

General Committee (Morning Session)

Date

2017/03/22

Time 9:00 AM

(Please note that the Corporate Report regarding Transportation Network Companies will be considered during General Committee (Afternoon Session) which will start at 12:30pm. Deputations and Public Question Period related to Transportation Network Companies will take place during the Afternoon Session.)

Location

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

Members

Mayor Bonnie Crombie	
Councillor Jim Tovey	Ward 1 (Chair)
Councillor Karen Ras	Ward 2
Councillor Chris Fonseca	Ward 3
Councillor John Kovac	Ward 4
Councillor Carolyn Parrish	Ward 5
Councillor Ron Starr	Ward 6
Councillor 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

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Meetings of General Committee streamed live and archived at Mississauga.ca/videos

INDEX- GENERAL COMMITTEE- MARCH 22, 2017

MORNING SESSION

- 1. CALL TO ORDER
- 2. APPROVAL OF AGENDA
- 3. DECLARATION OF CONFLICT OF INTEREST
- 4. **PRESENTATIONS Nil**

5. **DEPUTATIONS**

5.1. Item 8.1 Susan Amring, Director Economic Development and Bonnie Brown, Manager, Sector Development and Economic Partnerships

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. CONSENT AGENDA

8. MATTERS TO BE CONSIDERED

- 8.1. Mississauga's Life Sciences Cluster Strategy, 2017-2021
- 8.2. Parking Prohibition Removal Kennedy Road (Ward 5)
- 8.3. Lower Driveway Boulevard Parking Atherly Crescent (Ward 9)
- 8.4. "Welcome to Mississauga" Entrance Signs
- 8.5. 2017 Post-Top Street Lighting Replacement Program (Wards 2, 5 & 9)
- 8.6. 2017 Noise Wall Replacement Program (Wards 3, 5 and 8)

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- 8.7. 2017 Active Transportation Construction Program Sidewalks, Bicycle Lanes and Multiuse Trails
- 8.8. Trench Rescue Services Agreement between the City of Mississauga and the City of Burlington
- 8.9. Servicing Amending Agreement Municipal Works only Servicing Agreement, Land Severance Application "B" 051/16 Derry Ten Limited (Ward 5)(Z-44E)
- 8.10. Meadowvale Theatre Audit Action Plan Update
- 8.11. Renaming of Cenotaph Park (P-111), 29 Stavebank Road (Ward 1)
- 8.12. 2016 Council Remuneration and Expenses
- 8.13. Security Incidents in City Facilities and Properties, 2016 Annual Summary
- 8.14. Graffiti Incidents 2016 Annual Summary
- 8.15. Surplus Land Declaration and Sale of City-Owned Lands Identified as 3 Elmwood Avenue North to Port Credit Properties Inc. (Ward 1)
- 8.16. Repeal and Replacement of the Hershey Banking By-law 0457-2003
- 8.17. Regulation of Drones Legislative Update
- 8.18. Delegation of Authority Respecting the Settlement of Appeals of Committee of Adjustment Decisions at the Ontario Municipal Board

9. ADVISORY COMMITTEE REPORTS

- 9.1. Heritage Advisory Committee Report 3 2017 March 7, 2017
- 9.2. Environmental Action Committee Report 2 -2017 March 7, 2017
- 9.3. Mississauga Cycling Advisory Committee Report 3 2017 March 7, 2017
- 9.4. Governance Committee Report 1-2017 March 6, 2017

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10. MATTERS PERTAINING TO REGION OF PEEL COUNCIL

- 11. COUNCILLORS' ENQUIRIES
- 12. OTHER BUSINESS/ANNOUNCEMENTS
- 13. CLOSED SESSION Nil
- 14. **ADJOURNMENT**

*Please note that the Corporate Report regarding Transportation Network Companies will be discussed at the General Committee (Afternoon Session) at 12:30 pm.

City of Mississauga Corporate Report



Date: 2017/02/28

- To: Chair and Members of General Committee
- From: Janice Baker, FCPA, FCA, City Manager and Chief Administrative Officer

Originator's files: CA.01

Meeting date: 2017/03/22

Subject

Mississauga's Life Sciences Cluster Strategy, 2017-2021

Recommendation

That the report titled, "Mississauga's Life Sciences Cluster Strategy, 2017-2021" dated February 23, 2017, from the City Manager and Chief Administrative Officer be endorsed and that the Mississauga Life Sciences Cluster Strategy, 2017-2021 attached as Appendix 1 be approved to provide guidance to the Economic Development Office in growing and strengthening Mississauga's life sciences sector.

Report Highlights

- The City of Mississauga's Economic Development Office, in consultation with key stakeholders, has developed a five-year Life Sciences Cluster Strategy that serves as a building block to position Mississauga as a leading life sciences cluster in Canada.
- The strategic direction set forth in the Strategy represents the collective vision and aspirations for Mississauga's life sciences cluster.
- During the course of developing the Strategy, over 136 life sciences stakeholders from more than 70 organizations were engaged through roundtable sessions/consultation meetings, one-on-one interviews and online surveys to help develop valuable actions that are reflective of local cluster trends, opportunities and challenges.
- The Strategy is also based on global best practices over 65 global life sciences clusters, across 18 countries, were reviewed and analyzed to assess opportunities and threats.
- The Strategy represents a series of interconnected actions that shape the future outcomes and success of Mississauga's life sciences cluster. Seven goals and 21 actions each of which are detailed with specific time frames, key leaders, partners, and key performance indicators are outlined in the Strategy. (Attached as Appendix 1).

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• The majority of identified actions do not require additional budget requests as the costs can be covered under the operating budgets of EDO and its partners.

Background

The Economic Development Strategy (2010) identified life sciences as a key knowledge-based sector to foster economic growth and prosperity. While the life sciences sector has experienced considerable historic momentum, there is a need to capitalize on existing assets and initiatives in order to strengthen and grow the sector. Mississauga's life sciences sector remains the City's second most competitive key sector, following aerospace. However, Mississauga's competitive advantage has narrowed over the years due to increasing competition from other jurisdictions.

Present Status

The life sciences sector remains a pillar of Canada's economy, representing approximately 7% of Canada's GDP and employing 400,000 people nationally¹. According to conservative estimates from Life Sciences Ontario (LSO), the sector's annual revenues reach \$40.5 billion, which directly contributes \$21.6 billion to Ontario's gross domestic product (GDP).

Mississauga's life sciences sector is globally recognized as a significant economic driver. The sector is positioned as the second largest cluster in terms of employment with over 22,000 employees and 430 companies. Life science, as defined in the Life Sciences Ontario Report 2015, is the science of all living organisms. Life sciences sector includes companies that use technology to deliver commercially-viable products and services and those that directly support these activities along the entire commercial value chain. Mississauga's Life Sciences sector includes 13 sub-sectors ranging from bio-associations to bio-technology companies. All of the life sciences sub-sectors represent a growing cluster that will significantly impact development and growth across Mississauga as well as Ontario and Canada.

Mississauga's life sciences cluster is characterized as a diverse and thriving ecosystem with many local assets, such as a highly educated talent pool, strong post-secondary and health care institutions and various support services. In addition, Mississauga is strategically located amongst key leading regional life sciences clusters with a broad array of stakeholders and resources influencing Mississauga's life sciences ecosystem.

Comments

A Life Science cluster-based strategy has been identified as an important element to drive economic growth and investment in the City of Mississauga. The Strategy is a comprehensive municipal document identifying short, medium and long term priorities of the cluster. Mississauga has the opportunity to bolster the local life sciences cluster as a world-renowned

¹ Source: JLL Global Life Sciences Report (2014)

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centre for technological and medical advancements. This can only be achieved through the provision of an enabling environment that encourages connections, collaboration and cohesion between cluster stakeholders.

Mississauga has many of the right ingredients to be a catalyst for the cluster to achieve a greater level of industry productivity, innovation and export competitiveness. What is now needed are specific and decisive actions addressing the identified cluster challenges, gaps and opportunities. The amount of interest and excitement conveyed from local and regional stakeholders throughout the Strategy development process is one indicator of this need. The creation and adoption of this Strategy will place Mississauga as a leading-edge city and a first of its kind in Canada at the municipal level. The utilized methodology approach sets the Mississauga Life Sciences Cluster Strategy as a genuine and comprehensive stakeholder driven initiative.

The Strategy will:

- serve as a building block to position Mississauga as a leading life sciences cluster;
- address ways to enhance Mississauga's innovation economy and innovation support
- systems for the life sciences cluster; and

• be used as a tool to support other innovative approaches and align with the Province's cluster development approach.

Key observations and lessons learned, led to the development of the strategic directions outlined in the Strategy. As a community-based initiative, the achievement of this vision will largely be based on inclusion and collaboration between cluster stakeholders. The Strategy recognizes the importance of being inclusive across the full value chain including large multinational companies to small and medium-sized enterprises, early-stage start-ups and newcomers. The identified actions are a shared responsibility, requiring continuous commitment and interactions between industry, non-industry, academia, government and affiliates.

The Strategy represents a series of key distinguished yet interconnected actions that shape the future outcomes and success of Mississauga's life sciences cluster. The Strategy is structured to include: a shared vision, four guiding principles, seven goals and objectives and twenty one actions – each of which are detailed with specific time frames, key leads, partners and key performance indicators. The Strategy is phased, enabling re-alignment and adaptation to emerging economic changes.

Key elements of the Strategy are outlined below:

Our Shared Vision

Mississauga is the connected ecosystem that cultivates and nurtures commercialization of life sciences innovations: A proven destination where diverse companies and exceptional talent grow, succeed and prosper.

Guiding Principles:

Key observations and lessons identified in the strategy development process shaped the formation of four strategic guiding principles. These guiding principles represent the underlying themes of which this Strategy is based on and are detailed as follows:

1. Create Inclusive Business-Driven Networks

Goal 1: Opportunities for Life Sciences Partnerships and Leadership

Objective 1.1: Establish Local Life Sciences Cluster Champions as the Formal Cluster Governing Structure and Advisory Body

Goal 2: Opportunities for Effective Networking and Collaboration

Objective: 2.1: Coordinate Business to Business Networking Initiatives to Connect the Life Sciences Ecosystem

Objective: 2.2: Facilitate an Open Innovation Environment

Moving forward it will be important to have a cohesive and engaging cluster that is inclusive across the full value chain including large multinational companies to SMEs and early-stage start-ups and newcomers. Meaningful outcomes for the cluster can only be actualized through the leadership and guidance of the business community. Mississauga has the opportunity to be distinguished as a city that prides business leadership by providing a formal platform that engages life sciences business leaders to advise and oversee the growth and development of the local cluster. Through the establishment of cluster champions and a consortium led by cluster stakeholders, meaningful outcomes for all stakeholders will become apparent. EDO will continue to facilitate connections by integrating partners and stakeholders into cluster development programs and initiatives.

2. Cultivate the Innovation Ecosystem

Goal 3: A Robust Life Sciences Talent Pipeline

Objective 3.1: Enhance and Develop Training/Workforce Development Programs and Talent Connections

Goal 4: Access to Efficient Transit Options

Objective 4.1: Develop Business-Friendly Transit Options

Goal 5: A Centralized Life Sciences Hub

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Objective 5.1: Lead the Development of a Mississauga Life Sciences Innovation District

While there has been some momentum in place with the establishment of corporate centres and research parks, the City has the opportunity to provide planning provisions, and physical/transportation infrastructure that supports the transformation into innovation districts. These districts will better facilitate environments that attract and retain talented workers, who increasingly want to live, work, and play in dense urban areas that contain high concentrations of cultural amenities, links to transportation, and attractive public spaces. Furthermore, it will be important for the future growth and development of the cluster to integrate companies, post-secondary, research institutions and workforce development groups to ensure that the local talent base meets the needs of the rapidly evolving workplace. Synergies apparent in other key sectors such as Information Communications and Technology and advanced manufacturing have the opportunity to enhance the trajectory of life sciences. This is evidenced in trends such as the internet of things (IoT), big data, genomics and automation currently being addressed in health informatics, contract manufacturing and research. Mississauga is on the cusp of something big.

3. Enhance Global & Regional Cluster Connectivity

Goal 6: A Proven Destination for Life Sciences

Objective 6.1: Empower Local Life Sciences Cluster Leaders

Objective 6.2: Leverage Local Partner Resources to Create a Cohesive Local Life Sciences Support Ecosystem

Objective 6.3: Leverage Regional Resources and Assets

Objective 6.4: Develop International Linkages with Globally Significant Life Sciences Clusters

It is important for the local cluster to not operate in a silo. Connecting with regional partners – by leveraging resources, funding and assets to elevate and develop the local sector – will remain critical. Many of the best practice life sciences clusters are in fact regions. Mississauga has the opportunity to better integrate with the Ontario-Quebec Life Sciences Corridor, the Kitchener/Waterloo-Toronto Innovation Corridor and other leading international life sciences clusters – clusters with a wealth of resources and international brand recognition. Particularly for program implementation, it will be important for EDO and its partners to mitigate duplication of services in order to create a cohesive regional innovation ecosystem.

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Goal 7: A Supportive Business and Investment Environment

Objective 7.1: Facilitate an Open, Welcoming and Supportive Business Environment

Objective 7.2: Monitor the Pulse of the Cluster

Objective 7.3: Attract, Retain and Expand Life Sciences Companies

EDO will continue to champion business interests by being client-centric and monitoring the pulse of the local economy. While business attraction will continue to spur development and growth in the local life sciences cluster, EDO will continue to focus efforts in supporting the suite of local companies. This is important for economic growth and development as; "existing businesses will account for as much as 80% to 90% of economic growth in the community. They demand priority action; and 70% to 85% of new foreign direct investment is follow-on investment by multinational enterprises already established in the community. Foreign owned subsidiaries in the community should be a primary focus of an international business attraction program."² EDO will continue to be proactive by anticipating changes in the cluster and working with partners to implement measures that lead to the best outcomes for the cluster. Ongoing consultation led by the EDO Life Sciences Business Consultant will be a priority as EDO will continue to connect with cluster stakeholders to learn about continually evolving and pressing challenges and opportunities. The facilitation of an open and welcoming environment to support the full range of life sciences companies across the value chain will remain critical. For complete details on strategic actions refer to attachment - Appendix A, pages 23-30.

Strategic Plan

The Life Sciences Cluster Strategy is aligned mainly with the City's strategic pillar "Prosper", supporting Mississauga as a global hub of creative and innovative activity where talent and business thrive as well as a City that values a strong business future, fostering a prosperous and sustainable economy that attracts and grows talent.

Financial Impact

The majority of identified actions require no additional budget requests as the costs can be covered under the operating budgets of EDO and internal/external partners. Only a select number of actions have been identified to warrant additional analysis and business cases to articulate the resources required to move forward with Strategy implementation. These actions and resources will be reviewed as part of the annual City's Business Planning and budget

² Source: Economic Developers Association of Canada, The Essentials of Economic Development: Practices, Principles and Planning

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processes. Funding opportunities will be explored through partnerships and provincial and federal funding envelopes, where possible.

Conclusion

Mississauga is recognized as a leading life sciences cluster in Canada. The City has the first Canadian municipal five-year life sciences cluster strategy and a clear action plan – a genuine and comprehensive stakeholder-driven initiative. The Strategy will enhance Mississauga's innovation economy and healthcare/life sciences support systems. Through the enhancement of networks for partnerships with business, education, government, associations and other key stakeholders, Mississauga can continue its leadership position and success of its life sciences cluster. The Life Sciences Cluster Strategy will elevate the city's life sciences cluster on the global stage to support local economic growth and prosperity.

Attachments

Appendix 1: Life Sciences Strategy

JanuarBaher

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

Prepared by: Bonnie Brown, Manager of Sector Development and Economic Partnerships







MISSISSAUGA LIFE SCIENCES CLUSTER STRATEGY | 2017-2021

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MESSAGE FROM THE MAYOR



I am excited to share with you the Mississauga Life Sciences Cluster Strategy, the first of its kind in Canada for a municipality. The Strategy was created through the collaborative efforts of the City of Mississauga, our partners and our life sciences sector leaders. The demonstration of commitment and enthusiasm towards a shared vision and goals, is what makes this Strategy meaningful and purposeful to a larger ecosystem that supports Mississauga's life sciences cluster.

The research and engagement completed for this Strategy made it clear that Mississauga has all the ingredients to build and grow our sector and attract a highly skilled and talented labour force. This Strategy also outlines the importance of political support in growing our regional life sciences cluster to become the next global leader in life sciences.

According to Life Sciences Ontario (LSO), the economic impact of Ontario's life sciences sector is substantial, drawing in \$21.6B in GDP and \$448M in income tax a year. As Mississauga is the second largest life sciences cluster in Canada by employment, with 430 companies employing over 22,000 people, this sector is a significant contributor to our city's economic health and well-being.

Moving forward, this Strategy will guide the Economic Development Office through the next five years on addressing gaps and opportunities that will leverage our existing strengths in the sector, and seek out logical areas for strengthened partnerships and collaboration. This Strategy is the spark that will ignite the synergy between government, industry and academia. Together, we will create a sustainable environment that supports and nurtures scientific breakthroughs and medical innovations that will benefit the world.

Bonnie Chombrie

Mayor Bonnie Crombie City of Mississauga

MISSISSAUGA LIFE SCIENCES CLUSTER STRATEGY | 2017-2021

BOUNDLESS

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INTRODUCTION

8.1

INTRODUCTION

University of Toronto, Mississauga Campus

STRATEGY BACKGROUND & PURPOSE

The City of Mississauga Economic Development Office (EDO), in consultation with key stakeholders, has undertaken the development of the Mississauga Life Sciences Cluster Strategy ("Strategy"). This report is a comprehensive municipal document, cluster strategy and implementation plan identifying short, medium and long-term priorities over a five-year period – 2017 to 2021 – to support the growth and development of the local life sciences cluster. The City of Mississauga Economic Development Strategy (2010) identified four key knowledge-based sectors to foster economic growth and prosperity: life sciences, advanced manufacturing¹, information and communications technology (ICT) and financial services. While the life sciences sector has experienced considerable historic momentum, the City of Mississauga Economic Development Strategy identified the need to capitalize on existing assets and initiatives in order to strengthen the sector.

Economic Development Strategy - Goal 1: Become a Global Business Magnet

Objective 1: Target Opportunities in High Growth Sectors

1.3: Capitalize on the ongoing efforts of the Biotech Initiative and Research Innovation Commercialization Centre (RICC) to sustain an ongoing dialogue among leaders in academia, industry and healthcare organizations and build a cohesive life sciences community in the City.

The life sciences sector remains Mississauga's second most competitive key sector, following aerospace². A review of Mississauga's relative life sciences employment highlights a large competitive advantage for both 2003 and 2014. However, Mississauga's competitiveness has declined over the years due to increasing competition from other jurisdictions.

Life sciences is the science of all living organisms. Life sciences companies use technology to deliver commercially-viable products and services and those that directly support these activities along the entire commercial value chain³ This Strategy marks the beginning of a new era for Mississauga's life sciences cluster – developing a shared cluster vision amongst stakeholders with purposeful and collaborative actions designed to grow and strengthen the cluster on the national and international stage. The Strategy is ultimately intended to:

- Serve as a building block to position Mississauga as a leading life sciences cluster;
- Address ways to enhance Mississauga's innovation economy and innovation support systems for the life sciences cluster; and
- Be used as a tool to support other innovation approaches and align with the Province's cluster development approach.

2 As benchmarked by Ontario's life sciences employment.

3 Life Sciences Ontario Sector Report, 2015

INTRODUCTION

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8.1

Sheridan Institute of Technology and Advanced Learning Hazel McCallion Campus MISSISSAUGA LIFE SCIENCES CLUSTER STRATEGY | 2017-2021



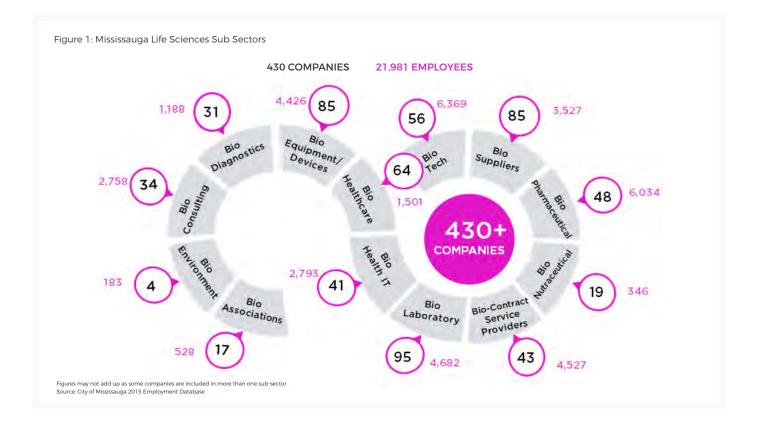
MISSISSAUGA'S LIFE SCIENCES CLUSTER

The origins of Mississauga's life sciences cluster started in 1961 when a company called Astra Pharma opened a manufacturing facility in the rolling fields of what was to become the City of Mississauga. In the following years the availability of land, the convenient road infrastructure, close proximity to the airport and low operating costs attracted other companies.

Abbott Laboratories Ltd., Merck Frosst Ltd. and additional industrial and commercial activity followed Astra Pharma's lead by developing and operating distribution centres. The next major company to join the growing cluster was Mallinckrodt Canada Inc., which was later purchased and became DuPont Pharma Inc. (Bristol-Myers Squibb). By the 1980s, the dominant sub-sector was pharmaceuticals with GlaxoSmithKline joining the cluster in 1989. It was also during this time that biotechnology companies started to emerge.

4 In comparison to 21 other Canadian municipalities (Census subdivisions), to include Brampton, Burlington, Calgary, Edmonton, Hamilton, Kitchener, Laval, London, Markham, Montreal, Oakville, Oshawa, Ottawa, Quebec City, Saskatoon, St. Catharines, Toronto, Vancouver, Waterloo, Windsor, Winnipeg. Source: City of Mississauga 2015 Employment Database and Statistics Canada, Canadian Business Counts June 2016 In the 1990s, growth started to boom due to the dynamic cluster of life sciences companies in the Meadowvale Business Park Corporate Centre area, internationally known as "Pill Hill". JLL Global Life Sciences Cluster Report (2014) highlighted this area as the largest life sciences cluster in the suburban Greater Toronto Area (GTA). This cluster attracted other biomedical and biotechnology companies, developed a wider array of products in response to demand and consolidated into new business structures to meet the requirements of the rapidly evolving sector. Between 2003 and 2014, Mississauga's life sciences sector grew: 26% in terms of number of life sciences companies and 11% in total employment.

Today Mississauga's life sciences sector is globally recognized as a significant economic driver. The sector is positioned as the fifth largest life sciences cluster in Canada in terms of number of companies with 430 companies, and the second in terms of employment with over 21,981 employees⁴. The sector includes thirteen sub-sectors ranging from bio-associations to bio-technology. All of the life sciences sub-sectors represent a growing sector that will significantly impact development and growth across Mississauga as well as Ontario and Canada.



SUB-SECTORS	DESCRIPTION
Bio-Associations	An Association linked to biotech/pharmaceuticals/medical profession
Bio-Environment	Environment Category Canadian Biotech Book
Bio-Consulting	Consultants linked to research & development(R&D)/management/environmental assessment of biotech, pharma, and medical industries
Bio-Diagnostics	Pharmaceutical, medical, laboratory, and environmental diagnostic, analytical and measuring instruments
Bio-Equipment/Devices	Laboratory equipment, cultures and reagents. Specialised software, laser therapy, hospital equipment, surgical tools, implants, scientific instruments & cardiac equipment
Bio-Healthcare	Manufacturer/distribution. optical products, orthotic products, dental products and first aid
Bio-Health IT	Health IT (Digital Health) and informatics companies
Bio-Laboratory	Research facilities available to conduct scientific research
Bio-Contract Service Providers⁵	Contract Research Organizations (CROs) & Contract Manufacturing Organizations (CMOs)
Bio-Nutraceuticals	Vitamin and mineral health supplements, nutrition analysis
Bio-Pharmaceutical	Manufacturer, research & development, sales of pharmaceutical products (or known pharmaceutical companies with a presence in Mississauga)
Bio-Suppliers	Sales & distribution medical and hospital equipment and supplies. Medical information & service providers. Consulting firms providing service to biomedical & biotechnical areas
Bio-Technology	Bio-technology firms, bio and pharma research & development and contract research and clinical trial firms (or known bio-tech firms with a presence in Mississauga)

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MISSISSAUGA'S LIFE SCIENCES CLUSTER VS. SECTOR

Cluster: The ecosystem of industry^a and non-industry stakeholders^b that revolve around the sector's economic activity and output.

Sector: A sub-set of the cluster as it relates only to the industry stakeholders driving commercial output, and is further defined by thirteen sub-sectors as defined by EDO.

a For- and not-for-profit businesses, including business associations.

b Post-secondary and research institutions, workforce development groups, government agencies, industry associations, chambers of commerce, incubators etc.

Today Mississauga is home to a diverse life sciences ecosystem, that includes the following characteristics and assets:

- The fifth largest life sciences sector across major Canadian cities by total number of companies and the second largest by total employment;
- Over 66 life sciences corporate head office locations;
- A highly educated talent pool: over two-thirds of residents with post-secondary education; a higher proportion of residents with STEMM (science, technology, engineering, mathematics and medicine) training as compared to the GTA and Ontario;
- 21 post-secondary institutions within 1-hour driving distance offering over 300 life sciences and health studies undergraduate and post-graduate programs;
- University of Toronto Mississauga (UTM): Innovation-Cube, Mississauga Academy of Medicine and the Institute for Management & Innovation with specialized life sciences programming including the Master of Biotechnology (MBiotech), Master of Management of Innovation (MMI), Master of Science in Sustainability Management (MScSM) and Master of Science in Biomedical Communications (MScBMC)

 $^{
m L}$ Future home to world-renowned Dr. Patrick Gunning and the Centre for Medicinal Chemistry;

- Sheridan Institute of Technology and Advanced Learning Hazel McCallion Campus (HMC) with several programs offered in business, marketing and communications;
- Research Innovation Commercialization Centre (RICC) providing entrepreneur and innovation support in a co-located facility with the Xerox Research Centre of Canada; and
- Mississauga's Trillium Health Partners (2 teaching hospital sites: Credit Valley Hospital and Mississauga Hospital) specializing in oncology and cardiology.

In addition, Mississauga is located in the GTA, Ontario-Quebec Life Sciences Corridor and the Kitchener/ Waterloo-Toronto Innovation Corridor – leading regional clusters with a broad array of stakeholders and resources influencing Mississauga's life sciences ecosystem.

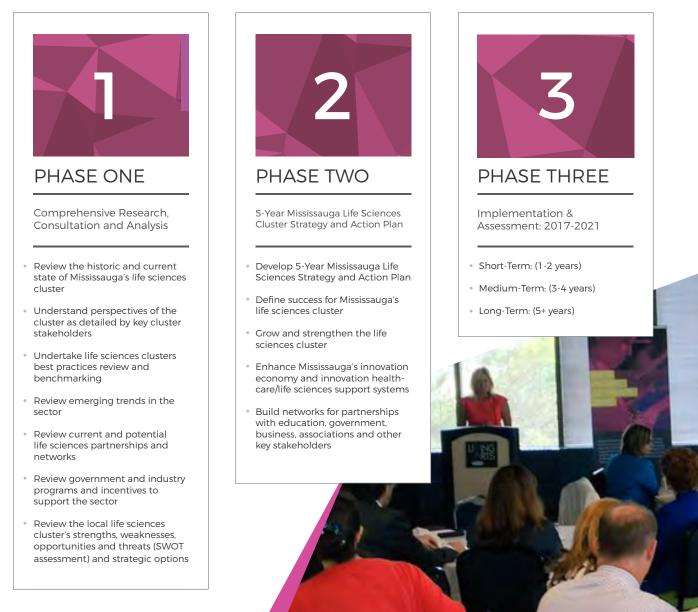
> Talent is a key element of the 5-year life sciences cluster plan. Mississauga has evolved into a destination point for highly skilled scientists whose potential is enabled by local educational institutes and pharmaceutical/biotech organizations. Alphora Research has contributed to the cluster by creating significant employment and by the professional development of over 100 personnel including Ph.D., chemists, scientists, engineers and support staff. Joining the Mississauga cluster has been truly beneficial to our business.

> > Dr. Jan Oudenes, President, Alphora

STRATEGY DEVELOPMENT PROCESS

EDO worked in collaboration with the City of Mississauga Business Improvement section, partners and life sciences cluster stakeholders to develop the Strategy. The Strategy development process involved two phases, answering three key strategic questions: "Where are we now?"; "Where do we want to go?"; and "How do we get there?". Key objectives of each project phase are detailed in the following table.

Table 1: Mississauga Life Sciences Cluster Strategy Project Phases and Objectives



A range of methods were employed to gain primary and secondary quantitative and qualitative data to shape the Strategy, inclusive of the following:

Stakeholder Engagement

Engagement of over 136 life sciences stakeholders across more than 70 organizations through roundtable sessions/consultation meetings, one-on-one interviews and online surveys in order to understand local cluster trends, opportunities and challenges.

Secondary Data Review and Analysis

Comprehensive research and analysis to review the existing state of the local life sciences cluster and future trends.

Best Practice Research and Benchmarking

Review and analysis of over 65 global life sciences clusters across 18 countries to review cluster development opportunities and threats.

Collaborative Sessions

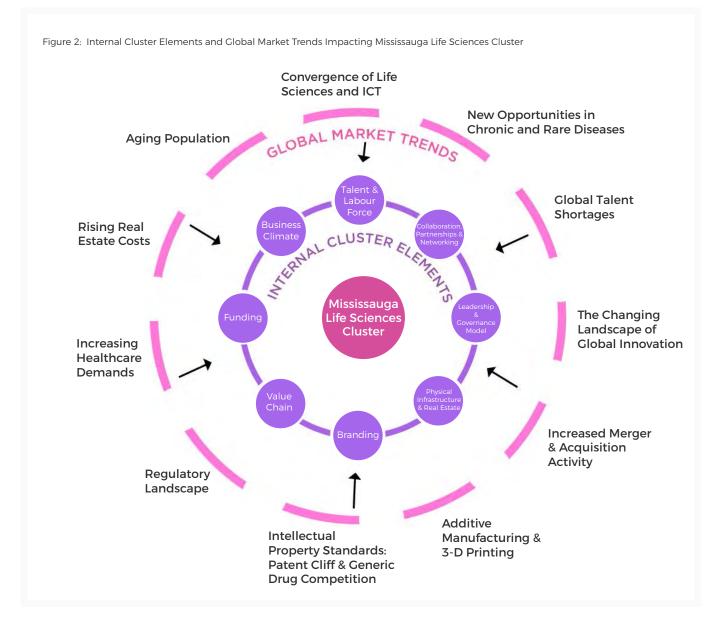
Facilitated group brainstorming with key life sciences stakeholders shaped the outcomes of the Strategy, confirmed partner commitment and identified key cluster champions who will support the achievement of the Strategy vision, goals and objectives.

The utilized methodology approach sets the Mississauga Life Sciences Cluster Strategy as a genuine and comprehensive stakeholder-driven initiative. The Strategy development process is further detailed in Appendix A.



KEY INSIGHTS AND FINDINGS

The evaluation of Mississauga's life sciences cluster is based on the assessment of internal cluster elements deemed as important contributors to the growth and success of well-established clusters through best practice and benchmarking research and stakeholder consultation. In addition, changing socio-economic global trends are driving global life sciences companies to be creative and adopt new business models to become more competitive. These internal cluster elements and global market trends impacting the local life sciences cluster are detailed in the following figure.



Nine key observations and lessons derived from the Strategy development process are as follows:

Varying Perceptions of the Local Business Climate

While it was evident that the majority of established life sciences companies viewed Mississauga as an excellent place to do business, this sentiment is not as clear-cut for start-ups/early-stage companies and small and medium-sized enterprises (SMEs). If EDO wants to implement measures that are truly supportive of the full range of local life sciences businesses and stimulate growth within those start-ups/early-stage companies that have high growth potential, there is a critical need to have meaningful and inclusive cluster engagement across the full value chain. Ongoing business retention and expansion efforts and business relationship-building activities need to ensure that the engagement of stakeholders remain representative of Mississauga's entire business community.

Support for Early Stage Life Sciences Companies

Mississauga is a preferred location for larger and more established life sciences companies, as evidenced by Mississauga's life sciences companies by employment range in comparison to other municipalities. Statistics Canada Canadian Business Counts data reveals that Mississauga is the number one location for life sciences companies employing 100 to 499 employees across major Canadian cities. More interestingly, while Toronto had the largest number of life sciences companies employing over 500 employees, Mississauga is the number one location for life sciences companies employing over 100 employees (in terms of total companies). Toronto's life sciences ecosystem is characterized with a large number of post-secondary and research institutions and incubators that support innovative start-ups and seed companies. MaRS Discovery District is one example of the incubators located in Toronto that support these smaller companies. These support providers for early stage companies have helped to position Toronto as the number one location for smaller life sciences companies (employing less than 20) across major Canadian cities.

While the City of Mississauga may be deemed as a reasonable landing spot for newly incubated companies seeking to commercialize, grow and mature, the operating reality is not always consistent. In order for Mississauga to be positioned as the ideal landing spot for early-stage life sciences companies that are seeking to grow and commercialize, supportive intervention needs to be undertaken. The provision of reduced rate and shorter-term lease options with appropriate equipment, including lab space, is a provision that should be further evaluated in conjunction with partners. In addition, mentorship programs between established companies and SMEs/start-ups/early stage companies, networking opportunities as well as connections to funding opportunities and service providers may further facilitate innovation and support commercially viable opportunities for these companies.

Room for More Partnership and Collaborative Initiatives to Support B2B Opportunities

An overwhelming sentiment highlighted by companies is the need to further engage with other cluster stakeholders to advance organizational and business development interests. Cluster engagement must remain sector-relevant and provide meaningful outcomes for stakeholders. Opportunities for business-to-business (B2B) interaction to address organizational interests and business development opportunities are largely viewed as the main objective of successful cluster engagement. The City has the opportunity to lead the facilitation of such events to provide platforms allowing stakeholders to initiate organic connections in order to address immediate and long-term opportunities and challenges.

