the Plan is to make provisions for the extraordinary arrangements and measures that may be necessary for preserving and safeguarding life, property, the environment, and the economy, when faced with an emergency.

The Plan unifies the efforts of the City for a comprehensive and effective approach for responding to and recovering from the impacts of an emergency. It is intended to increase the emergency response capability of the City by establishing a process to efficiently and effectively deploy resources.

The Plan in itself cannot guarantee an efficient, effective response to an emergency. It is utilized as a tool to frame and guide overall actions and supported further by IMS Training and exercises, Business Continuity Plans, Risk Based Plans and Critical Support Documents.

**Business Continuity Plans, Disaster Recovery Plans and Crisis Management Plans** are supporting documents to the Plan. They contain specific instructions to support maintaining, recovering or managing City services as a result of a negative impact. Any event that could negatively impact operations is included in these plans, such as:

- supply chain interruption
- loss of or damage to critical infrastructure

**Risk-Based Plans** are supporting documents to the Plan. These plans are for specific hazards that may pose a threat to the City. These Plans are based on the Hazard Identification and Risk Assessment (HIRA) and include the following:

- Conditions that will activate the plan, i.e., Escalation Triggers
- Emergency functions and who will perform them, i.e. IMT/Risk-based Team/Partners
- Resource Identification: Personnel, Equipment, etc.
- Procedures for accounting for lives and property, i.e. Incident Action Plans (IAP)
- Specific evacuation procedures, including routes and exits, i.e. Evacuation Detour Routes
- Recovery Activities, i.e., debris management, human services

**Critical Support Documents** are supporting documents to the Plan, Risk Based Plans, Business Continuity Plans, Disaster Recovery Plans and Crisis Management Plans. Critical Support Documents may be Standard Operating Procedures, Administrative Instructions, Policy Statements, critical support documents of other agencies and all other documents supporting an integrated response to an emergency. The CSD's can be stand-alone documents or grouped depending on the nature of the emergency.

## 1.4 Definition of an Emergency

**Emergency** is defined by the Emergency Management and Civil Protection Act as a situation or impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise.

An emergency can result from an existing danger or it can be a threat of an impending danger, which by its nature and magnitude necessitates a controlled and coordinated response by a number of government, private and community agencies. Emergencies vary in scale from local, regional, provincial, national or international.

## 2 Authority

### 2.1 The Emergency Management and Civil Protection Act

The *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.9, is the primary authority enabling passage of the by-law adopting the Plan. Important measures authorized under the legislation which form part of the Plan are:

- expenditure of monies associated with the implementation of the Plan;
- authorization for municipal employees to take appropriate action before formal declaration of an emergency;
- procedures to be taken for safety and/or evacuation of persons in an emergency area;
- designation of a member of council who may exercise powers and perform the duties of the Mayor under the Plan during the absence or inability of the Mayor to act, this designated Member of Council is referred to as the Acting Mayor in this Plan;
- establishment of committees and designation of employees to be responsible for ongoing maintenance of the Plan, to train and exercise employees in their functions, to raise awareness across the corporation to ensure continuity of operations and to implement the Plan during an emergency;
- authorization to obtain and distribute materials, equipment, and supplies during an emergency; and
- authorization to attend to such other matters that are considered necessary or advisable for the implementation of the Plan during an emergency.

### 2.2 Protection from Liability

Section 11 of the Emergency Management and Civil Protection Act states:

"No action or other proceeding lies or shall be instituted against a member of council, an employee of a municipality, an employee of a local services board, an employee of a district social services administration board a minister of the Crown, a public servant or any other individual acting pursuant to this Act or an order made under this Act for any act done in good faith in the exercise or performance or the intended exercise or performance of any power or duty under this Act or an order under this Act or for neglect or default in the good faith exercise or performance of such a power or duty." [2006, c. 13, s. 1 (6)]

## 2.3 Authority to Activate the Plan

The City's Incident Management Team can be called together in whole or in part with or without a declaration of emergency. The individuals in specific positions and their alternates with the authority to activate the Plan and assemble the required staff at the Municipal Command Centre (MCC) or Emergency Operations Centre (EOC) are as follows:

- Head of Council
- City Manager
- Commissioners
- Fire Chief
- IMT Commanders
- Director of Communications
- Manager, Office of Emergency Management (CEMC – see 4.1.2)

Other agencies may request the Plan to be activated through any of these individuals.

## 3 Public Accessibility to the Plan

Section 10 of the Emergency Management and Civil Protection Act provides that an emergency plan must be available to the public during regular business hours. Paper copies are available on request through the Office of the City Clerk. The Plan is also made available on the City's website.

Accessibility for Ontarians with Disabilities Act, Ontario Regulation 191/11 clarifies information requirements related to emergencies and to emergency plans. Specifically, the regulation states the following:

Emergency procedure, plans or public safety information

*13. (1) In addition to its obligations under section 12, if an obligated organization prepares emergency procedures, plans or public safety information and makes the information available to the public, the obligated organization shall provide the information in an accessible format or with appropriate communication supports, as soon as practicable, upon request.*

Individuals may request a copy of the plan in alternate formats or languages. This will be completed on an as needed basis and may require a minimum of 10 working days.

### 3.1 Freedom of Information and Protection of Privacy

Any personal information collected under the authority of the Plan shall be used solely for the purpose of planning, preparing and responding to emergencies as defined within the Plan. The release of any information under this Plan, Risk Based Plan, Business Continuity Plans or Critical Support Documents shall be made in conformity with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), R.S.O. 1990, Chapter M.56 as amended.

Pursuant to Section 2 of the Emergency Management and Civil Protection Act, a head of an institution (as defined in the Municipal Freedom of Information and Protection of Privacy Act), may refuse under the Municipal Freedom of Information and Protection of Privacy Act to disclose a record if:

- a. The record contains information required for the identification and assessment of activities under subsection 3 of the Emergency Management and Civil Protection Act – Hazard and risk assessment and infrastructure identification;
- b. Its disclosure could reasonably be expected to prejudice the defense of Canada or of any foreign state allied or associated with Canada or be injurious to the detection, prevention or suppression of espionage, sabotage or terrorism; or
- c. Reveals a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence implicitly or explicitly.

## 4 Emergency Management Governance Structure

### 4.1 Emergency Management Program Committee (EMPC)

The Emergency Management and Civil Protection Act (EMCPA) R.S.O. 1990, c.E.9; EMCPA Ontario Regulation 380/04 sets the minimum emergency management standards all municipalities must meet.

Section 11 of Ontario Regulation 380/04 of the Emergency Management and Civil Protection Act describes that "every municipality shall have an emergency management program committee" and the "committee shall advise the council on the development and implementation of the municipality's emergency management program" [O. Reg. 380/04, s. 11(4), (5)].

The intention of the Emergency Management Program Committee is to develop and implement the emergency management program and adopt it by by-law. The Act requires that every Emergency Management Program consist of:

- An emergency plan;
- Training programs and exercises for employees of the municipality and other persons with respect to the provision of necessary services and procedures to be followed in emergency response and recovery activities;
- Public education on risks to public safety and on public preparedness for emergencies;
- An assessment of various hazards and risks to public safety that could give rise to emergencies and identify the facilities and other infrastructure elements that are at risk of being affected by emergencies; and
- Any other element required by the standards for emergency management programs set under Section 14 of the Act.

EMPC works to ensure that:

- The City is ready to respond to a significant event/emergency in Mississauga.
- People living and working in Mississauga:
  - know about the potential hazards in their community.
  - have the knowledge and understanding they need to respond to and recover from emergencies.

#### 4.1.1 Emergency Management (EM) Program

The EM Program's goal is to further enhance Mississauga as a disaster resilient community: a community that is prepared to respond to and recover from a significant event/emergency.

The Program includes formalizing a planning process, set out common planning requirements, undertaking risk assessment, and impact analysis, and developing specific emergency and business continuity management strategies. The outcome of these activities leads to the development, implementation and maintenance of plans and activities to implementation and evaluation for continuous improvement.

#### 4.1.2 Community Emergency Management Coordinator (CEMC)

The CEMC is a designated position requiring training and designation by Office of the Fire Marshall and Emergency Management. The CEMC participates as a member of the EMPC and a member of the Municipal Control Group (MCG) also known as the EOC Incident Management Team. The CEMC through the EMPC ensures that a municipality's program meets the legislated requirements of the Emergency Management and Civil Protection Act.

The CEMC:

- Works with the Chair of the EMPC, councillors, commissioners and department/organization emergency management leads across the City
- Works with the CEMCs in other municipalities
- Works closely with regional, provincial and federal levels of government
- Identifies potential hazards and risks in Mississauga
- Identifies the critical infrastructure list and integrates a protection strategy
- Reviews and evaluates the municipal Emergency Plan
- Provides for emergency management training and exercises
- Presents emergency management-related issues to the community
- Develops emergency management educational materials for the community and informs residents about:
  - Personal and family emergency preparedness.
  - Protecting yourself from the specific hazards



## 4.2 Office of Emergency Management (OEM)

The City's OEM is responsible to the EMPC for leading, facilitating, coordinating, the development, implementation, and management of emergency planning initiatives in support of citywide preparedness, mitigation, response, and recovery to emergencies.

## 4.3 Municipal Emergency Control Group (MECG)

Section 12 of the **Ontario Regulation 380/04 of the Emergency Management and Civil Protection Act** describes that "every municipality shall have a municipal emergency control group" and that the composition of the group consist of officials, employees, and/or members of council, as may be appointed by council. With the adoption of the Incident Management System (IMS), the duties and responsibilities of the Municipal Emergency Control Group are assumed by the EOC and Incident Management Team (IMT), see 7.4.

## 5 Hazard Identification and Risk Assessment (HIRA)

The main challenge faced by the OEM is how to prevent, prepare, mitigate, respond to and recover from a wide range of hazards within all five components of emergency management:

- Prevention
- Mitigation
- Preparedness
- Response
- Recovery

This challenge gives rise to the following questions:

- What hazards exist in the municipality?
- How frequently do they occur?
- How severe can their impact be on the community, infrastructure, property, and the environment?
- Which hazards pose the greatest threat to the community?

*"A HIRA is a risk assessment tool that can be used to assess which hazards pose the greatest risk in terms of how likely they are to occur and how great their potential impact may be. It is not intended to be used as a prediction tool to determine which hazard will cause the next emergency." Province of Ontario*

There are three reasons why a HIRA is important to emergency planning:

- It identifies most likely risks to occur;

- Allows for the creation of exercises, training programs, and risk based plans based on the most likely scenarios;
- Saves time and resources by isolating hazards that cannot occur in the designated area.

Hazards are grouped into three categories:

Natural – severe weather, floods, blizzards, tornadoes, food or human health emergencies;

Human Caused – incidents intended to do harm to public safety and security, civil disorder, war, bomb threats, and improvised explosive devices. Chemical, biological, radiological and / or nuclear agents may be used on their own or in combination with these devices.

Technological and Infrastructure Disruptions – Incidents involving hazardous materials, utility and power failures, transportation accidents, aircraft crashes, water supply failures, building or structural collapse, critical resource shortages, or computer-related incidents.

The EMPC reviews the HIRA annually to maintain relevance for emergency planning.

## 6 Plan Implementation

### 6.1 Prevention/Mitigation Phase

Emergency prevention/mitigation measures are to be taken to eliminate or reduce the impacts and risks of hazards through proactive measures. The mitigation planning allows for short-term and long-term procedures and actions that minimize impacts of an emergency, and identifies actions to limit or control the consequences, extent, or severity of an incident that cannot be reasonably prevented.

### 6.2 Preparedness Phase

Emergency preparedness measures are to be taken to ensure that the City is able to effectively manage the most probable emergencies based on the HIRA and Critical Infrastructure Identification (CI) protection strategies.

#### 6.2.1 Emergency Operations Centre (EOC)/Municipal Command Centre (MCC)

Section 13 (1) of the **Ontario Regulation 380/04 of the Emergency Management and Civil Protection Act** describes that "every municipality shall establish an emergency operations centre to be used by the municipal emergency control group in an emergency."

The CEMC in conjunction with the EMPC shall establish as part of emergency preparedness suitable locations for an EOC, which are equipped with the appropriate technological and telecommunications systems to ensure effective response and communication in response to an emergency. The City has designated two sites within the City to serve as an EOC, in the event the other is adversely affected by the incident.

### **6.2.2 Training and Exercises**

The Emergency Management Program is mandated to include training programs and exercises for employees and other persons with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery activities.

### **6.2.3 Public Education**

The Emergency Management Program is mandated to include public education on the probable hazards a community will experience and ways to prepare. This includes the following:

- Promoting and providing emergency preparedness messaging and events to Mississauga staff, stakeholders and the general public
- Emergency management training for Mississauga staff, stakeholders and the general public
- Integrating the Mississauga staff, stakeholders and the general public in emergency exercises either physically or through awareness campaigns, media releases, etc.

## **6.3 Response Phase**

Once an incident occurs, the Plan and any associated support documents to the Plan may be activated (see 2.3).

### **6.3.1 Emergency Complexity & Monitoring Levels**

The level of operational response of the City MCC or EOC will depend upon the complexity of the emergency and the appropriate type and level of staffing required for monitoring and/or responding. Assistance and augmentation from other levels of government will be requested as circumstances dictate.

**Incident Complexity determines emergency and incident response personnel responsibilities. The City IMS Training Program reflects the following five levels of complexity:**

Type 1	<ul style="list-style-type: none"> <li>• All command and general staff positions are filled. Branches need to be established.</li> <li>• Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000.</li> <li>• A Type 1 IMT utilizes national resources for safe and effective management and operation. This type of incident is the most complex.</li> <li>• A written incident action plan (IAP) is required for each operational period.</li> <li>• The agency administrator will have briefings, and ensure that the complexity analysis and delegation of authority are updated.</li> <li>• There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.</li> <li>• Example: nuclear emergency</li> </ul>
Type 2	<ul style="list-style-type: none"> <li>• Most or all of the command and general staff positions are filled and many of the functional units are needed and staffed. This type of incident extends beyond local capabilities.</li> <li>• A Type 2 IMT utilizes resources out of area to effectively manage the operations, command, and general staffing.</li> <li>• A written IAP is required for each operational period (multiple).</li> <li>• Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500.</li> <li>• The lead agency is responsible for the incident complexity analysis, briefings, and delegation of authority.</li> </ul>
Type 3	<ul style="list-style-type: none"> <li>• Some or all of the command and general staff positions may be activated, as well as division/group supervisor and/or unit leader level positions.</li> <li>• A Type 3 IMT utilizes a significant number of resources until containment/control is achieved.</li> <li>• When incident needs exceed first responder responsibilities, the appropriate MCC/EOC IMT positions should be added to match the complexity of the incident.</li> <li>• A written IAP may be required for each operational period (multiple).</li> <li>• Examples include explosions with evacuations lasting a significant duration, i.e. weeks, months</li> </ul>
Type 4	<ul style="list-style-type: none"> <li>• Command staff and general staff functions are activated only if needed.</li> <li>• A Type 4 IMT utilizes several resources to mitigate the incident, i.e., task force or strike team.</li> <li>• The incident is usually limited to one operational period in the control phase.</li> <li>• The lead agency may have briefings and ensure complexity analysis and delegation of authority is updated.</li> <li>• No written IAP is required but a documented operational briefing required for all incoming resources.</li> <li>• The role of the IMT includes operational plans including objectives and priorities.</li> </ul>
Type 5	<ul style="list-style-type: none"> <li>• Command and general staff positions (other than the incident commander) are not activated.</li> <li>• A Type 5 IMT utilizes one or two single resources with up to six personnel.</li> <li>• No written IAP is required.</li> <li>• The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene.</li> <li>• Examples include a vehicle fire, an injured person, or a police traffic stop.</li> </ul>

**Monitoring Levels:** Due to the threat of an emergency situation developing or the potential for an emergency situation to change in severity over time, there are three different operational monitoring levels: Routine, Enhanced and Activation.

a. Routine Monitoring

At this operational response level, the OEM continually monitors the City and other jurisdictions for potential or actual events or emergencies from the Municipal Command Centre.