Talent/Skills Gap

There is a talent/skills gap that is perpetuated through four main forces: (1) Industry and post-secondary institution disconnect in changing workforce training requirements; (2) Lack of mentorship opportunities between experienced life sciences professionals and new graduates and students; (3) Lack of in-house capacity to dedicate resources to mentorships or extensive training (specifically for smaller companies); and (4) Loss of talent to other established life sciences/technology hubs. In consultation with education institutions and workforce development groups, EDO should evaluate programming options to address these four main barriers to bridge the talent/skills gap.

Transit and Transportation Development

Appropriate and accessible transit options are necessary for the attraction and retention of talent, particularly new grads and students. Traffic congestion in key life sciences hubs (e.g. Meadowvale Business Park Corporate Centre and Airport Corporate Centre) is further hindering the commuter flow to and from the city. MiWay has many initiatives underway to improve transit delivery across the city. EDO should extensively share these updates with the business community and facilitate opportunities for business community input moving forward to ensure that transit development opportunities address the needs of commuters in highly concentrated employment areas. In addition, EDO should work with various internal and external partners to ensure transit and transportation infrastructure development supports and meets the needs of local companies.

Leverage Partner Resources & Seek Collaborative Measures to Mitigate Duplication of Services

In order to encourage a cohesive ecosystem, non-industry stakeholders providing support and resources for cluster growth and development need to work in collaboration to ensure that companies have a clear understanding of the range of support services available and to reduce confusion of where to seek support. EDO should take a leading role in coordinating efforts among non-industry stakeholders and finding opportunities for synergies and pooling of resources, specifically where organizational/programming mandates and operating goals remain similar and connected.

Sector-Driven Engagement and Collaborative Empowerment

Creating meaningful programming that addresses cluster challenges and opportunities requires initiatives that are driven by industry stakeholders with non-industry stakeholders, including the City of Mississauga, supporting industry directive and coordinating efforts. Industry stakeholders should be empowered to take the initiative to shape the vision and outcomes of the future state of Mississauga's life sciences cluster.

EDO as Life Sciences Cluster Development Integrator and Enabler

EDO has remained an active leader in championing life sciences as a vital and key sector of Mississauga's economy. Best practice research highlights the importance of community stakeholders – with key emphasis on industry – taking a vested interest in the strategic leadership of cluster development initiatives. EDO should remain an integrator and enabler of opportunities and support to ensure that the local business community remains competitive and is able to thrive and grow. Rather than setting industry direction, EDO should ensure that foundational pieces are in place to set the stage for opportunities for meaningful cluster engagement and collaboration. EDO will continue to lead efforts to facilitate an open and nurturing business environment that encourages synergistic connections amongst stakeholders and leverage the expertise and resources of partners in establishing initiatives that are responsive to industry needs and direction.

8.1

Transition into an Innovation District(s) and Innovation Ecosystem

Global best practice research identifies the transition of traditional research park models to more flexible uses that best meet business needs. Innovation districts with an emphasis on a mix of uses (e.g. office, research, co-working space, incubation space, etc.), the facilitation of linkages across a number of stakeholders and the development of a sense of place has the potential to transition Mississauga into a vital and critical life sciences innovation hub. Furthermore, links with regional innovation clusters should be strengthened to leverage resources and assets. This will ultimately solidify Mississauga as a thriving local innovation ecosystem.

MOVING FORWARD: OUR FUTURE

Mississauga has the opportunity to bolster the local life sciences cluster as a world-renowned centre for technological and medical advancements. This can only be achieved through the provision of an enabling environment that encourages connections, collaboration, inclusion and cohesion between cluster stakeholders. The Strategy development process allowed EDO to thoroughly examine the local life sciences cluster in order to enact meaningful change.

The reality: Mississauga has many of the right ingredients to catalyze the cluster to the next level of industry productivity, innovation and export-competitiveness.

What is now needed: Specific and decisive actions addressing the identified cluster challenges, gaps and opportunities.

Now is the time to take action. Many stakeholders identified the need for a formal life sciences cluster strategy at either the national, provincial, regional or municipal level. The amount of interest and excitement warranted from local and regional stakeholders throughout the development of this Strategy is one indicator of this need. Through the development of this Strategy, Mississauga is now positioned as a cutting-edge city amongst leading Canadian life sciences destinations.

The Strategy will elevate Mississauga's life sciences cluster on the global stage to support local economic growth and prosperity.

As an emerging technology company, I was happy to participate in the Mayor's Roundtable to participate and interact with other leading Life Sciences executives about the issues and opportunities to grow the medical device cluster in Mississauga. Prolucid Technologies has grown significantly from startup to 25 employees with a plan to continue to expand even more as we focus on providing medical device connectivity and commercialization to a growing list of innovative medical device companies. The talent is here and helping develop the cluster will result in growth for Prolucid and surrounding companies, creating highly skilled technology jobs in the region.

Annalee Sawiak, Chief Financial Officer, Prolucid Technologies

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Professor Patrick Gunning, Ph.D., B.Sc., Department of Chemical & Physical Sciences, University of Toronto Mississauga (UTM)

and Dr. Eugenia Duodu, UTM graduate and member of the Gunning Group lab



MISSISSAUGA LIFE SCIENCES CLUSTER STRATEGY

OUR SHARED VISION

The strategic direction set forth in this document represents the collective vision and aspirations for Mississauga's life sciences cluster. As a community-based strategy, the achievement of this vision will largely be based on inclusion and collaboration between cluster stakeholders. The identified actions are therefore a shared responsibility, requiring continuous commitment and interaction between industry, government, research and post-secondary institutions, business incubators/accelerators, workforce development groups, industry associations, chambers of commerce and other not-for-profit groups. The Strategy represents a series of key distinguished yet interconnected actions that will shape the future outcomes and success of Mississauga's life sciences cluster.

Mississauga is the connected ecosystem that cultivates and nurtures commercialization of life sciences innovations: A proven destination where diverse companies and exceptional talent grow, succeed and prosper.



GUIDING PRINCIPLES

Key observations and lessons identified in Section I shaped the development of four strategic guiding principles. These guiding principles represent the underlying themes of which this Strategy is based on and are detailed as follows:

CREATE INCLUSIVE BUSINESS-DRIVEN NETWORKS

Moving forward it will be important to have a cohesive and engaging cluster that is inclusive across the full value chain including large multinational companies to SMEs and early-stage start-ups and newcomers. Meaningful outcomes for the cluster can only be actualized through the leadership and guidance of the business community. Mississauga has the opportunity to be distinguished as a city that prides business leadership by providing a formal platform that engages life sciences business leaders to advise and oversee the growth and development of the local cluster. Through the establishment of cluster champions and a consortium led by cluster stakeholders, meaningful outcomes for all stakeholders will become apparent. EDO will continue to facilitate connections by integrating partners and stakeholders into cluster development programs and initiatives.

CULTIVATE THE INNOVATION ECOSYSTEM

While there has been some momentum in place with the establishment of corporate centres and research parks, the City has the opportunity to provide planning provisions, and physical/transportation infrastructure that supports the transformation into innovation districts. These districts will better facilitate environments that attract and retain talented workers, who increasingly want to live, work, and play in dense urban areas that contain high concentrations of cultural amenities, links to transportation, and attractive public spaces.

Furthermore, it will be important for the future growth and development of the cluster to integrate companies, post-secondary and research institutions and workforce development groups to ensure that the local talent base meets the needs of the rapidly evolving workplace. Synergies apparent in other key sectors such as ICT and advanced manufacturing have the opportunity to enhance the trajectory of life sciences. This is evidenced in trends such as the internet of things (IoT), big data, genomics and automation currently being addressed in health informatics, contract manufacturing and research. Mississauga is on the cusp of something big.

ENHANCE GLOBAL & REGIONAL CLUSTER CONNECTIVITY

It is important for the local cluster to not operate in a silo. Connecting with regional partners – by leveraging resources, funding and assets to elevate and develop the local sector – will remain critical. Many of the best practice life sciences clusters are in fact regions. Mississauga has the opportunity to better integrate with the Ontario-Quebec Life Sciences Corridor, the Kitchener/Waterloo-Toronto Innovation Corridor and other leading international life sciences clusters – clusters with a wealth of resources and international brand recognition. Particularly for program implementation, it will be important for EDO and its partners to mitigate duplication of services in order to create a cohesive regional innovation ecosystem.

ATTRACT & GROW

EDO will continue to champion business interests by being client-centric and monitoring the pulse of the local economy. While business attraction will continue to spur development and growth in the local life sciences cluster, EDO will continue to focus efforts in supporting the suite of local companies. This is important as the Economic Developers Association of Canada states that: Existing businesses will account for as much as 80% to 90% of economic growth in a community; and 70% to 85% of new foreign direct investment is add on investment by multinational corporations already established in a community. Business retention and expansion remains an integral component of economic growth and development.

EDO will continue to be proactive by anticipating changes in the cluster and working with partners to implement measures that lead to the best outcomes for the cluster. Ongoing consultation led by the Life Sciences Business Consultant will be prioritized as EDO will continue to connect with cluster stakeholders to learn about continually evolving and pressing challenges and opportunities. The facilitation of an open and welcoming environment to support the full range of life sciences companies across the value chain will remain critical.

McKesson recently expanded our footprint in the Greater Toronto Area - we chose Mississauga as the home of our new regional corporate office. The City of Mississauga's proactive approach to strengthening the life sciences and broader pharmaceutical supply chain sector through established networks and corporate partnerships helped make the decision an easy one to make.

Daniel Chiasson, Vice President, Supply Solutions, McKesson Canada

As a leading Canadian life sciences cluster, Mississauga has an active role to play in strengthening Ontario's life sciences sector and securing our future economic and social prosperity. This strategy identifies Mississauga's unique attributes that can support the life sciences industry, and provides action items to achieve this within the context of the growing Ontario life sciences supercluster.

Dr. Jason Field, President, Life Sciences Ontario

CREATE INCLUSIVE BUSINESS-DRIVEN NETWORKS

Goal 1: Opportunities for Life Sciences Partnerships and Leadership

Objective 1.1: Establish Local Life Sciences Cluster Champions as the Formal Cluster Governing Structure and Advisory Body

Goal 2: Opportunities for Effective Networking and Collaboration

Objective 2.1: Coordinate B2B Networking Initiatives to Connect the Life Sciences Ecosystem Objective 2.2: Facilitate an Open Innovation Environment

CULTIVATE THE INNOVATION ECOSYSTEM

Goal 3: A Robust Life Sciences Talent Pipeline

Objective 3.1: Enhance and Develop Training/Workforce Development Programs and Talent Connections

Goal 4: Access to Efficient Transit Options

Objective 4.1: Develop Business-Friendly Transit Options

Goal 5: A Centralized Life Sciences Hub

Objective 5.1: Lead the Development of a Mississauga Life Sciences Innovation District

ENHANCE GLOBAL & REGIONAL CLUSTER CONNECTIVITY

Goal 6: A Proven Destination for Life Sciences

Objective 6.1: Empower Local Life Sciences Cluster Leaders

Objective 6.2: Leverage Local Partner Resources to Create a Cohesive Local Life Sciences Support Ecosystem

Objective 6.3: Leverage Regional Resources and Assets

Objective 6.4: Develop International Linkages with Globally Significant Life Sciences Clusters

ATTRACT & GROW

Goal 7: A Supportive Business and Investment Environment

Objective 7.1: Facilitate an Open, Welcoming and Supportive Business Environment Objective 7.2: Monitor the Pulse of the Local Cluster Objective 7.3: Attract, Retain and Expand Life Sciences Companies

ACTION PLAN

Timing: Short-Term (1-2 years); Medium-Term (3-4 years); Long-Term (5+ years)

The following Action Plan represents a living document that will remain open to evolving over the course of the Strategy to adapt to emerging economic trends and reflect the operating realities of the cluster. Refer to Appendix E for a description of identified leads, partners and key performance indicators.

CREATE INCLUSIVE BUSINESS-DRIVEN NETWORKS

GOAL 1: Opportunities for Life Sciences Partnerships and Leadership

OBJECTIVE 1.1: Establish Local Life Sciences Cluster Champions as the Formal Cluster Governing Structure & Advisory Body

ACTION	TIMING	LEAD(S)	SUPPORT
i. Mississauga Life Sciences Consortium Leadership: Develop the Mississauga Life Sciences Consortium as the formal cluster governance model composed of life sciences business leaders. The Mississauga Life Sciences Consortium will:	Short-Term	Identified Cluster Champions	EDO, MBOT
 Provide advisory support and direction to the cluster; Identify local cluster challenges and opportunities to relay to EDO and partners; Implement, oversee and evaluate cluster strategy actions and outcomes; and Create opportunities for B2B networking and collaboration 			
amongst stakeholders. Upon the launch of the Strategy, the City will issue a statement to the Province about the importance of the life sciences sector to Mississauga, Ontario and Canada.			

GOAL 2: Opportunities for Effective Networking and Collaboration

OBJECTIVE 2.1: Coordinate B2B Networking Initiatives to Connect the Life Sciences Ecosystem

ACTION	TIMING	LEAD(S)	SUPPORT
 i. Themed Networking Events, Roundtables and Seminars: Create, host and sponsor themed networking events, roundtables and seminars in collaboration with partners. International cluster leaders will be invited to facilitate sessions and/or be keynote speakers in order to provide best practice insight and create opportunities for the transfer of knowledge. 	Short-Term	EDO	OCE, EDC, RICC, UTM, BioTalent, Sheridan, MaRS Discovery District, LSO, OBIO/OBEST, MBOT
Possible themes include, but are not limited to: general networking, angel investor networking, government incentives seminars, Mississauga development approval process seminars, international market expansion, mentorship networking, regulatory landscape roundtable, talent and workforce development roundtable (connecting industry with post- secondary institutions), healthcare institution procurement sessions and trends and opportunities in life sciences roundtables.			



ACTION	TIMING	LEAD(S)	SUPPORT
 ii. Mississauga Online Business Concierge: Ensure that the new Mississauga Business Directory through Open Data is a user-friendly business concierge that facilitates B2B interactions and labour force connections by developing an online network. 	Medium-Term	Information Planning, EDO	LSO, TO Health!, Provincial Government
 Create a virtual shared space for innovation and collaboration amongst cluster stakeholders by maintaining a web forum to share knowledge, ideas and create connections (e.g. Virtual Park). 			

OBJECTIVE 2.2: Facilitate an Open Innovation Environment

ACTION	TIMING	LEAD(S)	SUPPORT
i. Connect Academic and Healthcare Institutional Researchers with Life Sciences Companies:	Medium-Term	EDO	UTM, Sheridan, Industry
Connect academic and healthcare institutional researchers with life sciences companies to facilitate an open innovation environment in R&D/discovery phases. Leverage the UTM Centre for Medicinal Chemistry to build capacity/specialty in this realm.			
ii. Open Innovation Conferences and Events: Develop and host conferences and events to facilitate a life sciences open innovation community of practice: A collective learning experience.	Medium-Term	EDO	UTM, Sheridan, Industry, LSO, OBIO/OBEST, OCE, MEDEC, Innovative Medicines, BIOTECanada, BioTalent

KEY PERFORMANCE INDICATORS - CREATE INCLUSIVE BUSINESS-DRIVEN NETWORKS

Number of Mississauga Life Sciences Consortium meetings held annually.

Number of industry-relevant themed events hosted/supported annually.

Number of attendees participating in themed networking events, roundtables and seminars annually.

Client satisfaction ratings from the themed networking events, roundtables and seminars garnered through event satisfaction surveys.

Number of connections facilitated by the Open Data Business Directory annually.

Number of facilitated connections between researchers and companies over the course of the Strategy timeframe.

Number of life sciences open innovation conferences and events hosted annually.

CULTIVATE THE INNOVATION ECOSYSTEM

GOAL 3: A Robust Life Sciences Talent Pipeline

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OBJECTIVE 3.1: Enhance and Develop Training/ Workforce Development Programs and Talent Connections

ACTION	TIMING	LEAD(S)	SUPPORT
 i. Industry-Academic-Workforce Development Programs: Encourage Mississauga life sciences companies to utilize internship or co-op programs to hire students. Promote and encourage the social impact of internships/co-ops in SMEs in order to further engage students and new graduates; Work with educational institutions to develop/expand specialized programs related to life sciences (e.g. Good Manufacturing Practice, Good Laboratory Practice) and promote careers in life sciences as opportunities amongst young people; Promote BioTalent to internationally-trained life sciences and healthcare professionals to explore opportunities available in life sciences; and Establish a forum with regional cluster stakeholders to identify talent/skills gaps and needs for new training programs. Encourage companies to share workforce needs, industry trends and demands with EDO and educational institutions. 	Short-Term	BioTalent, UTM School of Continuing Studies, Sheridan Faculty of Continuing & Professional Studies	EDO
 ii. Opportunities with Educational Institutions: Promote "all experience is relevant" in all levels of education in order to encourage students' development of soft and transferable skills; Encourage opportunities to connect students, new grads and internationally-trained professionals to life sciences companies through various means, such as job shadowing, job fairs, internships and a collaborative centre; Advocate for longer degree program options that allow students to better manage school and work responsibilities; Introduce an "Open Doors" field trip model to encourage students to visit local life sciences companies. 	Medium-Term	UTM, Sheridan, Provincial Government, Peel District School Board, Dufferin-Peel Catholic District School Board, Select post-secondary institutions from throughout the region, Private Schools	EDO
iii. Ten Thousand Coffees – Mississauga: Leverage the web-based tool, Ten Thousand Coffees, to create a Mississauga Life Sciences Cluster branded resource that connects students, new grads, internationally-trained life sciences and healthcare professionals, start-ups and SMEs with mentorship support and service providers.	Medium-Term	RICC, MBOT, LSO, MaRS Discovery District, BioTalent, Other select regional incubators	EDO

GOAL 4: Access to Efficient Transit Options

OBJECTIVE 4.1: Develop Business-Friendly Transit Options

ACTION	TIMING	LEAD(S)	SUPPORT
i. Transit-Business Working Group Initiate Pilot Strategies:	Short-Term	T&W, MiWay, EDO, Metrolinx, TTC, Brampton	Provincial Government, Federal
Develop the Transit-Business Working Group to initiate pilot strategies with landlords to address transit hot spots. Survey local life sciences companies to understand transit challenges.		Transit, Oakville Transit, Smart Commute	Government

GOAL 5: A Centralized Life Sciences Hub

OBJECTIVE 5.1: Lead the Development of a Mississauga Life Sciences Innovation District

ACTION	TIMING	LEAD(S)	SUPPORT
i. Mississauga Life Sciences Innovation District: Create a Life Sciences Innovation District(s) to support early-stage companies looking to commercialize, grow and mature:	Long-Term	EDO, Planning & Building, Mississauga Life Sciences Consortium	Provincial Government, Federal Government, Industry, MaRS Discovery District,
 Conduct a feasibility study to explore the possibility of developing an innovation district(s) in key areas (e.g. Adjacent to the hospitals (Hurontario, Queensway and Credit Valley), Lakeview, Advanced Material Manufacturing Centre, UTM Special Purpose Area - Centre for Medicinal Chemistry and Downtown Core and other potential sites). Special emphasis should be placed on developing a model that acknowledges and encourages sector activity amongst existing life sciences hubs (e.g. evaluating a networked innovation district amongst various nodes of the city), ensuring there is good transit access and active transportation options, guaranteeing the provision of reduced rate/shorter-term lease rates, and the evaluation of funding opportunities; 			Trillium Health Partners, NRCC
 Review the successes and challenges of existing corporate centres and business parks; 			
 Establish formal linkage programs between existing incubation hubs (e.g. MaRS Discovery District) to land newly incubated life sciences companies in Mississauga and provide necessary resources and support through the Mississauga Life Sciences Innovation District; and 			
 Create an Innovation Café as an initial testing/launching concept for an innovation district. 			

KEY PERFORMANCE INDICATORS - CULTIVATE THE INNOVATION ECOSYSTEM

Number of newly-initiated education/training programs targeted to support interest in the life sciences sector over the course of the Strategy timeframe.

Number of mentorship connections between retired life sciences professionals and companies/individuals annually.

Number of new transit initiatives derived from the Transit- Business Working Group over the course of the Strategy timeframe.

Upon the launch of Innovation Café/Innovation District:

- Number of engaged participants
- Number of collaborative initiatives created through connections started

ENHANCE GLOBAL & REGIONAL CLUSTER CONNECTIVITY

GOAL 6: A Proven Destination for Life Sciences

OBJECTIVE 6.1: Empower Local Life Sciences Cluster Leaders

ACTION	TIMING	LEAD(S)	SUPPORT
i. Widen the Pipeline of Cluster Champions: Develop and launch a major internal marketing initiative through education sessions, social media updates and other means to increase internal stakeholders' awareness of the existing cluster and buy-in for the brand. The internal marketing campaign will identify new cluster champions to be involved in the Mississauga Life Sciences Consortium. Engage prominent cluster leaders to	Short-Term	EDO	Mississauga Life Sciences Consortium
Life Sciences Consortium. Engage prominent cluster leaders to help promote Mississauga's life sciences cluster.		I	1

OBJECTIVE 6.2: Leverage Local Partner Resources to Create a Cohesive Local Life Sciences Support Ecosystem

ACTION	TIMING	LEAD(S)	SUPPORT
i. Advocate for a Cohesive Life Sciences Sector Support Ecosystem:	Medium-Term	EDO, Provincial Government	Toronto Global, TO Health!, LSO, OBIO/ OBEST, OCE, MEDEC, Innovative Medicines.
Support collaborative Provincial initiatives that foster cohesion amongst sector support organizations, such as a public/private life sciences working group. Initiate the request to the Province to undertake a study to understand the operating mandates of life sciences cluster non-industry stakeholders (e.g. support providers, associations etc.) and identify apparent overlaps and gaps in the current sector support ecosystem. The study will:			BIOTECanada, BioTalent
 Ensure resources are used effectively and efficiently; 			
 Align services and reduce duplications; 			
 Encourage organizations to work collaboratively in order to advance the life sciences sector; and 			
 Bring clarity to the roles and services of all non-industry stakeholders. 			

OBJECTIVE 6.3: Leverage Regional Resources and Assets

ACTION	TIMING	LEAD(S)	SUPPORT
 i. Leverage the Regional Significance of Leading Local Institutions: • Leverage the regional significance and world-class prestige of leading newly or soon-to-be developed institutions to increase/enhance company connections and develop commercialization opportunities; 	Medium-Term	EDO	UTM, Xerox Research Centre, Advanced Material Manufacturing Centre
 Leverage the newly announced National Research Council Advanced Material Manufacturing Centre to grow the medical device cluster; and 			
 Leverage potential sector centres of excellence to increase sub-sector specialty. 			

OBJECTIVE 6.3 (Continued): Leverage Regional Resources and Assets

ACTION	TIMING	LEAD(S)	SUPPORT
 ii. Leverage Regional Cluster Development Initiatives: Take a more active role in regional marketing/development organizations in order to facilitate regional connections and allow local companies to gain access to a broader network of contacts and resources; 	Medium-Term	EDO	Quebec-Ontario Life Sciences Corridor, Kitchener/ Waterloo-Toronto Innovation Corridor, Other regional clusters. TO Health!.
 Promote the cluster at a regional level by collaborating and pooling resources with the broader region in order to facilitate effective brand recognition for the corridor (e.g. Leverage Ontario's strong global reputation for excellence in conducting clinical trials and support from non-profit organizations such as Clinical Trials Ontario); 			Toronto Global, UTM, Sheridan, Trillium Health Partners, Clinical Trials Ontario, LSO, OBIO/OBEST, Contact Canada.
 Provide the Mississauga sector database/directory to external groups detailing cluster maps/directories across larger regions on an annual basis to create company connections and promote the entire cluster; and 			Provincial Government, Federal Government,
 Connect the Mississauga Life Sciences Consortium as the point of contact with regional corridors and/or cluster initiatives. 			Industry

OBJECTIVE 6.4: Develop International Linkages with Globally Significant Life Sciences Clusters

ACTION	TIMING	LEAD(S)	SUPPORT
 Develop and Build New Relations with Select Leading International Life Sciences Clusters and Promote Mississauga Globally: Through the actions identified under the guiding principle, "Enhance Global & Regional Cluster Connectivity", build capacity to increase international awareness of Mississauga's cluster. Over the long-term, develop and build new relations with leading international life sciences clusters to attract new investment, develop reciprocal agreements and partnerships and create new opportunities for local companies in international markets. Initiate connections based on parent company locations of Mississauga companies. 	Long-Term	EDO, Toronto Global, MIPP, Mississauga Life Sciences Consortium	TO Health!, LSO, BIOTECanada, OBIO/OBEST, MEDEC, Innovative Medicines

KEY PERFORMANCE INDICATORS - ENHANCE GLOBAL & REGIONAL CLUSTER CONNECTIVITY

Number of life sciences stakeholders identified as Mississauga life sciences cluster champions over the course of the Strategy timeframe.

Number of regional cluster development/marketing initiatives Mississauga is engaged in over the course of the Strategy timeframe.

Number of partnerships initiated with leading international life sciences clusters over the course of the Strategy timeframe.

ATTRACT & GROW

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GOAL 7: A Supportive Business and Investment Environment

OBJECTIVE 7.1: Facilitate an Open, Welcoming and Supportive Business Environment

ACTION	TIMING	LEAD(S)	SUPPORT
i. Facilitate Access to Funding Opportunities:	Short-Term	Ontario Centre of Excellence	EDO, Provincial Government.
Facilitate the removal of obstacles preventing companies from accessing available funding programs. Identify local life sciences companies that need support and link them to support providers that can:		(OCE), BioTalent	Federal Government, UTM, Sheridan, LSO
 Provide knowledge and guidance about available provincial and federal funding programs for life sciences stakeholders; and 			
 Identify incentives for post-secondary institutions to expand programs to address the skills gap. 		RICC, MEDEC, Consulting	
ii. Support to Start-ups and SMEs to Navigate the Regulatory Landscape	Medium-Term	firms, LSO, OBIO/OBEST, OCE, MEDEC,	EDO
Connect life sciences start-ups and SMEs with regulatory compliance support providers to help companies understand and navigate the life sciences regulatory landscape.		Innovative Medicines, BIOTECanada, Health Canada	

OBJECTIVE 7.2: Monitor the Pulse of the Local Cluster

ACTION	TIMING	LEAD(S)	SUPPORT
 Mississauga Life Sciences Business Retention and Expansion Program: Launch the formal Mississauga Life Sciences Business Retention & Expansion (BR&E) Program to engage local cluster stakeholders. Utilize a standardized survey to understand current business challenges and opportunities and create a dialogue between companies in order to facilitate supportive interventions (e.g. development approval process guidance/assistance, information, resources, etc.). The BR&E Program will promote a positive local business environment where existing companies choose to stay and grow. 	Short-Term	EDO	Mississauga Life Sciences Consortium, MBOT, Provincial Government, Federal Government
 ii. Inventory Company Functions to Identify Growth Opportunities and Key Emerging Sub-Sectors: Conduct an environmental scan to inventory company functions to understand their capacities and specialities in Mississauga (e.g. 3-D technologies, stem cell, rare diseases). This inventory will: Provide information for the new Mississauga Online Business Concierge - a tool for the business community to identify specific service providers, suppliers and customers for business development purposes; and Provide direction for the development and delivery of services (e.g. education, government) to support companies in newly identified growth opportunities and key-emerging sub-sectors. 	Medium-Term	EDO	Information Planning, LSO

OBJECTIVE 7.3: Attract, Retain and Expand Life Sciences Companies

ACTION	TIMING	LEAD(S)	SUPPORT
 Attract Offshored Manufacturing/Contract Manufacturing Operations and Clobal Mandates: Facilitate a local environment that warrants the business case for the attraction of manufacturing/contract manufacturing operations and global mandates to Mississauga. Evaluate opportunities to develop outreach and facilitation methods. 	Long-Term	Toronto Global, Provincial Government, Federal Government	EDO
 ii. Repatriate Offshored Manufacturing/Contract Manufacturing Operations and Clobal Mandates: Support local companies with offshored manufacturing/ contract manufacturing operations to develop business cases to repatriate global manufacturing mandates to Mississauga. Evaluate key local companies to identify opportunities and develop custom information products for global company decision makers. 	Short-Term	EDO	Provincial Government, Federal Government

KEY PERFORMANCE INDICATORS - ATTRACT & GROW

Number of new life sciences business investments (inclusive of new investments, retention and expansion activities) annually.

Number of life sciences companies connected with leads to support services in the grant/funding application process annually.

Number of life sciences start-ups and SMEs connected with leads to support services in the navigation of the regulatory landscape annually.

Number of companies visited as part of the Mississauga Life Sciences Business Retention & Expansion Program annually.

Client satisfaction ratings of EDO support services delivered through the Mississauga Life Sciences Business Retention and Expansion Program annually as detailed in the bi-annual EDO Client Satisfaction Survey.

Baylis Medical has recently expanded our operations in Mississauga and doubled in size...it is a great location for talent and business growth. Our success here has allowed us to expand into other global markets and most recently into Munich, Germany.

Kris Shah, President, Baylis Medical

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PUTTING IT INTO ACTION

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Downtown Mississauga Skyline



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IMPLEMENTATION

The Action Plan provides a clear overview of the collaborative initiatives that EDO and its partners will undertake to support the growth and development of the cluster. The Mississauga Life Sciences Consortium will be instrumental in advising and overseeing strategic actions. Clear implementation and evaluation methods will remain vital in the effectiveness of this Strategy.

The majority of identified actions require no additional budget requests as the costs can be covered under the operating budgets of EDO and its partners. Only a select number of actions have been identified to warrant additional analysis and business cases to articulate the resources required to move forward with the Strategy implementation. On an annual basis, these actions will be reviewed as part of EDO's work planning process. Actions that require additional budget requests and resources may be added or removed based on the changing operating realities of EDO and its partners over the course of this Strategy. Where possible, funding opportunities will be explored through partnerships and Provincial and Federal government funding envelopes.

As part of the implementation process, the key performance indicators highlighted in the Action Plan will be evaluated and monitored on an annual basis to track the progress of the Strategy over time.

This Strategy marks the opportunity for local cluster stakeholders to align priorities and activities that will ensure the achievement of the strategic vision.

It is wonderful to be a partner with the City of Mississauga Economic Development team (EDO) and to support their leadership of the development of strategies and initiatives that will help advance Mississauga's life sciences cluster. UTM will continue to invest in educational and research programs that will provide the talent required for the sector, and innovations that will lead to commercial opportunities in areas such as medicinal chemistry and health technologies.

> Dr. Ulrich Krull, Interim Vice President and Principal, University of Toronto (UTM)





Trillium Health Partners, Credit Valley Hospital



APPENDICES

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APPENDICES

3







Sheridan Institute of Technology and Advanced Learning Hazel McCallion Campus

APPENDIX A STRATEGY DEVELOPMENT PROCESS

SECONDARY DATA REVIEW & ANALYSIS

A review of the state of the local life sciences cluster was undertaken through the use of existing secondary data sources. Key select data sources included the City of Mississauga Employment Database, Statistics Canada Canadian Business Counts data, past/recent investment news and first-hand knowledge and insight from EDO staff.

Historic and current growth trends of the cluster were reviewed. Current characteristics of the cluster were also reviewed to understand the number of life sciences companies and employees by employment range, top employers, comparison of municipalities with the largest number of life sciences companies by employment range, recent sub-sector activity, key assets and resources forming the life sciences cluster, former Mississauga life sciences companies that have relocated to other jurisdictions, and international market representation from locally based life sciences multinational corporations. Furthermore in an attempt to understand the future state of the cluster, global market trends and its implications for the local cluster were reviewed. These external/global market trends included the following:

- Aging population
- Global talent shortages
- Increased merger & acquisition activity
- The changing landscape of global innovation
- Capitalize on emerging opportunities in chronic and rare diseases, additive manufacturing/3-D printing and personalized medicine
- Intellectual property standards, patent cliff and generic drug competition
- Regulatory landscape
- Increasing healthcare demands
- Convergence of life sciences and ICT
- Rising real estate costs through global jurisdictions

Analytical methods – such as location quotient analysis, shift share analysis and a North American Industry Classification System (NAICS) codes comparison across Canadian municipalities⁶ – were undertaken to form insights about the competitiveness of the cluster. This information helped to form new insights about the cluster to include new and emerging cluster specializations, value propositions, a competitor landscape review and naturally occurring/potential links and synergies between the local cluster and the broader region.

BEST PRACTICE RESEARCH AND BENCHMARKING

A best practice review of over 65 global life sciences clusters across 18 countries was undertaken to review key competitors, influencers, challenges and factors of growth that have positioned these regions as globally competitive life sciences hubs. Best practice research and benchmarking was important in: (1) understanding what was happening globally in the sector; (2) understanding how Mississauga compares to competitors; and (3) understanding gaps and identifying potential options to further advance the local life sciences cluster. In addition, a quantitative analysis was undertaken to benchmark Mississauga against other Canadian life sciences clusters (at the municipal level) through a review of key economic indicators. The following figure highlights the reviewed life sciences clusters.



Table 2: Global Life Sciences Cluster Research

COUNTRY	LIFE SCIENCES CLUSTERS
Canada	Guelph, Hamilton, Laval, Mississauga, Markham, Montreal, Oakville, Ottawa, Toronto, Vancouver
United States	Cambridge, Boston, North Carolina Research Triangle Park Region, San Diego, Maryland, San Francisco, Massachusetts, Arizona, New York, Minneapolis
Mexico	Mexico City, Guadalajara
Puerto Rico	North, Metro Northeast, East, Southeast, South, Southwest Metro
Brazil	São Paulo, Minas Gerais, Rio de Janeiro, Rio Grande do Sul
China	Beijing Daxing District, Shanghai Zhangjiang Hi-Tech Park, Beijing Zhongguancun (ZGC) Life Science Park, Suzhou Industrial Park's BioBay, Chengdu's Tianfu Life Science Park (TLSP), Chengdu International Health City (CIHC) and Singapore-Sichuan Hi-Tech Innovation Park (SSCIP)
India	Gujarat (Ahmedabad: Changodar-Bavla Corridor, Kalol, Sanand), "Genome Valley" in the state of Andhra Pradesh, Kamataka (Bangalore: Bommasandra Industrial Estate, Peenya Industrial Estate, Tumkur Road, Old Madras Road)
Indonesia	Greater Jakarta Industrial Estate, Jababeka Industrial Estate
South Korea	Osong Bio Valley, Chungcheong Province
Singapore	Tuas Biomedical Park, Biopolis
Australia	Sydney, Melbourne
Japan	Kobe Biomedical Innovation Cluster (KBIC), Tsukuba Science City
France	Paris Region, Lyon Region
Germany	Berlin-Bradenburg Capital Region, Munich/Bavaria Biotech Cluster
Israel	Tel Aviv
Netherlands	Leiden Region, Utrecht, Amsterdam Region, Eindhoven
Switzerland	Basel Region, Zurich Region, Geneva
United Kingdom	London, Cambridge, Oxford, North West England, Scotland

The evaluation of Mississauga's life sciences cluster is based on an assessment of how Mississauga's cluster compares in nine key areas that are commonly highlighted as important contributors to the growth and success of well-established clusters through best practice research and benchmarking.

These key areas are as follows:

- * Talent and labour force
- Collaboration, partnerships and networking
- Leadership and governance model
- Access to innovation
- Physical infrastructure and real estate
- Branding and marketing
- Value chain
- Funding
- Business climate

STAKEHOLDER ENGAGEMENT

Fundamental to the Strategy development process was stakeholder engagement – ensuring that the Strategy captures the aspirations and vision of stakeholders who drive and support sector economic activity and innovation. In total, EDO engaged with over 136 life sciences stakeholders across more than 70 organizations. See Appendix B for the list of stakeholders engaged in the Strategy development process. Stakeholder engagement was divided across two project phases:

Phase One

Between June 2015 and April 2016, EDO consulted with a range of cluster stakeholders, including industry⁷ and non-industry stakeholders⁸, to gain perspective into the sector through a review of trends, opportunities and challenges.

EDO met with industry and non-industry leaders, business development professionals and sector specialists. Phase One stakeholder consultation was completed across three methods as highlighted in Figure 4.

The Mayor's Roundtable was formatted as an open discussion during the 2015 BIO International Conference held in San Francisco. Main discussion themes included talent, access to capital, Mississauga's life sciences community and cluster development opportunities.

Interview guides were created for the in-person interviews (one non-industry discussion guide and one industry discussion guide) and online survey (with paths for both industry and non-industry stakeholders) in order to gain insights around a variety of topics.

Topics covered included:

- Life Sciences Sector Landscape: A review of the general outlook of the sector and the most pressing challenges and opportunities;
- The Company (Industry Discussion Guide Only): A review of organizational plans for growth/change within the foreseeable future and discussion around changes in the regulatory landscape impacting organizational growth;
- Talent and Workforce Development: A review of the local labour force and measures undertaken to tap into post-secondary institutions/government programs to address labour force needs;
- Mississauga's Value Proposition: A review of Mississauga's business climate and strengths/weaknesses of doing business locally;
- Collaboration, Partnerships and Networking: A review of existing collaborative initiatives among cluster stakeholders; and
- Blue Sky: A review of potential initiatives for the City of Mississauga, in conjunction with partners, to undertake in order to support and enhance the local life sciences cluster.

7 Life sciences companies.

8 Sector/business associations, post-secondary institutions, government, incubators and workforce development organizations.

2015 BIO International Mayor's Roundtable	In-Person Stakeholder Interviews	Online Survey
June 17, 2015	November 2015 - April 2016	March 28, 2016 - April 4, 2016
15 Participants*	44 Participants* - 35 Industry	25 Respondents

Phase Two

The 2016 Mayor's Life Sciences Roundtable session was held on July 13, 2016 at the Living Arts Centre in Mississauga bringing together 40 life sciences stakeholders, comprising industry, post-secondary institutions, government, incubators, chambers of commerce, and sector association leaders. A review of the progress of the Strategy was shared with roundtable participants, and an engaging discussion was facilitated to develop a shared vision and goals for the Strategy.

A second roundtable session was held on August 24, 2016. This follow-up allowed participants to confirm the final Mississauga life sciences cluster vision and prioritize strategic options for the final Strategy, based on pre-determined prioritization criteria (See Appendix D for strategy prioritization criteria).



8.1

INTERNAL PROJECT TEAM WORKING SESSIONS

While the outcomes of the Strategy represent a stakeholder-driven initiative, the internal project team⁹ worked collectively to lead the project management and development of the Strategy. In addition to project management tasks and day-to-day Strategy development responsibilities, internal project team brainstorming sessions were also undertaken and were divided across two project phases.

Phase One

The internal project team collectively completed a SWOT assessment to summarize the internal (strengths, weaknesses) and external factors and trends (opportunities and threats) impacting Mississauga's life sciences cluster. The internal project team identified a list of 127 separate strategic options to address the challenges and opportunities identified in the SWOT assessment.

Table 3: High-Level Mississauga Life Sciences Cluster SWOT Matrix

	Strengths Weaknesses		Opportunities Threats
Internal Cluster Elements	Talent and labour force Collaboration, partnerships and networking Leadership and governance model Access to innovation Physical infrastructure and real estate Branding and marketing Value chain Funding Business climate	External/ Global Market Trends	Aging population Global talent shortages Increased merger & acquisition activity The changing landscape of global innovation Capitalize on emerging opportunities Intellectual property standards: patent cliff and generic drug competition Regulatory landscape Increasing healthcare demands Convergence of life sciences and ICT Rising real estate costs through global jurisdictions

Phase Two

Following the 2016 Mayor's Life Sciences Roundtable session, the internal project team held a number of brainstorming sessions to:

- · Link the strategic options to the shared vision;
- Develop a final strategic framework (see Appendix C); and
- · Develop strategy prioritization criteria to assess the strategic options and develop final actions.

After the follow-up roundtable session held in August 2016, the voting results of the strategic options were reviewed and prioritized into a final list. These actions were reviewed with both internal and external partners to ensure buy-in and commitment from partners. For each action item, timing, roles and key performance indicators (KPIs) were identified to ensure that the final Strategy is feasible.

OUR PARTNERS

The Mississauga Life Sciences Strategy represents a collective community-based strategy intended to create mutual benefits for all stakeholders. The City of Mississauga Economic Development Office would like to thank our partners and cluster stakeholders for their ongoing support in both the development and implementation of the Strategy. These stakeholders include the following:

Non-Industry Stakeholders:

Associations:

- BioTalent
- BIOTECanada
- Innovative Medicine Canada (IMC)
- Life Sciences Ontario (LSO)
- MEDEC
- Mississauga Board of Trade (MBOT)
- Ontario Bioscience Innovation Organization (OBIO)

Provincial Government:

- Ministry of Economic Development and Growth
- Ministry of Research, Innovation and Science

Hospitals:

• Trillium Health Partners

Incubators and Research Institutions:

- MaRS Discovery District
- Research, Innovation, Commercialization (RIC) Centre

Post-Secondary Institutions:

- Queens University
- Seneca College
- · Sheridan Institute of Technology and Advanced Learning
- University of Guelph
- University of Toronto Mississauga

Regional Marketing Associations:

- TO Health!
- Toronto Global

Industry Stakeholders:

- Alcon Canada Inc.
- Alphora Research Inc.
- Amgen Canada Inc.
- ApoLab
- ArrowCan Partners Inc.
- Bank of Montreal Life Sciences Division
- Bayer Inc.
- Baylis Medical Company
- Bayshore Healthcare Ltd.
- Biogen Canada
- BioIntegral Surgical, Inc.
- Boston Scientific
- CannScience Innovations
- · Celgene Inc.
- Chemi Pharmaceutical Inc.
- Contex International Technology (Canada) Inc.
- Contract Pharmaceuticals Ltd.
- EMD Serono Canada Inc.
- EUROIMMUN Medical Diagnostics Canada Inc.
- Exova Canada Inc.
- Genzyme Canada Inc.
- Gilead Sciences Canada Inc.
- GlaxoSmithKline Inc.
- Inflamax Research Inc.
- Intertek Cantox
- Intrinsik Health Sciences

- Ipsen Biopharmaceuticals Canada Inc.
- J-Squared Technologies Inc.
- Kuehne + Nagel Life Sciences Division
- McKesson Canada
- Meda Pharmaceuticals
- Mint Pharmaceuticals Inc.
- MyndTec Inc.
- Novadaq Technologies Inc.
- Orthocan Orthopaedics Inc.
- Patheon Inc.
- Paul Lucas Consulting
- PointClickCare
- Profound Medical
- ProlucidTechnologies Inc.
- RMF Design and Manufacturing Inc.
- Red Leaf Medical Inc.
- Roche
- SGS Canada Inc.
- Scientific Insights Consulting Group Inc.
- Stratford Managers Corporation
- Sunovion Pharmaceuticals Canada
- Syng Pharma
- Sysmex Canada Inc.
- Talon Pharmaceuticals
- Teva
- Therapure Biopharma
- Other anonymous life sciences companies through the online survey

APPENDIX C STRATEGIC FRAMEWORK

During the Mayor's Life Sciences Roundtable (held July 13, 2016), seven shared vision items were collaboratively developed. These goals largely reflected the Strategic Principles developed during Phase One of the project. The shared vision items were subsequently linked with the respective Strategic Principles to start to develop the Guiding Principles and goals. Strategic options prioritized during the August 24th follow-up roundtable session, subsequently became the final actions – the foreseeable outcomes from each of the final actions were then developed into objectives for each of the identified goals.

Phase One and Two Strategic Organization	Mississauga Life Sciences Cluster Strategic Framework
Strategic Principles	Guiding Principles
Shared Vision Items (Mayor's Life Sciences Roundtable)	Goals
Outcomes/Phase One Strategic Principle Descriptions	Objectives
Strategic Options	Actions

APPENDIX D STRATEGY PRIORITIZATION CRITERIA

Roundtable participants were asked to review the strategic options and select the ones that best answered the following prioritization criteria to ensure that the final actions were readily implementable, yet made the most impact for Mississauga's life sciences cluster.

Table 4: Strategy Prioritization Criteria

45

Prioritization Criteria	Weighting Factor
Strategic Alignment: How well does the action align with the strategic vision? (e.g. City of Mississauga Strategic Plan, EDO Strategy, shared life sciences vision)	30%
Return on Investment: How favourable/big is the net benefit of this action? (i.e. Benefits relative to the costs)	25%
Integration in the Big Picture: Does the action add new and meaningful value to the existing life sciences ecosystem? (i.e. Is this action new and meaningful or is it a duplication of services?)	20%
Readily Achievable: Is the action relatively feasible to implement in terms of the amount of necessary resources, nature of the work and required time? (i.e. Is this action easy or complex to implement?)	15%
Reliance on External Market Factors: Does the implementation of the action remain in the direct control of the City of Mississauga and cluster stakeholders? (i.e. Are there external/global market trends and factors that directly impact this action that also remain outside of the realm of control of the partners who are directed with implementing the action?)	10%

APPENDIX E IDENTIFIED LEADS, PARTNERS & KEY PERFORMANCE INDICATORS

The Action Plan details specific stakeholders who will lead and support the implementation of each action item. The Action Plan remains flexible in order to adapt to emerging economic trends and organizational shifts and realignments. As such, the list of identified stakeholders is not exclusive and may change over the course of the Strategy timeframe.

The following table provides an overview of the list of acronyms/abbreviated text used to describe stakeholders identified as leads and/or supports in the Action Plan.

Table 5: Stakeholder Abbreviations

STAKEHOLDERS	ACRONYM/ABBREVIATION
Export Development Canada	EDC
City of Mississauga Economic Development Office	EDO
City of Mississauga Policy Planning Division - Information Planning	Information Planning
Life Sciences Ontario	LSO
Mississauga Board of Trade	MBOT
Mississauga International Partnership Program committee	MIPP
National Research Council Canada	NRCC
Ontario Bioscience Economic Strategy Team	OBEST
Ontario Bioscience Innovation Organization	OBIO
Ontario Centres of Excellence	OCE
City of Mississauga Planning & Building	Planning & Building
Research Innovation Commercialization Centre	RICC
Sheridan Institute of Technology and Advanced Learning	Sheridan
City of Mississauga Transportation & Works	T&W
Toronto Transit Commission	TTC
University of Toronto Mississauga	UTM

KEY PERFORMANCE INDICATORS

The identified key performance indicators (KPIs) represent integrated measures that track the progress of each of the four guiding principles. KPIs for each guiding principle will be reviewed collectively in order to deliver a holistic measure of success.



ECONOMIC DEVELOPMENT OFFICE

FOR MORE INFORMATION:

Visit us online at: www.mississauga.ca/business or e-mail: economic.development@mississauga.ca

City of Mississauga Corporate Report



Date: 2017/03/07

- 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.Z36W

Meeting date: 2017/03/22

Subject

Parking Prohibition Removal - Kennedy Road (Ward 5)

Recommendation

- That a by-law be enacted to amend the Traffic By-law 555-2000, as amended, to remove the parking prohibition on the west side of Kennedy Road between Britannia Road and a point 900 metres (2,953 fee) southerly thereof, as outlined in the report from the Commissioner of Transportation and Works, dated March 7, 2017 entitled "Parking Prohibition Removal – Kennedy Road".
- 2. That a by-law be enacted to amend the Traffic By-law 555-2000, as amended, to implement a parking prohibition (Sundays between 9:00 a.m. and 6:00 p.m. excepted) on the west side of Kennedy Road between Britannia Road and a point 900 metres (2,953 fee) southerly thereof, as outlined in the report from the Commissioner of Transportation and Works, dated March 7, 2017 entitled "Parking Prohibition Removal Kennedy Road".

Background

The Transportation and Works Department is in receipt of a proposal from the Ward Councillor's office to remove the existing parking prohibition on the west side of Kennedy Road between Britannia Road and a point 900 metres southerly thereof to accommodate parishioners attending Phap Van Buddhist Temple located at 420 Traders Boulevard East and implement a parking prohibition (Sundays between 9:00 a.m. and 6:00 p.m.; excepted) on the west side of Kennedy Road between Britannia Road and a point 900 metres (2,953 fee) southerly thereof. A location map is attached as Appendix 1.

Comments

Numerous complaints from parishioners attending Phap Van Buddhist Temple were received by the Ward Councillor's office regarding the lack of on-street parking during mass hours (Sundays between 9:00 a.m. and 6:00 p.m.).

General Committee	2017/03/07	2

The Ward Councillor supports the proposal, and subsequently requested that the Transportation and Works Department prepare a report to revise the existing parking prohibition in order to allow on-street parking on Sundays between 9:00 a.m. and 6:00 p.m. on the west side of Kennedy Road between Britannia Road and a point 900 metres southerly thereof. A location map is attached as Appendix 1.

Financial Impact

Costs for the sign installations can be accommodated in the 2017 operating budget.

Conclusion

The Transportation and Works Department supports the implementation of a parking prohibition (Sundays between 9:00 a.m. and 6:00 p.m. excepted) on the west side of Kennedy Road between Britannia Road and a point 900 metres (2,953 fee) southerly thereof.

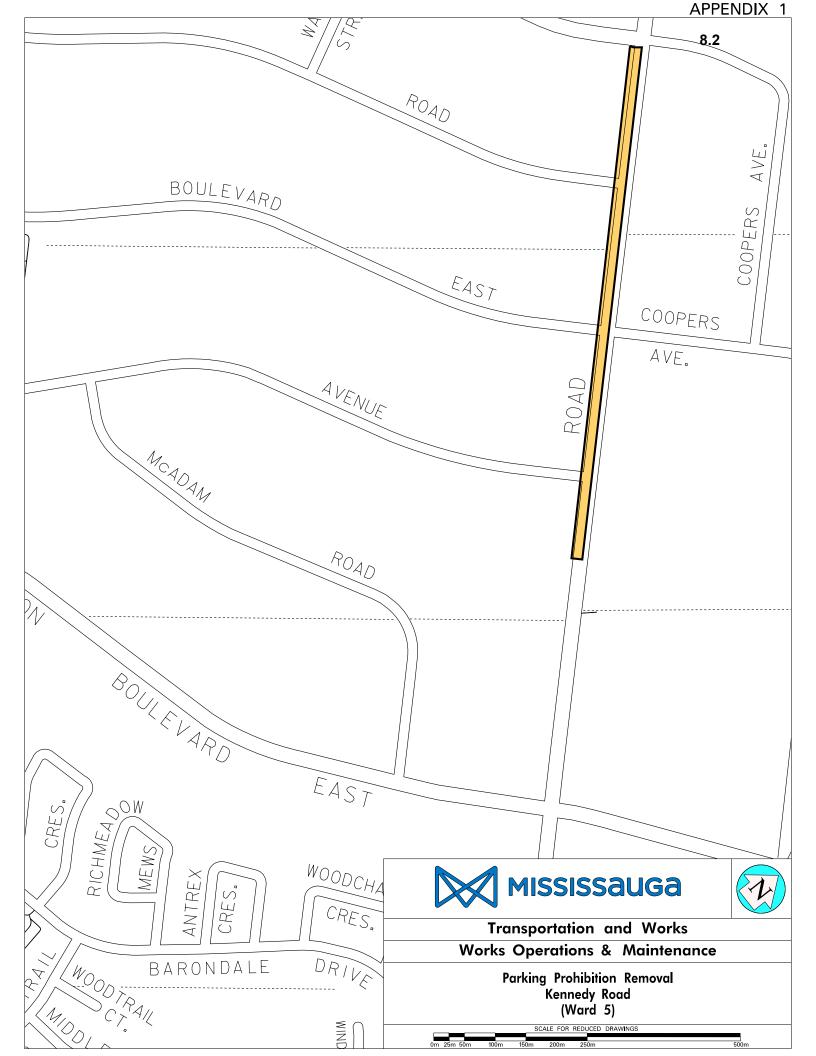
Attachments

Appendix 1: Location Map – Parking Prohibition Removal – Kennedy Road (Ward 5)

Winght

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

Prepared by: Denna Yaunan, C.E.T., Traffic Operations Technologist



City of Mississauga Corporate Report



Date: 2017/03/07

- 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-46W

Meeting date: 2017/03/22

Subject

Lower Driveway Boulevard Parking - Atherly Crescent (Ward 9)

Recommendation

That a by-law be enacted to amend the Traffic By-law 555-00, as amended, to implement lower driveway boulevard parking between the curb and sidewalk, at any time, on both sides of Atherly Crescent, as outlined in the report from the Commissioner of Transportation and Works, dated March 7, 2017 entitled "Lower Driveway Boulevard Parking - Atherly Crescent".

Background

The Transportation and Works Department received a completed petition from an area resident to implement lower driveway boulevard parking on both sides of Atherly Crescent. A sidewalk is present on both sides of the roadway and lower driveway boulevard parking between the curb and sidewalk is currently prohibited. Currently, three-hour parking is permitted on Atherly Crescent.

Comments

To determine the level of support for lower driveway boulevard parking between the curb and sidewalk, a parking questionnaire was distributed to the residents of Atherly Crescent.

88 questionnaires were delivered and 27 (31%) were returned; 20 (74%) supported the implementation of lower driveway boulevard parking and seven (26%) were opposed. Since the minimum requirement of 66% of the total respondents support lower driveway boulevard parking, the Transportation and Works Department recommends implementing lower driveway boulevard parking between the curb and sidewalk, at any time, on both sides of Atherly Crescent.

The Ward Councillor supports the proposal for lower driveway boulevard parking. The existing three-hour on-street parking will be maintained. A location map is attached as Appendix 1.

2017/03/07

Originators files: MG.23.REP RT.10.Z-46W

Financial Impact

Costs for the sign installation can be accommodated in the 2017 operating budget.

Conclusion

Based on the results of the parking questionnaire, the Transportation and Works Department supports lower driveway boulevard parking between the curb and sidewalk, at any time, on both sides of Atherly Crescent.

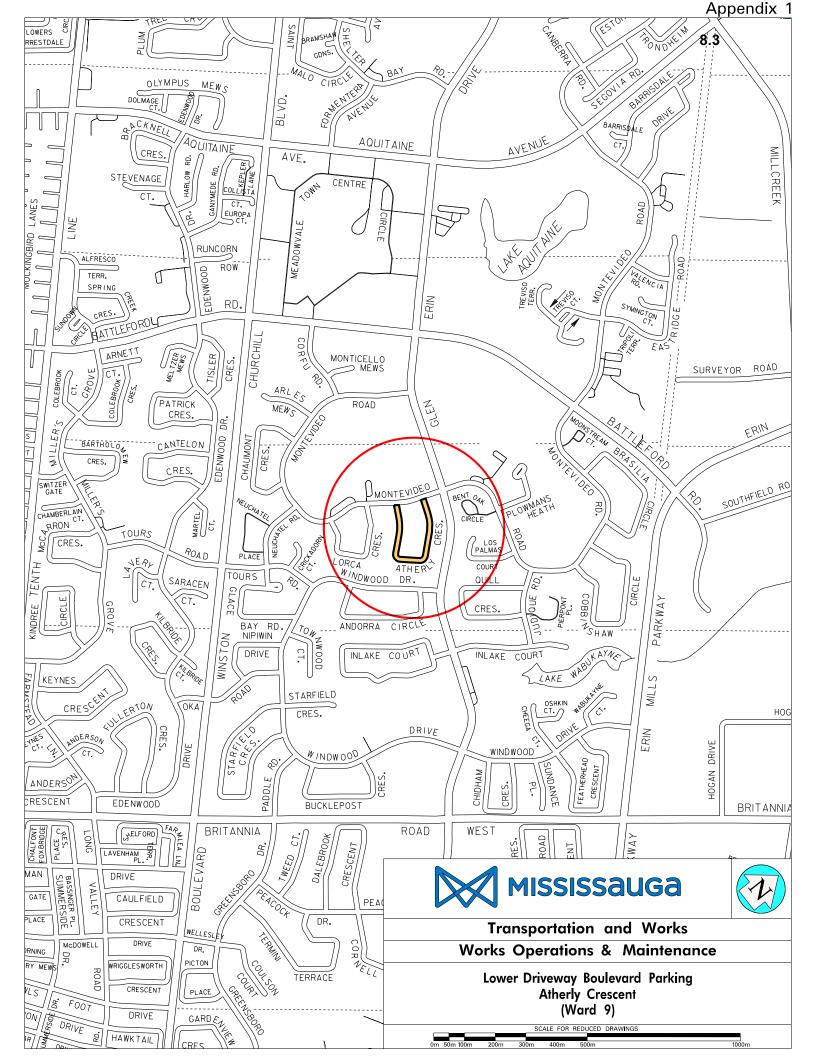
Attachments

Appendix 1: Location Map: Lower Driveway Boulevard Parking - Atherly Crescent (Ward 9)

Winght

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

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



City of Mississauga Corporate Report



Date: 2017/03/07

- 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-1-59

Meeting date: 2017/03/22

Subject

"Welcome to Mississauga" Entrance Signs

Recommendation

That the new "Welcome to Mississauga" entrance sign attached as Appendix 1 to the report from the Commissioner of Transportation and Works, dated March 7, 2017 entitled "Welcome to Mississauga Entrance Signs", be approved.

Background

A request was received by staff, through Councillor Fonseca's office, to replace and update the existing "Welcome to Mississauga" entrance signs. It was determined that in order to reflect the new City branding an inventory of the existing signs would be completed.

Comments

Staff completed a sign inventory revealing 26 entrance points to the City requiring a "Welcome to Mississauga" sign. The total cost of replacing all existing entrance signs is estimated to be \$15,000.

With respect to the regulatory informational entrance signs, at this time staff are awaiting potential changes to the pending speed limit legislation from the Province and the City of Mississauga parking regulations before recommending their replacement.

Financial Impact

Costs for the sign installations are estimated at approximately \$15,000 and can be accommodated in the 2017 operating budget.

Conclusion

The Transportation and Works Department supports the replacement of the existing "Welcome to Mississauga" entrance signs to reflect the new City branding.

General Committee	2017/03/07	2	
	MG.23.REP		
	RT.10	Z1-59	
Attachments			

Appendix 1: Welcome to Mississauga Entrance Signs

Winght

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

Prepared by: Denna Yaunan, C.E.T., Traffic Operations Technologist



APPENDIX 1

City of Mississauga Corporate Report



Date: 2017/03/07

- To: Chair and Members of General Committee
- From: Geoff Wright, P. Eng., MBA, Commissioner of Transportation and Works

Originator's files: 17.111.17.195

Meeting date: 2017/03/22

Subject

2017 Post-Top Street Lighting Replacement Program (Wards 2, 5 and 9)

Recommendation

That the proposed 2017 Post-Top Street Lighting Replacement Program, as outlined in the report from the Commissioner of Transportation and Works, dated March 7, 2017 entitled "2017 Post-Top Street Lighting Replacement Program", be approved.

Background

The Capital Budget provides for the replacement of obsolete post-top street lights. Post-top replacement throughout the City is scheduled through an annual capital program. For 2017, the streets scheduled for post-top street light replacement are located within Wards 2, 5 and 9.

Comments

The existing post-top street lighting needs to be replaced as they are obsolete and the cost to maintain them is rising as spare parts for repair are not readily available. As well, the lighting levels provided by these lights do not meet current roadway illumination and uniformity standards established by the City.

These lights will be replaced with standard concrete poles and LED street light luminaires unless the residents select to fund the differential costs for decorative upgrades.

The streets scheduled for post-top replacement for 2017 are as follows:

Ward 2

- Bridgestone Lane
- Catcay Court
- Green Glade
- Missenden Crescent

2017/03/07

Originators files: 17.111.17.195

Perseden Road

Ward 5

Orlando Drive

Ward 9

- Arles Mews
- Brasilia Circle
- Chaumont Crescent
- Cobbinshaw Circle
- Judique Road
- Los Palmas Court
- Quill Crescent

Location maps for the streets scheduled for post-top replacement in 2017 in Wards 2, 5 and 9 are attached as Appendices 1, 2 and 3, respectively.

Financial Impact

A gross amount of \$700,000 was approved in the 2017 Capital Budget for the street light posttop replacement program. The proposed post-top replacement will be funded from this budget.

Conclusion

13 streets, with a total of 115 light standards, are proposed for post-top street lighting replacement and these projects will be funded from the approved 2017 Street Lighting Capital Budget.

Attachments

Appendix 1: Street Lighting Post-top Rebuild - Ward 2

- Bridgestone Lane
- Catcay Court
- Green Glade
- Missenden Crescent
- Perseden Road
- Appendix 2: Street Lighting Post-Top Rebuild Ward 5
 - Orlando Drive
- Appendix 3: Street Lighting Post-Top Rebuild Ward 9
 - Arles Mews
 - Brasilia Circle

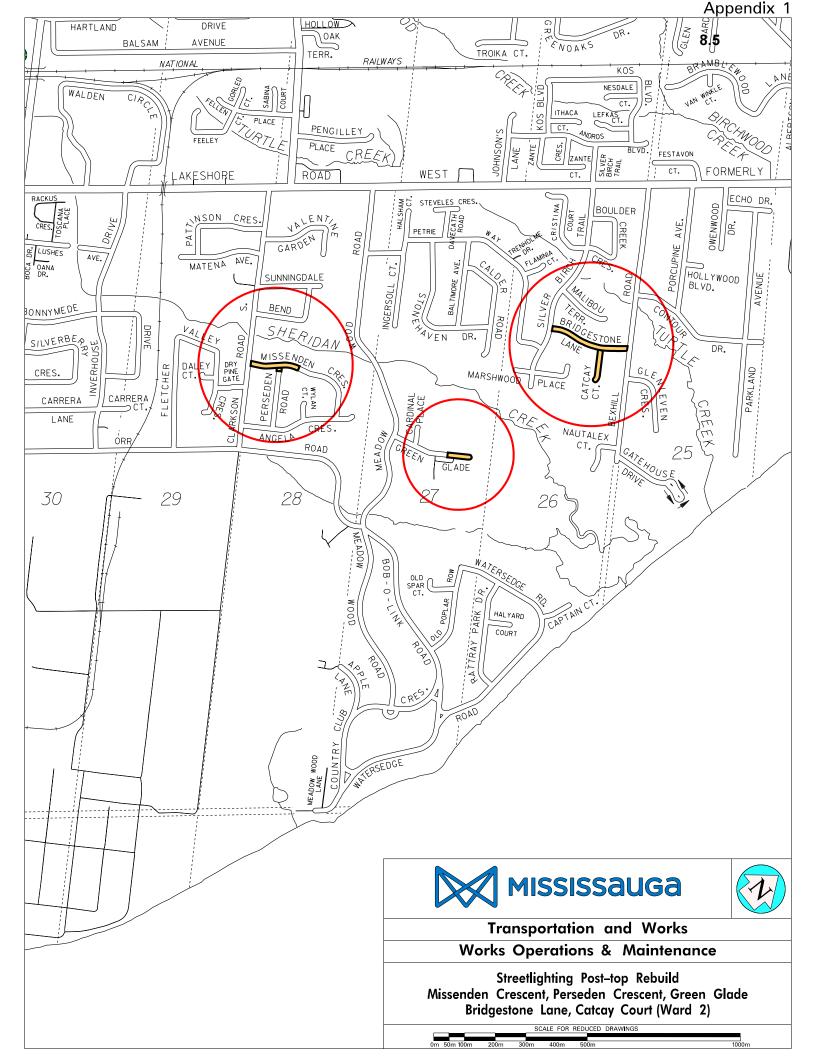
Originators files: 17.111.17.195

- Chaumont Crescent
- Cobbinshaw Circle
- Judique Road
- Los Palmas Court
- Quill Crescent

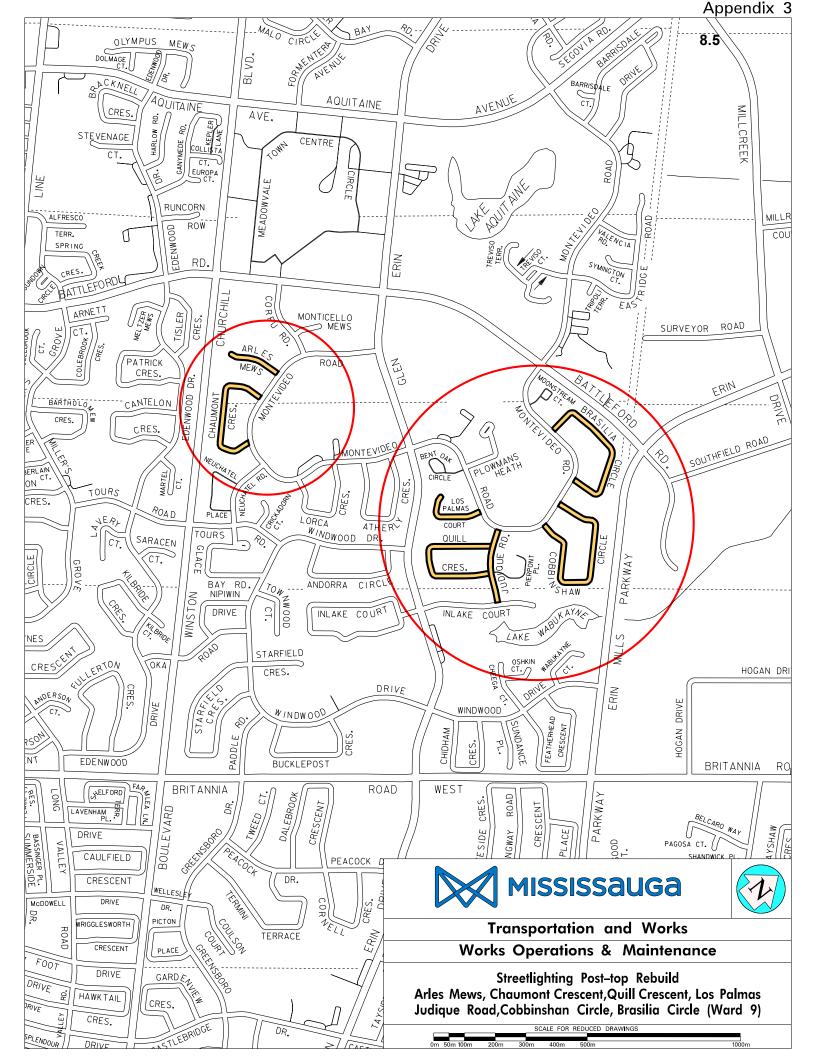
Winght

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

Prepared by: Eric Menezes, C.E.T., Supervisor, Streetlighting







City of Mississauga Corporate Report



Date: 2017/02/23

- To: Chair and Members of General Committee
- From: Geoff Wright, P. Eng, MBA, Commissioner of Transportation and Works

Originator's files:

Meeting date: 2017/03/22

Subject

2017 Noise Wall Replacement Program (Wards 3, 5 and 8)

Recommendation

That the proposed 2017 Noise Wall Replacement Program as outlined in the report from the Commissioner of Transportation and Works dated February 23, 2017, be approved.

Report Highlights

This report identifies nine (9) priority locations for noise wall construction works in 2017:

- Darcel Avenue (south side) Behind 3885 3901 Penny Lane
- Eglinton Avenue East (north side) Beside 320-1Tailfeather Crescent
- Eglinton Avenue West (south side) Beside 4628 Hewick's Lane
- The Living Wall Removal Rathburn Road East/Uxbridge Lane (south side) and installation beside 4124 and 4158 Uxbridge Lane
- McLaughlin Road (west side) Beside 1078 Ceremonial Drive and 504 Menton Court
- McLaughlin Road (west side) Behind 5279 5303 Parkwood Place and Beside 5357 Champlain Trail
- McLaughlin Road (west side) Beside 5413 Champlain Trail
- Rathburn Road East (north side) Behind 4202 4284 Anworld Place
- Rathburn Road East (south side) Beside 4181 Rockwood Road and behind 4193 4207 Shale Oak Court

Background

The Transportation and Works Department reviews and prioritizes the construction of noise walls in accordance with Policy 09-03-03, Noise Attenuation Barriers on Major Roadways, as follows:

• Existing noise walls in a deteriorated condition are replaced at 100% City cost, based on priority. Noise walls are relocated from private property to the municipal right-of-way where possible, and maintained by the City.