During routine monitoring, business as usual continues however staff may proactively issue warnings, alerts and other public messaging as necessary.

Examples of some of the activities that may occur during routine monitoring include:

- ongoing review of notifications from various stakeholders such as Peel Region, Environment Canada, Conservation Authorities, etc.
- notify divisions, programs and stakeholders as necessary
- promote awareness & distribute preparedness material for the prevention and or mitigation of damage caused by the potential risk(s) to the community being monitored, i.e. flooding.

b. Enhanced Monitoring

At this operational response level, the Office of Emergency Management (OEM) staff will continually assess a developing situation from the Municipal Command Centre (MCC).

Examples of activities that may occur during Enhanced Monitoring include:

- preparing briefing material for the Command Staff, Incident Management Team and Policy Group members as appropriate
- monitor and assess for possible further escalation or de-escalation
- coordinate risk based teams and other city staff to attend and support activities
- designate and set up facilities to coordinate support for the event
- suspend or re-prioritize some routine City program activities
- maintain active public messaging through various messaging channels
- notify and update appropriate Departments & Programs and external stakeholders, as required

Enhanced Monitoring may also be adopted in situations where jurisdictions outside of the City are actively responding to a situation or an impending situation or recovering from an emergency event. This includes events where the Regional Emergency Management or the Ontario Office of the Fire Marshal and Emergency Management may be leading or assisting in emergency operations elsewhere in Peel Region or the Province of Ontario.

### c. Activation

The MCC and/or the EOC will be appropriately staffed (internal/other level of governments/industry) as necessary to carry out the following:

- assessments of the incident
- preparedness, mitigation, response and recovery activities
- coordinate the ongoing municipal continuity of operations

The EOC Director and/or Incident Commander will have the CEMC coordinate:

- activating either the MCC or an EOC (fixed or virtual)
- activating additional incident management team members
- activating provisions in this Plan and associated support documents

Updates on the incident will be conveyed to all participating departments, divisions and external agencies not yet directly involved in the response to make preparations, as appropriate.

There are two standardized levels of EOC/MCC Activation: Full and Partial

**Full Activation:** The EOC/MCC is staffed by the Command and General staff of the IMT as well as external agencies and stakeholders, as needed. General staff may activate the subsections of the IMS (see 7.4). All lead and support agencies are notified. A full activation is typical for a complex incident.

**Partial Activation:** The EOC/MCC is staffed only by the members of the Incident Management Team including external agency representation as required to meet the operational need of the incident. All lead and support agencies are notified. A partial activation is primarily for simple incidents.

### 6.3.2 Evacuation

Emergency evacuation is defined as the immediate and urgent movement of people away from the threat or actual occurrence of a hazard. Examples range from the small scale evacuation of a building due to a fire to the large scale evacuation because of a flood, explosion or approaching weather system. In situations involving hazardous materials or possible contamination, evacuees may be decontaminated prior to being transported out of the contaminated area.

#### TYPES OF EVACUATIONS

**Precautionary Evacuation** occurs when it is recommended to evacuate within a certain parameter usually a building or a block until the initial situation is contained. This is a short term evacuation.

**Mandatory Evacuation** takes place when it is determined by the EOC Command Staff that there is an absolute need to evacuate an area, usually on a large-scale, possibly for a long period of time (i.e. for more than 24 hrs). This level of evacuation which is recommended by the

appropriate authorities having jurisdiction (fire, health, police, etc.) are guided by the Municipal Evacuation Plan.

<b>ASSEMBLY POINTS</b>	<p>An assembly point is a short term location where people can assemble for registration, family reunification and/or transportation to another location. It will be established either by the Site Commander or the EOC, if there is no incident site. Assembly points need to be near the evacuation area so these points will be identified as a first objective following the call for an evacuation. Due to the uncertain nature of incidents that trigger evacuations, the evacuees may be able to return directly to their residence or place of employment from the assembly point once it is safe to do so. Assembly points are typically well-known landmarks that have the capacity to handle large numbers of people, have bus access, and an indoor sheltering area.</p> <p>Assembly points should be properly controlled to ensure that</p> <ul style="list-style-type: none"> <li>• people do not return to the emergency area</li> <li>• transportation out of the area flows freely and effectively</li> <li>• personnel can receive updates on the situation</li> </ul> <p>For incidents of longer duration, these assembly points can serve as collection points to longer-term sheltering facilities.</p>
<b>COOLING CENTER</b>	<p>A cooling center is a short term emergency shelter that operates when temperatures or a combination of precipitation, wind chill, wind and temperature become dangerously inclement. Their paramount purpose is the prevention of death and injury related to exposure to the elements. This may include acute trauma from heat injuries. A more prevalent emergency which cooling centers seek to prevent is heat strokes, the risk for which is aggravated by factors such as age, alcohol consumption, and homelessness.</p>
<b>EVACUATION AREA</b>	<p>This is the designated evacuation zone the people or property are being moved from to avoid danger.</p>
<b>RECEPTION CENTRE</b>	<p>A Reception Centre (RC) is a site where evacuees are received, and from which emergency Social Services (ESS) are administered and provided. The Red Cross usually provides these services. It may consist of one or more than one building. The Reception Centre Manager (RCM), is responsible for the overall organisation and operation of the Reception Centre.</p>
<b>SHELTER</b>	<p>Post-disaster emergency shelter is where evacuees live temporarily when they cannot live in their previous residence and includes access to washrooms/ showers, kitchens/food, bedding/cots, medicine, clothing, etc., in response to natural disasters, such as a major flood or fire. Shelters are structures or buildings normally used for another purpose, such as an arena, community centre, church or school.</p>
<b>WARMING CENTRE</b>	<p>A warming center is a short term emergency shelter that operates when temperatures or a combination of precipitation, wind chill, wind and temperature become dangerously inclement. Their paramount purpose is the prevention of death and injury related to exposure to the elements. This may include acute trauma from falling objects such as trees, or cold weather injury to extremities due to frostbite. A more prevalent emergency which warming centers seek to prevent is hypothermia, the risk for which is aggravated by factors such as age, alcohol consumption, and homelessness.</p>

### 6.3.3 Emergency Detour Routes

An Emergency Detour Route (EDR) is a pre-determined route to help residents bypass an emergency road closure and minimize delays in their travel. The purpose is to divert/detour traffic in the event of a road closure. Signs marked "EDR" along with an arrow are also placed along the designated detour route. These signs are used to guide motorists along the designated route to bypass the road closure. Routes are developed by Peel Region in consultation with the City of Mississauga and the Ministry of Transportation (MTO).

### 6.3.4 Declaration of Emergency

The official Declaration of Emergency is the process defined under the Act [Section 4(1)] :

"The head of council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area."

A Declaration shall be made by the Head of Council upon recommendation of the MCEG/ IMT. In making its recommendation, MCEG/IMT may consider a number of matters including the "checklist in consideration of a declaration of emergency" developed by Ontario Office of the Fire Marshal and Emergency Management.

The formal declaration results in:

- The implementation of a process to advise the public, the media and the Province that a major emergency exists and that preparation for extraordinary emergency management measures are underway (i.e. mass evacuation);
- All volunteers registered with the municipality and in responding to the emergency are considered municipal employees, and as such, fall under the protection of the Act; and providing personal protection against liability for municipal employees, elected officials, and volunteers in emergencies.

#### 6.3.4.1 Notification of Emergency

The Declaration of Emergency shall be set out in a Critical Support Document to ensure that the emergency is immediately communicated:

- Solicitor General of Ontario through The Office of the Fire Marshal and Emergency Management (OFMEM);
- Members of City of Mississauga Council;
- Peel Region Community Emergency Management Coordinator (CEMC);
- Neighbouring municipal officials as required;
- Local Members of the Provincial Parliament as required;
- Local Members of the Federal Parliament as required;
- Local media as required; and
- The public as required



### 6.3.5 Termination of Emergency

Once the emergency has scaled down to a manageable incident or has ended, the following officials may terminate the emergency state at any time:

- The Head of Council, in consultation with the Municipal Emergency Control Group/Incident Management Team; and
- The Premier of Ontario

### 6.3.6 Incident Management System (IMS)

Mississauga's IMT can be called together in whole or in part with or without a declaration of an emergency. The Incident Management System (IMS) is a standardized approach to emergency management, built on international recommended practices, and designed to reflect the unique needs of municipalities across Ontario.

IMS is predicated on the understanding that in any and every incident, there are certain management functions that must be carried out regardless of the number of persons who are available or involved in the emergency response. The key IMS management functions are: Command (Green), Operations (Red), Planning (Blue), Logistics (Yellow), and Finance & Administration (Grey); and is organized as illustrated in the figure below.



The key benefit for the City is that it allows for interoperability in the event that an incident is cross-jurisdictional and the City needs to connect with the EOC's of neighbouring municipalities, the upper-tier municipality (Peel Region), other levels of government, or external agencies. Furthermore, operating under IMS guidelines will result in the adoption of common terminologies between all agencies, and allow all responders to communicate more effectively to manage the incident. The City has pre-assigned employees, along with alternates, into each section of the IMS structure, and roles and responsibilities of all sections have been pre-determined, but remain flexible, depending on the nature of the incident.

## 6.4 Recovery Phase

The last phase of an emergency is the recovery phase, the most complex and involves many partners and stakeholders. This phase focuses on activities that will enable both the City and the community to return to normal daily operations as soon as possible following an emergency. Recovery involves the cleanup, repair and financial assistance needed to return an area back to pre-emergency conditions or better.

The City and its partners will have a number of tasks to undertake during the recovery, depending on the severity of the emergency, in which the process could take days, weeks, months, or even years. The more Mississauga residents are prepared the quicker the recovery.

The EOC Director and/or Incident Commander may activate the recovery phase as appropriate. It is possible to undertake emergency response and emergency recovery measures simultaneously, as it can be difficult to precisely define where one phase begins and where the other ends.

The task of the Incident Management Team in this phase of the Plan is to work with the appropriate internal and external agencies, depending on the nature of the emergency to take actions to meet the recovery objectives. The Incident Management Team will provide direction and coordinate activities addressing the recovery of the City and those affected in the community.

### 6.4.1 Recovery Services

Recovery services or functions are meant to be permanent and require planning and may be quite costly. There are also many stakeholders including all levels of government, utility companies, the business community, political leadership, non-profit organizations, community activists, and individuals. Each of these groups play a role in determining how the recovery will progress. These services include but are not limited to the following:

- Damage Assessments
- Security/Policing
- Human Services
- Health Services
- Animal Services
- Building Inspections
- Utility Restoration
- Debris Management
- Volunteers and Donations
- Communications

### 6.4.2 Debriefing, Reporting, and Implementing Lessons Learned

Debriefing following a significant incident is an important process for the City to engage in, as it is a valuable form of capturing views from all stakeholders involved in the incident; and exploring their experiences from different angles, and getting diverse perspectives on the same operation.

The City may choose to facilitate one or more debriefing sessions, depending on the nature and scale of the incident. Following the debriefing sessions, an After-Action Report and Improvement Plan is developed to capture the feedback that was gained from debriefs, and to have a record of the feedback provided that took place during the emergency response and the recovery phases.

The After-Action Report (AAR) and Improvement Plan also captures the lessons learned from the event, and as a driving force to implement the recommendations for improvement that were given during the entire post-emergency review. Implementing lessons learned is an opportunity to review and update emergency plans and other supporting emergency-related documentation owned by the City. The City also takes the opportunity to revisit partnerships with emergency and other community stakeholders, to ensure open and effective communication will take place for the next event.

The emergency management process is cyclical in nature and constant review and revision of support documents to the Plan are undertaken to ensure the effective and efficient response to incidents, and to safeguard and protect the life, property, environment, and economy of this growing and thriving municipality.

## 6.5 Continuity of Operations

The City must focus on both the emergency as well as continuity of operations and may take appropriate actions that enable it to protect, sustain, and potentially expand the continued delivery of its critical services.

### 6.5.1 Utilities and Critical Infrastructure

The City works with utility/critical infrastructure owners (Enersource, Enbridge, Peel Region, etc.) to identify and prioritize critical infrastructure throughout the City. Should any critical infrastructure be affected, plans/strategies are implemented to ensure minimal disruption to customers.

## 7 Primary Roles and Responsibilities

Clear roles and responsibilities are necessary to support an effective, efficient, coordinated emergency response. The next sections provide an overview of the roles and responsibilities of individuals, committees, agencies or government organizations that have a role to play in the event of an emergency.

### 7.1 Mississauga Residents

Emergencies can happen at any time and occur anywhere, sometimes without warning. An emergency can force residents of Mississauga to evacuate their neighbourhood or confine them to their home or workplace. It can leave residents without basic services such as water, gas, electricity or a working telephone. Residents have a responsibility to themselves and their families to take the necessary steps of emergency preparedness.

It is important that individuals and families prepare to take care of themselves for at least three days (72 hours) by having a home emergency preparedness kit available to use. A complete list of items for a 72 Hour Emergency Kit can be found at [oem@mississauga.ca](mailto:oem@mississauga.ca) or by contacting the Office of Emergency Management for a printed copy.

### 7.2 Mississauga Businesses

Many businesses of all sizes lack a plan which helps them think through the issues that can disrupt their business, plan steps to limit the effects from identified potential hazards, and identify critical processes or operations to remain open after an emergency. Many businesses fail to back-up important documents such as legal information, key customer contacts, financial records, etc. in a remote location. Self-employed business owners often keep these records at home and if their personal resident is affected it will also affect their business.

It is important that business prepare a business continuity plan.

### 7.3 The Mayor

The *Emergency Management and Civil Protection Act* gives the Mayor the authority to:

*“Declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area.”*

Pursuant to the Act, the Mayor of Mississauga has the responsibility for declaring and terminating an emergency and notifying the Minister of Community Safety and Correctional Services of these actions through Office of the Fire Marshall and Emergency Management. In addition to this role, the Mayor also has the role as:

- The designated official spokesperson for the City
- The liaison between the EOC and Councillors, MPPs & MPs
- The leader of the Policy Group

## 7.4 Elected Officials

When there is an emergency, residents will turn to the City's elected officials for guidance and reassurance. Actions and statements by elected officials will influence the public response to an emergency as well as public perception about how the municipality is handling the situation. Elected officials affect the outcome of an emergency and therefore participate in the emergency management system and know how to best communicate with citizens before, during and after an emergency occurs. An important role that City elected officials have during the preparedness phase is to reinforce emergency preparedness messages to their constituents:

### 3 Steps to Emergency Preparedness:

1. Know the risks
2. Make a plan
3. Get an emergency kit

Elected officials should have individual and family plans in place, maintain a current list of contacts and phone numbers and attend emergency management training for elected officials.

Elected officials may face the issue of being evacuated from their own neighbourhood during an emergency. Only by staying safe can officials help others. Elected officials should follow directives to evacuate or shelter in place.