In 2015, a condition assessment of the City's noise walls identified that 8.4% or 4.7 kilometres (2.92 miles) of the existing inventory will require replacement over a seven-year period. The projected funding contained in the capital budget forecast is sufficient to do this work. A follow-up condition assessment will be completed in 2017 in order to establish new priorities and to update the 10-year capital plan and forecast.

Comments

Candidates for the 2017 Noise Wall Replacement Program have been assessed based upon their existing condition, safety considerations, construction schedules and installation criteria. Noise walls recommended for replacement are those in the poorest condition, either crumbling or falling down and which meet the installation criteria set out in Policy 09-03-03.

The following provides a description of the nine priority locations for the 2017 Noise Wall Replacement Program:

Appendix	Ward	Description	Length (metres)	Length (feet)
1	5	Darcel Avenue – Behind 3885 - 3901 Penny Lane	75	246
2	5	Eglinton Avenue East – Beside 320-1 Tailfeather Crescent	25	82
3	8	Eglinton Avenue West – Beside 4628 Hewick's Lane	55	180
4	3	Living Wall removal (Rathburn Road East) and installation beside 4148 and 4124 Uxbridge Lane	70	230
5	5	McLaughlin Road – Behind 5279 - 5303 Parkwood Place and beside 5357 Champlain Trail	127	417
6	5	McLaughlin Road – Beside 1078 Ceremonial Drive and 504 Menton Court	63	207
6	5	McLaughlin Road – Beside 5413 Champlain Trail	22	72
7	3	Rathburn Road East – Behind 4205 - 4284 Anworld Place	194	636
7	3	Rathburn Road East – Beside 4181 Rockwood Road and behind 4193 - 4207 Shale Oak Court	197	646
Total			828	2716

2

General Committee	2017/02/23	3
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8.6

The 2017 Noise Wall Replacement Program includes funding to install a new noise barrier along Darcel Avenue behind house numbers 3885 to 3901 Penny Lane including a return barrier beside house number 3885 Penny Lane. The Region of Peel will be leading this project and the new barrier will be installed in conjunction with the barriers being replaced along Finch Avenue. As per Council Resolution 0167-2016, the City will be contributing up to \$45,000 for the cost to install this new noise attenuation barrier on Darcel Avenue.

The 2017 program also includes the removal of the Living Wall located between Rathburn Road East and Uxbridge Lane. On February 24, 2016 General Committee approved the removal and replacement plan for the Living Wall (GC-0096-2016). The approved plan included the replacement of The Living Wall between Uxbridge Lane and Rathburn Road East with a chain link fence and pedestrian access, followed by the installation of a new wood noise barrier to attenuate the outdoor living areas beside 4124 and 4158 Uxbridge Lane.

Site drawings showing the proposed locations for these replacement barriers are attached as Appendices 1 to 7.

Financial Impact

Three separate capital projects have been set up to fund the 2017 Noise Wall Replacement Program:

- Capital project PN 17-184 in the amount of \$815,000 will be used to fund the replacement of the noise walls along Eglinton Avenue East, Eglinton Avenue West, McLaughlin Road and Rathburn Road East (Appendices 2, 3, 5, 6 and 7).
- Capital project PN 17-185 in the amount of \$45,000 will be used to fund the installation of a new noise barrier on Darcel Avenue behind 3885 to 3901 Penny Lane (Appendix 1).
- Capital project PN 17-188 in the amount of \$80,000 will be used to fund the removal and replacement of The Living Wall (Appendix 4).

Conclusion

The proposed 2017 noise wall construction program addresses urgent noise barrier replacement needs in nine (9) locations throughout the City.

General Committee	2017/02/23	4
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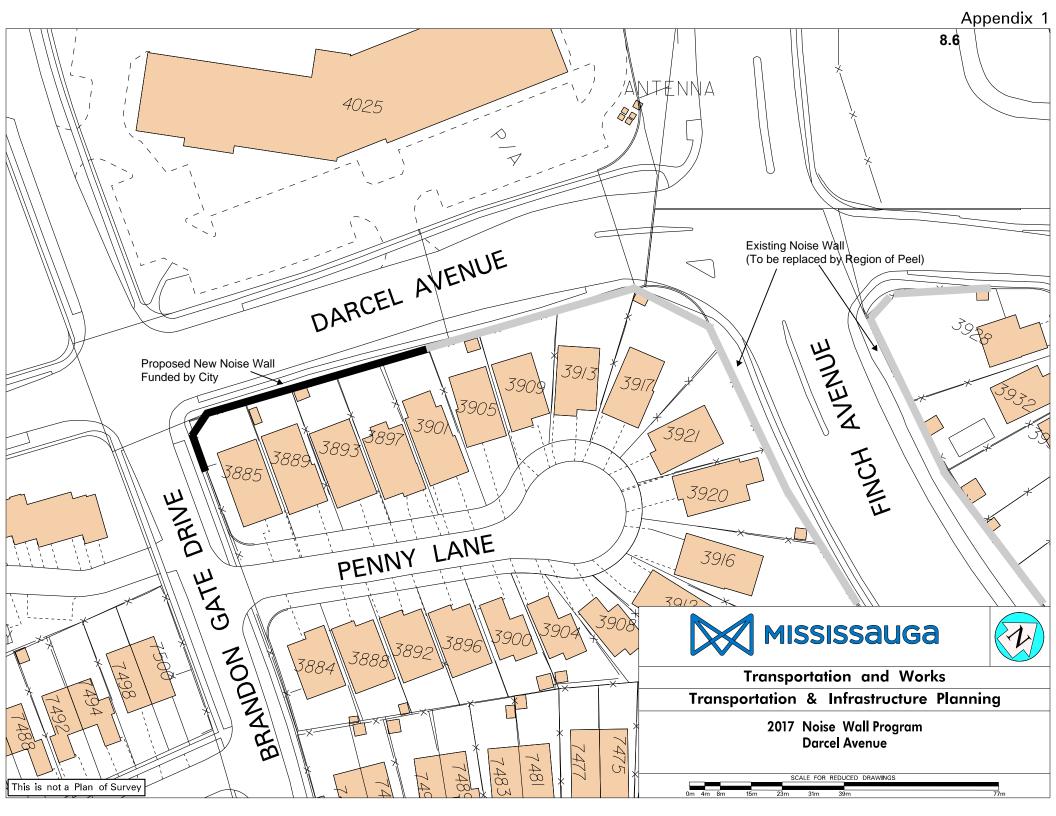
Attachments

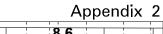
Appendix 1: Darcel Avenue Appendix 2: Eglinton Avenue East Appendix 3: Eglinton Avenue West Appendix 4: The Living Wall - Rathburn Road East/Uxbridge Lane Appendix 5: McLaughlin Road Appendix 6: McLaughlin Road Appendix 7: Rathburn Road East

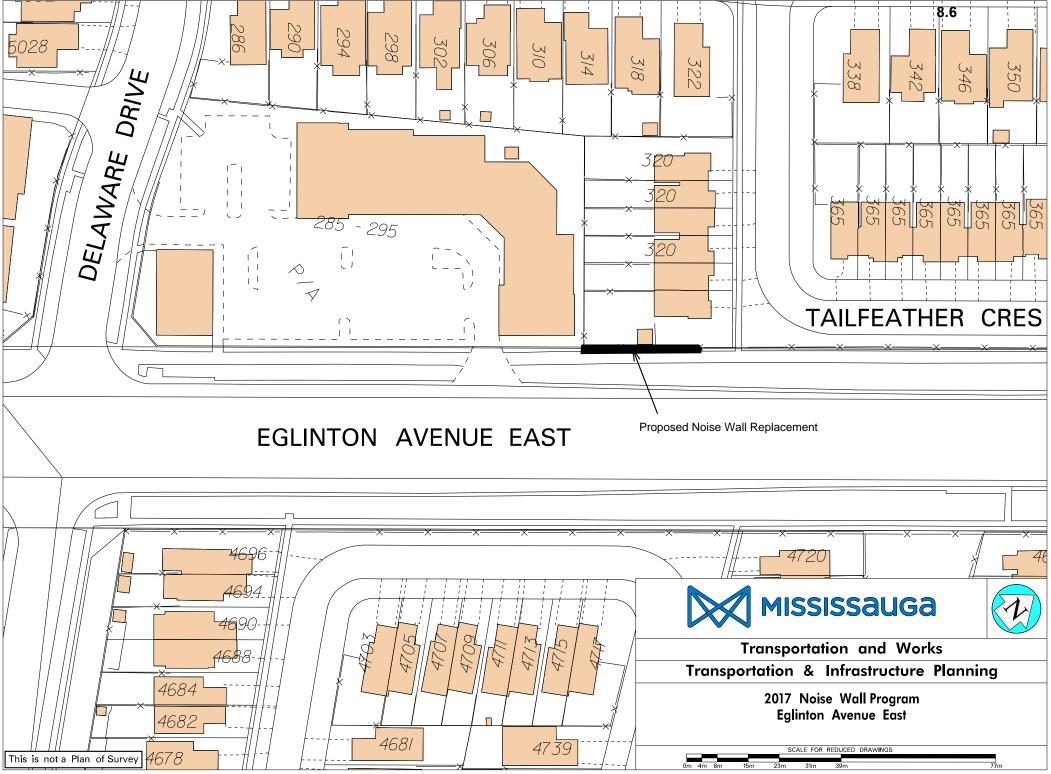
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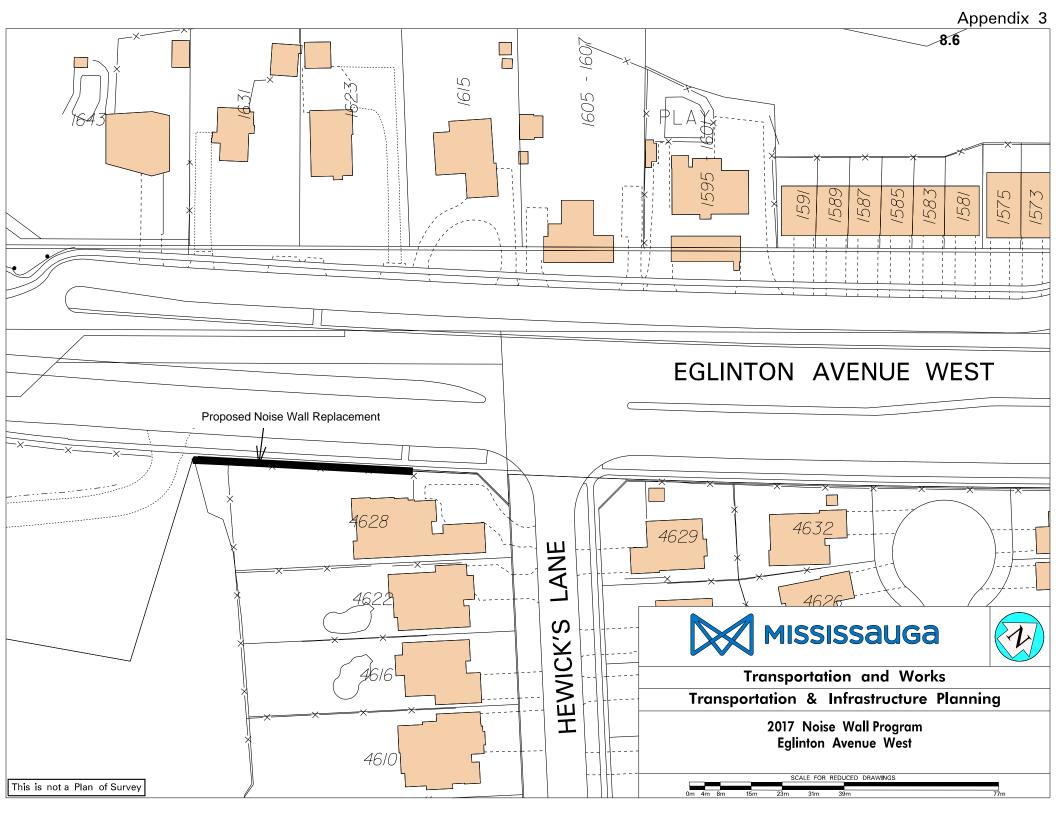
Geoff Wright, P. Eng, MBA, Commissioner of Transportation and Works

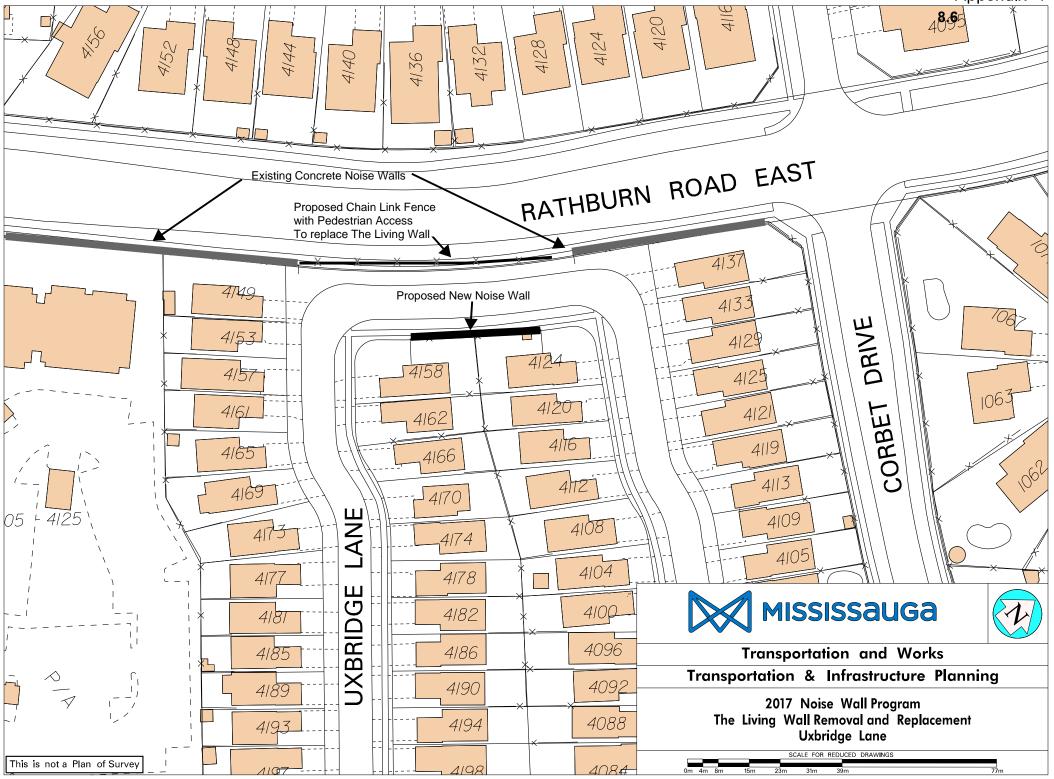
Prepared by: Jacqueline Hunter, Transportation Infrastructure Technologist

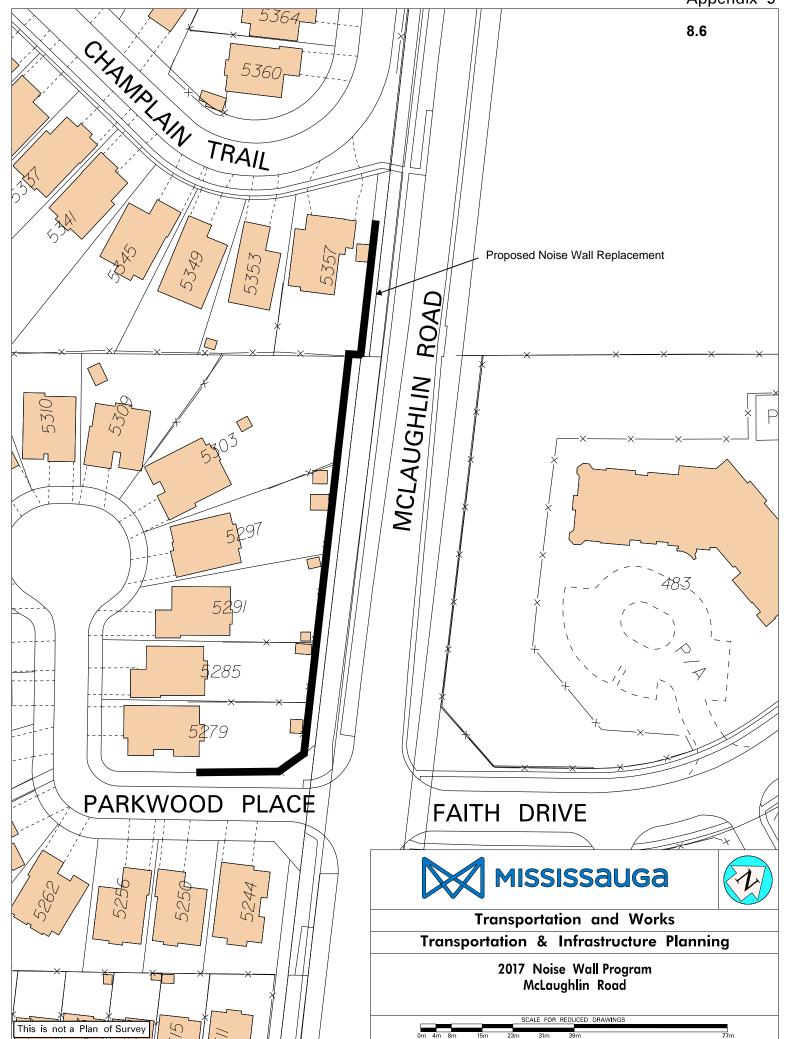


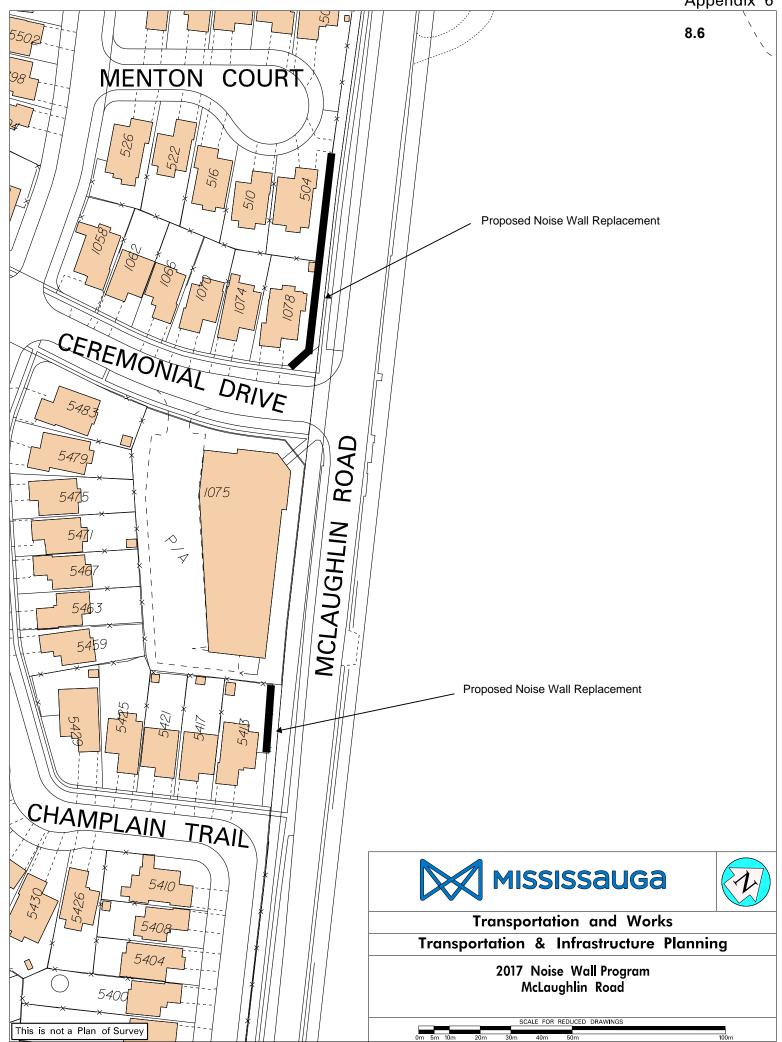


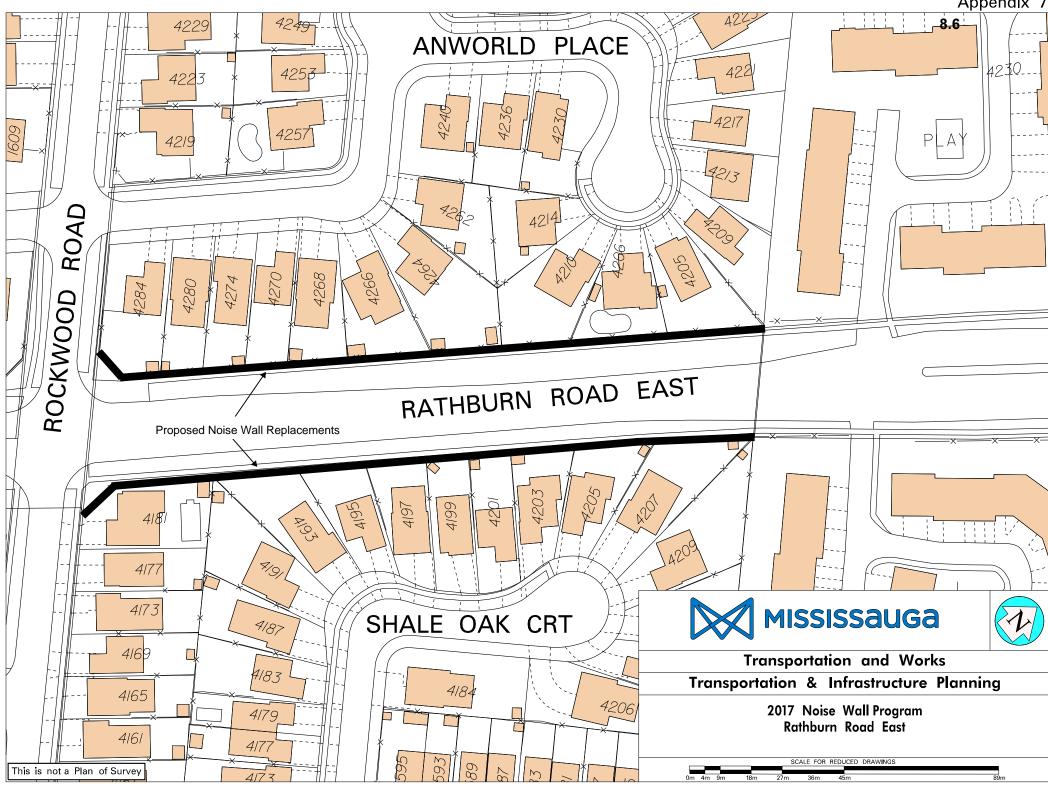












City of Mississauga Corporate Report



Date: 2017/03/09

- To: Chair and Members of General Committee
- From: Geoff Wright, P. Eng, MBA, Commissioner of Transportation and Works

Originator's files:

Meeting date: 2017/03/22

Subject

2017 Active Transportation Construction Program – Sidewalks, Multi-Use Trails and On-Road Bicycle Lanes

Recommendation

That the report dated March 9, 2017 from the Commissioner of Transportation and Works regarding the 2017 Active Transportation Construction Program be approved in accordance with the following:

- 1. That the maximum budget of the multi-year funded project (PN17-182), Pedestrian & Cyclist Access to Transitway and GO Transit, be approved at a gross budget of \$8,012,000 with recoveries of \$3,667,500 and a net budget of \$4,344,500.
- That PN17-182 Pedestrian & Cyclist Access to Transitway and GO Transit net funding be increased by \$340,000 from the Development Charges Act – City Wide Engineering Reserve Fund (Account # 31335).
- 3. That all necessary by-laws be enacted.

Report Highlights

- A total of 4.3 kilometres (2.7 miles) of new sidewalks will be constructed with an emphasis on transit accessibility. Funding from the Federal Public Transit Infrastructure Fund will support the project.
- A total of 10.4 kilometres (6.5 miles) of new multi-use trails will be constructed with funding from the 2017 Cycling Program Capital Budget, with funding support from the Federal Public Transit Infrastructure Fund and a Canada150 grant, at locations identified in the Mississauga Cycling Master Plan.
- A total of 5.5 kilometres (3.4 miles) of new multi-use trails will be constructed with funding from the 2013-2016 Cycling Program Capital Budget, in conjunction with the Region of

Peel's Hanlan Water Project.

• A total of 4.6 kilometres (2.9 miles) of new on-road bicycle lanes will be constructed with funding from the 2017 Cycling Program Capital Budget, and funding support from the Federal Public Transit Infrastructure Fund.

Background

The Transportation and Works Department has reviewed and prioritized new sidewalk construction needs, taking into consideration a compiled inventory of requests with emphasis on transit accessibility, to determine the recommended 2017 sidewalk construction program. In addition, staff has reviewed and prioritized new multi-use trail and on-road bicycle lane construction needs based on the Mississauga Cycling Master Plan and requirements for transit access through the Federal Public Transit Infrastructure Fund.

Comments

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

Sidewalk Program

Table 1 (found in Appendix 1) provides a description of the proposed sidewalk works at various locations. All proposed sidewalks will be concrete and 1.5 metres (5 feet) wide. Site drawings showing the locations of each proposed sidewalk are attached (Appendices 2 to 10).

Total funding of \$1,420,000 is required to complete the 2017 Sidewalk Program. Funding of \$620,000, which includes a contribution from the Federal Public Transit Infrastructure Fund, is for new sidewalks to connect the Airport Corporate Centre to the Transitway as outlined in Appendices 7 to 10.

Multi-Use Trail Program

Table 2 (found in Appendix 1) provides a description of the proposed multi-use trail works at various locations. All trails are approximately 3.5 metres (12 feet) wide. Site drawings showing the locations of each proposed multi-use trail are attached (Appendices 11 to 22).

Most of the multi-use trail projects in the 2017 Cycling Program have partial funding from the Federal Public Transit Infrastructure Fund, which is focused on establishing cycling connections to key transit destinations.

Multi-use trail construction on Cawthra Road, Eastgate Parkway, and Tomken Road are being tendered and constructed in coordination with the Region of Peel's Hanlan Water Project.

General Committee	2017/03/07	3
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Construction timing will be subject to the overall project schedule, but at this time it is anticipated that the majority of the Hanlan multi-use trail construction will take place in 2017.

On-Road Bicycle Lane Program

Table 3 (found in Appendix 1) provides a description of the proposed on-road bicycle lane works at various locations. Site drawings showing the locations of each proposed bicycle lane are attached (Appendices 23-25).

The on-road bicycle lane projects in the 2017 Cycling Program have partial funding from the Federal Public Transit Infrastructure Fund, which is focused on establishing cycling connections to key transit destinations.

Strategic Plan

The construction of new sidewalk and cycling network infrastructure supports the *CONNECT*, *MOVE* and *LIVING GREEN* pillars of the Strategic Plan.

Financial Impact

The 2017 Active Transportation Construction Program is funded through tax, Development Charges, Developer Contributions, the Federal Public Transit Infrastructure Fund and a Canada 150 grant. The funding sources for each aspect of the program are explained below.

An amount of \$800,000 is approved in the 2017 Capital Budget for sidewalk construction along major and non-major roads as identified and prioritized for 2017 construction.

An amount of \$620,000 was approved in the 2017 Capital Budget for additional sidewalks funded through \$310,000 from the City's approved budget with a matching \$310,000 contribution from the Federal Public Transit Infrastructure Fund, pending approval.

An amount of \$10,315,000 was approved in the 2017 Capital Budget for the Multi-use Trail and On-Road Bicycle Lane Program in 2017, which is broken down as outlined below.

- The majority of the projects in the 2017 program are funded through \$5,367,500 from the City's approved budget, and a \$3,667,500 contribution from the Federal Public Transit Infrastructure Fund, pending approval.
- The Creditview Road multi-use trail project (Appendix 12) will be funded through \$337,000 from the City's approved budget, and a \$300,000 contribution from a Canada 150 grant.
- Multi-use trails on Cawthra Road, Eastgate Parkway and Tomken Road in association with the Hanlan Water Project (Appendices 11, 17 & 19) are funded through \$321,500 from the City's approved budget, and a \$321,500 contribution from the Federal Public Transit Infrastructure Fund, pending approval.

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Additional funding of \$340,000 is being requested in this report from the Development Charges Act – City Wide Engineering Reserve Fund (Account # 31335) to establish a multi-use trail as part of the rehabilitation of the Dundas Street West Bridge over the Credit River (Appendix 16). This additional funding is required to fund the recommended design alternative.

Conclusion

The proposed 2017 Sidewalk, Multi-Use Trail and On-Road Bicycle Lane Construction Program will advance the City of Mississauga's planned pedestrian and cycling networks, with an emphasis on transit accessibility and the implementation of the Cycling Master Plan. A total of 4.3 kilometres (2.7 miles) of sidewalk, 15.9 kilometres (9.9 miles) of multi-use trails and 4.6 kilometres (2.9 miles) of on-road bicycles lanes are to be constructed in 2017.

Attachments

Appendix 1: Tables 1-3, Sidewalk, Multi-Use Trail and On-Road Cycling Programs Appendix 2: Aerowood Drive (Ward 5) Sidewalk Program Appendix 3: Bonhill Road (Ward 5) Sidewalk Program

Appendix 4: Drew Road (Ward 5) Sidewalk Program

Appendix 5: Financial Drive (Ward 11) Sidewalk Program

Appendix 6: Whittle Road (Ward 5) Sidewalk Program

Appendix 7: Explorer Drive (Ward 5) Sidewalk Program

Appendix 8: Skymark Avenue (Ward 5) Sidewalk Program

Appendix 9: Solar Drive (Ward 5) Sidewalk Program

Appendix 10: Spectrum Way (Ward 5) Sidewalk Program

Appendix 11: Cawthra Road (Ward 5) Multi-Use Trail Program

- Appendix 12: Creditview Road (Ward 6) Multi-Use Trail Program
- Appendix 13: Creditview Road (Ward 11) Multi-Use Trail Program
- Appendix 14: Central Parkway East (Ward 4) Multi-Use Trail Program

Appendix 15: Central Parkway East (Ward 4) Multi-Use Trail Program

Appendix 16: Dundas Street West (Wards 6 & 8) Multi-Use Trail Program

Appendix 17: Eastgate Parkway (Ward 3) Multi-Use Trail Program

Appendix 18: Kennedy Road / Central Parkway East (Wards 4 & 5) Multi-Use Trail Program

Appendix 19: Tomken Road (Wards 3 & 5) Multi-Use Trail Program

- Appendix 20: Winston Churchill Boulevard (Ward 9) Multi-Use Trail Program
- Appendix 21: Winston Churchill Boulevard (Wards 8 & 9) Multi-Use Trail Program
- Appendix 22: Wolfedale Road (Ward 6) Multi-Use Trail Program
- Appendix 23: Explorer Drive (Ward 5) On-Road Bicycle Lane Program

Appendix 24: Orbitor Drive (Ward 5) On-Road Bicycle Lane Program

Appendix 25: Spectrum Way (Ward 5) On-Road Bicycle Lane Program

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

Prepared by: Matthew Sweet, Active Transportation Coordinator

Appendix	Roadway / Ward	Location	From	То
2	Aerowood Drive (Ward 5)	South Side	Ambler Drive	620 metres south- westerly
3	Bonhill Road (Ward 5)	West Side	140 metres north of Meyerside Drive	140 metres south of Meyerside Drive
4	Drew Road (Ward 5)	South Side	Kimbel Street (east intersection)	Torbram Road
5	Financial Drive (Ward 11)	Inside	Creditview Road	520 metres south- westerly
6	Whittle Road (Ward 5)	East Side	Matheson Boulevard East	Watline Avenue
7	Explorer Drive (Ward 5)	North / West Sides	West end of Explorer Drive	Transit Stop – North side with Satellite Drive
8	Skymark Avenue (Ward 5)	North Side	Satellite Drive	Orbitor Drive
9	Solar Drive (Ward 5)	North / West Sides	Matheson Boulevard East	Satellite Drive
10	Spectrum Way (Ward 5)	East Side	Eglinton Avenue West	Matheson Boulevard East

Table 1: Sidewalk Program

Appendix	Roadway / Ward	Location	From	То	Comments
11	Cawthra Road (Ward 4)	West Side	Meadows Road	Burnhamthorpe Road East	Hanlan Water Project
12	Creditview Road (Ward 6)	East Side	Eglinton Avenue West	Bristol Road West	Canada150 Grant
13	Creditview Road (Ward 11)	West Side	Velebit Court	Sir Monty's Drive	Built as part of bridge reconstruction
14	Central Parkway East (Ward 4)	East Side	Central Parkway Transitway Station	Rathburn Road East	Public Transit Infrastructure Fund
15	Central Parkway East (Ward 4)	East Side	Burnhamthorpe Road East	150 metres south of Bloor Street	Public Transit Infrastructure Fund
16	Dundas Street West (Wards 6 & 8)	North Side	Bridge over Credit River	Bridge over Credit River	Built as part of bridge rehabilitation
17	Eastgate Parkway (Ward 3)	South Side	Cawthra Road	Tomken Road	Hanlan Water Project
18	Kennedy Road / Central Parkway East (Wards 4 & 5)	East Side	Bristol Road East	Central Parkway Transitway Station	Public Transit Infrastructure Fund
19	Tomken Road (Wards 3 & 5)	East Side	Eastgate Parkway	Britannia Road East	Hanlan Water Project
20	Winston Churchill Boulevard (Ward 9)	East Side	Aquitaine Avenue	Oka Road	Public Transit Infrastructure Fund
21	Winston Churchill Boulevard	West Side	Eglinton Avenue West	Credit Valley Road	Public Transit Infrastructure Fund
	(Wards 8 & 9)	East Side	Erin Centre Boulevard	Eglinton Avenue W	Public Transit Infrastructure Fund
22	Wolfedale Road (Ward 6)	West Side	Forestwood Drive	Dundas Street West	Public Transit Infrastructure Fund

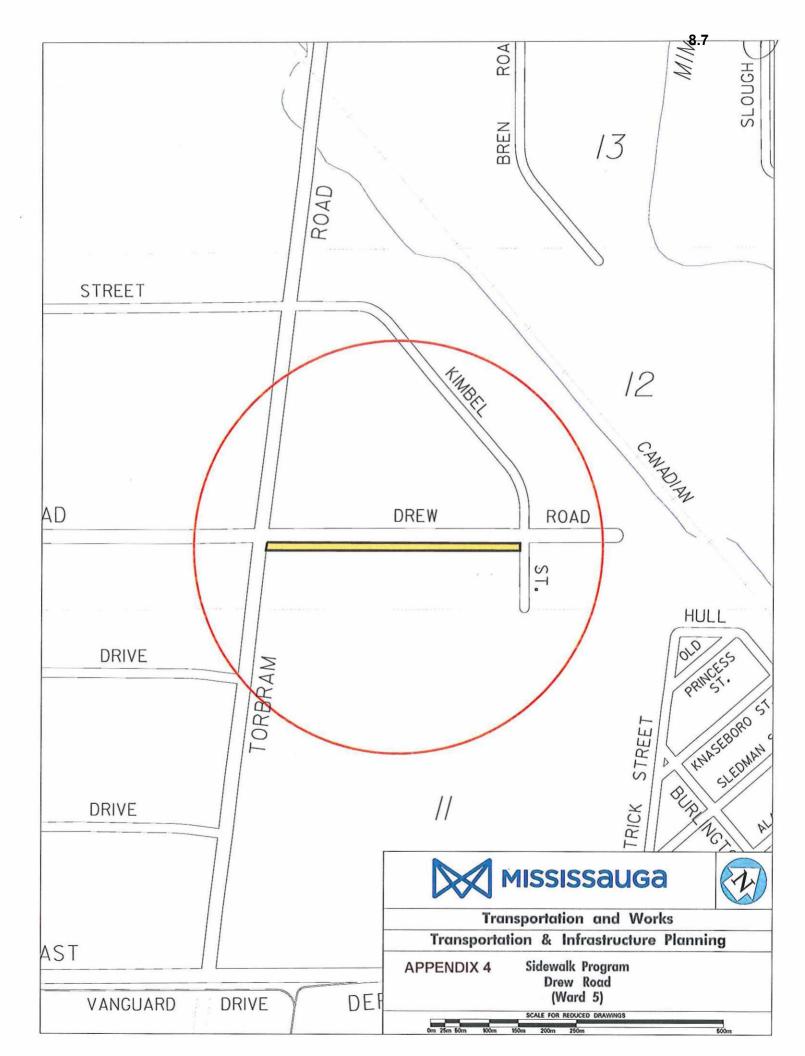
Table 2: Multi-Use Trail Program

Appendix	Roadway / Ward	From	То		
23	Explorer Drive (Ward 5)	Matheson Boulevard	Eglinton Avenue		
24	Orbitor Drive (Ward 5)	Explorer Drive	Eglinton Avenue		
25	Spectrum Way (Ward 5)	Matheson Boulevard	Eglinton Avenue		