Regardless of the type of hazard, elected officials have a productive communication and response role by using the following policy under the Plan:

- Questions from the public should be documented for the MCC/EOC and then referred to the 311 Call Centre, which will be operational during an emergency and in constant contact with the MCC or Emergency Operations Centre.
- Elected officials, when receiving calls from their constituents, can compile issues and concerns to share with the Mayor that will be passed on to the EOC Director and Emergency Information Officer (EIO) to assist in providing future media releases with pertinent information for Mississauga's residents.
- The official spokesperson for Mississauga is the Mayor, or designate. If calls from the media are received by a Councillor then the information should be forwarded to Corporate Communications/Emergency Information Officer (EIO) and they will follow-up with the media to ensure consistent messaging is provided through the Mayor and media outlets.
- When the EOC is activated, it is important to note that information should not be posted on websites and social media sites that have not been approved for release by the EOC Director or IMT Commander.

## 7.5 Incident Management Team

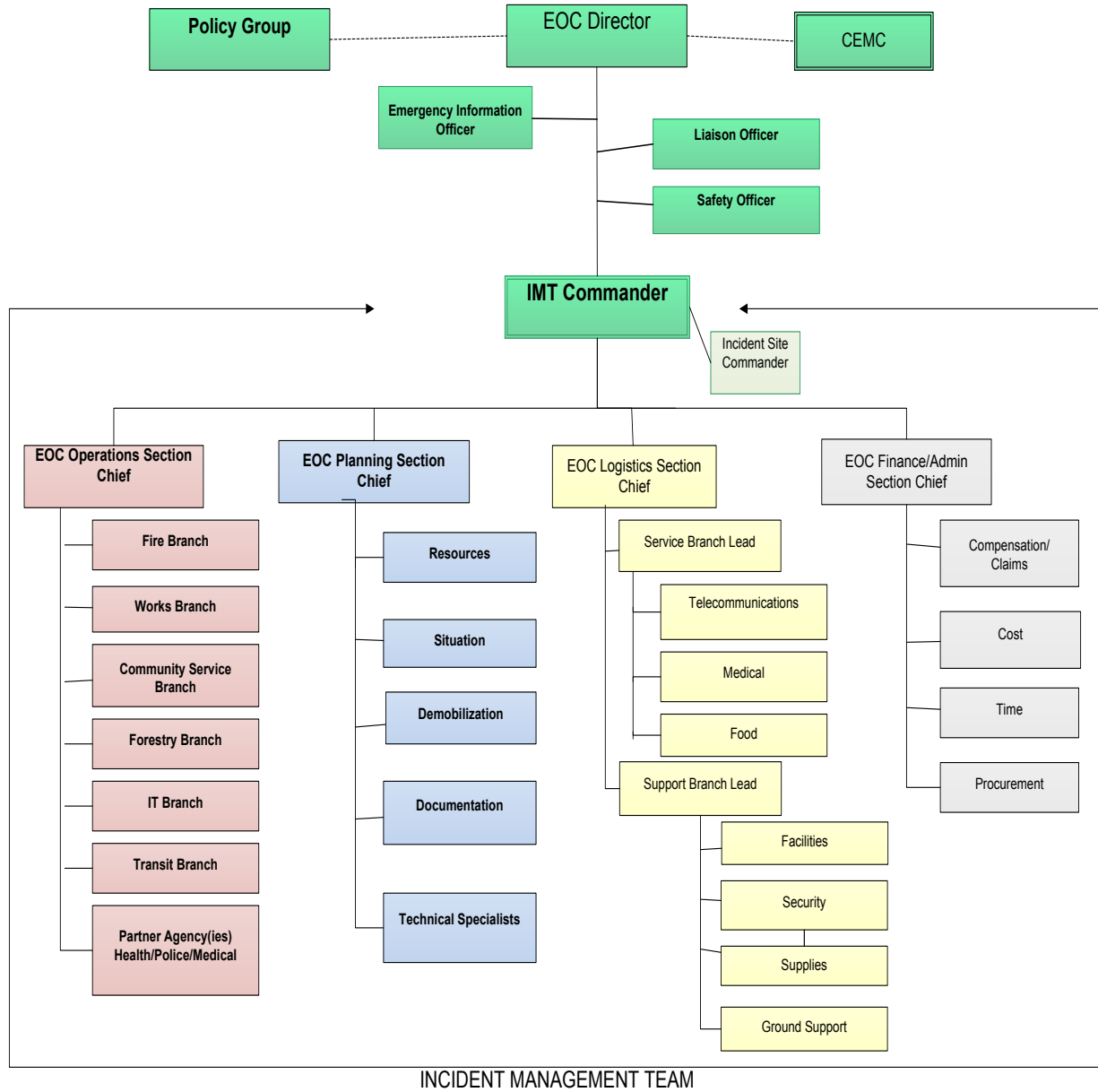
The Command Staff (EOC Director, Liaison Officer, Safety Officer, Emergency Information Officer, Incident Management Team Commander and CEMC) and the Incident Management Team (IMT) is responsible for providing coordination and the necessary support during an emergency, in order to minimize the effects. To be equipped and ready to manage an incident, the Command Staff and Incident Management Team (IMT) shall complete annual emergency-related training and conduct an annual practice exercise for a simulated emergency incident to promote readiness to direct Mississauga's response in an emergency.

The Command Staff, Policy Group and Incident Management Team (IMT) share responsibility for ensuring the continuity of municipal operations during an emergency event.

In response to an emergency, the Command Staff and Incident Management Team (IMT) as well as representatives from external organizations (e.g. Peel Region, Credit Valley Conservation, Greater Toronto Airports Authority (GTAA), CP & CN Rail, Enersource, Enbridge, Chemical companies, Salvation Army, Red Cross, etc.) as deemed necessary, will assemble at the Municipal Command Centre (MCC)/Emergency Operation Centre (EOC) for the purpose of providing support and/or managing the emergency, depending on the nature and scale of the incident.

The general organization of the EOC, and roles and responsibilities within the IMS structure for a full activation are shown in the following chart. Specific roles and responsibilities for each of the positions in the Incident Management System chart can be found in Ontario IMS Roles and Responsibilities Checklists document.

(<http://www.emergencymanagementontario.ca/english/emcommunity/ProvincialPrograms/IMS/Resources/positionschecklist/postionchecklistnew.html>)



## 7.6 City Employees

Every employee of the City is expected to read and familiarize themselves with the Plan along with their own department/divisional support documents. It is imperative for staff to be aware that in the event of an emergency in Mississauga, it is not “business as usual”. City employees are often in the position to be the first to know about an incident and should report incidents to the OEM. City employees may be required to assist in providing support and carrying out all lawful direction of the EOC to the best of their ability.

During an emergency City employees are expected to direct all media inquiries concerning any aspect of the emergency to the City’s Emergency Information Officer (Director of Communication or designate) to ensure that all information released to the media and public is consistent, accurate and approved. Employees are not to issue unauthorized comments or media releases.

Designated senior City staff should ensure that they receive training in emergency management and the Incident Management System provided through the Office of Emergency Management.

## 8 Requests for Assistance

### 8.1 General

Mutual Assistance Agreements enable municipalities, in advance of an Emergency, to set the terms and conditions of the assistance which may be requested or provided. Both the City requesting and providing assistance is therefore not required to negotiate the basic terms and conditions under stressful conditions and may request, offer and receive assistance according to predetermined and mutually agreeable relationships.

### 8.2 Assistance from the Region

When an emergency during planned (sporting events) and/or unplanned event reaches beyond the boundaries of the City, it may become necessary for inter-jurisdictional collaboration, and require coordination with other municipalities and/or Peel Region.

Peel Region may provide assistance to the City without requiring implementation of their Emergency Plan. In the event that the emergency is related to health, or other issues that are of regional jurisdiction, Peel Region may declare an emergency, while there is no municipal declaration. The municipality may provide support to the region in this instance.

Regarding the conformity between the emergency plans of the City (lower-tier) and Peel Region (upper-tier), Section 5 of the Emergency Management and Civil Protection Act outlines the relationship.



When the Premier of Ontario declares a provincial emergency, all municipal and regional services shall come under the authority of the Premier of Ontario. Assistance from the Region of Peel or the Province may be requested at any time without the Declaration of Emergency.

#### Regional Divisions

- Peel Regional Police
- Peel Regional Paramedic Services
- Human Services - Emergency Social Services
- Public Health - Air Quality
- Public Health - Extreme Weather
  - Extreme Cold
  - Extreme Heat
- Public Health - Food Safety
- Public Health - Mould
- Public Health - Releases to air and water
- Public Works - Waste
- Public Works - Water/Wastewater

### 8.3 Assistance from the Provincial Government

The Ontario Office of the Fire Marshal and Emergency Management supports municipalities and ministries in implementing their programs by providing them with advice, assistance, guidelines, training, and other tools.

During large-scale emergencies, the Premier and Cabinet may declare a provincial emergency and make special emergency orders to protect public safety.

Under the Emergency Management and Civil Protection Act, the provincial and municipal governments have been given mutually supporting roles in emergency management, each level developing emergency management programs that address priority risks falling within their respective areas of jurisdiction.

To support municipalities in times of emergency, the Province maintains an extensive emergency management capacity that is coordinated through the Provincial Emergency Operations Centre (PEOC).

### 8.4 Assistance from the Federal Government

If the province requires specialized or large-scale assistance from the federal government, it will be requested through Emergency Management Ontario PEOC.

## **9 Plan Maintenance and Revision**

The Office of Emergency Management (OEM) shall be responsible for the maintenance, review, and distribution of the Plan. Any proposals for amendments to the Plan should be submitted to OEM directly for review by the Emergency Management Program Committee. This Plan may only be amended by Council.

In accordance with the Act, the Plan shall be reviewed on an annual basis, and if necessary, revised. The By-law associated with the Plan shall be reviewed and updated as required.

### **9.1 Risk Based Plans**

Each City Department, Division, or Section with a critical service or support function will contribute as appropriate to each applicable Risk Based Plan, i.e., flooding, ice storms, etc. Each risk based plan will be reviewed and updated annually. All updates will be submitted to the Emergency Management Program Committee through the CEMC by May 31<sup>st</sup> of each year.

### **9.2 Business Continuity, Disaster Recovery & Crisis Management Plans**

Each City Department, Division, or Section with a critical service or support function will contribute as appropriate to each applicable Business Continuity, Disaster Recovery or Crisis Management Plan. Each Plan will be reviewed and updated annually. All updates will be submitted to the Emergency Management Program Committee through the CEMC by March 31<sup>st</sup> of each year.

### **9.3 Critical Support Documents**

Each City Department, Division, or Section with a critical service or support function will contribute to the Critical Support Documents, i.e., alerting procedures, contact lists, etc. Critical Support Documents are updated immediately upon a change and updates sent to the Office of Emergency Management.

### **9.4 Testing of the Plan**

The Plan will be tested in whole or in part at a minimum of once per year in accordance with the Act. Testing of Risk Based Plans, Business Continuity Plans, Disaster Recovery Plan, Crisis Management Plans and Critical Support Documents may be done separately or in conjunction with the Plan.

# City of Mississauga Corporate Report



Date: August 23, 2016

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:  
October 19, 2016

## Subject

**Emergency Management Program By-Law**

## Recommendation

That a by-law be enacted to establish the Emergency Management Program and to confirm the composition of the Emergency Management Planning Committee as per Appendix 1 attached to the Corporate Report from the Commissioner of Community Services dated August 23, 2016.

## Background

In accordance with the *Emergency Management and Civil Protection Act*, each municipality shall develop, implement, review and update the Emergency Management Program which includes a hazard and risk assessment analysis, an emergency plan, public education and training & exercises.

Pursuant to section 11 of O. Reg 380/04 the City must have an Emergency Management Program Committee (the "EMPC") as outlined in Appendix A. The committee shall be composed of (a) the municipality's Emergency Management Program Coordinator also referred to as the Community Emergency Management Coordinator (CEMC), (b) senior municipal officials, (c) member of council and (d) municipal employees responsible for emergency management functions. The Chair and committee must be appointed by Council and adopted by by-law.

## Present Status

The municipal emergency management program committee's main responsibility is to oversee the development, implementation, and maintenance of the municipal emergency management program, including the municipal emergency plan, hazard identification and risk assessments, critical infrastructure list and protection strategy, risk-based response plans, business continuity, public education, training and exercises. The committee is accountable for the annual review of the municipality's emergency management program including the review and evaluation of municipal activities, such as exercises, actual emergencies, and changes in municipal resources, based on the current goals and objectives of the emergency management program and make revisions as necessary for the upcoming year.

General Committee	2016/08/23	2
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## Comments

The current By-law 315-2011 has integrated two separate provincial requirements which require Council approval; one for the Emergency Management Program and one for the Emergency Plan.

The recommendation is to adopt a new By-law for the Emergency Management Program. This By-law will include the following: (a) information on the membership of the program committee (b) information on the development and implementation of the municipality's Emergency Management Program and (c) information on conducting an annual review of the municipality's Emergency Management Program and recommendation of revisions, if necessary.

The Mayor, as head of Council has the legislated authority to declare an emergency in the municipality or in any part thereof and may take such action and make such orders as considered necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area. Given the role of the Mayor in the Emergency Plan, we recommend that the Mayor be appointed to the Emergency Management Planning Committee. The proposed By-law will ensure that membership of the Emergency Management Program Committee is compliant with O. Reg. 380/04.

## Conclusion

The proposed Emergency Management Program By-law will establish the Emergency Management Program and confirm the structure and members of the program committee.

## Attachments

Appendix 1: EMPC Committee



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

Prepared by: Teresa Burgess-Ogilvie, CEMC, MBA, Manager of Emergency Management

## **Emergency Management Program Committee**

**October 26, 2016**

1. Commissioner of Community Services (Chair)
2. Commissioner of Transportation and Works
3. Commissioner of Corporate Services and Chief Financial Officer
4. Commissioner of Planning and Building
5. Chief Building Official/Director of Building Division
6. Director, Corporate Communications Division
7. Director, Information Technology Division
8. Fire Chief/Director of Emergency Management
9. Manager of Emergency Management (CEMC)
10. Mayor

# City of Mississauga

## Corporate Report



Date: September 23, 2016

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:  
October 19, 2016

### Subject

**Amendment to Fireworks related By-Laws to make Exceptions for Diwali and Chinese New Year Celebrations**

### Recommendation

1. That all necessary by-laws are enacted to allow for an exemption that would permit the setting off of fireworks for Diwali and Chinese New Year each year in accordance with the Corporate Report dated September 23, 2016 from the Commissioner of Community Services.
2. That the Fire Chief or designate shall confirm each year the date when the exemption for Diwali will apply.

### Background

On September 16, 2015 a request was made at Council to amend all by-laws associated with the setting off of fireworks to provide a temporary exemption from the permit requirements for both Diwali and Chinese New Year celebrations. Currently, the relevant by-laws only provide exemptions to waive the permit requirement for Victoria Day and Canada Day. For example, By-Law 0293-2001 stipulates that "No person shall fire or set off any Subdivision 1 of Class 7, Division 2 Fireworks within the limits of the City of Mississauga except on the Statutory Holidays known as Victoria Day, Canada Day or any other day for which a permit has been issued by the Fire Chief and only then on their property on that day."

In response to Council's request, a report was brought to General Committee on October 21, 2015 to request a temporary exemption for one year which was approved.

### Comments

The exemption of Diwali and Chinese New Year from the current by-laws has very limited impact on normal Mississauga Fire and Emergency Services (MFES) day to day operations.

General Committee	2016/09/23	2
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The main concern for MFES is public fire safety. Most fires resulting from the setting off of fireworks are caused by misuse which includes such things as improper handling; improper discarding of fireworks or fireworks being set off too close to combustibles.

The temporary permitting exemption of Diwali and Chinese New Year in 2015 resulted in zero (0) incidents for MFES. Corporate Security and By-Law Enforcement Units were consulted in the drafting of this report and both Units report zero (0) incidents related to these holidays/celebrations in 2015.

For Chinese New Year the exemption will apply to the first day of the Chinese New Year. As Diwali celebrations take place over a number of days each year, a confirmation will be required by the Fire Chief or designate to specify the date for the Diwali exemption.

## Financial Impact

The creation of public education messaging will have a minimal financial impact. Implications related to licensing, inspection and by-law enforcement staff workloads may result as the exemptions become more commonly known.

## Conclusion

Fireworks account for less than 1% of the fires in both the City of Mississauga and the Province of Ontario based on historical incident data. The addition of Diwali and Chinese New Year to the list of holidays/celebrations that are exempt from the permitting requirement has a relatively minimal impact to MFES operationally and low impact on public safety.




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

Prepared by: Jamie Zimmerman, Assistant Chief Fire Prevention & Life Safety

City of Mississauga  
**Corporate Report**



Date: 2016/09/12

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:  
 2016/10/19

## **Subject**

**Grants Program Review**

## **Recommendation**

1. That the Corporate Report entitled "Grants Programs Review" dated September 12, 2016, be received for information.
2. That the Revised Peer Assessment Process, as outlined in the Corporate Report entitled "Grants Programs Review" dated September 12, 2016, be approved for implementation during the 2017 grant cycle.
3. That the following recommendations, as outlined in the Corporate Report entitled "Grants Program Review" dated September 12, 2016, be approved for implementation during the 2018 grant cycle:
  - a) Three Level Funding System
  - b) Arts & Culture Funding Percentage
  - c) Cultural Festivals & Celebrations (CFC) Funding Percentage
  - d) New & Emerging Group Funding Limit for Culture
  - e) Established Group Funding Limit for Culture
  - f) Service Agreements for Key Grant Recipients
  - g) Strategic Alignment to City Priorities
  - h) Targeted Outreach to Identified Groups
  - i) Future Grants Review
  - j) Small Project Matching Grant for Recreation



## Report Highlights

- A review was undertaken to align the grant programs offered by the Culture and Recreation Divisions.
- 16 Recommendations were developed to meet the following goals: diversify cultural offerings, improve quality, grow accessibility and support alternative service delivery.
- A phased approach will be used to implement the recommendations, ensuring stakeholder engagement and administrative needs.
- A phased increase in grant funding of \$3.00 per capita to \$4.50 per capita is recommended over the next six years (2017-2022) as outlined in the 2017 Budget submission for the Culture Division.

## Background

In 2007, City Council directed the Culture Division to assume direct responsibility for the distribution of municipal grants to arts, heritage and cultural organizations previously administered by the Mississauga Arts Council. This approach was consistent with the recommendations of the Arts Review Task Force. In 2009, City Council established the Festivals Funding Review Committee to seek recommendations for improving the City's approach to funding community cultural festivals and celebrations. In 2010, a number of recommendations were endorsed including a refocusing of the program's purpose to support clean and safe festival environments and that a review of the grant program is to be undertaken after five years.

The timing for this review aligned with pressures from stakeholders and direction from Council at the February 3, 2016 General Committee meeting. Council asked staff to review certain elements of the Cultural Festivals & Celebrations grant program and to re-evaluate the funding formula and maximum funding percentages. Both the Culture and Recreation Division's grant programs were analyzed to ensure recommendations were aligned and consistent between all grant streams. The review took place from January 2016 to August 2016.

## Present Status

The City currently funds organizations under the "Arts & Culture program", "Cultural Festivals & Celebrations program" and "Community program".

These programs assist not-for-profits in providing programs and services to Mississauga. To ensure the long-term success of the grant programs, areas of improvement were identified:

- a. Increased demand for funding
  - Demand for funding is exceeding the current allocation. In 2016 the Culture Grant programs provided \$2,251,076 in funding to 37 organizations. (Appendix 1)

General Committee	2016/09/12	3
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For the second year in a row the grant programs were oversubscribed and \$36,000 from the arts reserve was required to address this gap.

- b. Inconsistencies between the Culture and Recreation grant programs
- c. Grant eligibility and criteria
- d. Grant evaluations being based on past history instead of future activities
- e. Barriers to emerging organizations being able to access funding
- f. Difficulty with attracting new applicants

## Comments

The review was undertaken with involvement from current grant applicants, Culture and Recreation Division staff and an analysis of grant programs offered by 15 Canadian municipalities. This engagement, combined with research into best practices, was used to develop 16 recommendations which are outlined in the Culture Grants Review Study (Appendix 2) and highlighted below.

### **A. Addressing Increased Demand for Funding**

#### **Recommendation 1 – Increased Funding for Culture**

Increase culture grants funding from \$3.00 per capita to \$4.50 per capita. This increase would be implemented through the regular business planning process and would be phased over the next six years. Increased funding will enable: higher quality programs; increased outreach to more areas of Mississauga; and it will allow new festivals and organizations to bring diversity, innovation, new perspectives and programming to underserved areas of the City.

### **B. Addressing Inconsistencies Between the Culture and Recreation Grant Programs**

#### **Recommendation 2 – Mandatory Information Sessions**

Applicants who have not received funding for two years or more must attend a mandatory information session; this ensures applicants are aware of grant requirements, how to access grant assistance and which stream best meets their needs.

#### **Recommendation 11 – Revised Peer Assessment Process**

With guidance from Council, staff analyzed the peer assessment process and determined that although the City is in line with best practices, there were elements which could be improved upon. Peer assessors will be retained for four years allowing for administrative efficiencies and consistency in the evaluation process. This change will also allow for a more in-depth and transparent process for choosing peer assessors. With this approach, more focus would be on finding qualified assessors who understand the environment and what impact culture has on a community. Keeping the assessment process ensures continuity in determining outstanding ability and artistic merit, through an accountable and neutral process. Council will be asked to

General Committee	2016/09/12	4
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choose the assessment panel based on a list vetted by the Culture Division. This will ensure city-wide representation and members meet the needs of the grant programs. To further engage Council, executive summaries of all recommended grant applicants will be provided as part of the Council approval process, with more detailed information available upon request.

#### **Recommendation 14 – Future Grants Review**

Review the Culture Grant programs every four years starting in 2020.

#### **Recommendation 16 - Community Grant Program Alignment**

To ensure grant program processes were in alignment, the Culture and Recreation Divisions have worked closely to identify a number of process improvements. These improvements will ensure alignment with best practices and a coordinated 'public face' to the programs.

These areas of alignment include: application timelines (launch and deadline to submit); application guideline format; the online grants portal; messaging; the grant review committees and mandatory information sessions. A unified outreach/marketing approach will also be implemented for both Culture and Recreation grants to ensure they are positioned as one City grant program with different funding streams.

### **C. Addressing Grant Eligibility and Criteria**

#### **Recommendation 3 – Three Level Funding System**

Implementation a three level funding system consisting of:

- New and Emerging,
- Established, and
- Pillar Cultural Organizations / One-time Major Events.

This tiered system will ensure the evaluation of organizations is fair and equitable. It allows peer assessors to use consistent eligibility criteria, specific to the organizations size and maturity. Funds can then be distributed in a more meaningful and effective way.

#### **Recommendation 4 – Arts & Culture Funding Percentage**

Revise the maximum funding percentage for the Arts & Culture grant program. Setting the maximum funding percentage to 50% is in line with best practices and ensures organizations are committed to diversifying their funding sources and are not overly dependent on one source of funding.

#### **Recommendation 5 – CFC Funding Percentage**

Revise the maximum funding percentage for the Cultural Festivals & Celebrations grant program. Setting the maximum funding percentage to 30% is in line with best practices and

General Committee	2016/09/12	5
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allows festivals to expand and improve the quality of their programming while reaching new demographics and underserved areas of the city.

#### **Recommendation 6 - New & Emerging Group Funding Limit for Culture**

Limit the maximum funding amount for new or emerging groups to \$15,000. This new level ensures funding is allocated evenly across the different sizes and types of organizations and allows for growth. Limiting the maximum amount will mitigate the risk associated with funding smaller organizations.

#### **Recommendation 7 - Established Group Funding Limit for Culture**

Limit the maximum funding amount for established groups to \$120,000. This will ensure funding takes into account the maturity of the organizations. Limiting the maximum amount will allow for funding to be available to more groups.

#### **Recommendation 8 – Service Agreements for Key Grant Recipients**

Develop Service Agreements for organizations that qualify as Pillar Cultural Organizations. Service Agreements are developed through a partnership between the City and an organization. Organizations receiving Service agreements are foundations of the culture sector in Mississauga. These are organizations that deliver on Cultural priorities and provide programs and services that the City would otherwise need to deliver. These agreements will outline the City's service level expectations over a three year period. Service Agreements will come with a set funding amount for the term subject to annual budget approval. Organizations that are eligible for Service Agreements will benefit from a stable source of funding allowing them to focus on planning and executing their activities.

The Culture Division recommends the following groups to be considered for service agreements

- Art Gallery of Mississauga
- Mississauga Art Council
- Heritage Mississauga
- Living Arts Centre
- Mississauga Symphony Orchestra
- Visual Arts Mississauga

#### **D. Addressing Grant Evaluation**

#### **Recommendation 9 – Merit-Based Evaluation**

Change the Cultural Festivals & Celebrations grant program to a merit-based evaluation to align with other City grant programs. Merit-based evaluations allow applicants to request funding on the quality of the activities they are planning. The Peer Assessment Committee will then base

General Committee	2016/09/12	6
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their decisions on the quality of the application and proposed product; this allows funding to be allocated in a more responsible and transparent manner.

#### **E. Addressing Barriers to Emerging Organizations**

##### **Recommendation 10 - Project Grants for Culture**

Revise project grant eligibility to allow arts & culture organizations, collectives and festivals to be eligible for the grant. By removing restrictions and allowing more cultural groups to access funding, more innovative cultural experiences will be brought to Mississauga.

##### **Recommendation 15 – Small Project Matching Grant for Recreation**

Under the Recreation Community Grants Program, a Small Project Matching Grant is planned to provide funds at a per-project maximum of \$2,500 to neighbourhood groups seeking to: strengthen neighbourhoods; increase resident engagement; engage volunteers; and deliver services/programs at the neighbourhood / community level. These projects would complement and align with City priorities. Applicants would be required to match funds requested from the City with volunteer time and/or other in-kind /cash contributions.

The Small Project Matching Grants program is modelled after similar successfully-implemented grant programs in other municipalities including: London, Kingston, Hamilton, Calgary, Vancouver and recently Brampton. In many cases, a portion of the grant funding returns to the City through payment of fees for permits and rental space. Accountability is ensured through the application process, grant criteria, and program evaluation. Funding for Small Project Matching Grants in 2017 will be allocated within the existing budget.

#### **F. Addressing Difficulty With Attracting New Applicants**

##### **Recommendation 12 – Strategic Alignment to City Priorities**

Grant criteria and evaluation will be aligned to both the Culture Division's strategic plans and priorities. The alignment will ensure strategic priorities are supported through funding and demonstrate the City's commitment to arts and culture organizations, the impact of culture on Mississauga and its strategic priorities.

##### **Recommendation 13 – Targeted Outreach to Identified Groups**

A targeted outreach strategy will be developed to reach identified communities and encourage applications from organizations that offer unique cultural services/programs/events residents are looking for.

General Committee	2016/09/12	7
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## Implementation Plan

13 of the 16 recommendations will be phased over a two-year period with the proposed increase to per capita funding being phased over a six-year period. This will allow grant recipients time to transition to the program changes and will provide staff with adequate time for implementation. The implementation plan is attached as appendix 3.

## Financial Impact

A six-year phased approach through the annual business planning and budget process is proposed. Recommendation one is requesting a funding increase of \$1.50 per capita over the next six years.

This will result in a financial increase of \$212,200 in 2017, \$203,000 in 2018, \$208,250 in 2019, \$210,250 in 2020, \$212,250 in 2021 and \$214,250 in 2022. (\$0.25 per capita per year)

## Conclusion

The Culture Division, in collaboration with the Recreation division, undertook the grants review to improve the grants programs and align them with best practices. Along with stakeholder involvement and direction from Council; 16 recommendations have been developed in order to address concerns and ensure best practices are met and/or exceeded. When implemented, these recommendations will drive the City's cultural agenda, strengthen the cultural sector and increase the economic and social impact of culture in Mississauga. Each of the 16 recommendations addresses the needs of the program while increasing access and reducing the administrative impact the programs have on the arts and culture community.

## Attachments

Appendix 1: 2016 Culture Grant Recipients

Appendix 2: Culture Grants Review Study

Appendix 3: Implementation Study




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

Prepared by: Andrew Douglas, Grants Officer, Culture Division

**City of Mississauga; Culture Division**  
**Current List of 2016 Grant Recipients**

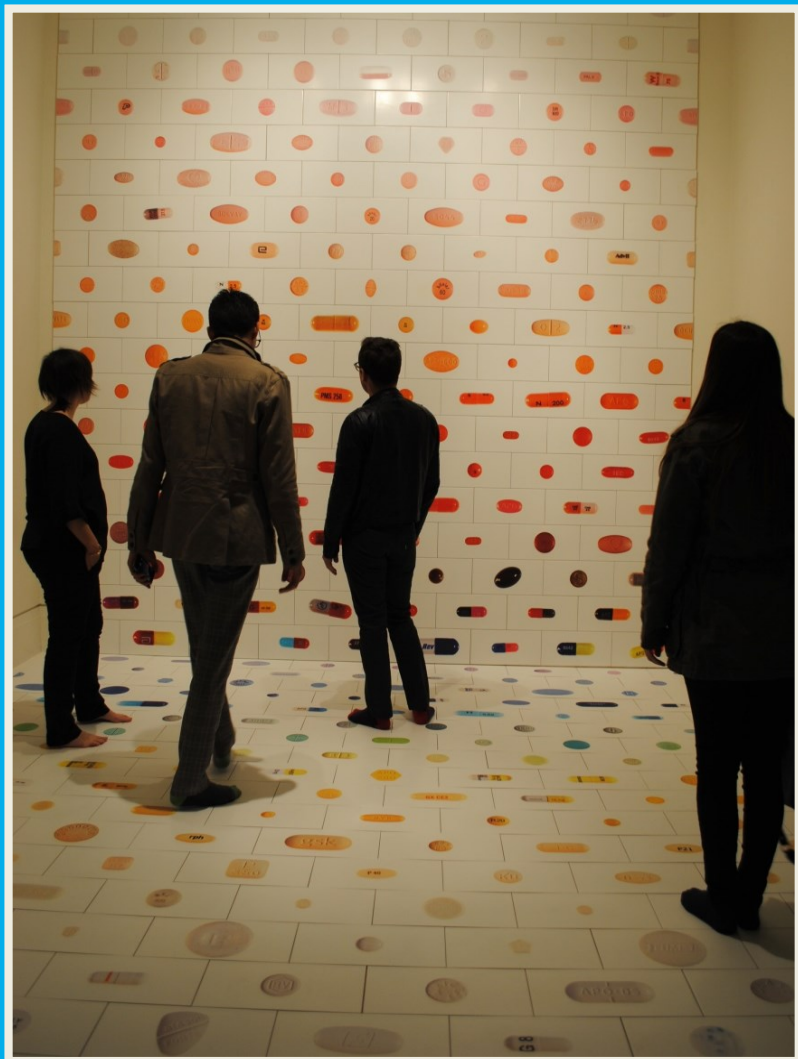
2016 Arts & Culture Grant Program

<b>NAME OF ORGANIZATION:</b>	<b>TYPE OF GRANT:</b>	<b>COUNCIL APPROVED GRANT AMOUNT:</b>
Art Gallery of Mississauga	Operating	\$325,000
Chamber Music Society of Mississauga	Operating	\$70,000
Cow Over Moon Children's Theatre	Operating	\$14,000
	Capital	\$2,163
Heritage Mississauga	Operating	\$225,000
Hispanic Canadian Arts and Culture Association	Operating	\$6,000
Living Arts Centre in Mississauga	Operating	\$100,000
Mississauga Arts Council	Operating	\$269,670
Mississauga Big Band Jazz Ensemble	Operating	\$4,400
Mississauga Children's Choir	Operating	\$21,000
Mississauga Chinese Arts Organization	Operating	\$12,500
Mississauga Choral Society	Operating	\$66,500
Mississauga Festival Choir	Operating	\$12,000
Mississauga Festival Youth Choir	Operating	\$14,000
Mississauga Pops Concert Band	Project	\$5,000
Mississauga Potters Guild	Operating	\$6,000
Mississauga Santa Clause Parade	Operating	\$10,000
Mississauga Symphony Orchestra	Operating	\$120,000
Sampradaya Dance Creations	Operating	\$120,000
Sawitri Theatre Group	Operating	\$13,500
Streetsville Historical Society	Operating	\$2,000
Theatre Unlimited	Operating	\$15,500
Visual Arts Mississauga	Operating	\$120,000
Youth Troopers for Global Awareness	Operating	\$45,000
<b>TOTAL:</b>		<b>\$1,599,233</b>