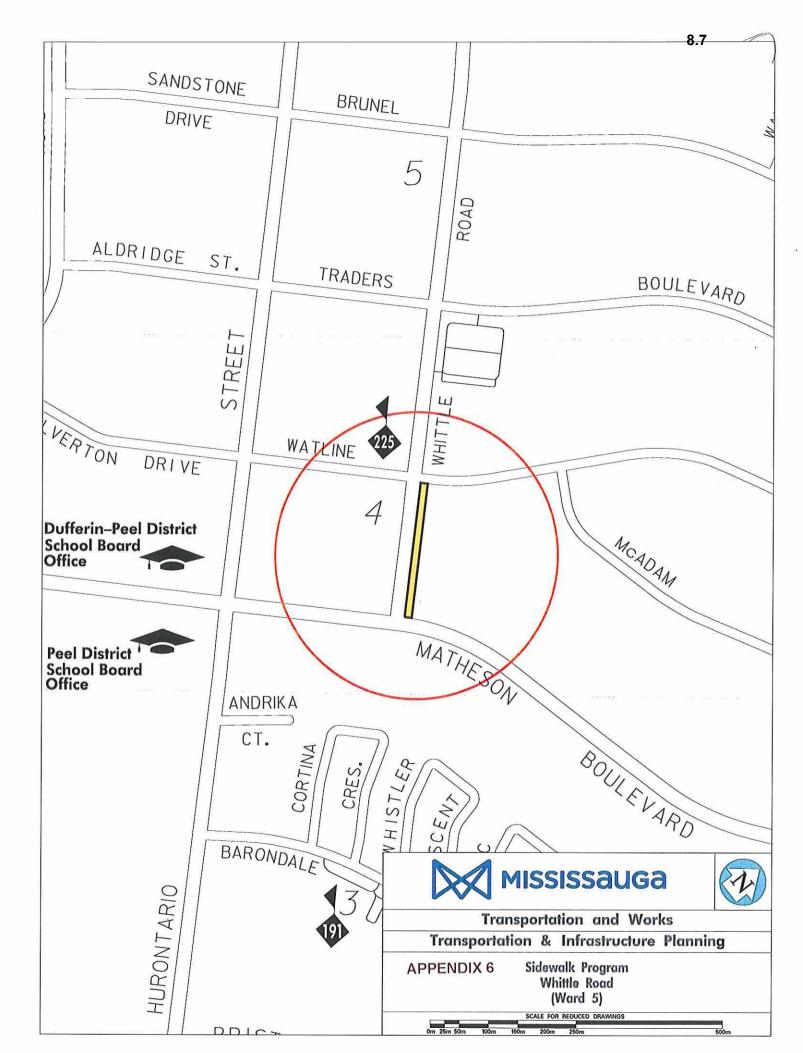
Table 3: On-Road Bicycle Lanes Program

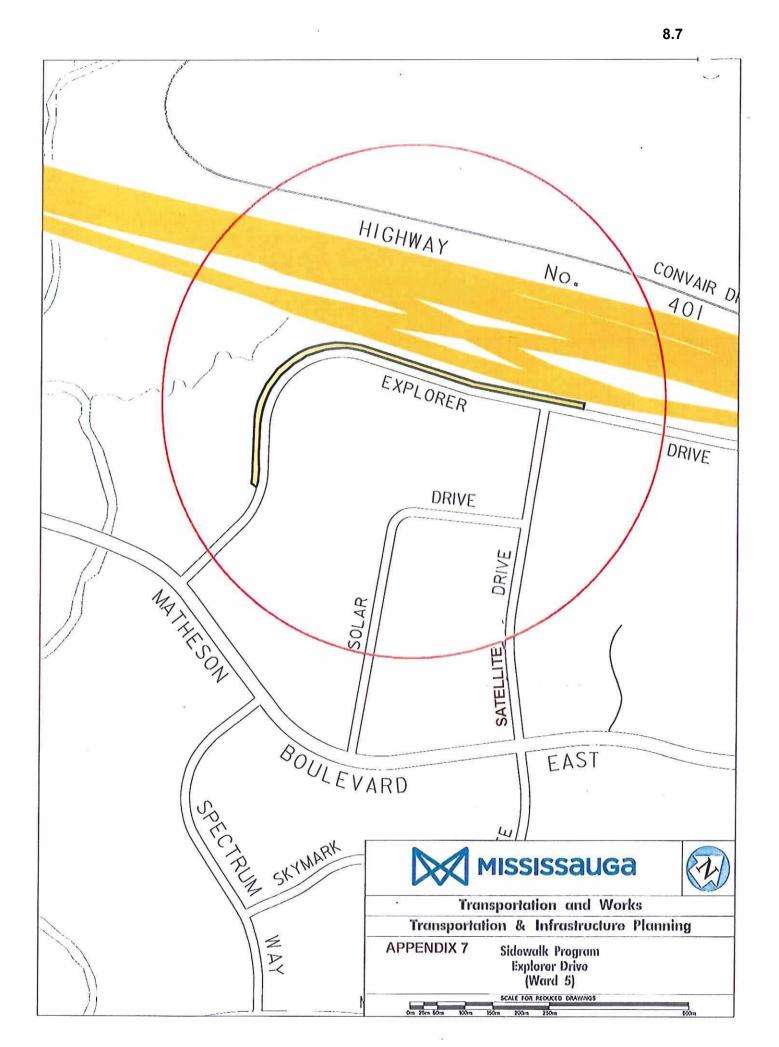






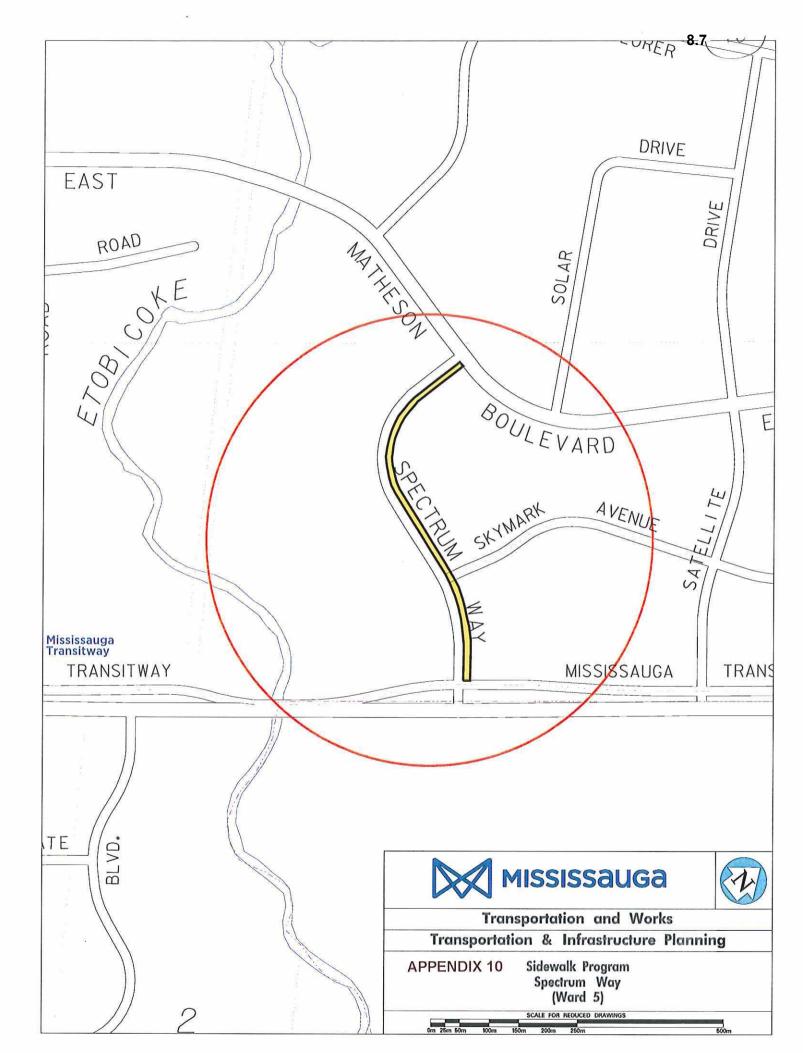


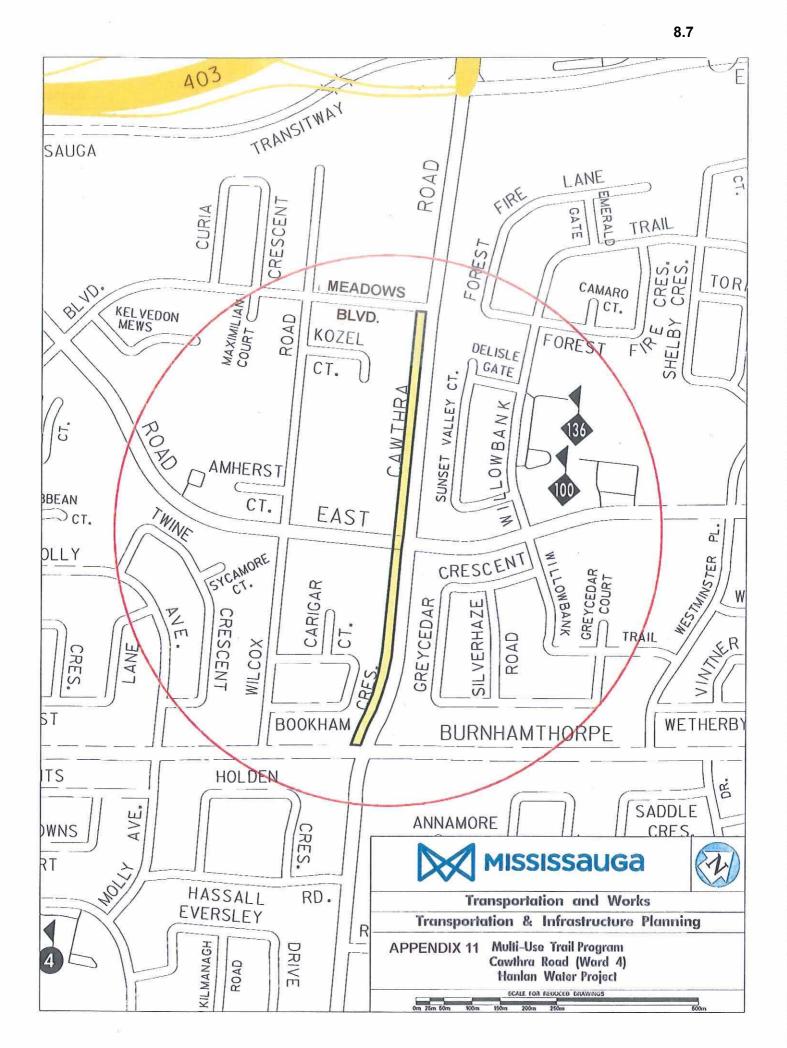


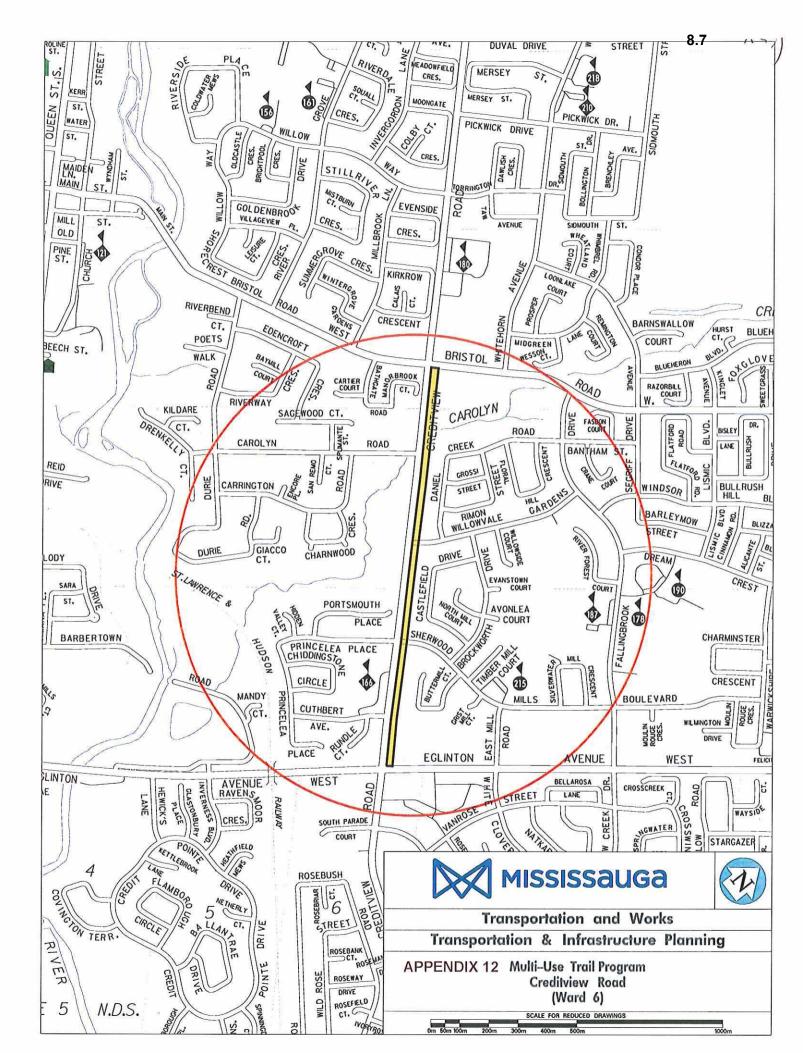


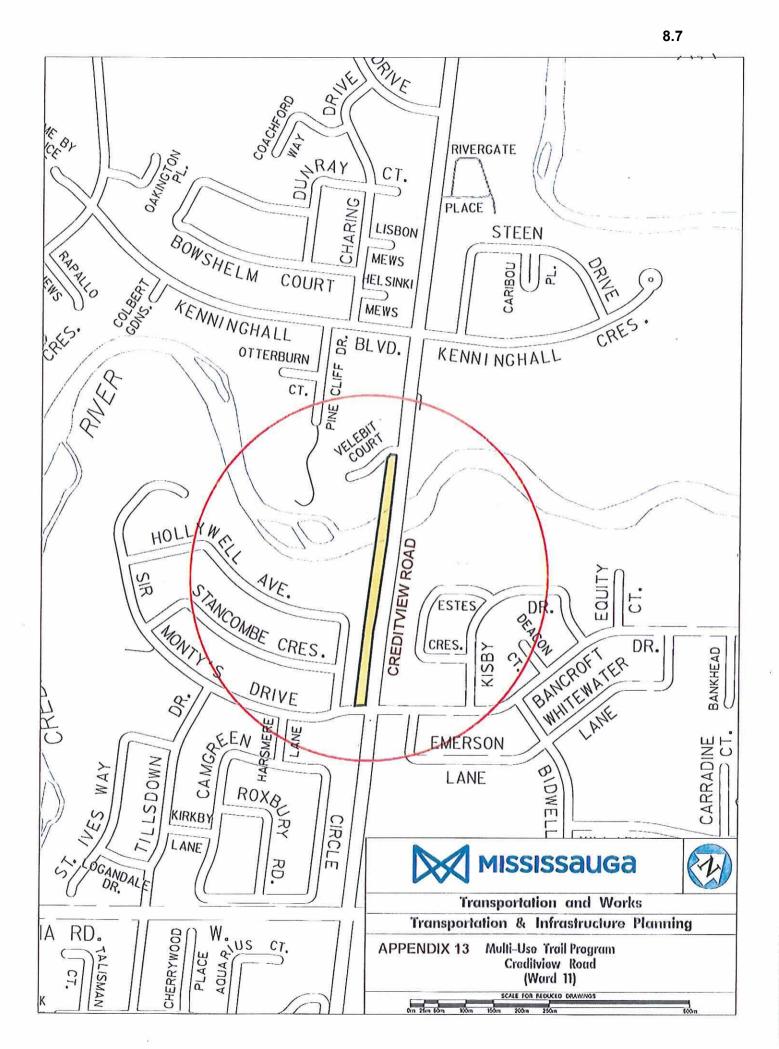


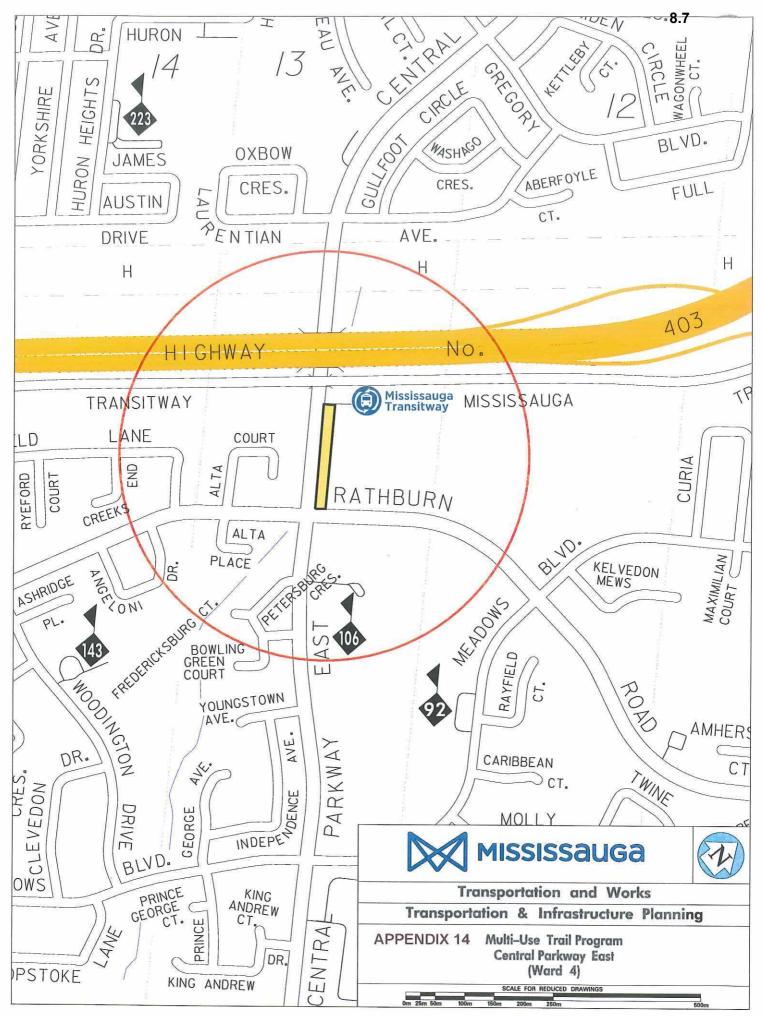


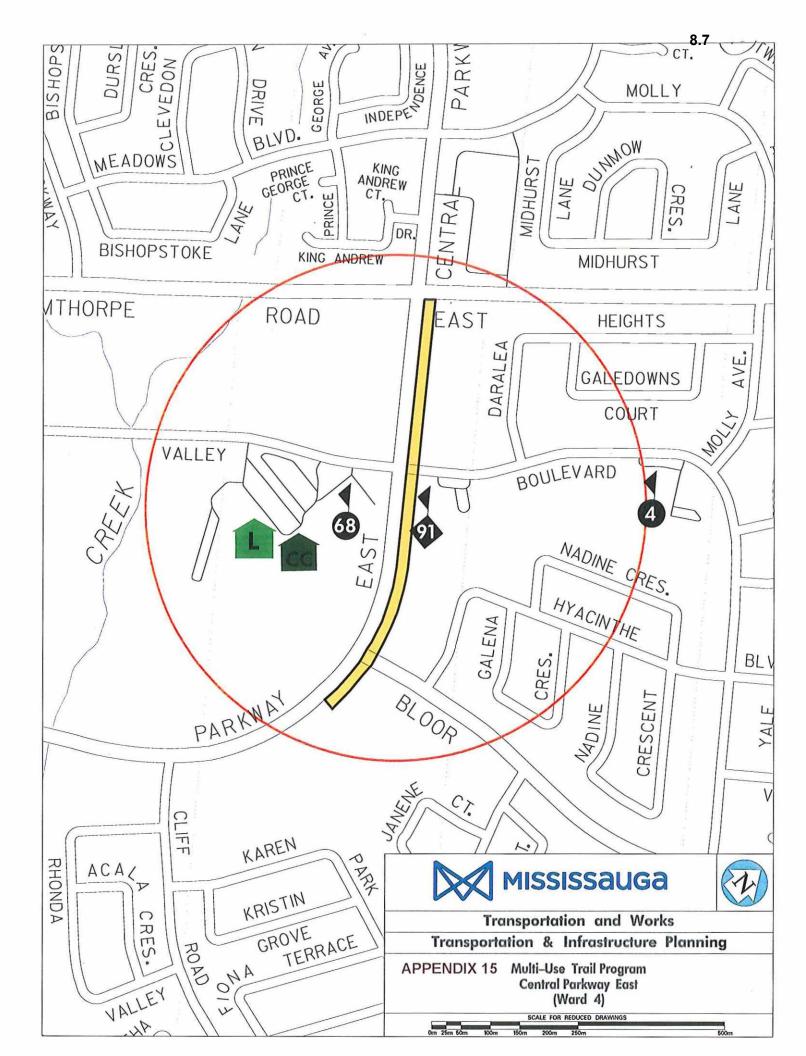


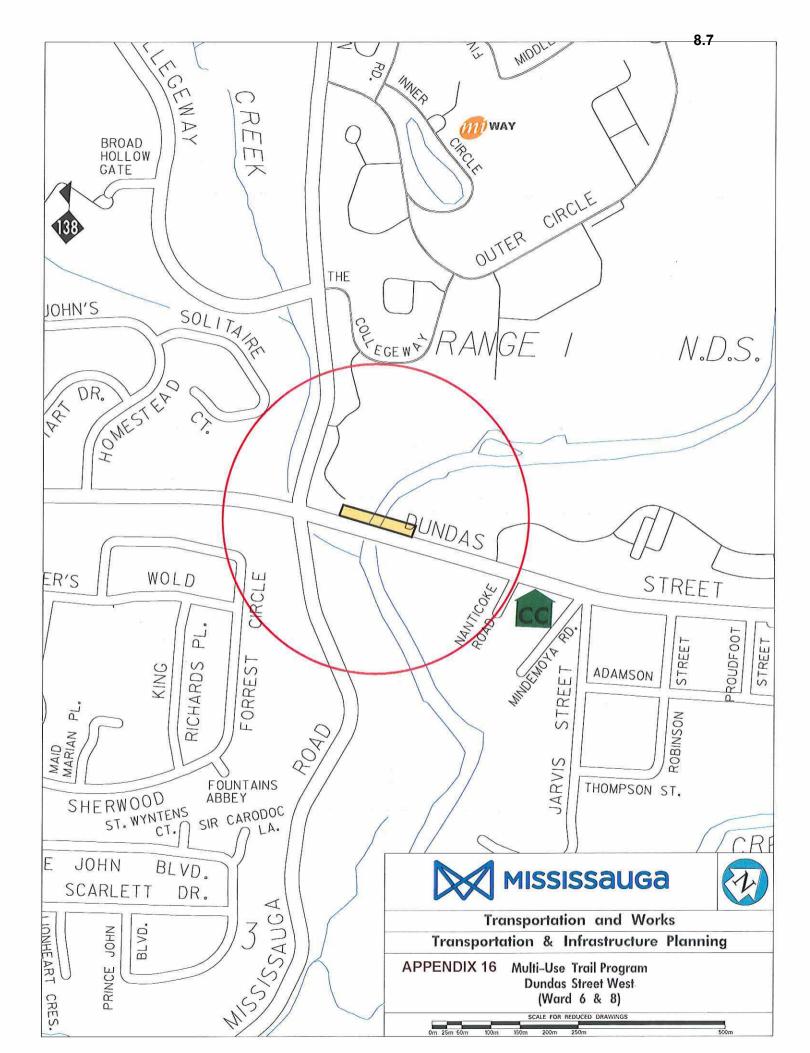


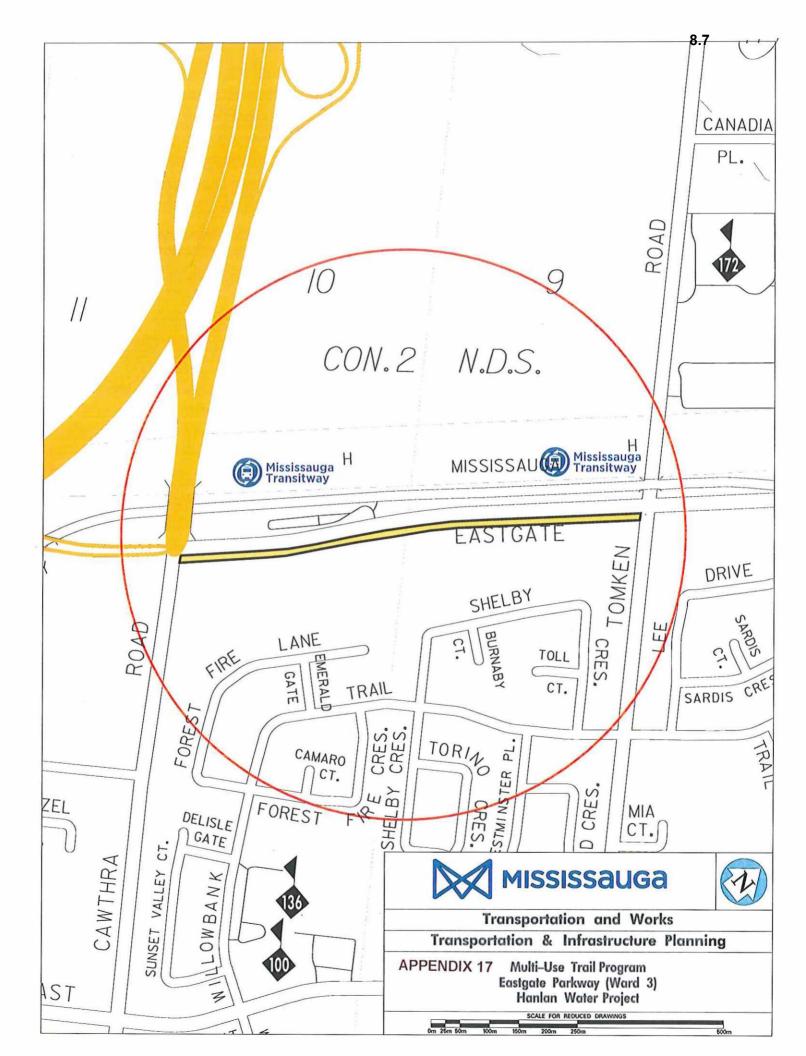


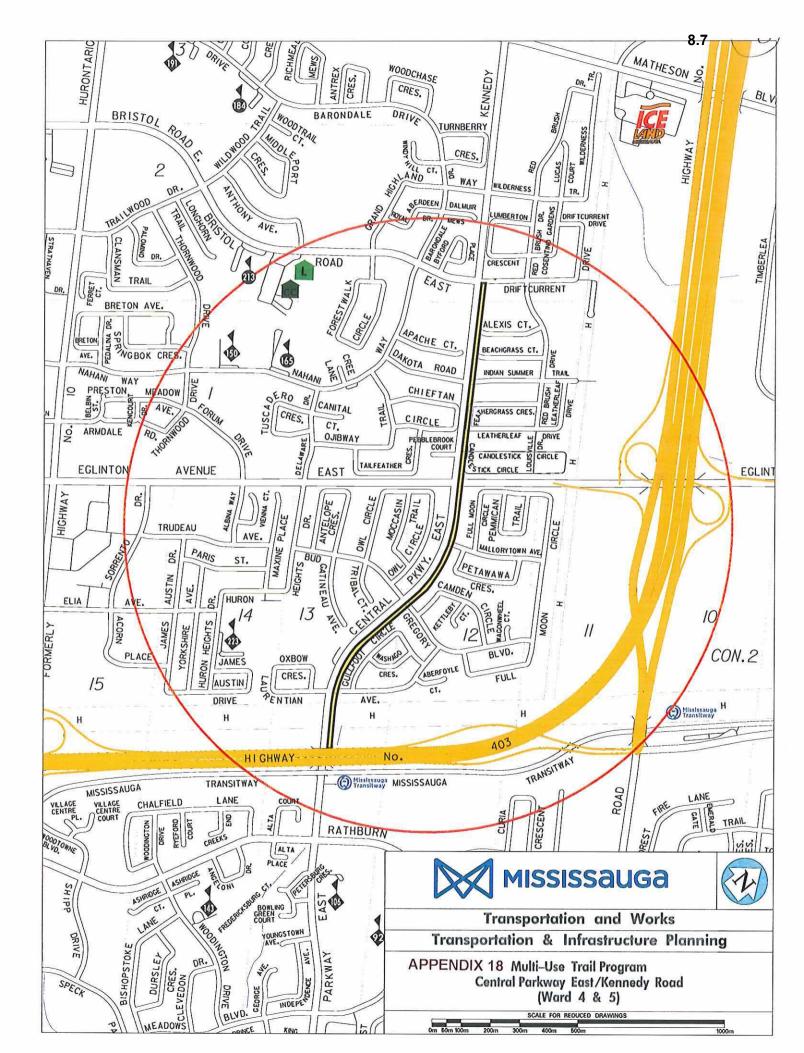


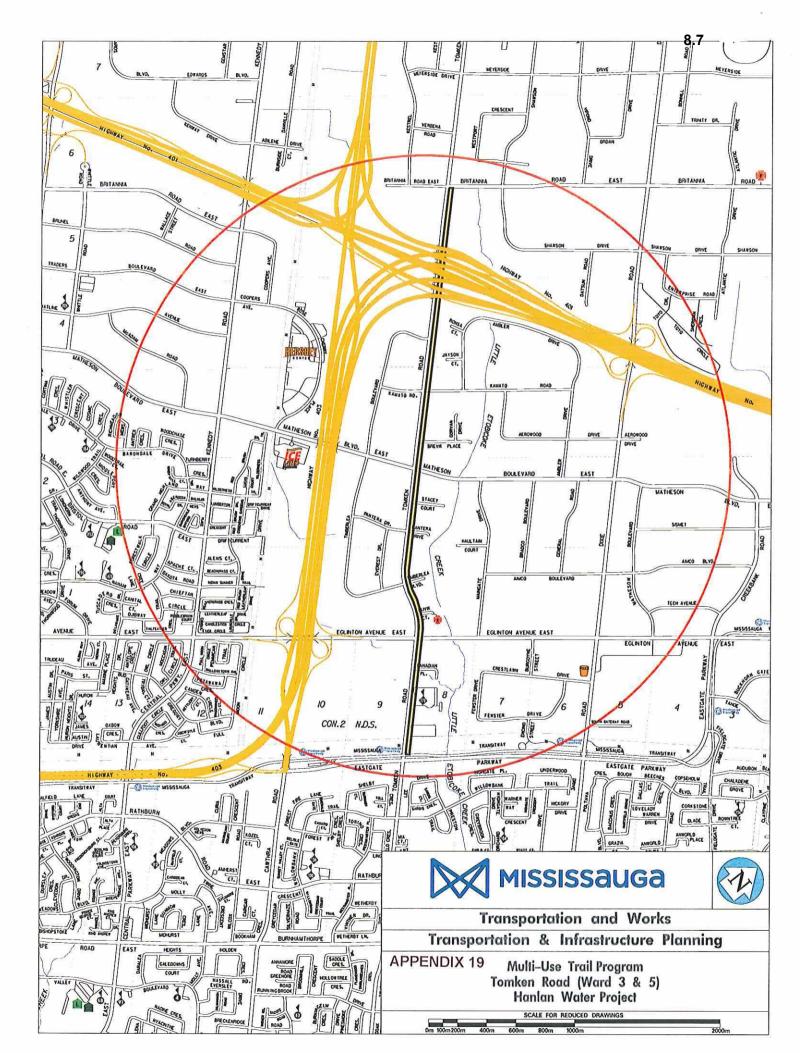


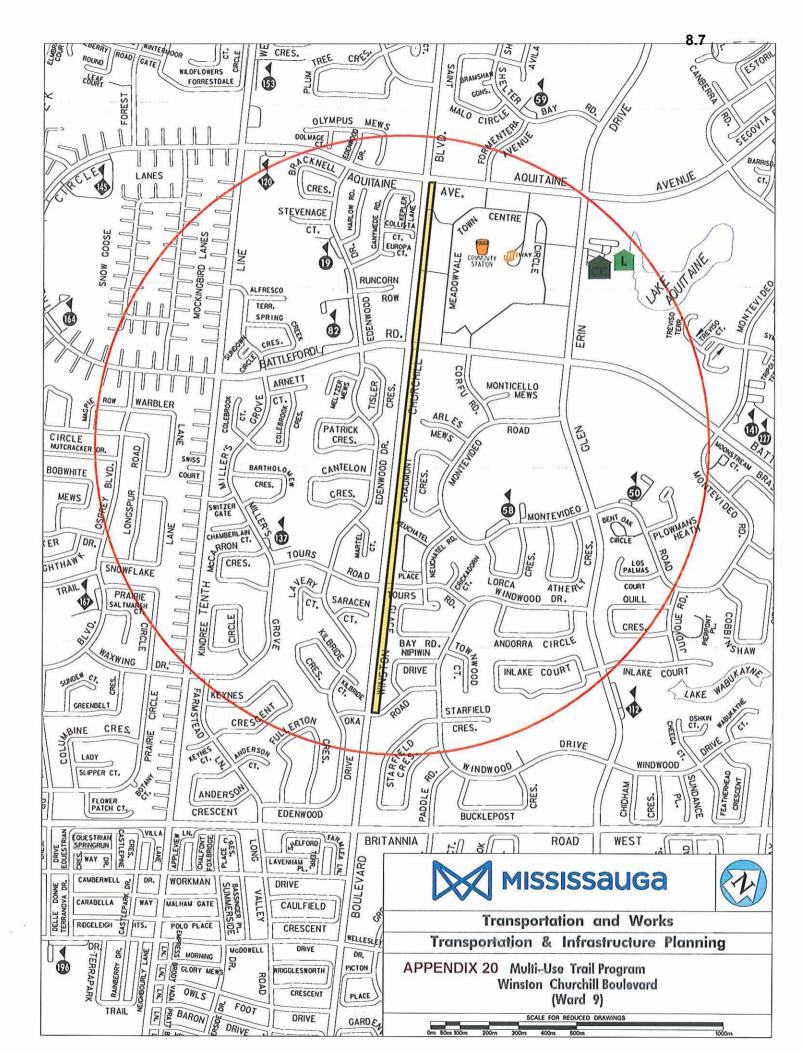


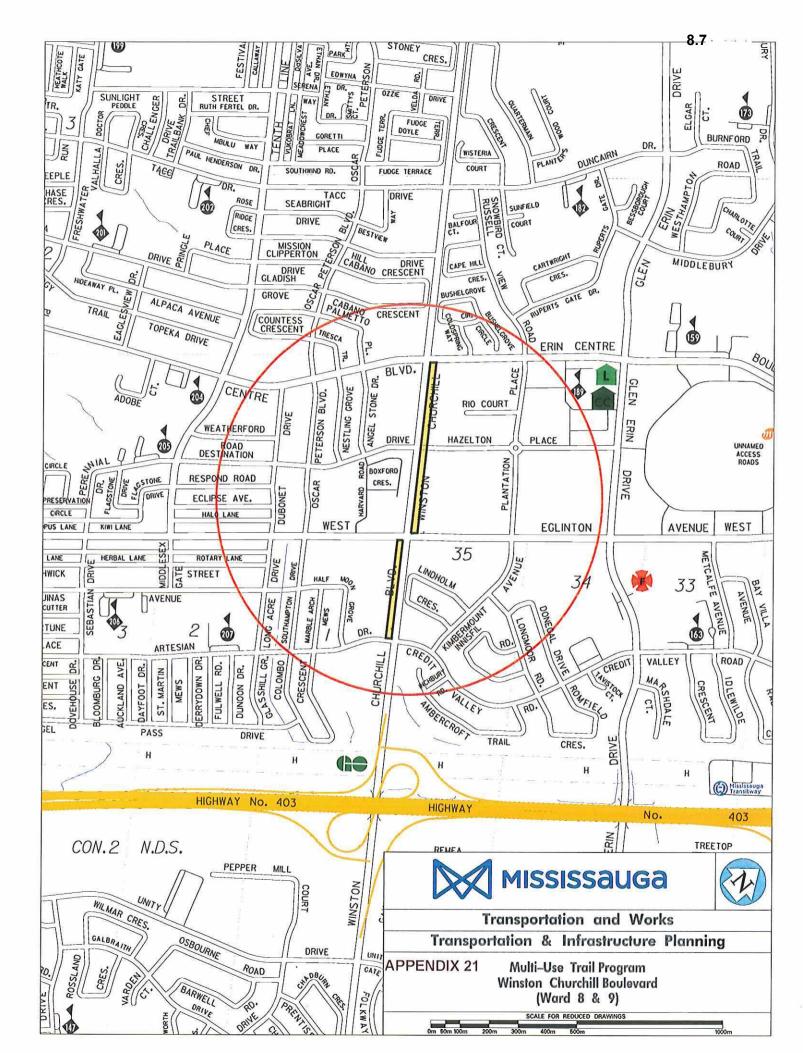


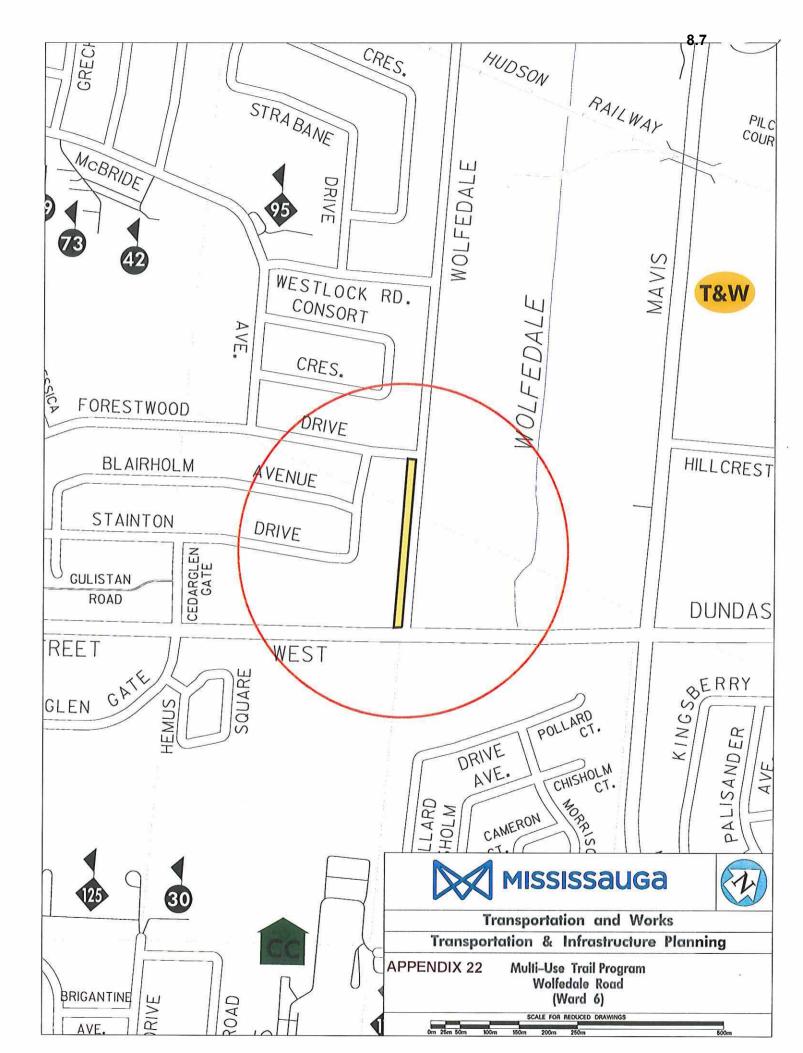


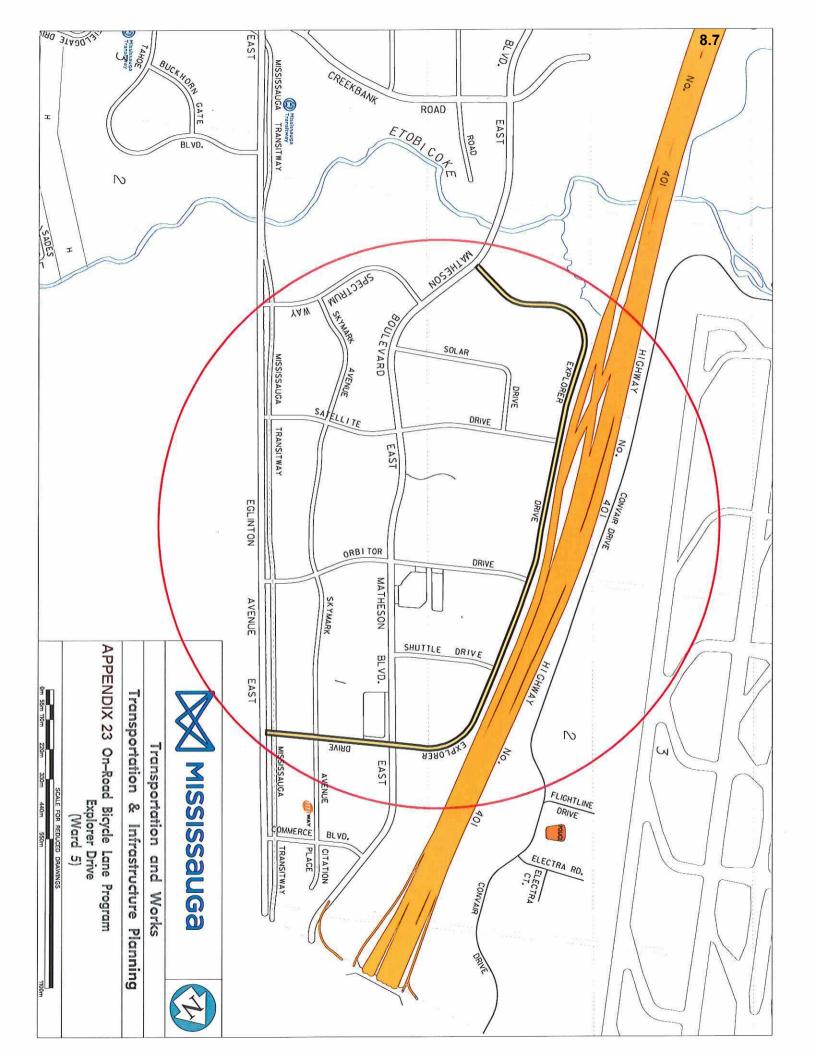


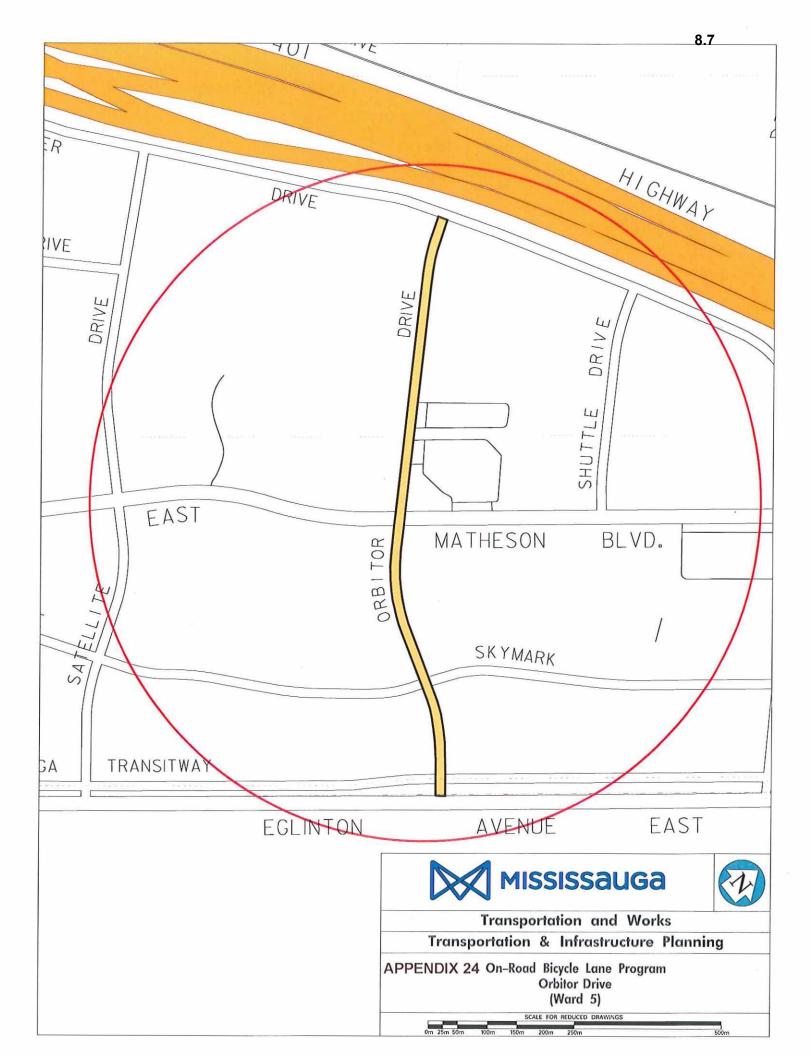


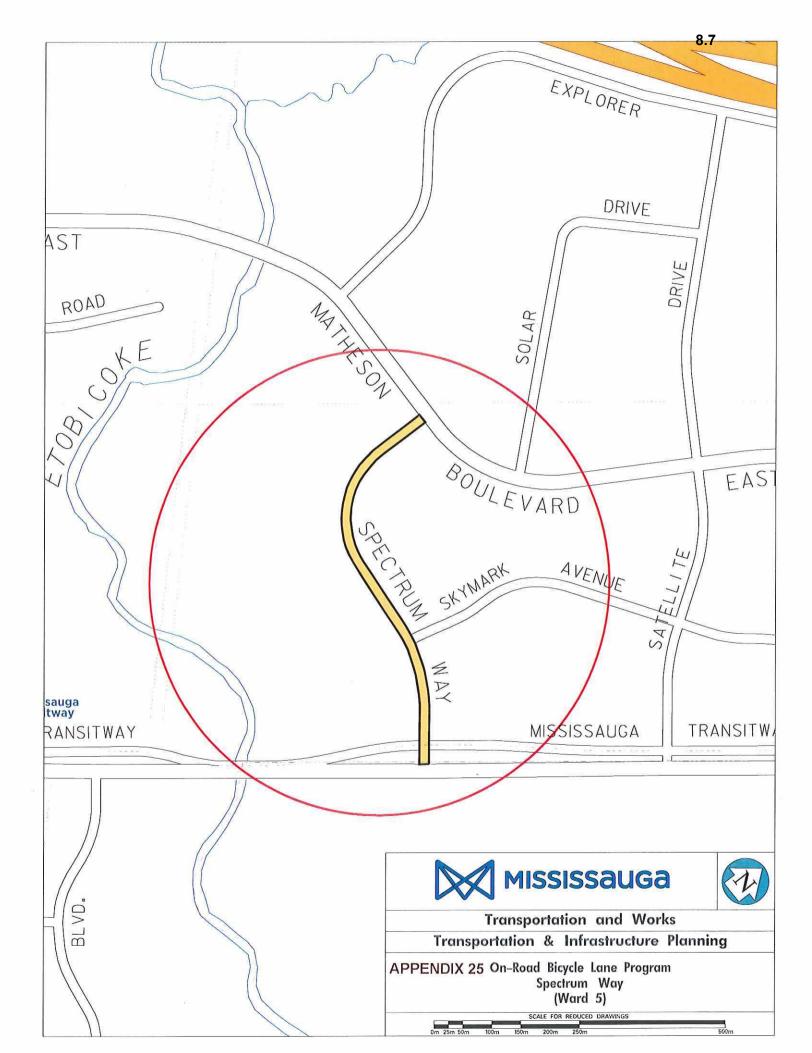














Date: 2017/02/16

- To: Chair and Members of General Committee
- From: Paul Mitcham, P. Eng, MBA, Commissioner of Community Services

Originator's files:

Meeting date: 2017/03/22

Subject

Trench Rescue Services Agreement between the City of Mississauga and the City of Burlington

Recommendation

That a by-law be enacted authorizing the Commissioner of Community Services and the City Clerk to execute and affix the Corporate Seal to the Trench Rescue Services Agreement between The Corporation of the City of Mississauga and The Corporation of the City of Burlington in a form satisfactory to Legal Services.

Background

Mississauga Fire and Emergency Services (MFES) is responsible for emergency services within the boundaries of the City of Mississauga and as such has obligations for fire suppression and other emergency services according to the *Fire Protection and Prevention Act*. Burlington Fire and Emergency Services also maintains a fire department staffed with personnel and equipment for fire suppression and other emergency services in the City of Burlington.

Burlington Fire and Emergency Services have requested that MFES provide trench rescue services to persons, lands and premises within the defined areas of the agreement within the City of Burlington. To that end, a trench rescue services agreement has been drafted that will clearly define the areas of primary response for MFES as well as roles and responsibilities for both parties.

Present Status

The Trench Rescue Services Agreement has been reviewed by Legal Services on behalf of the City and by the City of Burlington Legal Services Department and has been deemed satisfactory to all parties.

Comments

According to the Trench Rescue Services Agreement, the City of Mississauga agrees to provide certain trench rescue services to the City of Burlington. The significant terms of the Trench Rescue Services Agreement are as follows:

- 1. Burlington Fire and Emergency Services is responsible for notifying MFES of all requests for trench rescue services through the Joint Fire Communication Centre;
- 2. In the event that a trench rescue emergency occurs in the City of Burlington, MFES may respond and operate as it would for a response within the City of Mississauga;
- 3. MFES, at its sole discretion, may refuse the request to provide assistance;
- 4. MFES may determine the nature, type, scope, response time and the amount of assistance to be provided or provide alternatives to the assistance requested;
- 5. MFES will charge a fee equivalent to the Fees and Charges By-Law for any assistance provided to the City of Burlington; and
- 6. The term of the Agreement is for a period of five years from the time of execution and shall automatically renew for another five years unless notice is given by either party before they expiry of the term.

Financial Impact

The City of Mississauga will be compensated for responses into the City of Burlington as prescribed in the Fees and Charges By-Law.

Conclusion

Safety and the mitigation of risk is the number one priority for both MFES and the City of Burlington. MFES is responsible for the safety of not only the residents of Mississauga but also those visiting and passing through. While the City of Burlington has its own fire service, it is important that MFES is able to provide support when necessary. This Agreement sets out the terms and conditions for the continuation of delivery of emergency service to the City of Burlington.



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

Prepared by: Mark Ormond, Assistant Chief, Operations and Communications



Date: 2017/02/27

- To: Chair and Members of General Committee
- From: Geoff Wright, P. Eng., MBA, Commissioner of Transportation and Works

Originator's files: "B" 018/16CO "B" 051/16CO

Meeting date: 2017/03/22

Subject

Servicing Amending Agreement - Municipal Works Only Servicing Agreement, Land Severance Application "B" 051/16 - Derry Ten Limited (Z-44E) (Ward 5)

Recommendation

That a by-law be enacted authorizing the Commissioner of Transportation and Works and the City Clerk to execute a Servicing Amending Agreement to permit a Consulting Engineer of Record change for the Municipal Works Only Servicing Agreement entered into with Derry Ten Limited.

Background

The Municipal Works Only Servicing Agreement entered into with Derry Ten Limited and the City for the construction of a storm sewer system associated with Land Severance Application "B" 051/16 was executed pursuant to By-Law 0262-2016. A Municipal Works Only Servicing Agreement for the construction of Vera Drive, under Land Severance Application "B" 018/16 was also executed with Derry Ten Limited, through By-Law 0261-2016. The subject Agreements, and the associated municipal infrastructure, form part of the overall development plans for the Derry Ten Limited's lands located south of Longside Drive, east of Maritz Drive and west of Hurontario Street.

In order to provide construction administration continuity for the subject Agreements, Derry Ten Limited has requested that the Consulting Engineer of Record, Counterpoint Engineering Inc., for the Agreement associated with Land Severance Application for "B" 051/16 be changed to Trafalgar Engineering Ltd., the Consulting Engineer of Record for the Vera Drive Agreement.

General Committee	2017/02/27	2

Comments

Any and all references to the Consulting Engineer, namely Counterpoint Engineering Inc., in the Municipal Works Only Servicing Agreement for Land Severance Application "B" 051/16 and all schedules thereto, shall be deleted and replaced with the Consulting Engineer, Trafalgar Engineering Ltd.

All other terms and conditions as stipulated in the original Agreement will remain in effect.

Financial Impact

There are no financial impacts to the City.

Conclusion

The Transportation and Works Department supports the proposed amendment to the original Municipal Works Only Servicing Agreement to permit the Consulting Engineer of Record change from Counterpoint Engineering Inc. to Trafalgar Engineering Ltd.

Attachments

Appendix 1: Development Location Map

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

Prepared by: John King, Supervisor of Development Construction





Date: 2017/03/07

- To: Chair and Members of General Committee
- From: Paul Mitcham, P. Eng, MBA, Commissioner of Community Services

Originator's files:

Meeting date: 2017/03/22

Subject

Meadowvale Theatre Audit Action Plan Update

Recommendation

That the Corporate Report dated March 7, 2017, from the Commissioner of Community Services entitled "Meadowvale Theatre Audit Action Plan Update" be received for information.

Background

An audit of Meadowvale Theatre was completed in Fall 2016 and presented to Audit Committee on November 14, 2016. Committee requested an update and recommendations.

Comments

Culture staff have worked closely with the Community Services internal compliance group to address and resolve compliance issues. To date, (42) audit recommendations representing 79% of recommendations, have been completed. The balance of items (11) are in process and on schedule for resolution.

- (27) Recommendations completed and verified by Internal Audit.
- (15) Recommendations completed and pending verification by Internal Audit.
- (11) Recommendations in Process and on Schedule.

Staff are working with Legal Services to update and implement a new Facility Use and Licence Agreement (Rental Contract); reviewing insurance requirements with Risk Management for all theatre bookings; developing a plan to secure and protect city assets such as light fixtures; and creating standard operating procedures for compliance and financial reporting.

General Committee	2017/03/07	2
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Staffing

A change in management has been implemented. Melissa Agius, has been appointed Acting Manager, Performing Arts, Meadowvale Theatre reporting to Sonja Banic, Manager Culture Operations. Melissa was formerly Manager, Mississauga Celebration Square.

Training

Staff are working with the Compliance Group, Internal Audit and Human Resources to update training plans and programs for theatre staff. Training will start in April 2017 and be ongoing in the following areas.

- Employee orientation
- Policies and procedures
- Risk Management
- ➢ WHMIS and Bill C45
- > Respectful workplace, personal safety and security awareness and health and safety
- Financial reporting, time and labour reporting, P-Card administration and Microsoft Office.

Budget Review

The Culture Division is undertaking a review of budget revenue, operating labour and expenses. Improvements will be reflected in the 2018 budget submission.

Conclusion

Theatre staff have made progress in completing almost 80% of audit recommendation to date. Results of the Budget Review will be reflected in the 2018 budget submission. The City's audit section will report back on the status of the action items at the May audit committee.



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

Prepared by: Sonja Banic, Manager, Culture Operations



Date: 2017/02/16

- To: Chair and Members of General Committee
- From: Paul Mitcham, P. Eng, MBA, Commissioner of Community Services

Originator's files: CD.P01. PAR

Meeting date: 2017/03/22

Subject

Renaming of Cenotaph Park (P-111), 29 Stavebank Road (Ward 1)

Recommendations

- 1. That Cenotaph Park (P-111) be renamed "Vimy Park".
- 2. That Council waive the requirement for a 30-day consideration period as outlined in the City's "Property and Facility Naming and Dedications" Corporate Policy 05-02-02.

Background

April 9, 2017 marks the 100th Anniversary of the Battle of Vimy Ridge, where Canadian forces defeated German forces in a decisive battle that paved the way to the Allied victory in World War 1 (WW1). This victory has become a national symbol of achievement and sacrifice. It is viewed as a defining moment in Canadian history and the beginning of the country's evolution from dominion to independent nation.

During WW1, local military detachments and the Red Cross posted on a weekly basis the names of soldiers (from the Port Credit area and surrounding townships) who were missing, wounded or killed in action at the bandstand which was located on the southeast corner of Stavebank Road and Park Street E (Cenotaph Park (P-111), Appendix 1). Given its significance as a community gathering area, residents and local merchants chose this location to erect a cenotaph in 1925 in memory of thirty two men from Port Credit area who fought in WW1 – including seven wounded and one who died at the battle of Vimy Ridge.

In 1946 and 1983, the names of the men who fell during World War II and the Korean Conflict were added to the cenotaph. In 1984, the "Port Credit War Memorial (Cenotaph)" was designated under the Ontario Heritage Act for its' historical and contextual importance.

In accordance with the City's "Property and Facility Naming and Dedications" Corporate Policy, the Community Services Department is directed to present names for the General Committee and Council's consideration for the purposes of naming parks, trails, and facilities in the City of Mississauga. In accordance with the policy, General Committee is requested to consider the

General Committee	2017/02/16	2

Originators files: CD.P01. PAR

recommended name as presented by the Community Services Department for a period of 30 days, after which time the Committee is asked to make a final recommendation to Council. The subject report outlines the renaming request of Cenotaph Park, located at 29 Stavebank Road and situated in Ward 1 (Appendix 1) to Vimy Park.

Comments

As the current park name suggests, the cenotaph continues to be the focal point of Cenotaph Park. It is used as a gathering place for Remembrance Day services and throughout the year on battle anniversary dates such as the battle of Vimy Ridge (April 9) and D-Day (June 6). In 2014, staff planted 100 poppies in the park to commemorate WW1.

The park in which the cenotaph rests has not been formally named. At the unveiling of the Cenotaph in 1925, records indicate that the land was referred to as the "Village Park". Today, the name, "Cenotaph Park", is used by the City. The name is not widely known throughout the community as there is no signage to indicate the park name. In light of this, it is requested that Cenotaph Park be given the official name of Vimy Park to coincide with the 2017 battle anniversary date. This commemoration would complement the work of the Vimy Foundation and coincide with the Canada 150th celebrations planned for 2017.

In accordance with the City's "Property and Facility Naming and Dedications" corporate policy, the proposed name, "Vimy Park", is consistent with the selection criteria which give preference to names that "have a direct relationship to the facility".

As the property is designated under the Ontario Heritage Act, staff have shared this information with the Heritage Advisory Committee.

Councillor Tovey (Ward 1) has been consulted and supports the recommended name.

Financial Impact

There is no financial impact with this project. A renaming ceremony is being planned for the spring of 2017. Using the Council approved Official Opening and Event categories, this event falls under Category C: Openings and Events with No Capital Budget. The costs associated with a historical plaque can be found within the existing Parks and Forestry Operating Budget. Furthermore, if this renaming is approved by Council, funds for a new plaque will be requested through the Commemorative Partnership Program, Veteran Affairs Canada.

Conclusion

The proposed renaming of Cenotaph Park in Ward 1 to Vimy Park is in accordance with the City's "Property and Facility Naming and Dedications" corporate policy. It is recommended that General Committee waive the 30 day consideration period so that the renaming can take place in time for the 100th anniversary of the battle of Vimy Ridge on April 9, 2017.

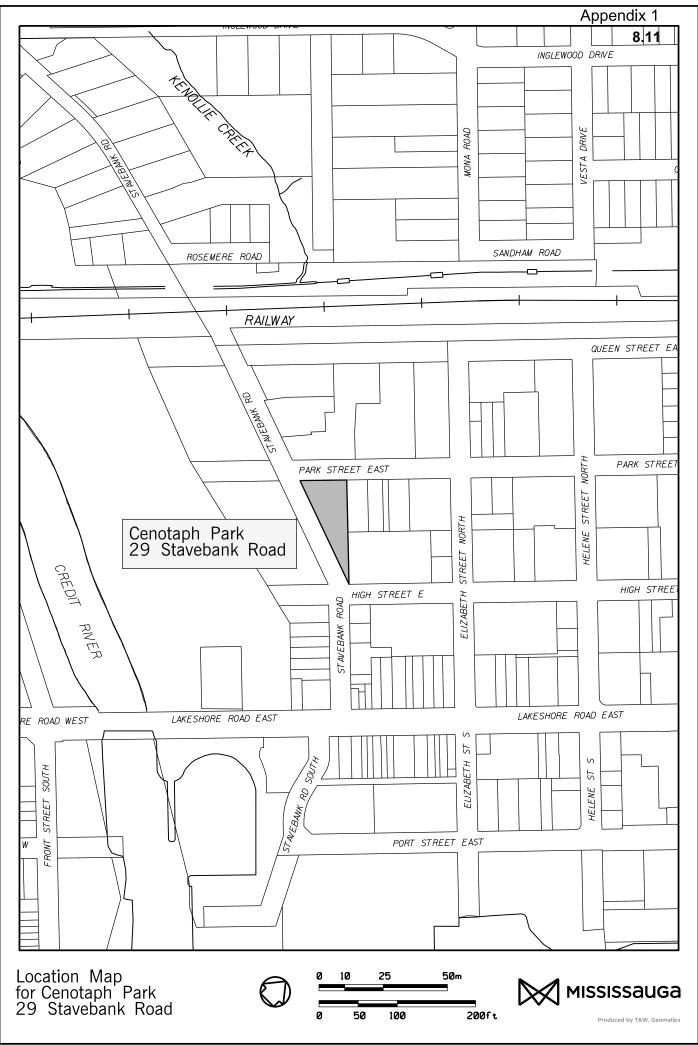
General Committee	2017/02/16	3
	Originators files: CD.P01	. PAR

Attachment

Appendix 1: Location Map for Cenotaph Park



Paul Mitcham, P. Eng, MBA, Commissioner of Community Services Prepared by: Jane Darragh, OALA, OPPI, RPP, Planner, Park Planning





Date:	2017/03/02	Originator's files:
To:	Chair and Members of General Committee	
From:	Gary Kent, Commissioner of Corporate Services and Chief Financial Officer	Meeting date: 2017/03/22

Subject

2016 Council Remuneration and Expenses

Recommendation

That the 2016 statement of remuneration and expenses detailed in Appendix 1 attached to the report dated March 2, 2017 from the Commissioner of Corporate Services and Chief Financial Officer entitled 2016 Council Remuneration and Expenses be received for information.

Background

In accordance with the Municipal Act 2001, S.O. 2001, C.25, Section 284, a statement of remuneration and expenses paid to Members of Council, local boards and committees in the preceding year must be submitted to Council by March 31 of each calendar year.

Under the Municipal Act, a Business Improvement Area is a board of management and therefore considered a local board of the municipality and must be included in this report to Council.

Only members of local boards and committees that received payment in the form of remuneration and/or expenses in 2016 are listed in this report. All other committee or board members not in receipt of compensation were excluded.

At the December 2, 2015 Budget Committee meeting (BC-0062-2015), a recommendation was passed to transfer any remaining unspent funds in each Councillor's budget at year to their next year's budget during their four year term of Council. Subsequently, this recommendation was adopted by Council on December 9, 2015. As per the Council decision, no monies will carry over from one term of Council to the next one.

Financial Impact

The remuneration and expenses paid to all elected officials are in accordance with City of Mississauga By-law 511-2002.

All elected official expenditures are within the budgets approved for 2016.

	General Committee	2017/03/02	2
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In 2016, \$155,189 of unspent Councillor operating funds will be carried forward to the 2017 budget.

Conclusion

Appendix 1 itemizes the 2016 remuneration and expenses of the Mayor, Members of Council, and members of local boards and committees, that are appointed by Council, including Enersource Corporation.

Attachments

Appendix 1: 2016 Statement of Remuneration and Expenses

G.Ket.

Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Mark Beauparlant, Manager, Financial and Treasury Services



MEMBERS OF COUNCIL

					CONSTITUENC'	Y EXPENSES
		TOTAL SALARY	FRINGE BENEFITS *	CAR ALLOWANCE	ACTUAL	BUDGET **
Crombie, B.	Mayor	139,374.04	28,402.79	0.00	81,029.60	104,100.00
Tovey, J.	Ward 1	85,581.47	21,509.66	17,304.00	16,865.09	33,651.00
Ras, K.	Ward 2	85,581.47	21,509.66	17,304.00	16,976.76	37,876.00
Fonseca, C.	Ward 3	85,581.47	21,509.66	17,304.00	19,423.87	31,068.00
Kovac, J.	Ward 4	85,581.47	18,858.26	17,304.00	7,129.45	32,849.00
Parrish, C.	Ward 5	85,581.47	6,971.78	17,304.00	27,230.92	34,568.00
Starr, R.	Ward 6	85,581.47	4,320.38	17,304.00	17,526.80	34,789.00
lannicca, N.	Ward 7	85,581.47	21,509.66	17,304.00	30,792.74	36,264.00
Mahoney, M.	Ward 8	85,581.47	21,509.66	17,304.00	26,178.53	50,490.00
Saito, P.	Ward 9	85,581.47	21,509.66	17,304.00	34,122.75	41,512.00
McFadden, S.	Ward 10	85,581.47	21,509.66	17,304.00	24,004.91	32,073.00
Carlson, G.	Ward 11	85,581.47	21,509.66	17,304.00	21,731.75	32,033.00

* Benefit coverage costs in accordance with members of Council Remuneration By-law (#05-11-2002).