2016 Cultural Festivals & Celebrations Grant Recipients

NAME OF FESTIVAL:	NAME OF ORGANIZATION:	GRANT FUNDING RECEIVED:
Bollywood Monster Mashup	MonstrARTity Creative Community	\$92,580
Carassauga Festival	Carassauga Festival	\$112,586
Fiesta Ng Kalayaan	Kalayaan Filipino Cultural Organization	\$9,802
Malton Celebrates Canada Day	Malton BIA	\$17,704
Malton Community Festival	Malton Community Festival	\$4,480
Mississauga Latin Festival	Canadian Latin Heritage Association	\$10,355
Mississauga Waterfront Festival	Mississauga Waterfront Festival	\$97,411
Mosaic – South Asian Heritage Festival	Canadian Community Arts Initiative	\$51,936
MuslimFest	Festive Currents	\$30,273
Paint the Town Red	Paint the Town Red Port Credit Community Association	\$73,352
Port Credit Busker Fest	Port Credit BIA	\$17,459
Southside Shuffle Blues and Jazz Festival	Southside Shuffle Blues and Jazz Festival	\$87,140
Streetsville Canada Day Celebration	Streetsville BIA	\$7,393
Streetsville Founder's Bread and Honey Festival	Streetsville Founder's Bread and Honey Festival	\$39,382
	<b>TOTAL:</b>	<b>\$651,853</b>





# Culture Grants Review Study

## 2016 Culture Grants Review Study

### Arts & Culture and Cultural Festivals & Celebrations Grant Programs

#### Background

In 2007, City Council directed the Culture Division to assume direct responsibility for the distribution of municipal grants to arts, heritage and cultural organizations. This approach was consistent with the recommendations of the Arts Review Task Force. In 2009, City Council established the Festivals Funding Review Committee to seek recommendations for improving the City's approach to funding community cultural festivals and celebrations. In 2010, a number of recommendations were endorsed including a refocusing of the program's purpose to support clean and safe festival environments and that a review of the grant program would be undertaken after five years.

Since the inception of the culture grant programs in 2008, the programs have become increasingly more competitive and the number of organizations seeking funding has increased along with the amounts requested. Now that the Culture Grant programs are in their eighth year and requests for funding have surpassed the amounts available, Culture Division staff undertook a review the grants programs.

#### Goals

The Culture Division is committed to improving the diversity of the City's cultural products, the quality of these products, and their accessibility; which in turn will increase the economic and social impacts culture has on the City of Mississauga. The table below shows the four goals and areas of review:

Goal	Description	Area of Investigation
Diversifying Cultural Offerings	Attract a wider diversity of cultural organizations, festivals and activities in the City of Mississauga	Grant Limits Tiered Eligibility Information Sessions
Improving Quality	As the City of Mississauga continues to grow, provide an environment for higher quality cultural offerings to showcase the city as a cultural destination while attracting and retaining talent	Per Capita Funding Peer Assessment Process Merit based evaluation
Growing Accessibility	Expose more individuals, communities and areas of the City to culture	Project Funding Outreach Strategic Alignment
Supporting Alternative Service Delivery	Funding is an investment which takes the burden off the City to provide services which can be provided more cost effectively by the community.	Multi-Year funding

Through this review, current arts & culture organizations and festivals will be able to increase their

impacts on Mississauga through the development of higher quality programs and increased outreach to more areas of the City. The review also allows for the grant programs to be accessed by new festivals and organizations, bringing diversity, innovation, new perspectives and new programming.

In addition, these goals and areas of investigation will also achieve the following objectives:

- Meet or exceed industry best practices
- Reduce barriers for new organizations who wish to apply
- Reduce the administrative impact of the grant process on those applying so more time can be spent focusing on providing quality services to the community
- Provide a stable funding mechanism for organizations that deliver service for the City
- Implement measures of success and accountability

**Current Program Status & Benchmarking**

In 2016, Culture Division staff conducted benchmarking across 15 municipalities representing cities with large and medium populations. The municipalities benchmarked were: Toronto; Vancouver; Hamilton; Calgary; Edmonton; Richmond Hill; Waterloo; Halifax; Oakville; Peterborough; Windsor; Markham; Sudbury; Kingston; and Thunder Bay. (These municipalities were selected based on their presence as industry leaders, their development of best practices in grant funding or their similarities in size and populations to Mississauga.) Each municipality was examined looking at different factors including:

- Per capita funding
- Grant limits
- Peer assessment
- Multi-year funding
- Merit-based evaluation
- Tiered eligibility
- Project funding
- Outreach

A review of the Culture Division's grant programs were also undertaken to evaluate their effectiveness.

**Comparison of Per Capita Funding**

Benchmarking has shown the \$3 per capita provided by the City of Mississauga for Culture grants has been in line with the average per capita grant amounts provided by other municipalities in Ontario. These Municipalities include; Windsor, Hamilton, Sudbury, London, Barrie and Waterloo Region. Many municipalities are now in the process of increasing their support to arts and culture to meet changing environments and to ensure adequate growth of the sector. Currently the City of Mississauga is seeing an increased demand for funding, increased operating budgets among cultural organizations and festivals, and an increase in the number of new organizations asking for funding.

Over the past three years, the grant programs have been oversubscribed and the organizations receiving these funds have shown an average increase in programming of 30%, while leveraging the City's investment to net \$7.33 for every dollar provided in funding. The grant program has also seen an increase in the number of new organizations that requested an additional \$144,968 in funding for 2016.

Current funding allocations have exceeded the grants envelope for the past three years and as these demands continue to increase; Culture Division is forecasting this trend to continue. Based on these trends, identified priority areas and inflation an increase of \$1.2M or \$1.50 per capita over the next six years would be recommended. This increase will meet the needs of the community and ensure social and economic growth.

## **Limiting Maximum Grant Amounts**

Currently the grant amounts for the Arts and Culture grant program are limited to 65% of an organizations' operating budget. For the Cultural Festivals and Celebrations grant program the limit is 25% of the festivals' operating expenses. Through benchmarking, there is no consistency around maximum percentages of municipal funding or if there should be limits to the amounts provided. Municipal funders indicating a percentage limit have stated amounts between 10 to 50%. As of 2015, arts and culture organizations in the City of Mississauga were receiving an average of 27% of their operating budget from the City of Mississauga with only 3 organizations receiving over 50%.

Many municipal funders have a maximum dollar amount to ensure the majority of funding is not allocated to organizations with the largest budgets. Funders have based their maximum dollar amounts on the availability of funding and the amount of organizations applying for funding; these numbers vary between municipalities. Municipal funders such as Toronto, Vancouver, Ottawa and Hamilton also identified organizations necessary to the fabric of the community that align to key priorities. For these organizations, municipal funders have not set funding limits and work with them to determine appropriate levels of funding.

## **Review of the Peer Assessment Process**

Since 1981 grants have been allocated to arts and culture organizations in Mississauga. In 2007 the administration of the grants program was transferred from the Mississauga Arts Council to the Culture Division. One of the key decisions which led to the transfer of the grants program was a lack of transparency and the need for a formal peer assessment process similar to other major granting bodies. Since the start of the program the peer assessment process has been integral in determining grant recipients. The process directly involves the community and provides Council with final approval of all grant allocations, leading to the strategic growth of the culture sector in Mississauga.

In February of 2016, Council expressed an interest in having increased involvement in the peer assessment process. Peer assessment is designed to identify outstanding ability and artistic merit through an accountable and neutral process. All 15 of the municipalities identified in this study utilized a third party peer assessment process with subject matter experts to allocate grants. This is also the standard means of determining grant recipients for many other funders including the Arts Council of Canada and the Ontario Arts Council. Mississauga arts organizations have expressed their appreciation concerning the transparency of the City's process, the use of peer assessors and our commitment to best practice. The current process for the Arts & Culture grant program is in line with best practice and should be maintained to ensure the integrity and transparency of the process.

## **Advantages of Multi-Year Funding**

In recent years there has been a trend among funders to offer multi-year grants to organizations. Multi-year funding allows arts organizations to have financial stability, to better plan future activities and to

leverage funding to find additional sources of revenue. One of the ways in which multi-year grants have been offered is through the use of Service Agreements. These agreements are developed for cultural organizations identified as organizations that

- uphold a consistent level of professional standards
- are recognized cultural institutions
- offer programming or services which would otherwise have to be provided by the City
- develop programming that builds on, and grows, the City's strategic priorities

For the purpose of this study we will refer to them as Pillar Cultural Organizations

Examples of municipalities offering multi-year funding are: Ottawa, Kitchener-Waterloo, Halifax, Sudbury, Peterborough and Thunder Bay.

### **Concerns over Non-Merit-Based Evaluation**

Currently Arts & Culture grant applicants are evaluated and funded based on the merit of their application. Merit-based evaluation is the allocation of funding based on the quality of an organization's application which is achieved through sound financial and strategic planning, program excellence and a detailed outline of how funding will be used. These criteria will then allow peer assessors to determine which organizations receive funding and how much. This evaluation method allows organizations exceeding the requirements of the program to be rewarded with increases in funding, while amounts can be reduced for those who have not shown adequate evidence to support their entire request. Evaluating applications using this process is considered a best practice and is preferred by most funders.

The CFC grant program is based on a funding formula to ensure the percentage of funding is consistent across all applicants. This method has created two problems:

1. Organizations are being funded at the same percentage despite the level of service they provide.
2. With an increase in the number of successful applicants, a decrease in the percentage of funding to all applicants is required. This has resulted in funding levels being reduced to organizations with a proven track record with the City even though their service levels remain the same.

### **Fair Evaluation Processes**

Currently organizations applying for funding are all evaluated using the same criteria. This means an organization with an operating budget of \$20,000 that is connecting with 3,000 residents, is being evaluated against an organization with an operating budget of \$700,000 that is connecting with 100,000 residents. By using this method:

- Organizations are not being evaluated against similar organizations giving larger organizations with more resources an unfair advantage

- New organizations are at a disadvantage; they do not have a track record of success with the City and are compared against those that do
- There is increased risk in funding new organizations or festivals that do not have a track record with the City

To overcome some of these challenges municipalities such as Ottawa, Peterborough and Sudbury are using a tiered approach to their programs. Using the tiered model, new and emerging organizations would be evaluated in the same category as similarly-sized organizations and have unique eligibility criteria. This would be the same for established organizations and long standing cultural organizations. Each would be evaluated against similar organizations with unique requirements.

### **Creating Accessible Project Funding**

Almost every benchmarked municipality offers project grants to their arts & culture community and the amounts available are in-line with the City of Mississauga. For many municipalities this is the only type of funding they provide.

The Project and Capital funding offered by the Culture Division is currently underused; over the past five years an average of three project grants were approved per year. Festival organizers have expressed interest in this type of grant to implement new initiatives. Organizations based outside of Mississauga have expressed interest so they can create cultural experiences for residents in Mississauga.

### **Engaging new Organizations with Targeted Marketing/Outreach**

Since 2010 the Culture Division has not seen as much diversity in the applicants to the grants program as initially hoped; many applicants are returning clients as opposed to new applicants. Knowledge about the grant programs is not reaching all of the artistic communities that exist in the City. More proactive and targeted outreach is needed to reach out into the community and encourage applications from various organizations offering unique cultural services/programs/events residents are looking for.

## Applicant Feedback

On April 13 – 15, 2016 Culture Division staff interviewed cultural organizations and festivals who have received funding through the grant programs. The purpose of these interviews was to collect feedback and determine satisfaction levels. Based on cultural organization feedback, they would like to see the following changes made to Arts & Culture Grants, Festival and Celebrations and project programs:

1. **Multi-year funding:** Most organizations interviewed indicated the grant application process is very time-consuming and takes time away from programming. Planning activities for future years is difficult without a firm understanding of what funding will be available. Multi-year agreements would allow for more time being spent on planning activities and strategies for growth and for less time spent on applications, giving organizations more financial security.
2. **Review Like with Like:** Currently all applications are judged as one group of applicants; this means small start-up organizations are evaluated with applications from established organizations. This creates unfair advantages for larger established organizations. Comparing similar organizations would help to overcome some of these discrepancies.
3. **Question Clarity:** The current set of questions used to evaluate applications are open to interpretation. Refining the list of questions and providing further descriptions as to what is being requested would assist organizations with ensuring their stories are being told in a way that meets the requirements of the Culture Division.
4. **Funding Formula (CFC Specific):** Basing funding allocations on past financial statements has been problematic. Funding should be based on upcoming activities using projected budgets. This would allow organizations to better plan for the future and create meaningful expansions which have lasting impacts rather than simply increasing their operating budgets to receive an increase in funding.



## Recommendations

### Goal: Improving Quality

#### Recommendation 1:

Increase the funding for the Culture grants by \$1.50 over six years.

#### Impact:

With an increase in funding of \$1.50 per capita over the next six years, cultural groups will be able to develop higher quality programs and increase outreach to more areas of Mississauga. This investment will allow for new festivals and organizations that bring diversity, innovation, new perspectives and programming to underserved areas of the City.

This will have a financial impact of \$212,200 in 2017, \$203,000 in 2018, \$208,250 in 2019, \$210,250 in 2020, \$212,250 in 2021 and \$214,250 in 2022. (\$0.25 per capita per year)

### Goal: Diversifying Cultural Offerings

#### Recommendation 2:

Mandatory information sessions for any organization / festival that has not received funding from the City of Mississauga for two years or more.