** Budget includes previous year's unspent budget carryover.



ACCESSIBILITY ADVISORY COMMITTEE - CITY APPOINTED MEMBERS

	TRANSPORTATION	PARKING EXPENSES
Chafe, C.	98.00	0.00
Sherwani, M.	0.00	15.00
Smith, A.	0.00	5.00
Wall, S.	0.00	5.00

BUSINESS IMPROVEMENT ASSOCIATION - MALTON

		CONFERENCE
	TOTAL SALARY	EXPENSES
Scott, S.	27,680.00	1,371.81

BUSINESS IMPROVEMENT ASSOCIATION - PORT CREDIT

	TOTAL SALARY	FRINGE BENEFITS	CONFERENCE EXPENSES	MILEAGE AND PARKING EXPENSES
Bozzo, J.	0.00	0.00	1,134.71	0.00
Gardiner, J.	7,692.88	516.58	0.00	0.00
McGarrell, B.	0.00	0.00	906.52	0.00
Klein, H.	0.00	0.00	907.70	0.00
Moriera-Laidlow, B.	60,379.90	3,903.40	2,793.14	0.00
Pajtasz, A.	38,376.36	2,818.68	2,344.52	0.00
Timms, E.	78,742.96	3,881.36	3,235.49	791.90
Tsolakis, H.	3,510.00	232.78	0.00	0.00

BUSINESS IMPROVEMENT ASSOCIATION - STREETSVILLE

	TOTAL SALARY	FRINGE BENEFITS	CONFERENCE EXPENSES	MILEAGE AND PARKING EXPENSES
Bunting, K.	28,603.78	-		0.00
Fleming, J. M.	47,307.58	,		
Scott, S.	4,752.00	313.73	0.00	0.00
Trewartha, A. B.	4,000.00	261.08	0.00	0.00

APPENDIX 1



COMMITTEE OF ADJUSTMENT - CITY APPOINTED MEMBERS

	TOTAL SALARY	FRINGE BENEFITS	MILEAGE EXPENSES	PARKING	CONFERENCE
George, D.	9,858.52	234.82	1,880.00	124.27	1,108.51
Kennedy, D.	8,812.36	256.63	1,680.00	124.27	0.00
Page, J.	9,858.52	649.28	1,880.00	124.27	0.00
Patrizio, S.	9,437.16	614.46	1,800.00	124.27	0.00
Quinn, P.	9,233.72	604.18	1,760.00	124.27	0.00
Reynolds, D.	8,183.94	537.34	1,560.00	124.27	179.95
Robinson, J.	7,758.96	508.90	1,480.00	124.27	0.00

ENERSOURCE CORPORATION - CITY APPOINTED DIRECTORS

	HONORARIUMS	MEETING PER DIEM	OTHER EXPENSES
Beasley, G.	23,715.00	22,800.00	3,812.81
Crombie, B.	6,405.00	16,200.00	200.00
Elliott, D.	11,000.04	12,000.00	250.00
Kuga Pilulin, L.	11,000.04	7,200.00	200.00
Loberg, N.	56,151.08	18,000.00	3,334.58
MacCallum, R.	12,999.96	10,800.00	200.00
Saito, P.		10,800.00	200.00
Starr, R.		9,600.00	320.00
Warner, D.	11,000.04	10,200.00	3,596.61

ENVIRONMENTAL ACTION COMMITTEE

	PARKING EXPENSES
Bass, B.	25.00
Beaton, D.	10.00
Cooper, C.	20.00
Dawber, A.	20.00
Deidun-Roork, J.	25.00
Dumesle, A.	20.00
Goyal, M.	10.00
Karnik, E.	20.00
Kramer, M.	10.00
Mallett, L.A.	30.00
Rasekhi, R.	10.00
Verma, P.	15.00



MEMBERS OF COUNCIL AND COMMITTEES FOR THE CITY OF MISSISSAUGA

STATEMENT OF REMUNERATION AND EXPENSES FOR THE YEAR ENDED DECEMBER 31, 2016

GOVERNANCE COMMITTEE

	PARKING EXPENSES	
Magill, J.	35.00	
Milakovic, S.	35.00	

MISSISSAUGA APPEAL TRIBUNAL

	MEETING PER DIEM	PARKING EXPENSES
Amoah, J.	200.00	0.00
Chera, S. S.	700.00	40.00
Chopra, R.	150.00	0.00
Chung, R.	500.00	0.00
Laverriere, L.	300.00	0.00
Lyn, L.	600.00	40.00

MISSISSAUGA CYCLING ADVISORY COMMITTEE

	CONFERENCE	MILEAGE EXPENSES	PARKING EXPENSES
deCloe, J.	0.00	15.31	12.61
Kozo, E.	0.00	0.00	12.61
Morris, D.	67.36	0.00	25.21

MISSISSAUGA PUBLIC LIBRARY BOARD

	CONFERENCE	MILEAGE EXPENSES	PARKING EXPENSES
Almond, M.	163.85	50.57	0.00
Chopra, R.	0.00	47.66	0.00
Naismith, L.	0.00	0.00	82.75

PROPERTY STANDARDS COMMITTEE - CITY APPOINTED MEMBERS

	MEETING PER DIEM	
Alvi, M.	100.00	
Jokhio, R.	100.00	
Shalamay, G.	100.00	

APPENDIX 1



PUBLIC VEHICLE ADVISORY COMMITTEE

	PARKING EXPENSES
Cormier, A.	40.00
Kohli, V.	10.00
Singh Pandori, B.	15.00
Punian, K. S.	15.00
Singh Sethi, H.	15.00
Singh, N.	10.00
Singh, R.	15.00
Zahavy, J.	15.00

TRAFFIC SAFETY COUNCIL - CITY APPOINTED MEMBERS

	MILEAGE EXPENSES	CONFERENCE EXPENSES	PARKING EXPENSES
Beniuk, S.	287.87	0.00	40.00
Bhaskar, A.	191.69	0.00	40.00
Butt, B.	0.00	0.00	40.00
Coulson, T.	0.00	0.00	40.00
Goegan, L.	216.88	870.21	65.00
Gordon-Mohamud, D.	0.00	1,168.68	40.00
Kumra, S.	215.41	0.00	40.00
Relf, H.	0.00	0.00	40.00
Sherwani, M.	0.00	0.00	40.00
Suess, D.	190.63	0.00	75.00
Vukobrat, K.	0.00	1,162.56	40.00
Westbrook, P.	0.00	0.00	40.00



Date:	2017/03/07	Originator's files:
To:	Chair and Members of General Committee	
From:	Gary Kent, Commissioner of Corporate Services and Chief Financial Officer	Meeting date: 2017/03/22

Subject

Security Incidents in City Facilities & Properties, 2016 Annual Summary

Recommendation

That the Corporate Report titled "Security Incidents in City Facilities & Properties, 2016 Annual Summary", from the Commissioner of Corporate Services and Chief Financial Officer dated March 7, 2017 be received for information.

Report Highlights

- The total number of security incidents managed by Security Services decreased by 10% when compared to the same period in 2015 (7,091 to 6,391).
- The number of security bans imposed in 2016 increased by 4% when compared to 2015 (from 404 to 421).
- An increase in security patrols resulted in the proactive detection and subsequent increase of certain SOR categories.
- 2017 initiatives will continue to focus on optimizing the service delivery model through new program initiatives as well as enhancement to existing programs.

Background

The aim of this report is to provide the Chair and Members of General Committee with:

- 1. A year over year comparison and analysis of security incidents managed by Security Services;
- 2. The key accomplishments achieved by Security Services in 2016 as they relate to managing security incidents; and

General Committee	2017/03/22	2
	Originators files: File 1	names

3. An overview of the key 2017 security program initiatives.

Security Services resides within the Facilities and Property Management (F&PM) Division. The primary function of Security Services is to ensure the safety and security of all City staff, citizens and property. This is accomplished through education, prevention, detection and response programs aimed at mitigating identified security risks.

The source data utilized in this report comes from the section's Special Occurrence Reports (SORs). All Security incidents reported to, or responded to by Security Services are documented as Special Occurrence Reports:

- Appendix 1 provides a comparison on the number of SORs issued within each Ward for a number of categories in 2015 and 2016.
- Appendix 2 provides the number and reason for bans imposed under the Trespass to Property Act for the same time period.
- Appendix 3 provides definitions for common security occurrences used by Security Officers when preparing SORs.

Comments

Part 1 - SOR Statistics and Analysis

In 2016, the total number of SORs decreased by 10% when compared to the same period in 2015 (from 7,091 to 6,391).

Previous corporate reports have attempted to provide GC with reasons and explanations for SOR increases and decreases, however this approach has proven to be problematic when examining SOR trends over a longer period of time (i.e. not just year over year). While many of the reasons cited in previous reports are likely relevant, they have proven to be difficult to substantiate from a statistical perspective. For example, suggesting that security awareness initiatives such as the 'Lock It or Lose It' campaign are a contributing factor to the decrease in thefts may be true. However, from an analytical perspective, the correlation and/or causation cannot be proven.

Therefore, potential reasons for SOR increases and decreases will not be theorised in this report as was the practice in previous years. Instead, statistics will be presented followed by some general analysis regarding the overall statistics.

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Originators files: File name			names

SOR Categories with Decreases

The following SOR categories had notable decreases when compared to 2015:

Notable SOR Decreases												
Category	2015	2016	% Decrease									
Access	77	33	57%									
Alarms	1201	972	19%									
Complaint	319	236	26%									
Emergency	365	221	39%									
Maintenance	619	197	68%									
Vandalism	229	170	26%									

SOR Categories with Increases

The following SOR categories had notable increases when compared to 2015:

Notable	SOR I	ncreas	es
Category	2015	2016	% Increase
Alcohol/Drugs	110	123	15%
Arrest	23	38	65%
Disturbance	115	140	22%
Prohibited Activity	536	641	20%
Transit Offence	121	220	82%
Trespass	29	54	86%
Weapons	1	8	700%

A positive relationship exists between the frequency of security patrols and the rate at which certain SOR categories are generated. The more Security and Transit Enforcement Officers

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General Committee	2017/03/22	4

patrol, the more likely they will be to detect an incident, respond and subsequently generate an SOR. In other words, Security Services can proactively detect certain incidents (SOR categories) through patrolling. The SOR categories noted in the table above are examples of some of the SOR categories that are driven by increased patrolling.

In 2016, there were more security patrols conducted compared to 2015. The increases in security patrols came as a result of addressing a staff vacancy issue that was identified in the 2015 Corporate Report. Increased staffing levels were achieved as a result of the following initiatives:

- A newly revised training program has decreased the qualification time of a new hire from 6 months to 3 months.
- A revised approach to recruitment and hiring increased the number of part time officers (within the existing complement) to allow for increased flexibility and assurance that all service levels are met.

Bans

Bans imposed under the Trespass to Property Act as detailed in Appendix 2, increased from 404 in 2015 to 421 bans in 2016. The under 18 bans also increased from 75 to 115.

As per Corporate Policy No. 05-01-10, Responding to Incidents in City Facilities, when a ban is issued, a Special Occurrence Report and Supplementary Banning Report is created and distributed in compliance with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). The record of the incident is maintained in the Security Services Incident Management Database (Report Exec). Individual information is collected in order to enforce the ban and includes (when possible) name, date of birth, address, gender, height, weight, complexion, hair colour and eye colour. The physical description information collected is consistent with the best practice of local law enforcement and has been reviewed and approved by the City's legal department.

The Report Exec database has been in use since 2013 and, prior to that, a Microsoft Access database was used to maintain incident record files.

Part 2 - 2016 Initiatives

As detailed in the 2015 Corporate Report, a number of initiatives were identified to increase the overall effectiveness and efficiency of the Security Services delivery model. Below is an update of 4 of those key initiatives:

<u>1 - Security Program Modernization</u>. Following the 2015 strategic review, an initial 4 year work plan was developed to address identified service delivery gaps and ensure that the highest quality of service is provided to City staff and the public while maintaining respect for the public

dollar. Any additional investment requirements will be considered through the business planning and budget process.

<u>2 - Graffiti Management</u>. As detailed in the 2015 Corporate Report, a separate report was submitted to General Committee based on information collected throughout 2016. This report includes:

- Number of complaints and number of incidents by location, ward and type of graffiti
- Performance of business units as per service level agreements
- Costs associated with removal of graffiti

<u>3 - Performance Metrics Program</u>. Performance metrics have begun to provide a better understanding of the section's performance and has allowed management to make more informed decisions related to resource allocation and priorities.

For example, security response times were measured and reported on a monthly basis for the first time throughout 2016. Two target times were established based on industry standards in comparable urban environments. Target 1 was for the Core Precinct where 95% of all calls for service are responded to within 5 minutes or less. Target 2 was for all other City property including parks and transit infrastructure where 95% of all calls for service are responded to within 30 minutes or less. In 2016, the average monthly performance was:

	Incidents/Month	Achieved Target
Target 1: Core Precinct	34	87%
Target 2: City Wide	227	86%

The primary reason for not meeting the targeted response rates was the limited availability of mobile patrol resources. The Security Operations and Transit Enforcement Units each have a service level of 1 mobile vehicle to be in service 24/7/365 (a second vehicle is made available as often as possible). The onsite security response metrics demonstrate that 1 mobile vehicle per Unit is not sufficient to respond to calls for service anywhere in the City within 30 minutes.

Other performance metrics that were initiated in 2016 were:

- <u>Security System Detection Rates</u>: The aim is to measure the effectiveness of current access control and intrusion detection systems in terms of their device deployment and system configurations. A pilot project is currently underway to validate the approach and identify opportunities for enhancement.
- <u>Security Patrol Activity</u>: The aim is to leverage the existing security dispatch management system to gain a better understanding of Officer time utilization and patrol

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activity in order to improve the overall performance and service delivery of front line units. A proof of concept was achieved and a minor reconfiguration of the system is underway to more accurately capture the required data.

<u>4 - Increased Integration</u>. Crime prevention is optimized through a holistic, integrated and community based approach. To this end, Security Services has continued to increase the integration with key community partners such as Peel Regional Police and various internal stakeholders. This has increased the overall understanding of the city-wide security environment and helped to identify areas of focus and concern. Some examples of increased integration efforts that occurred throughout 2016 were:

- <u>Protective Measures & PREP Programs</u>. Security Services and PRP have agreed to develop an integration plan for the future City Protective Measures Program and the Police Response Emergency Plan (PREP) program. Pending future approval from Council, this will see emergency lock down incidents in city facilities responded to by PRP in a similar manner to school response programs.
- Integrated Municipal Enforcement Team. This PRP chaired group meets on a periodic basis to review current issues and develop holistic approaches to security and enforcement. Security Services has increased it's participation and involvement with this group compared to previous years.
- <u>Community Engagement Programs</u>. Transit Enforcement has supported PRP Community Engagement Programs related to vehicle and passenger safety initiatives.
- <u>Courthouse Security</u>. PRP conducted a security review of the Burnhamthorpe Courthouse and a joint plan was developed with Security Services to address all identified issues.
- <u>Celebration Square Event Planning</u>. A revised operational planning process was jointly developed between PRP, Security Services and Celebration Square staff to improve both the planning process as well as the operational execution of large scale events such as Canada Day and New Year's Eve.

Security Service will continue to develop and expand on these initiatives throughout 2017.

Part 3 - 2017 Key Initiatives

In addition to the initiatives noted above, Security Services will also be commencing the implementation of a new Integrated Security System (ISS). Included in the 2017 budget approval was the purchase of an ISS which is a single, end-to-end incident and risk management solution that consolidates multiple system platforms into a single user interface. The proposed ISS will leverage the existing access control, intrusion and video surveillance

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system platforms. It will add new capability to the incident management the dispatch processes and will provide new business intelligence, risk management and mapping functionality. This will allow Security Services to optimize existing services and provide new, value added services to virtually all customers.

As part of the ISS project, Security Services will review the suitability of the existing SOR categories with a view to improving overall security reporting. For example, the 'Alarm' category does not necessarily require a full security occurrence report every time a false alarm occurs. This activity information would still be captured, however the administrative time required to write a full SOR could be better utilized.

A separate report to General Committee will be submitted with recommendations regarding the revisions to SOR categories as well as new means of reporting security information beyond the traditional method of SORs.

Financial Impact

No Financial Impact

Conclusion

Security Services will continue to optimize the service delivery model through new program initiatives and existing enhancements throughout 2017. We will continue to aim to deliver the highest quality of service to City staff and the public, while maintaining value for money.

Attachments

Appendix 1: Security Occurrence Reports (SORs), 2014 and 2015 Occurrences Comparison Appendix 2: Banning Comparison, 2014 and 2015. Appendix 3: Security Occurrence Definitions

F. hut.

Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Sam Rogers, Manager Security Services, Facilities & Property Management

Facilities & Property Management Division Security Reports (SOR's) 2015 and 2016 Occurrence Comparison

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1. ACCESS	7	1	4	1	2	5	19	7	10	8	15	4	5	2	2	3	2	1	5	0	5	0	0	0	1	1	77	33	-57]
2. ACCIDENT	3	4	7	2	3	3	58	44	53	68	23	14	3	3	2	1	3	2	1	1	2	0	7	16	2	5	167	163	-2	1
Personal Injury (Non-EMS)	0	1	2	2	3	2	35	29	44	52	3	0	2	1	0	0	2	0	0	0	1	0	0	0	1	0	93	87	-6	-
Vehicle (Personal Injury)	0	1	1	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	3	3	0	-
Vehicle (Property Damage)	3	1	4	0	0	1	21	11	8	12	13	8	1	1	1	0	1	2	1	1	1	0	4	6	1	3	59	46	-22	-
Property Damage	0	1	0	0	0	0	1	4	0	4	7	6	0	1	1	1	0	0	0	0	0	0	3	10	0	0	12	27	125	-
																		-		-				-						
3. ALARMS	168	8 126	136	106	83	79	201	117	168	147	181	178	110	56	25	9	40	43	20	7	37	66	0	0	32	38	1201	972	-19	1
4. ALCOHOL & DRUGS	7	25	6	7	2	4	38	49	29	17	2	4	13	6	0	3	8	4	0	0	4	6	1	1	0	0	110	126	15	
Liquor Offence	6	18	4	6	2	1	6	6	20	10	1	2	7	3	0	2	3	1	0	0	0	1	1	1	0	0	50	51	2	
Drunkenness	0	2	0	0	0	0	3	2	2	2	0	0	1	2	0	0	0	2	0	0	0	1	0	0	0	0	6	11	83	
Drug Use	1	5	2	1	0	3	29	41	7	5	1	2	5	1	0	1	5	1	0	0	4	4	0	0	0	0	54	64	19	_
	-		_		-		_		_		_								_				_		_		_		-	_
5. ARREST	3	3	1	0	2	7	10	16	4	2	1	1	0	3	0	0	1	1	0	0	0	2	1	3	0	0	23	38	65	
Assault	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	2	0	-100	
Disturbance	1	1	1	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	3	50	
Theft	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Trespass	2	2	0	0	2	7	9	14	4	2	1	1	0	3	0	0	1	1	0	0	0	2	0	3	0	0	19	35	84	
	-																													_
6. COMPLAINT	32	25	13	13	22	20	65	41	21	31	31	26	41	16	15	14	36	19	17	11	25	20	0	0	1	0	319	236	-26	
Facilities	4	5	4	3	4	3	29	20	6	11	4	3	6	2	5	5	2	2	0	0	0	1	0	0	0	0	64	55	-14	-
Parks	28	_		7	17	16	23	12	13	16	26	20	34	12	10	8	31	14	17	7	25	19	0	0	1	0	233	149	-36	_
Public	0	2	1	3	1	1	13	9	2	4	1	3	1	2	0	1	3	3	0	4	0	0	0	0	0	0	22	32	45	
		1										1										4.0						1.10		-
7. DISTURBANCE	4		4	0	2		27	36	20	6	8	1	4	1	3	8	8	3	2	1			26	62	3	4	115	140	22	-
Counterfeit Currency	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
Forced Entry	2	0	0	0	0	1	1 0	2	2 0	1	4	0	2 0	0	0	2	0	0	2	1 0	2	10 0	0	0	0	0	15 0	17 3	13 300	-
Loitering Harassment	1	0	4	0	1	4	9	7	9	2	3	1	2	0	1	5	7	2	0	0	2	0	0	3	0	0	39	24	-38	-
Soliciting	1	1	0	0	0	0	11	22	9	3	1	0	0	1	2	1	1	1	0	0	0	0	26	59	3	4	59 54	92	-38	1
			. ·	. ~	<u> </u>				l v		. ·	, v	, i		_					-	-	-			-		<i>.</i>		<u> </u>	