#### Impact:

Implementing mandatory information sessions will ensure any new group interested in applying is aware of the requirements and has the necessary information to assist them with the application process. This also helps guide groups to the funding stream which best meets their needs.

This will have the added benefit of reducing the requirements on organizations who have received funding over multiple years and are familiar with the grant programs.

### Goal: Diversifying Cultural Offerings

#### Recommendation 3:

Implement a three level funding system with unique requirements for each level for both the Arts & Culture and CFC grant programs as outlined below:

#### Arts & Culture Grant Program

##### Level 1 – New and Emerging groups

- I. 1-3 years of operation
- II. Operating as a not-for-profit (do not have to be incorporated)
- III. Maximum available funding \$15,000

### Level 2 – Established Organizations

- I. Incorporated not-for-profits
- II. Four or more years of operations
- III. Maximum available funding \$120,000
- IV. Must have successfully received City of Mississauga funding in the past

### Level 3 – Pillar Cultural Organizations

- I. Use of three year Service Agreements
- II. Agreements to be developed by both the Culture Division and the potential pillar cultural organizations
- III. Must have received funding from the City of Mississauga more than four years
- IV. Eligible organizations will have been identified as providing services to the community at a lower cost **or** that the City has not provided
- V. Must assist in driving Culture Division strategic priorities
- VI. Culture Division to identify organizations; Council to approve
- VII. Must have Culture Division staff representation as Ex-Officio on the Board of Directors
- VIII. Must provide audited financial statements for review by the Culture & Finance Divisions

Possible organizations to include:

- Art Gallery of Mississauga
- Heritage Mississauga
- Living Arts Centre Mississauga
- Mississauga Arts Council
- Mississauga Symphony Orchestra
- Visual Arts Mississauga

### CFC Grant Program

#### Level 1 – New and Emerging groups

- I. 1-3 years of operation
- II. Operating as a not-for-profit
- III. Festival must take place in Mississauga
- IV. Maximum available funding \$15,000
- V. Priority given to festivals who are using non-traditional spaces

#### Level 2 – Established Organizations

- I. Incorporated not-for-profits
- II. Four or more years of operations
- III. Festival must take place in Mississauga
- IV. Maximum available funding \$120,000
- V. Must have successfully received City of Mississauga funding in the past

### Level 3 – One-Time Major Events (CFC grant program)

- I. Operating as a not-for-profit
- II. Festival must take place in Mississauga
- III. Funding cannot exceed 30% of operating budget
- IV. Maximum available funding \$50,000
- V. Mandatory meeting with Culture Division staff prior to applying

#### Impact:

A three-tiered funding system will ensure the evaluation of organizations is fair and equitable, allows peer assessors to evaluate similarly-sized organizations and uses eligibility criteria specific to an organizations size and maturity. This will allow the Culture Division to distribute funds in a more meaningful and effective way. By developing eligibility criteria specific to an organization's size and maturity, Culture Division staff will be able to ensure the evaluation of organizations against others with similar characteristics. This system reduces the chances of organizations with a small number of resources being evaluated against those with a large amount of resources.

### Goal: Diversifying Cultural Offerings

#### Recommendation 4:

Revise the maximum percentages at the Arts & Culture grant program to 50% for organizations receiving funding from levels 1 and 2.

#### Impact:

Setting the maximum funding percentage to 50% ensures organizations are committed to diversifying their funding sources and are not overly dependent on one source of funding. This will assist organizations in better being able to manage in situations where sources of funding are lost. This maximum will allow funding to be spread out over more organizations and allow the City to assist more organizations. Benchmarking also identified most municipalities fund organizations between 10 – 50%; this would bring the City in line with best practices.

To date, there is only one organization in Level 1 and 2 receiving more than 50% of funding from the City of Mississauga. A transition period will be provided to any organization who could be impacted by this change in funding.

### Goal: Diversifying Cultural Offerings

#### Recommendation 5:

Increase the maximum percentages for the CFC grant program to 30% of upcoming budget.

#### Impact:

Increasing the maximum funding percentage for festivals to 30% of their operating budgets will allow

them to expand and improve the quality of their programming and reach new demographics and underserved areas of the City. This is a best practice.

**Goal:** Diversifying Cultural Offerings

**Recommendation 6:**

Limit all Level 1 Arts & Culture and CFC applicants at \$15,000.

**Impact:**

Limiting the funding of new and emerging applicants at \$15,000 provides a level of acceptable risk in funding organizations without a proven track record with the City. This also ensures the Culture Division is able to invest in a greater number of new initiatives.

**Goal:** Diversifying Cultural Offerings

**Recommendation 7:**

Limit all Level 2 Arts & Culture and CFC applicants at \$120,000.

**Impact:**

As organizations grow and develop, their budgets also grow, leading them to increase their grant funding requests. Limiting the maximum amount allowable ensures annual funding is not dominated by the largest organizations. Limiting the amount to \$120,000 ensures the City is providing enough funding to encourage organizations to improve, develop professional programs/services/events and build lasting economic impacts. To date, there are no organizations receiving more than the maximum funding amount.

**Goal:** Supporting Alternative Service Delivery

**Recommendation 8:**

Implement three-year Service Agreements for level 3 arts and culture organizations.

**Impact:**

Service Agreements allow the City to identify organizations that are dedicating significant resources to outreach, and unique programs while meeting the following criteria:

- Growing and maintaining a consistent level of professional standards;
- Being recognized as cultural institutions;
- Offering programming or services which would otherwise have to be provided by the City;
- Developing programming that builds on, and drive, the City's and Culture Divisions strategic priorities;
- Operating or programming of public space; and
- Contributing to the career development of emerging and established artists

For organizations meeting these criteria, Service Agreements allow a stable source of funding over a three-year period which reduces administrative time spent away from their core programming; it allows for better planning of future direction and activities. Service Agreements allow the Culture Division staff to work with organizations to ensure there is no duplication in services between any of these organizations. Service Agreements also provide incentive for key organizations to stay and grow in Mississauga.

The Service Agreement model will also provide administrative efficiencies and consistency for both applicants and the City. Service agreements will eliminate the need to dedicate a significant amount of time and resources into the application process every year and will limit the reporting required to periodic updates.

The implementation of Service Agreements is being investigated by the Recreation Division as a way to reduce administrative burdens and further align the Recreation and Culture Division grant programs. There is also strong support for this model from the arts and culture community.

#### Goal: Improving Quality

##### Recommendation 9:

Base CFC recommendations and funding allocations on a merit-based evaluation of the applications.

##### Impact:

The current CFC evaluation process bases funding on a formula which uses past financials to determine future grant allocations. The process also allocates the same percentage of funding to all successful applicants. Funding amounts are not based on the quality of the product being provided.

Moving to a merit-based system allows applicants to request funding which corresponds directly to the activities they are planning. This allows the peer assessment panel to base the recommended funding amounts on the quality of the application and the proposed product. This also allows festivals to grow and innovate as increases in funding will be tied to measurable improvements to the reach and quality of the programming.

This change will have a positive impact on applicants; they will be able to better plan future activities and create funding requests based on the merit of their application.

#### Goal: Growing Accessibility

##### Recommendation 10:

Merge the Project and Capital grant into one program, separate it from Arts & Culture Operating grant and reduce the restrictions so more organizations can apply. The new criteria should include:

- a. Organizations or collectives operating as not-for-profits with a legal identity
- b. Project must take place exclusively in Mississauga
- c. An organization / collective can only apply for one project grant a year
- d. Maximum available funding of \$5,000 or 50%, whichever is less

- e. Cannot apply receive more than two years of project funding in a row
- f. Projects must take place within the calendar year
- g. Should organizations partner on a project with multiple components they could each be eligible for a grant.

**Impact:**

Many small organizations or one-off projects that contribute to the cultural fabric of Mississauga do not meet the eligibility requirements of the grant program. By merging the project and capital funding, more groups (including festivals, collectives) can apply. By reducing some of the requirements, the City can assist more groups in bringing quality and innovative cultural experiences to Mississauga and retain more cultural practitioners by offering them more opportunities to practice their art form in the City.

**Goal: Improving Quality**

**Recommendation 11:**

Re-develop the Peer Assessment process

- a. Committee Members will be chosen by Council out of a list of potential assessor's vetted through Culture Division staff.
- b. The committee will consist of two subject matter experts and one community member with a background in community support or business.
- c. Peer assessors will be chosen for 3-4 year terms
- d. Peer assessors cannot have any Conflicts of Interest related to any of the organizations applying for funding.
- e. The Grants Officer will facilitate grant assessment meetings.
- f. Peer assessors will commit to meeting once a year for 1- 3 days and reviewing all material prior to assessment meetings.
- g. Assessors will be encouraged to participate in cultural activities throughout the year.
- h. An executive summary of each will be provided to Council (prior to the Corporate Report being submitted for approval by Council) to ensure Council is aware of each organization and the rationale for approval of grant funding amounts. Upon request additional material such as the comments and scoring sheets from peer assessment panel will be provided.

**Impact:**

Retaining peer assessors for three to four years will allow for administrative efficiencies and consistency in the evaluation process. This will also allow for a more in-depth and transparent process for choosing peer assessors. With this system, more focus would be on finding qualified assessors who understand the environment and what impact culture has on a community. Keeping the assessment process ensures the continuation of determining outstanding ability and artistic merit, through an accountable and neutral process. Requesting Council assistance in choosing the assessment panel will ensure city-wide representation and that assessment committee members are meeting the needs of the grant programs.

This peer assessment model is also being investigated by the Recreation Division to ensure transparency and further align the Recreation and Culture Division grant programs.

<b>Goal:</b> Growing Accessibility
<b>Recommendation 12:</b> Align grant program criteria to Culture Division Strategic priorities.
<b>Impact:</b> The alignment of the grant criteria with the strategic planning being undertaken by the Culture Division will ensure these strategic directions are supported through funding. Although the funding available will not be able to support all of the recommendations set forth in these strategies it demonstrates the City's commitment to community groups, impacted.
<b>Goal:</b> Diversifying Cultural Offerings
<b>Recommendation 13:</b> Targeted Outreach
<b>Impact:</b> A targeted outreach strategy will reach identified communities and encourage applications from organizations that offer unique cultural services/programs/events residents are looking for.
<b>Goal:</b> Improving Quality
<b>Recommendation 14:</b> Review Culture Grant program every four years starting in 2020.
<b>Impact:</b> This will provide a mechanism to examine the changes made over four years and make any necessary adjustments and ensure the programs are still meeting the needs of the community.

## Implementation

The implementation of these recommendations will be phased to ensure adequate engagement with stakeholders and the development of proper procedures. Below is a chart outlining the implementation schedule.

2017 Grant Cycle	
Recommendation 1: Per capita increase of \$0.25 (\$212,200)	As outlined in BR (2453).
Recommendation 2: Information Sessions	Can be implemented now/immediately with no negative impacts on current organizations.
Recommendation 9: Merit-Based CFC evaluation and funding recommendations	<ul style="list-style-type: none"> <li>• Grants Review Committee asked for the Culture Division to determine a solution to this issue.</li> <li>• Grant clients have been requesting this change; eliminating the need for further consultations on this issue.</li> <li>• This will allow the Culture Division to better manage the increase in funding to the CFC applicants.</li> </ul>
Recommendation 10: Project Grant	Implementing this change for the 2017 grant cycle will allow the Culture Division to assist more organizations with Canada 150 initiatives in Mississauga.
Recommendation 11: Peer Assessment	Can be implemented immediately with no negative impacts on current organizations.
2018 Grant Cycle	
All of the recommendations being implemented in the 2018 grants cycle were shared with the Grants Review Committee and the Community Stakeholders to ensure transparency and a smooth implementation process.	
Recommendation 1: Per capita increase of \$0.25 (\$203,000)	As outlined in BR (2453).
Recommendation 3: Tiered Funding System	Additional stakeholder engagement must be completed prior to the implementation of this system.
Recommendation 4: Maximum funding of 50% for arts & culture levels 1 and 2	Additional stakeholder engagement must be completed prior to implementation.
Recommendation 5: Maximum funding of 30% for CFC	Additional stakeholder engagement must be completed prior to implementation.
Recommendation 6: Limit all Level 1 arts & culture and CFC applicants at \$15,000	Additional stakeholder engagement must be completed prior to implementation.
Recommendation 7: Limit all Level 1 arts & culture and CFC applicants at \$120,000	Additional stakeholder engagement must be completed prior to implementation.
Recommendation 8: Service Agreements	Additional stakeholder engagement must be



	completed prior to implementation. Work with legal services to develop agreements. Further investigation into agreements from other communities.
Recommendation 12: Align to strategic priorities	Awaiting the finalization of key strategies currently under development by the Culture Division.
Recommendation 13: Targeted Outreach	Will be developed in tandem with strategic alignment.
2019 Grant Cycle	
Recommendation 1: Per capita increase of \$0.25 (\$208,250)	As outlined in BR (2453).
2020 Grant Cycle	
Recommendation 1: Per capita increase of \$0.25 (\$210,250)	As outlined in BR (2453).
Recommendation 14: Grant Program Review	To be implemented at the end of the four year cycle to adjust for any unforeseen issues and determine if funding levels are still adequate.
2021 Grant Cycle	
Recommendation 1: Per capita increase of \$0.25 (\$212,250)	As outlined in BR (2453).
2022 Grant Cycle	
Recommendation 1: Per capita increase of \$0.25 (\$214,250)	As outlined in BR (2453).

## Conclusions

The Culture grant programs are one of the most important tools the Culture Division has to encourage the growth and development of the cultural sector in Mississauga. The implementation of these recommendations will assist in the strengthening of the cultural sector and increase the economic and social impacts culture has on Mississauga. The goals outlined in this study align to the Culture Master Plan and provide flexibility to ensure the grant program will continue to assist the arts & culture community. Each of the 14 recommendations address the needs of the program while reducing barriers and the administrative impact the programs have on the arts and culture community.

### Connecting Goals and Recommendations

#### Diversifying Cultural Offerings

- Mandatory Information Sessions
- Tiered Funding System
- Revised Funding Limits
- Targeted Outreach

#### Growing Accessibility

- Strategic Alignment
- Project Grants

#### Improving Quality

- Increased Funding
- Merit-based Evaluation
- Peer Assessment Process

#### Overall Study Goals

#### Supporting Alternative Service Delivery

- Service Agreements



Culture Grants Recommendation Implementation Strategy	
2017 Implementation	
Number	Recommendation
Recommendation 1	Per Capita Increase of \$0.25 (\$212,220)
Recommendation 2	Information Session
Recommendation 9	Merit-based CFC evaluation
Recommendation 10	Project Grants
Recommendation 11	Peer Assessment Process
2018 Implementation	
Recommendation 1	Per Capita Increase of \$0.25 (\$203,000)
Recommendation 3	Leveled Funding System
Recommendation 4	Maximum Funding of 50% for Arts & Culture Grants
Recommendation 5	Maximum Funding of 30% for CFC Grants
Recommendation 6	New and emerging groups limited to a maximum of \$15,000
Recommendation 7	Established groups limited to a maximum of \$120,000
Recommendation 8	Service Agreements
Recommendation 12	Strategic Alignment
Recommendation 13	Targeted Outreach
2019 Implementation	
Recommendation 1	Per Capita Increase of \$0.25 (\$208,250)
2020 Implementation	
Recommendation 1	Per Capita Increase of \$0.25 (\$210,250)
Recommendation 14	Grant Program Review
2021 Implementation	
Recommendation 1	Per Capita Increase of \$0.25 (\$212,250)
2022 Implementation	
Recommendation 1	Per Capita Increase of \$0.25 (\$214,250)

City of Mississauga  
**Corporate Report**



Date: 2016/09/28

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:  
 2016/10/19

## Subject

**Council Motions in Support of Rooftop Solar Applications Under the Provincial Small Feed-in Tariff (FIT) Program 5.0 and Notice to Proceed for FIT 3.1**

## Recommendation

1. That Council consider the motion regarding the Notice to Proceed under the Feed-in Tariff Contracts as outlined in Appendix 1 attached to the report dated September 28, 2016, from the Commissioner of Community Services entitled "Council Motions in Support of Rooftop Solar Applications Under the Provincial Small Feed-in Tariff (FIT) Program 5.0 and Notice to Proceed for FIT 3.1".
2. That Council consider the motion regarding priority points under the Feed-in Tariff Program as outlined in Appendix 2 attached to the report dated September 28, 2016, from the Commissioner of Community Services entitled "Council Motions in Support of Rooftop Solar Applications Under the Provincial Small Feed-in Tariff (FIT) Program 5.0 and Notice to Proceed for FIT 3.1".

## Report Highlights

- The Independent Electricity System Operator administers the Feed-in Tariff (FIT) program which encourages renewable power generation through a guaranteed pricing structure for renewable electricity production.
- City of Mississauga Council has supported the construction and operation of rooftop solar projects through Council Support Resolutions for the Small FIT program since 2012.
- Supporting local solar renewable power generation helps mitigate climate change by reducing greenhouse gas emissions.
- The next application period for Small FIT projects is scheduled to open October 31, 2016.
- In order to support applications for rooftop solar projects, a new Council Support Resolution is required for FIT 5.0.

- The FIT 3.1 program followed a different process from other FIT versions where contracts were offered to an overflow of FIT 3.0 applicants.
- In order to continue support for FIT 3.1 projects, a Notice to Proceed Council Support Resolution is required.

## Background

The Province of Ontario Feed-in Tariff (FIT) program encourages and promotes greater use of renewable power generation through a guaranteed pricing structure for renewable electricity production. It includes standardized program rules, pricing and contracts for qualified renewable energy projects. The Province has committed to an annual renewable energy procurement target of 150 megawatts between 2013 and 2018. The FIT program is administered by the Independent Electricity System Operator (IESO), previously Ontario Power Authority (OPA).

There are three categories of FIT projects:

1. microFIT - producing 10 kilowatts (kW) or less of power - such as a residential rooftop solar installation;
2. Small FIT - producing more than 10 kW of power and generally up to 500 kW (the subject of this report); and
3. Large Renewable Procurement (previously Large FIT) - producing more than 500 kW of power. The Province suspended the second round of its Large Renewable Procurement (LRP II) process on September 27, 2016 in order to reduce electricity system costs.

### Small FIT

City of Mississauga Council has recognized the importance of producing clean renewable energy and has supported the Small FIT program since 2012 by passing resolutions supporting the construction and operation of rooftop solar projects for each version of FIT. Each Council Support Resolution is valid for one year as prescribed by the FIT rules.

There are many steps involved in the Small FIT application and development process, but essentially the following stages are most pertinent to a municipality:

- The Province (IESO) has application periods each year for Small FIT applications. Each application period is usually two weeks.
- The Small FIT program includes a point system for evaluating renewable energy projects. Priority points are given for municipal support in the form of a council support resolution.

IESO requires that the support resolutions follow the prescribed form as set out in the FIT program rules. In order to get priority points, applicants, applying for the Small FIT program, seek municipal support for their proposed projects.

- Applicants requesting the blanket Council Support Resolution from the City of Mississauga must complete a form, which includes a checklist of criteria relating to visibility, noise, glare, ice, safety and emergencies. If the checklist shows that the project addresses the criteria to the City's satisfaction, an official copy of the Council Support Resolution is provided to the applicant.
- Applicants submit their applications to IESO.
- IESO typically announces contract offers within six months.
- Applicants proceed with execution of the contracts.
- IESO requires that Small FIT rooftop solar projects reach commercial operation within 18 months from the time the contract is executed.
- Building permits are required prior to installation of the rooftop solar projects.

The following table summarizes Small FIT activity in Mississauga since 2012:

<b>FIT Version</b>	<b>Date of Council Support Resolution</b>	<b>Number of Projects for which Resolution was Provided</b>	<b>Number of Projects Offered Contracts</b>
FIT 2.0	December 2012	246	27
FIT 3.0	September 2013	144	75
FIT 3.1 (extension of FIT 3.0)	N/A	N/A	10
FIT 4.0	July 2015	8	3
FIT 5.0	October 26, 2016 (proposed)	Future	Future
<b>Totals</b>		<b>398</b>	<b>115</b>

### **Projects on City-owned Properties**

Applications have been submitted to the FIT program for projects on City-owned properties where the City is acting as a landlord. Three projects were offered contracts under the FIT 3.0 program. One project is not proceeding due to insufficient grid capacity. Two projects are

General Committee	2016/09/28	4
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proceeding, one on Burnhamthorpe Community Centre and the other on Huron Park Community Centre.

### **FIT 3.1**

FIT 3.1 (extended FIT 3.0) followed a somewhat different process than other FIT versions. Usually, the municipalities' involvement in the FIT process is limited to the provision of a Council Support Resolution. However, the Province received a large number of complete and eligible applications during the FIT 3.0 application period. Rather than opening a new application window in 2014, FIT contracts were awarded to FIT 3.0 eligible applicants not offered a contract originally for FIT 3.0. Nine were located in Mississauga. Since the original Council Support Resolution for FIT 3.0 expired September 2014, the OPA required that applicants obtain a Notice to Proceed Council Support Resolution for FIT 3.1 to allow projects to proceed. Council passed a Support Resolution for Notice to Proceed for FIT 3.1 on June 24, 2015 which expired on June 24, 2016. There are some projects in Mississauga that are still proceeding through the development stages of the contract that require a valid Notice to Proceed Council Support Resolution. Seeing as the previous Notice to Proceed Council Support Resolution expired, a new resolution is now required.

### **FIT 5.0**

IESO has announced the application period for FIT 5.0 will open October 31, 2016. In order to support applications for rooftop solar projects, a new Council Support Resolution is required.

## **Comments**

In 2013, the renewable energy generated in Mississauga fulfilled only 0.4 per cent of the highest (average peak) demand.

With the effects of greenhouse gas emissions becoming more apparent, climate change mitigation actions are as important as ever. Increasing renewable energy generation reduces our energy system's reliance on coal and other fossil fuel generation, thereby reducing greenhouse gas emissions, mitigating climate change and improving air quality. In addition, increased energy generation in Mississauga increases energy security in the city and reduces reliance on distant energy generating sources. Additionally, the money generated from renewable energy contracts in Mississauga benefits the local economy.

### **FIT 3.1**

There are some projects that were offered contracts under FIT 3.1, which are going through the process and require a Notice to Proceed. The attached Council Support Resolution as proposed in Appendix 1 meets the requirements for a FIT 3.1 Notice to Proceed Council Support Resolution.

General Committee	2016/09/28	5
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## **FIT 5.0**

In order to support rooftop solar projects applying for the next round of Small FIT 5.0, a Council Support Resolution as proposed in Appendix 2 is required. It uses the same wording as the previous Council Support Resolution and meets the requirements for FIT 5.0 prescribed forms for blanket support resolutions.

The same process for issuing the resolution will be used, whereby applicants must complete a form, which includes a checklist of criteria relating to visibility, noise, glare, ice, safety and emergencies. If the checklist shows that the project addresses the criteria to the City's satisfaction, the Council Support Resolution will be provided to the applicant.

## **Strategic Plan**

Increasing renewable energy generation in Mississauga is a key initiative under the Strategic Plan's visionary action to become a net-zero carbon city. It fulfils Action 1 under the Living Green Pillar to "Pursue renewable energy production and use."

The Council Support Resolution for rooftop solar projects applying to the FIT program facilitates increased renewable energy production and use in Mississauga.

## **Financial Impact**

There are no financial impacts related to the Council Support Resolution for rooftop solar projects.

Two applications on City-owned properties are proceeding under the FIT 3.0 program. Once operational, the City will be acting as a landlord for the solar developer and will generate revenue from the lease.

## **Conclusion**

The IESO's next application period for Small FIT 5.0 will open on October 31, 2016. Council Support Resolutions provide applicants priority points when applying for the FIT program. In order to ensure a Council Support Resolution is available for rooftop solar applications in the City of Mississauga, a Council Support Resolution is required for FIT 5.0.

In addition, applications proceeding under FIT 3.1 require a Council Support Resolution for Notice to Proceed.



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## Attachments

Appendix 1: Motion for City of Mississauga Council Support Resolution for Rooftop Solar Generation Projects Notice to Proceed Under the FIT 3.1 Program

Appendix 2: Motion for City of Mississauga Council Support Resolution for Rooftop Solar Generation Projects Under the FIT 5.0 Program



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

Prepared by: Mary Bracken, Environmental Specialist

Motion for  
CITY OF MISSISSAUGA COUNCIL SUPPORT RESOLUTION  
FOR ROOFTOP SOLAR GENERATION PROJECTS  
NOTICE TO PROCEED UNDER THE FIT 3.1 PROGRAM

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WHEREAS capitalized terms not defined herein have the meanings ascribed to them in the FIT Contract, Version 3.1;

WHEREAS the Province's Feed-in Tariff (FIT) Program encourages the construction and operation of rooftop solar generation projects ("Rooftop Solar Projects");

AND WHEREAS one or more Rooftop Solar Projects may be subject to FIT Contracts and may be constructed and operated in the City of Mississauga;

AND WHEREAS, in accordance with the rules governing the FIT Program 3.0 (the "FIT Rules"), the Council of the City of Mississauga had previously indicated, by resolution 0154-2013, its support for Rooftop Solar Projects in the City of Mississauga (the "Prior Resolution");

AND WHEREAS, Council now indicates, by a resolution dated no earlier than June 10, 2015, Council's continued support for the construction and operation of Rooftop Solar Projects anywhere in the City of Mississauga (the "New Resolution");

AND WHEREAS, PURSUANT TO THE FIT Contract, where a New Resolution is received in respect of the Projects in the City of Mississauga, Suppliers will be recognized as fulfilling the requirements under Section 2.4(d)(vii) of the FIT Contract, which may result in Suppliers being offered Notice to Proceed in accordance with the terms of their respective FIT Contract(s);

AND WHEREAS the *Green Energy Act, 2009*, S.O. 2009, c.12, as amended, stipulates that a municipal Official Plan and Zoning By-law does not apply to a renewable energy undertaking;

AND WHEREAS the *Building Code Act, 1992*, S.O. 1992, c.23, as amended, applies to renewable energy projects and, as such, each Rooftop Solar Project will require a building permit issued by the City of Mississauga Planning and Building Department;

AND WHEREAS, pursuant to the *Ontario Heritage Act*, R.S.O. 1990, c.0.18, as amended, each Rooftop Solar Project that is proposed to be located on a property listed on the City of Mississauga's Heritage Register or designated as a heritage property will require a Heritage Permit from the City of Mississauga prior to work commencing on such properties;

NOW THEREFORE BE IT RESOLVED THAT:

The Council of the City of Mississauga supports the construction and operation of Rooftop Solar Projects anywhere in the City of Mississauga, including but not limited to Rooftop Solar Projects on City-owned buildings;

And further, that this Resolution's sole purpose is to enable Suppliers to achieve Notice to Proceed under their FIT Contracts, and that this Resolution may not be used for the purpose of any other form of municipal approval in relation to a FIT Contract or a Rooftop Solar Project or for any other purpose;

And further, that Council's support shall lapse twelve (12) months after its adoption by Council.

Motion for  
CITY OF MISSISSAUGA COUNCIL SUPPORT RESOLUTION  
FOR ROOFTOP SOLAR GENERATION PROJECTS UNDER THE FIT 5.0 PROGRAM

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WHEREAS the Province's Feed-in Tariff (FIT) Program encourages the construction and operation of rooftop solar generation projects ("Rooftop Solar Projects");

AND WHEREAS one or more Rooftop Solar Projects may be constructed and operated in the City of Mississauga;

AND WHEREAS, pursuant to the rules governing the FIT 5.0 Program (the "FIT Rules"), applications whose Rooftop Solar Projects receive the formal support of local municipalities will be awarded priority points, which may result in these applicants being offered a FIT contract by the Province prior to other persons applying for FIT contracts;

AND WHEREAS the *Green Energy Act, 2009*, S.O. 2009, c.12, as amended, stipulates that a municipal Official Plan and Zoning By-law does not apply to a renewable energy undertaking;

AND WHEREAS the *Building Code Act, 1992*, S.O. 1992, c.23, as amended, applies to renewable energy projects and, as such, each Rooftop Solar Project will require a building permit issued by the City of Mississauga Planning and Building Department;

AND WHEREAS, pursuant to the *Ontario Heritage Act*, R.S.O. 1990, c.0.18, as amended, each Rooftop Solar Project that is proposed to be located on a property listed on the City of Mississauga's Heritage Register or designated as a heritage property will require a Heritage Permit from the City of Mississauga prior to work commencing on such properties;

NOW THEREFORE BE IT RESOLVED THAT Council supports the construction and operation of Rooftop Solar Projects anywhere in the City of Mississauga, including but not limited to Rooftop Solar Projects on City-owned buildings;

AND FURTHER, that this Resolution's sole purpose is to enable the participants in the FIT Program to receive priority points under the FIT Program, and that this Resolution may not be used for the purpose of any other form of municipal approval in relation to a FIT application or a Rooftop Solar Project or for any other purpose;

AND FURTHER, that Council's support shall lapse twelve (12) months after its adoption by Council.

# City of Mississauga

## Corporate Report



Date: 2016/09/02

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:  
2016/10/19

### Subject

**Single Source Recommendations for Vubiz Ltd., Contract Renewal**  
**File Ref.# FA.49.492-16**

### Recommendation

1. That the report from the Commissioner of Corporate Services and Chief Financial Officer dated October 19, 2016 entitled Single Source Recommendations for Vubiz Ltd. FA.49.492-16, Contract Renewal be received.
2. That the Purchasing Agent be authorized to execute the contract and all related ancillary documents with Vubiz Ltd. for the supply of eLearning course content, Learning Management Services and Professional Services at an estimated cost of \$187,500, exclusive of taxes for the period of September 1, 2016 to August 31, 2021, a three (3) year contract term, with two (2) optional one (1) year extensions.
3. That the Purchasing Agent be authorized to increase the value of the contract where necessary to accommodate the City's growth by issuing contract amendments to add new features, functionalities, services and professional services to accommodate the City's future requirements where the amounts are approved in the budget.
4. That Vubiz Ltd. continues to be designated as a "City Standard" for a ten (10) year period.

### Report Highlights

- Since August 2004, City staff have used eLearning services supplied by Vubiz Ltd. to develop and distribute a variety of eLearning courses and programs for all City staff.
- Vubiz services are cost effective options to enhance staff knowledge and development and maintain legislative compliance. The legislative courses are designed for the Province of Ontario which ensures accurate and timely information. Vubiz services have been

General Committee	2016/09/02	2
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extended every three years and there is an opportunity to renew and put in place contracts and negotiate fixed costs for future cost avoidance.

- The term contract for Vubiz services need Council approval per purchasing By-Law 374-06 Schedule B for High Value Non-competitive purchase(s) over \$100,000.

## Background

In August 2004, City staff obtained approval from General Committee (GC0480-2004) to acquire a Learning Management System, hosted by Vubiz Ltd., to efficiently and effectively disseminate learning programs to staff across the Corporation. Vubiz Ltd. was selected as the preferred vendor in view of their Vendor of Record status with various levels of governments in Canada and Ontario and with Canada Post and Metro Toronto School Board.

Today, Vubiz Ltd. is an eLearning content and system provider to various Ontario Government Ministries such as Revenue, Transportation, Labour, Citizenship and Culture, Youth and Correctional Services, Housing and Municipal Affairs, as well as the Government of Alberta and the Government of Canada for their Canada School of Public Service.

For the past twelve years, City staff have used eLearning services supplied by Vubiz Ltd. to develop and distribute a variety of eLearning courses and programs. Courseware includes a library of over 2,000 programs for soft and business skills education as well as courses to meet legislative compliance for Accessibility for Ontarians with Disabilities Act (AODA) and Bill 168 - Respectful Workplace and Violence in the Workplace.

Vubiz services are cost effective options to enhance staff knowledge and development and maintain legislative compliance. The legislative courses are designed for the Province of Ontario which ensures accurate and timely information. Vubiz services have been extended every three (3) years and there is an opportunity to renew and put in place contracts and negotiate fixed costs for future cost avoidance.

## Comments

In October 2015, Members of Council received an overview of the People Strategy which contained three (3) priorities: Talent Management, Healthy Workplace and HR Business Partnership. The Talent Management Strategy includes a driver “to develop or build talent through creating and implementing effective processes and practices that focus on developing talent from within our organization”.

The renewal of the Vubiz contract will facilitate the implementation of the People Strategy action items to “Expand and Enhance Employee Development Opportunities”.

The Vubiz contract renewal includes two (2) services: course content and a Learning Management System. The course content service includes access to a continuously updated

General Committee	2016/09/02	3
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library of over 2,000 learning programs and custom courses developed specifically for the City. The Learning Management System allows staff to register and take online training courses and also allows HR staff to create custom course content, track learner skills acquisition, provide gap analysis, monitor learner activity and participation, and evaluate learner performance using the reporting tools.

The City is in the process of acquiring an Integrated Talent Management Solution that includes a Learning Management System. Staff have estimated that by 2018/2019, the Learning Management System provided by Vubiz will be replaced with the Integrated Talent Management Solution. However, the Integrated Talent Management Solution will not provide course content services but rather has the ability to link with eLearning course content service providers such as Vubiz. Therefore, the City will continue to require course content services supplied by Vubiz.

For the past twelve years, the City paid Vubiz annual fees for course content services and had the benefit of using the Learning Management System at no additional cost. Annual fees of \$33,300 were fixed over the last twelve years and included a 17% discount that resulting in \$80,400 of cost avoidance. Through successful negotiations, annual fees have been fixed at \$37,500 for the next five (5) years (September 2016 to August 2021).

During the five (5) year term, the City may need to use new features, services and professional services in order to sustain staff learning and development and meet legislative requirements. To facilitate this, additional authority to amend the contract is being recommended over the term of the five (5) year contract to accommodate future requirements, subject to budget approvals.

### **Purchasing By-law Authorization**

The recommendation in this report is made in accordance with Schedule A of the Purchasing By-law #374-06, items 1(a) (iii), wherein it states that “the Goods and/or Services are only available from one supplier by reason of; the existence of exclusive rights such as patent, copyright or license”; and 1(b)(xi) which states that a single source procurement method may be applied when, “a need exists for compatibility with, or for the maintenance and support of a City Standard and there are no reasonable alternatives, substitutes, or accommodations”.

Information Technology, Legal Services and Materiel Management staff are collaborating to negotiate the final arrangements and prepare the requisite forms including the contract agreements.

### **Financial Impact**

The City's expenditure for 2016 to 2021 Vubiz contract renewal is \$187,500. The attached Summary Statement of Work identifies the annual costs for the five (5) year term.

General Committee	2016/09/02	4
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## Conclusion

An offer representing good value has been received from Vubiz Ltd. for eLearning course content and Learning Management System services for a five (5) year term. This report recommends the award to Vubiz Ltd. on a single source basis.

## Attachments

Appendix 1: Summary Statement of Work



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Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Helen Chin-Donofrio, Senior Manager, Enterprise Business Solutions

**Appendix 1****Summary Statement of Work**

The following represents the key deliverables.

1. Unlimited user license fee for eLearning Course Content and hosted Learning Management system 2016/09/01 to 2017/08/31	\$ 37,500
2. Unlimited user license fee for eLearning Course Content and hosted Learning Management system 2017/09/01 to 2018/08/31	\$ 37,500
3. Unlimited user license fee for eLearning Course Content and hosted Learning Management system 2018/09/01 to 2019/08/31	\$ <u>37,500</u>
Total for first 3 years	\$ <u>112,500</u>

## Optional

4. Unlimited user license fee for eLearning Course Content and hosted Learning Management system 2019/09/01 to 2020/08/31	\$ 37,500
5. Unlimited user license fee for eLearning Course Content and hosted Learning Management system 2020/09/01 to 2021/08/31	\$ <u>37,500</u>
Total for last 2 years	\$ <u>75,000</u>



City of Mississauga  
**Corporate Report**



Date: 2016/09/26

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:  
 2016/10/19

## Subject

**Single Source Recommendation for Buffalo Computer Graphics Inc.,  
 Contract Award.  
 File Ref: FA49.452-15**

## Recommendation

1. That the report of the Commissioner of Corporate Services and the Chief Financial Officer dated October 26, 2016 and entitled Single Source Recommendation for Buffalo Computer Graphics Inc. be received for information.
2. That the Purchasing Agent be authorized to negotiate and execute the contract and all related ancillary documents with Buffalo Computer Graphics Inc. on a Single Source basis incorporating professional services, licenses, maintenance and hosting fees related to the DisasterLAN Incident Management System in the amount of \$142,587.17 for the Office of Emergency Management addressing City's requirement for the emergency management preparedness and response for increasing planned and unplanned events and future risks, i.e. climate change, terrorism.
3. That the Purchasing Agent be authorized to increase the value of the contract where necessary and to execute contract amendments to add any future initiatives including scope changes, features, functionalities, modules and systems related to the DisasterLAN Incident Management System from Buffalo Computer Graphics Inc. to accommodate the City's new growth requirements such as better alignment, modernization and mobility for preparing and responding to the City's emergency management hazards and risks where the amounts are approved in the budget.
4. That the Purchasing Agent be authorized to extend the contract for an additional five (5) year period, subject to successful negotiations and Legal approval of the contract amendments including all related ancillary documents where the amounts are approved in the budget.
5. That Buffalo Computer Graphics Inc.'s DisasterLAN Incident Management System be designated as a "City Standard" for a ten (10) year period.

## Report Highlights

- As the sixth largest City in Canada, an Incident Management System software solution such as DisasterLAN will support the ability to manage daily operations, emergency/critical incidents up to and including disasters. Daily operations will be enhanced with greater interoperability, resource tracking, situational awareness, and reporting.
- With the country's busiest international airport, serving as an annual host to several major festivals/sporting events; changes in climatology creating an increase in extreme weather conditions, as well as pandemics and terrorism; DisasterLAN will also serve the staff assigned to the Emergency Operations Centre and first responders (Fire, Works, IT, Transit, Security, Communications, Forestry).
- DisasterLAN is sold as a single-site license with no per-user charges. As an incident grows in size, additional personnel both internal and external can be quickly brought into the "virtual EOC" just by creating a new user account. DisasterLAN allows critical incident information to be quickly and securely shared through interoperable communication features resulting in an overall improved response and recovery. All DisasterLAN systems are interoperable with each other, allowing ticket and data fields to be directly sent from system to system.
- Through planning, coordination and training, the DisasterLAN solution will provide a "common operating platform" that will enhance the day-to-day operations of the Office of Emergency Management and help prepare staff to utilize DisasterLAN in times of emergency.

## Background

Buffalo Computer Graphics Inc. is the sole vendor of the DisasterLAN software solution. DisasterLAN is a web-based crisis information management system designed to support command and control operations, such as an Emergency Operations Center (EOC).

In 2015, the Organizing Committee for the 2015 Pan American and Parapan American Games purchased the DisasterLAN solution. This presented a Legacy opportunity and the City was able to acquire a DisasterLAN license valued at \$89,648.64 at no cost.

DisasterLAN is also used by other municipalities, support organizations and public facilities (i.e. City of Toronto, Halton Region, and the Trillium Hospital). In order to further the benefits of the license received through the Pan Am games legacy process the City should continue to use this software as it builds out the Emergency Management Program (EMP).

This DisasterLAN Incident Management System software solution will provide the EOC staff and stakeholders with one secure environment from which all disaster and emergency coordination

activities could be performed regardless of their geographic location. Implementation of this software solution will serve to enhance the City's readiness, strengthen internal efficiency and greatly increase capacity to respond and react during emergency situations.

## Comments

Currently, the City does not have an Incident Management System (IMS) software solution and is using a paper-based system to participate in incident management along with email, MS Word and telephone both internally and when working across jurisdictions with other organizations. Without a system in place the City does not have a way to support the incident through a ticket management system, status boards, resource database, communications centre, etc. The manual processes are labour intensive and an opportunity for errors escalate without a common operating picture.

In the event of an emergency, all EOC staff must arrive at a geographic location in order to obtain appropriate situational awareness. Computers are available in the EOC but there is no Application associated with the equipment.

To maintain awareness of an incident, individuals are being updated by telephone and/or email at pre-established times. Until each incident briefing from the site(s), the EOC is challenged to effectively maintain situational awareness, understand what resources are needed or prepare the Incident Action Plan (IAP).

The City's move from a paper-based and physically defined response to the web-based DisasterLAN's Incident Management Solution allows anyone with a functioning Internet connection and proper security privileges to participate in incident management no matter where they are located. DisasterLAN IMS is accessible from all mobile devices and provides information, workflow, and communication tools that will assist the City to work as quickly and efficiently as possible.

The City's staff were introduced and got familiar with the DisasterLAN IMS using it with other agencies in the GTA during the TO-2015 Pan Am & Para Pan Am Games. After the TO-2015 Pan Am & Para Pan Am Games, a significant opportunity arose to adapt the legacy of the TO-2015 Pan Am & Para Pan Am Games license at no cost to the City.

The City agreed to adapt the license, implement this DisasterLAN IMS solution and make it as a City Standard for the next five (5) years with an option to extend it for additional five (5) year period.

General Committee	2016/09/26	4
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## **Purchasing By-law Authorization**

The recommendation in this report is made in accordance with Section 12 and Schedule “A” of the Purchasing By-law #374-06, items 1(b) (iv), wherein it states that “The solicitation of competitive Bids would not be economical to the City”; and (ix) “Another organization is funding or substantially funding the acquisition and has determined the supplier, and the terms and conditions of the Commitment into which the City will enter are acceptable to the City”.

Information Technology, Legal Services and Materiel Management staff will collaborate to establish the detailed requirements, negotiate the final arrangements and prepare the requisite forms including contract agreements.

## **Financial Impact**

Through the TO-2015 Pan Am & Para Pan Am Games the City of Mississauga acquired a license of DisasterLAN valued at \$89,648.64 at no cost.

Moving forward, there is a one-time cost for software configuration and training of \$17,347.42, and ongoing hosting and maintenance cost with 5% discount of \$23,047.95 annually.

In the future, should additional functionality be required, it will be requested and approved through the annual budget process.

## **Conclusion**

Having to respond to events and situation arising from changes in climate alone are telling us that we need a software solution with the interoperability to ensure we’re able to respond and recover in the most efficient and effective means possible.

DisasterLAN IMS solution is the choice for the City of Toronto, Ministry of Transportation and Trillium Health Partners in Mississauga. The City staff has already worked with the software through the TO-2015 Pan Am & Para Pan Am Games.

This report recommends that the City adapts software licensing from TO-2015 Pan Am & Para Pan Am Games and negotiates a Single Source contract with Buffalo Computer Graphics for professional services, support and software maintenance and hosting services. The contract value is estimated at \$142,587.17 based on a five (5) year period inclusive of \$10,000.00 as contingency.

General Committee

2016/09/26

5

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**Attachments**

Appendix 1: Buffalo Computers Graphics Inc. Quote# 2728-E – Statement of Work



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Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Richard Pearce, Acting Manager, Project Portfolio &amp; Development CMS

## Appendix 1

**Buffalo Computers Graphics Inc. Quote# 2728-E – Statement of Work**

<b><u>Item / Description</u></b>	<b><u>Quantity</u></b>	<b><u>Price</u></b>	<b><u>Extension</u></b>
DisasterLAN LR CIMS SW	1	\$89,648.64	\$89,648.64
<u>Includes:</u>			
System administration			
System documentation & online help			
Communication Centre, Status Board			
Role Checklist, User List			
Phonebook, Ticket Manager			
Resource Database, Reference Library			
GIS, Streaming Video, Situation Reports			
TO-2015 <b>CREDIT</b> for DisasterLAN LR CIMS SW		<del>-\$89,648.64</del>	<del>-\$89,648.64</del>
Installation of SW (hosted or on-premise)	1	\$2,197.24	\$2,197.24
TO-2015 <b>CREDIT</b> for SW Installation		<del>-\$2,197.24</del>	<del>-\$2,197.24</del>
<hr/>			
Software Configuration post Pan Am Games [includes 2 days on-site]	1	\$8,571.41	\$8,571.41
Training post Pan Am Games [includes 2 days on-site]	1	\$8,776.01	\$8,776.01
Monthly hosting fees (Starting Jan. 2017)	per month	\$900.32*	
Monthly SW Maintenance [Full System Revision Program] (Starting Jan. 2017)	per month	\$1,121.43*	

\*3% discount will be granted on hosting and SW maintenance with a 3 year commitment.

\*5% discount will be granted on hosting and SW maintenance with a 5 year commitment.

## **REPORT 8 - 2016**

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Heritage Advisory Committee presents its eighth report for 2016 and recommends:

### **HAC-0051-2016**

1. That the property at 1216 Mississauga Road, which is listed on the City's Heritage Register, is not worthy of heritage designation, and consequently, that the owner's request to demolish proceed through the applicable process.
2. That prior to demolition, the owner provide measured drawings of the structure currently on the property as described in the corporate report.
3. That the owner provides a demolition documentation report with information as described in the corporate report.

(HAC-0051-2016)

### **HAC-0052-2016**

That the property at 243 Oakhill Road, which is listed on the City's Heritage Register, is not worthy of heritage designation, and consequently, that the owner's request to demolish proceed through the applicable process.

(HAC-0052-2016)

### **HAC-0053-2016**

That the property at 1343 Milton Avenue, which is listed on the City's Heritage Register, is not worthy of heritage designation, and consequently, that the owner's request to demolish proceed through the applicable process.

(HAC-0053-2016)

### **HAC-0054-2016**

That the property at 1377 Milton Avenue, which is listed on the City's Heritage Register, is not worthy of heritage designation, and consequently, that the owner's request to demolish proceed through the applicable process.

(HAC-0054-2016)

### **HAC-0055-2016**

That the property at 99 Veronica Drive, which is listed on the City's Heritage Register, is not worthy of heritage designation, and consequently, that the owner's request to demolish proceed through the applicable process.

(HAC-0055-2016)