																									8.13					
	Ward 1 Ward 2		Ward 3			vard 4	, A	vard 5) <u>i</u>	ward 6	14	vard 7	14	Ward 8		Ward g			,eW	41 Dim.	Buses		Other		2015	2016	% Change	/		
	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	Total	Total		
Skateboarding	0	0	0	0	1	0	6	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7	4	-43	
																		_								-				
8. EMERGENCY	16		11	9	8	12	169	73	71	58	35		13		18		11	7	1	0	3	3	7	8	2	2	365	221	-39	
Bomb Threat	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	100	
Fire Smoke Report	0	2	0	0	0	2	7	3	1	3 0	5 0	3	0	0	0	0	1	0	0	0	1	2	0	0	0	0	15 3	15 2	0 -33	
Gas Leak Power Failure	1	0	0	0	1	0	4	4	1	1	0	1	0	0	0 0	0	1	0	0	0	0	0	0 0	0	0	0	9	2 8	-33	
911 Calls	15	15	11	8	7	10	158	4 65	67	54	30	9	12	10	18	-	7	6	1	0	2	1	7	8	1	0	336	193	-43	
Fire Watch	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	2	2	2	-43	
	Ŭ	Ű	Ŭ	Ū	Ŭ	Ű	ů	Ū	Ŭ	Ū	Ŭ	ů	Ű	Ű	Ŭ	ů	·	Ű	Ū	Ū	Ū	Ū	Ű				-	_	Ŭ	
9. GENERAL	24	25	19	16	39	58	251	290	48	56	67	94	11	13	39	46	18	22	4	3	10	3	264	373	38	37	832	1036	25	
Assist	19		14	10		21	155	202	30	34	58		9	6	24		11	11	1	3	5	0	126	184	20	16	489	602	23	
Security Suggestion	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Information	5	6	5	6	22	37	96	88	18	22	9		2	7		22	7	11	3	0	5	3	138	189	18	21	343	434	27	
Unauthorized use of Computer	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Contractor Supervision	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	-	-						-			_	-	-	-	-		-	_			-									
10 GRAFFITI	21	24	6	7	16	4	112	56	15	8	11	19	26	10	31	15	16	15	15	11	10	6	34	86	347	176	660	437	-34	
City Property : Gang	1	0	0	0	0	1	2	1	0	0	0	0	1	0	0	1	0	2	0	0	0	0	0	0	2	0	6	5	-17	
City Property : Hate	2	2	0	0	1	0	2	0	1	1	1	0	1	1	1	2	1	1	1	0	0	0	1	4	0	1	12	12	0	
City Property : Mural	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	1	1	0	
City Property : Offensive	3	3	0	1	1	1	13	4	1	0	2	3	7	2	5	1	3	2	4	0	1	0	3	5	4	4	47	26	-45	
City Property : Other	3	9	2	1	1	0	27	12	5	2	3	6	5	1	6	4	0	3	3	3	4	3	7	31	32	9	98	84	-14	
City Property Tagging	10	10	4	4	12	2	54	30	8	4	5	10	12	_	18		11	7	7	4	5	3	21	46	149	32	316	164	-48	
Non City Property : Gang	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1	0	
Non City Property : Hate	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3	0	3	0	-100	
Non City Property : Mural	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2	1	2	100	
Non City Property : Offensive	0	0	0	0	0	0	0 6	0	0	0	0	0	0	0	0 0	0	0	0	0	0	0	0	0 2	0	3 17	4 39	3 27	4 47	33 74	
Non City Property : Other Non City Property : Tagging	1	-	0	0	-	-	-	1	0	1						1								0	135		145	91	-37	
Non City Property : Pagging	<u> </u>	0	0	U		0	0		0		0	0	0	U	0		0	0	0	т	0	0	0	0	100	04	140	51	-57	
11. HAZARDS	1	4	5	4	4	3	28	10	6	4	2	0	6	3	2	2	4	2	0	0	3	1	4	13	3	1	68	47	-31	
Health	0		0	0			3	0	1	0	1	0	1	0	0		4	0	0	0	1	0	3	0	1	0	11	-+7	-100	
Safety	1	1	3	4	3	1	24	7	5	3	1	0	5	3	2		4	2	0	0	2	0	3 1	12	2	0	53	35	-34	
Chemical/Liquid	0	0	3	4	1	0	24	0	0	0	0	0	0	0	2		4	2	0	0	2	0	0	0	2	0	2	0	-34	
Fire	0	2	1	0	0	2	1	3	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	0	1	2	10	400	
Dangerous Materials	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Hazardous Substance	0	1	0	0		0	0	0	0	1	0	0	0	0	0		0	0	0	0	0	0	0	0	0	0	0	2	200	
										•	-																			
12. INDECENT BEHAVIOUR	0	0	4	0	1	0	11	3	2	4	1	0	0	0	0	1	0	0	0	0	1	0	0	0	0	0	20	8	-60	
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		ward 1		ward 2	1	ward 3	M	ard 4	Meri	ard 5	, IN	erd 6	Ward ,		Ward 8	/	Ward g	,eW	01 01	Ward	44 mm	Blue	8 9 9 9	Other		2015	2016	% Change
	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015 2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	Total	Total	
	2	6	4	2	2	0	50	0	5	2	10	2	1	2	1 1 3			2	1	1	1	2	6	0	0	81	25	F7
13. INSECURE	2 0		4	2	3	0		9 0	5 0	2 0	10 0	3	1 0	2 0	1 2 0 0			2 0	1	1	0	2 0	6 0	0 0	0	0	35 0	-57 0
Cash Door(s)	1	0 5	0 4	0	0 3	0	0 48	9	5	2	7	0	1	-	0 0 1 2	_	-	0	0	0	1	0	1	0	0	71	27	-62
Gate	0	1	4	0	0	0	40 2	9	0	0	3	0	0	-	0 0	_	_	2	0	0	0	0	0	0	0	7	3	-02 -57
Vehicle	0	0	0	0	0	0	0	0	0	0	0	0	-			-	-	0	0	0	0	0	0	0	0	0	0	-57
Display Cabinet	0	0	0	0	0	0	0	0	0	0	0	0	0	-		-	-	0	0	0	0	2	5	0	0	2	5	150
Computer Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	-	0 0	-	-	0	0	0	0	0	0	0	0	0	0	0
Roof Hatch	0	0	0	0	0	0	0	0	0	0	0	0	0		0 0	-	-	0	0	0	0	0	0	0	0	0	0	0
Window/Skylight	1	0	0	0	0	0	0	0	0	0	0	0	0		0 0	-	-	0	0	0	0	0	0	0	0	1	0	-100
Confidential Information	0	0	0	0	0	0	0	0	0	0	0	0	0		0 0	-		0	0	0	0	0	0	0	0	0	0	0
									-			-																Ŭ
14. LOST OR FOUND PERSON	0	0	0	1	0	0	14	8	2	2	0	1	0	0	1 (1	1	0	0	0	0	0	0	0	1	18	14	-22
Lost Person	0	0	0	1	0	0	12	7	1	1	0	0	0	0	0 0	1	1	0	0	0	0	0	0	0	0	14	10	-29
Found Person(s)	0	0	0	0	0	0	2	1	1	1	0	1	0	0	1 C	0) ()	0	0	0	0	0	0	0	1	4	4	0
15. LOST & FOUND PROPERTY	14	14	19	17	9	3	402	389	51	71	248	237	0	0 6	61 2	3 23	3 12	0	0	1	0	178	348	15	15	1021	1134	11
15. LOST & FOUND PROPERTY	14	14	19	17	9	3	402	389	51	71	248	237	0	0 6	61 2	3 23	3 12	0	0	1	0	178	348	15	15	1021	1134	11
15. LOST & FOUND PROPERTY 16. MAINTENANCE	14 24		19 16	17 9					51 40	71 15	248 48				61 2 11 4			0 10	0	1 20		178 10	348 1	15 0	15 0	1021 619	1134 197	-68
			•																				348 1					
		3	•			37							21			14					4		348 1 6					
16. MAINTENANCE	24	3	16	9	49	37	356	105	40	15	48		21	0 ^	11 4	1	4 3	10	2		4	10	1		0	619	197	-68
16. MAINTENANCE 17. MISCHIEF	24 2	3	16 0	9	49 0	37 0	356 9	105 5	40 4	15 3	48 0	14	21 0	0 ^	11 4	14 1 0	4 3	10 0	2	20	4	10 10	1	0	0	619 29	197 25	-68 -14
16. MAINTENANCE 17. MISCHIEF Mischief Endanger Life	24 2 0	3 2 0	16 0 0 0	9 1 0	49 0 0 0 0	37 0 0	356 9 0 4 5	105 5 0	40 4 0 1 3	15 3 0 1 2	48 0 0 0 0	14 1 0	21 0 0 0 0	0 0 0 0 0	11 4 1 2 0 0 1 1 0 1	14 1 0 0 1	4 3 1 1 0 0 0 1 0 0	10 0 0 0	2 2 0	20 1 0 1 0	4 2 0	10 10 2	1 6 1 0 5	0 1 0 0 1	0 0	619 29 2	197 25 1	-68 -14 -50
16. MAINTENANCE 17. MISCHIEF Mischief Endanger Life Mischief Interfere with Property	24 2 0 1	3 2 0 0	16 0 0	9 1 0 0	49 0 0	37 0 0	356 9 0 4	105 5 0 4	40 4 0 1	15 3 0 1	48 0 0 0	14 1 0 1	21 0 0	0 0 0 0 0	11 4 1 2 0 0 1 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	4 3 1 1 0 0 0 1 0 0	10 0 0	2 2 0 1	20 1 0 1	4 2 0 0	10 10 2 4	1 6 1 0	0 1 0 0	0 0 0	619 29 2 12	197 25 1 9	-68 -14 -50 -25
16. MAINTENANCE 17. MISCHIEF Mischief Endanger Life Mischief Interfere with Property Mischief Under \$5000	24 2 0 1 1	3 2 0 0 2	16 0 0 0	9 1 0 0 1	49 0 0 0 0	37 0 0 0	356 9 0 4 5	105 5 0 4 1	40 4 0 1 3	15 3 0 1 2	48 0 0 0 0	14 1 0 1 0	21 0 0 0 0	0 0 0 0 0	11 4 1 2 0 0 1 1 0 1	14 1 0 0 1	4 3 1 1 0 0 0 1 0 0	10 0 0 0	2 2 0 1 1	20 1 0 1 0	4 2 0 0 2	10 10 2 4 4	1 6 1 0 5	0 1 0 0 1	0 0 0 0	619 29 2 12 15	197 25 1 9 15	-68 -14 -50 -25 0
16. MAINTENANCE 17. MISCHIEF Mischief Endanger Life Mischief Interfere with Property Mischief Under \$5000	24 2 0 1 1	3 0 0 2 0	16 0 0 0	9 1 0 0 1	49 0 0 0 0	37 0 0 0	356 9 0 4 5	105 5 0 4 1	40 4 0 1 3	15 3 0 1 2	48 0 0 0 0	14 1 0 1 0	21 0 0 0 0	0 0 0 0 0	11 4 1 2 0 0 1 1 0 1	14 0 0 1 0 0	4 3 1 1 0 0 0 1 0 0	10 0 0 0	2 2 0 1 1	20 1 0 1 0	4 2 0 0 2	10 10 2 4 4	1 6 1 0 5	0 1 0 0 1	0 0 0 0	619 29 2 12 15	197 25 1 9 15	-68 -14 -50 -25 0
16. MAINTENANCE 17. MISCHIEF Mischief Endanger Life Mischief Interfere with Property Mischief Under \$5000 Mischief Over \$5000	24 0 1 1 0	3 0 0 2 0	16 0 0 0 0	9 1 0 0 1 0	49 0 0 0 0	37 0 0 0 0	356 9 0 4 5 0	105 5 0 4 1 0	40 4 0 1 3 0	15 3 0 1 2 0	48 0 0 0 0 0	14 1 0 1 0 0	21 0 0 0 0 0	0 0 0 0 0 0	11 4 1 2 0 0 1 1 0 1 0 1 0 0	14 10 00 11 00 00	4 3 1 1 0 0 1 1 0 0 0 1 0 0	10 0 0 0 0	2 0 1 1 0	20 1 0 1 0 0	4 2 0 0 2 0	10 2 4 4 0	1 6 1 0 5 0	0 1 0 1 0	0 0 0 0 0	619 29 2 12 15 0	197 25 1 9 15 0	-68 -14 -50 -25 0 0
16. MAINTENANCE 17. MISCHIEF Mischief Endanger Life Mischief Interfere with Property Mischief Under \$5000 Mischief Over \$5000 18. MOTOR VEHICLE	24 2 0 1 1 0 2	3 0 0 2 0	16 0 0 0 0 17	9 1 0 1 0 1 0	49 0 0 0 0 0 5	37 0 0 0 0 0 2	356 9 0 4 5 0	105 5 0 4 1 0 5	40 4 0 1 3 0	15 3 0 1 2 0	48 0 0 0 0 0 2	14 1 0 1 0 0 5	21 0 0 0 0 0 3	0 · · · · · · · · · · · · · · · · · · ·	11 4 1 2 0 0 1 1 0 1 0 1 0 0 3 1		4 3 1 1 0 0 1 1 0 0 0 0 0 0 0 0 0 0	10 0 0 0 0 0	2 0 1 1 0 0	20 1 0 1 0 2	4 2 0 0 2 0 0	10 2 4 4 0 3	1 6 1 0 5 0 3	0 1 0 1 0	0 0 0 0 0	619 29 2 12 15 0	197 25 1 9 15 0 39	-68 -14 -50 -25 0 0 -25 600 -100
16. MAINTENANCE 17. MISCHIEF Mischief Endanger Life Mischief Interfere with Property Mischief Under \$5000 Mischief Over \$5000 18. MOTOR VEHICLE Abandoned Dangerous Operation General Assist	24 2 0 1 1 0 2 0	3 0 0 2 0 3 1	16 0 0 0 0 0 17 0 0 1	9 1 0 1 1 0 17 0 0 0 0	49 0 0 0 0 0 5 0 1 0	37 0 0 0 0 0 2 0	356 9 0 4 5 0 11 0	105 5 0 4 1 0 5 1	40 4 0 1 3 0 4 0	15 3 0 1 2 0 2 1	48 0 0 0 0 0 2 0	14 1 0 1 0 0 5 2	21 0 0 0 0 0 3 0	0 0 0 0 0 1 1 0	11 4 1 2 0 0 1 1 0 1 0 1 0 0 3 1 0 0		4 3 1 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0	10 0 0 0 0 0 0	2 0 1 1 0 0 0	20 1 0 1 0 0 2 0	4 2 0 0 2 0 0 0	10 2 4 4 0 3 0	1 6 1 0 5 0 3 0	0 1 0 1 0 0 0	0 0 0 0 0	619 29 2 12 15 0 52 0	197 25 1 9 15 0 39 6 0 5	-68 -14 -50 -25 0 0 -25 600 -100 150
16. MAINTENANCE 17. MISCHIEF Mischief Endanger Life Mischief Interfere with Property Mischief Under \$5000 Mischief Over \$5000 18. MOTOR VEHICLE Abandoned Dangerous Operation	24 0 1 1 0 2 0 0	3 0 0 2 0 3 1 0	16 0 0 0 0 17 0	9 1 0 1 1 0 17 0 0	49 0 0 0 0 0 5 0 1 0	37 0 0 0 0 0 2 0 0	356 9 0 4 5 0 11 0 0	105 5 0 4 1 0 5 1 0	40 4 0 1 3 0 4 0 1	15 3 0 1 2 0 2 1 0	48 0 0 0 0 0 0 2 0 1	14 1 0 1 0 0 5 2 0	21 0 0 0 0 0 3 0 1	0 0 0 0 0 0 1 1 0 0	11 4 1 2 0 0 1 1 0 0 3 1 0 0 0 0 0 0		4 3 1 1 0 0 1 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	10 0 0 0 0 0 0 0	2 0 1 1 0 0 0 0	20 1 0 1 0 0 2 0 0	4 2 0 2 0 2 0 0 0 0 0 0	10 2 4 4 0 3 0 0	1 6 1 0 5 0 3 0 0 0	0 1 0 1 0 0 0 0	0 0 0 0 0 0 0	619 29 2 12 15 0 52 0 4	197 25 1 9 15 0 39 6 0	-68 -14 -50 -25 0 0 -25 600 -100 150 -12
16. MAINTENANCE 17. MISCHIEF Mischief Endanger Life Mischief Interfere with Property Mischief Under \$5000 Mischief Over \$5000 18. MOTOR VEHICLE Abandoned Dangerous Operation General Assist Parking Suspicious	24 0 1 1 1 0 2 0 0 0 0 0 1	3 0 0 2 0 3 1 0 1 0 1 1 0	16 0 0 0 0 0 17 0 0 1	9 1 0 1 0 17 0 0 0 17 0 17 0	49 0 0 0 0 0 0 0 1 1 0 0 1	37 0 0 0 0 0 0 0 0 0 0 0 0 0 0	356 9 0 4 5 0 11 0 0 0 3 1	105 5 0 4 1 0 5 1 0 1	40 4 0 1 3 0 4 0 1 0 2 0	15 3 0 1 2 0 2 1 0 0 1 0 0	48 0 0 0 0 0 0 0 1 0 1 0 1 0	14 1 0 1 0 0 5 2 0 1 1 0 0	21 0 0 0 0 0 0 0 0 1 0 0 0 0 0	0 0 0 0 0 0 0 1 1 0 0 0 0 0	11 4 1 2 0 0 1 1 0 0 3 1 0 0 3 1 0 0 0 0 0 1 0 0 0 0 0 0 0 0		4 3 1 0 0 1 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	10 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2 0 1 1 0 0 0 0 0 0 0 0 0 0	20 1 0 1 0 0 2 0 1 1 1 0	4 0 0 2 0 0 0 0 0 0 0 0 0 0 0 0	10 2 4 4 0 3 0 0 0 0 3 0 0	1 6 1 0 5 0 0 3 0 0 1 2 0	0 1 0 1 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0	619 29 2 12 15 0 52 0 4 2 25 3	197 25 1 9 15 0 39 6 0 5 22 2	-68 -14 -50 -25 0 0 -25 600 -100 150 -12 -33
16. MAINTENANCE 17. MISCHIEF Mischief Endanger Life Mischief Interfere with Property Mischief Under \$5000 Mischief Over \$5000 18. MOTOR VEHICLE Abandoned Dangerous Operation General Assist Parking	24 0 1 1 0 2 0 0 0 0 0 0	3 0 0 2 0 3 1 0 1 0	16 0 0 0 0 17 0 0 1 15	9 1 0 1 0 1 7 0 0 0 0 1 7	49 0 0 0 0 0 5 0 1 0 0	37 0 0 0 0 0 0 0 0 0 0	356 9 0 4 5 0 11 0 0 0 0 3	105 5 0 4 1 0 5 1 0 1	40 4 0 1 3 0 4 0 1 1 0 2	15 3 0 1 2 0 2 1 0 0 1	48 0 0 0 0 0 0 0 1 1 0 1	14 1 0 1 0 0 5 2 0 1 1 1	21 0 0 0 0 0 0 0 1 1 0 0 0 0	0 0 0 0 0 0 0 1 1 0 0 0 0 0	11 4 1 2 0 0 1 1 0 1 1 1 0 1 0 1 0 1 0 0 3 1 0 0 0 0 0 1 0 0 0 1 0 0	14 0 0 0 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0	4 3 1 0 0 1 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	10 0 0 0 0 0 0 0 0 0 0 0	2 0 1 1 0 0 0 0 0 0 0 0	20 1 0 1 0 0 2 0 0 1 1 1	4 2 0 0 2 0 0 0 0 0 0 0 0 0 0 0	10 2 4 4 0 3 0 0 0 3 3	1 6 1 0 5 0 3 0 0 1 2	0 1 0 1 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0	619 29 2 12 15 0 52 0 4 2 25	197 25 1 9 15 0 39 6 0 5 22	-68 -14 -50 -25 0 0 -25 600 -100 150 -12
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16. MAINTENANCE 17. MISCHIEF Mischief Endanger Life Mischief Interfere with Property Mischief Under \$5000 Mischief Over \$5000 18. MOTOR VEHICLE Abandoned Dangerous Operation General Assist Parking Suspicious Unauthorized 19. PHYSICAL/VERBAL ALTERCATION Assault Bodily Assault Common Assault Sexual Assault Weapons	24 2 0 1 1 0 0 0 0 0 0 1 1 4 0 0 0 0 0 0 0 0 0 0 0 0 0	3 2 0 2 0 2 0 1 0 1 0 1 0 1 0 1 0 1 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	16 0 0 0 0 0 0 17 0 0 1 15 0 1 15 0 1 2 0 0 0 0 0 0	9 1 0 1 0 1 0 1 0 0 17 0 0 0 17 0 0 0 17 0 0 17 0 0 17 0 0 17 0 0 17 0 0 17 0 0 17 0 0 0 17 0 0 0 17 0 0 0 0 17 0 0 0 0 0 17 0 0 0 0 0 0 0 0 0 0 0 0 0	49 0 0 0 0 0 0 1 1 0 0 1 3 3 6 0 2 0 0 0	37 0	356 9 0 4 5 0 11 0 0 0 3 1 7 7 17 1 3 2 0	105 5 0 4 1 0 5 1 0 1 1 1 1 1 1 1 24 1 8 2 1	40 4 0 1 3 0 4 0 1 0 2 0 1 17 3 2 0 0 0	15 3 0 1 2 0 2 1 0 1 0 1 0 1 9 2 5 0 1 1	48 0 0 0 0 0 0 1 0 0 1 1 0 0 0 1 1 0 0 0 0	14 1 0 1 0 0 5 2 0 1 1 0 1 1 0 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0	21 0 0 0 0 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0	0 / 1 0 0 0 0 0 0 0 1 0 1 0 0 0 0 0 0 0 0 0	$ \begin{array}{c ccccccccccccccccccccccccccccccccccc$	14 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	4 3 1 0 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	10 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	2 0 1 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	20 1 0 1 0 0 0 1 1 0 0 0 1 1 0 0 0 0 0 0 0 0 0 0 0 0 0	4 0 0 2 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	10 10 2 4 4 0 3 0 0 0 0 0 0 0 19 6 4 0 1 1 1 1 1 1 1 1 1 1 1 1 1	1 6 1 0 5 0 3 0 0 1 2 0 0 0 21 4 7 0 0 0 0	0 1 0 1 0 0 0 0 0 0 0 0 0 0 0 0 0		619 29 2 12 15 0 52 0 4 25 3 18 86 14 18 3 2	197 25 1 9 15 0 39 6 0 5 22 2 4 92 10 29 4 2	-68 -14 -50 -25 0 0 0 -25 600 -100 150 -12 -33 -78 7 -29 61 33 0
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	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	Total	Total		
20. PROHIBITED ACTIVITY	55	103	27	28	55	59	148	157	66	78	39	39	52	57	22	34	25	19	9	10	27	36	9	19	2	2	536	641	20	l
Prohibited Activity	49		21	24		47	113	126	47	56	35		46		19	28	23	13	7	5	20	33	8	18	2	2	427	534	25	I
Noise	5	6	4	3	9	4	16	8	7	10	0	0	3	6	0	2	0	2	1	5	4	2	0	0	0	0	49	48	-2	1
Violation of Facility Rules	1	1	2	1	9	8	19	23	12	12	4	1	3	3	3	4	2	4	1	0	3	1	1	1	0	0	60	59	-2	I
21. SUSPICIOUS ACTIVITY	4	6	0	2	7	9	67	58	13	15	8	11	8	7	6	8	11	8	0	1	7	10	2	3	2	2	135	140	4]
Activity	3	4	0	1	3	4	41	33	9	9	5	7	5	3	2	6	6	5	0	0	4	8	2	2	1	1	81	83	2	l
Person	1	2	0	1	3	5	23	22	3	5	1	4	3	4	4	2	5	3	0	0	3	2	0	0	1	1	47	51	9	1
Item	0	0	0	0	1	0	3	3	1	1	2	0	0	0	0	0	0	0	0	1	0	0	0	1	0	0	7	6	-14	l
22. THEFT	3	2	1	6	3	6	50	60	59	42	8	14	15	7	21	9	4	12	4	0	2	2	4	3	3	2	177	165	-7	1
Attempted	0	0	0	0	0	0	3	4	2	1	0		0		0		2	0	1		0	0	0	0	0	0	8	5	-38	1
Fraud	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	-100	l
Possible	0	0	0	2	-	0	9	7	2	3	1	-	0	0	0	0	1	0	0	0	0	0	1	1	0	0	15	15	0	1
Robbery	1	0	0	1		0	2	1	1	5	0	0	0	0	1	1	0	1	1	0	0	0	1	1	2	1	9	10	22	l
Under \$5000	2	2	0	3	2	4	30	30	32	14	4	9	2	4	3	6	1	5	1	0	0	1	2	1	1	0	80	79	-1	l
Over \$5000	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	l
Locker	0	0	0	0	0	1	1	6	5	8	1	3	13	3	5	2	0	4	0	0	1	0	0	0	0	0	26	27	4	l
Bicycle	0	0	1	0	0	1	5	11	11	9	2	0	0	0	12	0	0	2	1	0	1	1	0	0	0	1	33	25	-24	l
Motor Vehicle	0	0	0	0	0	0	0	1	5	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5	3	-40	I
23. TRANSIT OFFENCE	1	1	0	0	13	10	65	147	4	6	0	1	0	0	14	24	0	1	0	0	0	0	23	30	1	0	121	220	82	l
Bus Operation	0	0	0	0	0	0	0	3	0	1	0	0	0	0	0	0	0	1	0	0	0	0	0	6	0	0	0	11	1100	l
Fare Offence	0	0	0	0	0	0	18	83	1	1	0	0	0	0	5	11	0	0	0	0	0	0	6	9	0	0	30	104	247	l
Public Nuisance	0	1	0	0	2	2	2	16	0	1	0	1	0	0	0	3	0	0	0	0	0	0	11	11	0	0	15	35	133	l
Bring Unauthorized Vehicle on Transit	Ŭ		Ŭ	Ŭ	-	_	_	10	Ŭ	<u> </u>			Ŭ	Ť	Ŭ	Ŭ	Ŭ	Ŭ	Ŭ	Ŭ	Ū	Ŭ			Ŭ	Ŭ	10		-9	l
Property	0	0	0	0	11	8	45	41	2	3	0	0	0	0	9	9	0	0	0	0	0	0	0	0	0	0	67	61	-9	l
Obstruction	1	0	0	0	0	0	0	4	1	0	0	0	0	0	0	1	0	0	0	0	0	0	6	4	1	0	9	9	0	I
24. TRESPASS	0	6	0	1	4	9	5	18	13	3	2	2	1	4	0	4	2	3	0	0	0	4	2	0	0	0	29	54	86	ļ
Caution Issued	0	1	0	0		4	3	3	5	2	1				0		1	2	0		0	0	2	0	0	0	16	19	19	I
Trespasser on Site	0	5	0	1		5	2	15	8	1	1				0		1	1	0		0	4	0	0	0	0	13	35	169	l
	_					_								-																ł
25. VANDALISM	9	3	3	6	7	3	43	19	13	10	16		12	3	9	6	6	8	2		7	1	101	97	1	1	229	170	-26	l
City Property Damage	5	2	1	4		3	19	12	5	3	8		4	0	0	5	5	7	1	2	2	0	100	97	0	1	152	139	-9	l
Non City Property Damage	0	0	0	1	0	0	3	2	0	1	0	0	1	0	2	0	0	0	0	0	1	0	0	0	0	0	7	4	-43	l
Motor Vehicle	2	0	0	0	3	0	2	4	6	5	4	5	2	3	6	0	0	1	0	1	0	0	1	0	0	0	26	19	-27	l
Litter	2	1	2	1	2	0	19	1	2	1	4	1	5	0	1	1	1	0	1	1	4	1	0	0	1	0	44	8	-82	ı
26. WEAPONS	0	0	0	0	1	0	0	2	0	4	0	1	0	0	0	1	0	0	0	0	0	0	0	0	0	0	1	8	700	ł
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/	Ward 1	5		ward 2	197	vard 3) ×	vard 4		vard 5		ward 6		vard 7		ward 8		vard 9	M	Tard 10	, Inc.	11 June	ä	Sesna	Other		2015	2016	% Change	/
2015	202	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	2015	2016	Total	Total		

Total Incidents by Ward 406 409 305 258 346 344 2226 1748 738 681 759 696 345 204 298 239 238 194 92 54 173 178 707 1099 458 287

Annual Total 7091 6391 -10

8.13

8.13 Appendix 2

Facilities & Property Management Division Security Occurrence Reports (SOR's) 2015 and 2016 Ban Comparison Under the Trespass to Property Act

Cause of Ban	Description	2015 Under 18	Total 2015	2016 Under 18	Total 2016	% Change
Alcohol	Unauthorized possession, consumption of an alcoholic beverage, under the influence, disorderly	5	55	1	58	5
Assault	Violent physical or verbal attack	0	3	1	10	233
Disturbance	Cause commotion, scuffle, detracting from normal use and enjoyment of the property	0	1	0	3	200
Drugs	Possessing illegal substance under the Ontario "Controlled Drugs and Substance Act"	20	72	28	91	26
Fare Offence	Failure to present proper bus fare	0	0	0	0	0
Fighting	Engaging in an intensive verbal dispute or physical conflict between two or more people	8	15	6	8	-47
Indecent Behaviour	A public act, activity or gesture considered offensive to established public standards of decency	0	8	0	0	-100
Loitering	Linger aimlessly with suspected criminal intent e.g. gang activities, soliciting drugs, prostitution, etc	0	0	0	0	0
Mischief	Activity, or conduct which renders City property useless, interferes with the use of property	0	0	0	0	0
Noise	Sound that is loud, unpleasant, unexpected, or undesired	1	2	0	3	50
Prohibited Activity	Conduct which contravenes City facility/park rules and regulations	30	206	58	175	-15
Skateboarding	The act of riding on a skateboard in an area where the activity is not allowed	0	0	0	0	0
Soliciting	Making requests or pleas by attempting to draw somebody into purchasing or participating in an illegal or unauthorized act.	0	0	0	0	0
Suspicious Activity	Unusual behaviour leading to a belief that an unlawful activity is about to be committed	0	0	0	2	200
Trespass	Entry where entry prohibited, fail to leave when directed	10	35	18	55	57
Theft	Unlawful taking, removing, carrying away property of another	1	1	2	4	300
Threats	Communicated intent to inflict harm or damage to a person or City property	0	6	0	6	0
Vandalism	Wilful or malicious act which damages, defaces, alters, or destroys City property	0	0	0	0	0
Weapons	Any instrument designed to be used in causing death or injury to any person; or for threatening	0	0	1	5	500
Total		75	404	115	420	4

Security Service Occurrence Definitions

1. Access to Property:

Entry and use of property without a mandatory permit.

2. Accident:

Personal Injury (Non-EMS) Injury that does not require emergency medical services. Vehicle (Personal Injury) A motor vehicle accident in which a personal injury is sustained. Vehicle (Property Damage) Property damage caused by a non-city vehicle. Property Damage Accident resulting in city property damage.

<u>3. Alarms:</u>

Any device or sensor when activated that sends an alert notification. (ie. Ammonia, CO2 Detector, Door Contact, Duress, Emergency Pull Station, Fire, Forced open, Flood Detector, Local Audible, Motion Detector, Trouble Signal, Node Missing, Glass Break, Tamper, A/C Power Fail, Passcard, Pool Filter, Window Contact.)

4. Alcohol and Drugs:

Liquor Offence

Found consuming alcohol on city property.

Drunkenness

Drunken Person(s).

Drug Use

Found using narcotics.

Drug Possession

Found in possession of illicit druas.

5. Arrest:

Assault

Violent physical or verbal attack.

Disturbance

Cause commotion, scuffle, detracting from normal use and enjoyment of the

property. Theft

Unlawful taking of property.

Trespass

Enter unlawfully on city property and fail to leave when directed to do so in accordance with the Trespass to Property Act

6. Complaint:

Facilities

Complaint concerning city facilities.

Parks

Complaint concerning city parks.

Public

Complaints concerning patrons violating bylaws.

7. Disturbance:

Forced Entry

A secure facility that has been forcibly entered.

Loitering bylaw infraction

Linger aimlessly or with suspected criminal intent.

Harassment

Individual found disturbing others persistently.

Soliciting

Making requests or pleas, attempting to draw somebody into purchasing or participating in an illegal or unauthorized act.

Skateboarding

Bylaw infraction Skateboarding where prohibited.

Counterfeit Currency

The discovery of counterfeit money.

8. Emergency:

Bomb Threat

Threat of a bomb on city property.

Report Fire/Smoke

The discovery of smoke or a fire.

Gas Leak

A natural gas leak found at facility.

Fire Watch

Mandatory physical patrol of a property when the automated fire suppression system is compromised.

Power Failure

Power surge or outage that causes the shutdown of a system.

911 Calls

Any call to 911 requiring immediate emergency response.

9. General: Assist Aiding or assisting the public. Unauthorized Use of Computer Individual found using a computer without authorization. Security Suggestion Suggestions made by security staff to increase the efficiency and quality of operations. Information General information regarding security operations.

10. Graffiti:

Hate

Conveys political messages, racial, religious or ethnic slurs.

Offensive

Drawings, messages, etc. that are obscene.

Gang

Used by Gangs to mark turf

Tagging

Use of Repeated use of a symbol or a series of symbols.

Murals

A very large image, such as a painting or enlarged photograph

Other

Does not fit any of the above

11. Hazards:

Health

Situation or item that poses a level of threat to health.

Safety

Situation or item that poses a level of threat to safety.

Dangerous Materials

Someone found in possession of an explosive, flammable or toxic item.

12. Indecent Behaviour:

Behaviour that is not keeping with acceptable or appropriate standards.

13. Insecure Property:
Cash
Cash observed left insecure and accessible.
Door(s)
Door(s) observed left insecure and accessible.
Gate
Gate observed left insecure and accessible.
Vehicle
City vehicle observed left insecure and accessible.
Display Cabinet
Display cabinet left insecure and accessible.
Computer Equipment
Computer equipment left insecure and accessible.
Roof Hatch
Roof Hatch left insecure and accessible.
Window/ Skylight
Window or skylight left insecure and accessible.
Confidential Information
Confidential Information left insecure and accessible.

14. Lost or Found Person:

Lost Person

Missing person reported.

Found Person

Missing person located.

15. Lost or Found Property:

Any item that is reported missing or recovered.

16. Maintenance:

Any equipment or structure that requires servicing.

17. Mischief:

Mischief Endanger Life Reckless activity or conduct which endangers life.
Mischief Interfere with Property Reckless activity, or conduct which renders City property useless, interferes with the use of property.
Mischief Under \$5000 Reckless activity or conduct which results in city property damage under \$5000.
Mischief Over \$5000 Reckless activity or conduct which results in city property damage over \$5000.

18. Motor Vehicle:

Abandoned Motor Vehicle

Abandoned motor vehicle found on city property.

Dangerous Operation

Reckless and hazardous operation of motor vehicle on city property.

General Assist

General motor vehicle assistance (Jump start, gasoline).

Parking

A Motor vehicle parking infraction (over night parking, handicapped parking without permit).

Suspicious

A vehicle found on city property with a suspicious presence.

Unauthorized

Motor vehicle found in prohibited area.

19. Physical/ Verbal Altercation: Assault Bodily Assault causing bodily harm. Assault Common Assault Where no serious injury is evident. Assault Sexual Physical assault of a sexual nature on another person. Assault Weapons Assault with a firearm, sharp object or blunt object. Fighting Consensual altercation between two or more individuals. Uttering Threats Display of intent to cause physical harm.

20. Prohibited Activity:

Prohibited Activity

Conduct which contravenes City facility/park rules and regulations.

Violation of Facility Rules

An infringement of facility/park rules.

Noise

Excessive sound causing a disturbance to others.

21. Suspicious Activity:

Activity

Unusual behaviour leading to a belief that an unlawful activity is about to be committed.

Person

Individual without a clear purpose on the site.

Item/Package

An item/package with unknown contents found on city property.

22. Theft:

Attempted Failed attempt at theft.

Fraud

False identity or Counterfeit passes/money.

Possible

Item reported as likely stolen.

Robbery

Theft with a threat to cause physical harm.

Under \$5000

Theft of any property under \$5000 in value.

Over \$5000

Theft of any property over \$5000 in value.

Locker

Theft from a locker.

Bicycle

Theft of a bicycle.

Motor Vehicle

Motor Vehicle Theft.

23. Transi	t Offence:
Bus Op	peration
- h	ncident deterring from regular bus operation.
Fare C	Dffence
F	ailure to present proper fare.
Public	Nuisance
N	luisance deterring the public from use of transit system.
Bring	unauthorized vehicle on transit property
	Drive non-transit motor vehicle onto transit-only property.
Obstru	uction
	Interfering with the operation, an Operator or an Operator's directive on a bus.

24. Trespass: Caution

Issued

One or more Individuals issued a warning or ban to one or more city facilities.

Trespasser on site

Banned individual observed on facility property.

25. Vandalism:

City Property Damage Damage of property belonging to the city. Litter Objects strewn or scattered about. Non-city Property Damage Damage of property not belonging to the city. Motor Vehicle Vandalism in which a motor vehicle is damaged or defaced.

26. Weapons:

Possession of Weapon

Possession of any weapon restricted by the law or object that could be used as a weapon.

City of Mississauga Corporate Report



Date:	2017/03/07	Originator's files:
To:	Chair and Members of General Committee	
From:	Gary Kent, Commissioner of Corporate Services and Chief Financial Officer	Meeting date: 2017/03/22

Subject

Graffiti Incidents – 2016 Annual Summary

Recommendation

That the Corporate Report titled "Graffiti Incidents – 2016 Annual Summary", from the Commissioner of Corporate Services and Chief Financial Officer dated March 7, 2017 be received for information.

Report Highlights

- The reported 545 graffiti incidents in 2016 is the lowest incident level since 2009. Other municipalities are also seeing declines in reported graffiti incidents.
- As a result of a Lean process review and implementation plan, the graffiti management processes are now coordinated, consistent and efficient across the Corporation.
- Service level targets for graffiti removal were achieved 77% of the time.
- The total cost for graffiti removal was \$123,637. This included both contracted vendors as well as labour costs.

Background

As part of a regular policy update, a Lean Review was conducted in the summer of 2015 to improve the flow and efficiency of the process for receiving notification, reporting and removing graffiti from both City-owned and private property.

Previous graffiti reports dating as far back as 2009 identified that there were seven different ways that graffiti was reported and removed amongst multiple City business units with limited coordination or information sharing. As a result of the Lean review, these processes are now coordinated, consistent and efficient across the Corporation. The Lean process review also established graffiti types, set service levels for removal of each type, and captured these standards for consistency across divisions so that graffiti incidents can be reported centrally.

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The 2016 Corporate Report titled 'Security Incidents in City Facilities & Properties' stated that:

"A [graffiti] report will be issued to General Committee in 2017 based on the information collected throughout 2016. This report will include: number of complaints and number of incidents by location, ward and type of graffiti; performance of business units as per service level agreements; and costs associated with removal of graffiti."

This report ('Graffiti Incidents - 2016 Annual Summary') fulfills that commitment.

Present Status Lean Process Review Improvements

A team of cross-departmental and cross-divisional staff met in the summer of 2015 to map the current process for graffiti notification, reporting and removal, to identify inefficiencies and opportunities for improvements in the process, and to create an action plan to address the inefficiencies. The action plan developed by the team consisted of 27 action items. Highlights of some of the more notable improvements are provided below.

Residents and staff are now able to create service requests that are automatically forwarded to the responsible business unit utilizing any one of the following four channels:

- 1. 311 Citizen Contact Centre
- 2. Online services form on the City's website "Dynamic Portal"
- 3. Pingstreet application
- 4. Form 4999 (for City buildings only)

Notifications of graffiti incidents are now forwarded directly to the business unit responsible for removal:

Business Unit/Division	Graffiti Location
Works Operations and Maintenance	 City Road Allowances Utility & Communication Companies' property or equipment
	Canada Post property
Parks Operations	City Parks
Building Services and Operations	City Buildings
Transit Enforcement	Bus Shelters
Compliance and Licensing	Private Property

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All divisions working on removing graffiti now consistently categorize graffiti using the following six types and the service levels for removal of graffiti has now been clearly defined based on these types:

Type of Graffiti	Description	Removal Service Level
Hate	Conveys political messages, racial, religious or ethnic slurs	Within 2 business days
Offensive	Drawings, messages, etc. that are obscene, lewd or indecent	Within 2 business days
Tagging	Repeated use of a symbol or initials	Within 5 business days
Gang	Markings associated with gangs or to mark territory	Within 5 business days
Mural	Large images, such as a paintings or designs, resembling intricate artwork	Within 5 business days
Inoffensive	Drawings or markings or messaging that deface property	Within 5 business days

Note: There is no nationally recognized standard for graffiti classification; however the above types are consistent with other municipalities and law enforcement agencies in the Region of Peel as well as the Greater Toronto Area.

Other process improvements realized through the Lean review include:

- Use of Infor System by all business units addressing graffiti incidents
- Removal of redundant process activities to improve lag times
- Developing standard operating procedures for all of the business units responsible for graffiti reporting and/or removal
- Reporting improvements for assessment and trending purposes

Throughout 2016, 23 representatives from 8 business units have continued to review, assess and refine the Graffiti management process. Security Services has assumed responsibility for the overall reporting to General Committee, however the responsibility for service delivery and tracking remains decentralized amongst the identified business units.

2016 Graffiti Incident Statistics

As a result of the Lean process review, the majority of the business units involved in reporting and/or removing graffiti are now using the Infor system. Standard operating procedures and

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report templates were established throughout 2015 and operationalized in 2016. There are, however, some inconsistencies in the data due to limitations of the current version of the graffiti tracking system and user error (first year of implementation). For example, because roads span across multiple wards, the system is unable to attribute wards to most city road allowance incidents.

In order to maintain consistent statistics throughout this report, the incident statistics have been revised from the original Infor reports (e.g. removal of known duplications). Ongoing efforts are currently underway to address these system limitations and improve the fidelity of the data for future reports.

It should also be noted that there is a discrepancy between graffiti Security Occurrence Reports (SORs) and actual graffiti incidents. The total number of graffiti SORs in 2016 was 437 which is different from the total number of incidents reported in this report (545). The reason is that some SORs contain multiple graffiti incidents in a single report. A separate report to General Committee will be submitted with recommendations regarding revisions to SOR categories and reporting criteria to address discrepancies such as this.

Incident Reporting

In 2016, there were 545 reported graffiti incidents on City and private property. Of these 545 incidents, 409 were reported by staff and 136 were reported by the public.

Incidents by Location

308 of 545 graffiti incidents occurred on city road allowances which includes utility, communication and postal companies' property and equipment. The total number of incidents by location are listed in the table below:

Graffiti Incidents by Location		
Location	Total # of Incidents	Total % of Incidents
City Road Allowances	308	56%
City Parks	178	33%
City Properties	36	7%
Bus Shelters	12	2%
Private Property	11	2%
TOTAL	545	100%

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Originators files: File names

Incidents by Ward

The following table provides the total number of graffiti incidents by ward:

Graffiti Incidents by Ward		
Ward	Number of Incidents	%
1	63	12%
2	30	6%
3	25	5%
4	73	13%
5	20	4%
6	16	3%
7	32	6%
8	40	7%
9	67	12%
10	31	6%
11	21	4%
Unreported*	127	23%
TOTAL	545	100%

*Note: Because roads span across multiple wards, the graffiti tracking system is unable to attribute wards to most city road allowance incidents. As a result, 91% of the "Unreported" locations (127 incidents in total) are related to graffiti occurring on city road allowances.

The geographical distribution of graffiti is consistent with Peel Regional Police information that there is a relatively high concentration of graffiti incidents in the following areas:

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Originators files: File names

	Highly Concentrated Areas
Ward 1	Lakeshore Rd. & Hurontario St.
Ward 1&3	Dixie Rd. & Dundas St. E.
Ward 3	Dixie Rd. & Burnhamthorpe Rd. E.
Ward 5	Goreway Dr. & Morning Star Dr.
Ward 7	Hurontario St. & Dundas St. W.
Ward 8	Burnhamthorpe Rd. W. & Erin Mills Parkway

Incidents by Graffiti Types

Graffiti types were reported by City staff in all 409 incidents. However, of the 136 incidents of public reporting, only 21 reports specified the graffiti type. The following table provides the breakdown of the graffiti incidents by type:

Graffiti Incidents by Type		
Туре	Number of Incidents	%
Inoffensive	227	42%
Tagging	117	21%
Offensive	94	17%
Gang	12	2%
Hate	12	2%
Mural	8	1%
Not Reported	75	14%
TOTAL	545	100%

8.14

Originators files: File names

BUSINESS UNIT PERFORMANCE Service Level Agreements

The rapid identification and removal of graffiti is a fundamental principle of any effective graffiti prevention strategy. For the first time, service levels have been established and tracked centrally across the Corporation. The following were the targeted removal times by graffiti type:

- Hate removal within 2 business days
- Offensive removal within 2 business days
- Gang removal within 5 business days
- Tagging removal within 5 business days
- Mural removal within 5 business days
- Inoffensive -removal within 5 days

In 2016, service level targets for graffiti removal were achieved 75% of the time. The following is a breakdown of the 2016 service level targets by location:

Graffiti SLA Targets by Location			
Location	Total # of Incidents	SLA Target Achieved	%
City Road Allowances	308	212	69%
City Parks	178	162	91%
City Properties	36	26	72%
Bus Shelters	12	10	83%
Private Property	11	N/A*	N/A*
TOTAL	545	402	77%

*Note: Service levels for removal of graffiti from private property is based on the Property Standards By-law specifications, which are different from the service levels set for City owned properties.

It is important to note that the responsibility for removal cannot be attributed to a business line based on the location of the graffiti incident alone. For example, graffiti on a Park play structure is removed by Parks Operations; whereas graffiti in a Park pedestrian bridge is removed by Works Operations and Maintenance.

As this was the first year for many users of the graffiti reporting system, there were some identified data input issues (e.g. administrative delays, input errors, etc.) that impacted the overall target rates. Business units will continue to address these issues in an effort to improve the target rate information.

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	Originators files: File	names

Removal Costs

In 2016, the total cost for graffiti removal was \$123,637. This included both contracted vendors as well as labour costs.

The total cost for contracted vendor graffiti removal services was \$74,198:

Graffiti Removal Costs: Contracted Vendor	
Location	Cost
City Road Allowance and City Parks	\$71,549
City Properties	\$2,649
TOTAL	\$74,198

The total staff labour cost associated with graffiti removal was \$49,439:

Graffiti Removal Costs: Staff Labour	
Unit	Cost
Parks Operations	\$4,852
Works Operations	\$44,123
Facilities Operations	\$464
TOTAL	\$49,439

Comments

Benchmarking

In addition to routine information sharing and open source research, a benchmarking survey of over 20 Canadian municipalities was also conducted by Security Services and Enforcement Division staff in 2016. The key finding was that graffiti management varies widely across

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Canadian municipalities in terms of reporting, roles and responsibilities, categorization of graffiti types, removal times and calculation of costs.

According to the survey, graffiti incident frequency ranged from 488 to 8000 incidents annually. The conclusion was that because there is such a wide variation amongst the municipalities in terms of their management processes, any comparison would be superficial.

However, the survey also confirmed that the approach Mississauga is taking to manage graffiti is a viable and practical one. Mississauga is at, or above, the average for graffiti removal with SLAs of 2 days for Hate & Offensive graffiti and 5 days for all other types. As a comparison, service levels from neighbouring municipalities ranged from 1-3 days for Hate and Offensive graffiti to 3-21 days for all other types.

Declining Trend

The reported 545 graffiti incidents in 2016 is the lowest incident level since 2009. As noted previously, the data sources and reporting processes were significantly altered in 2016 and therefore year over year comparisons are not exact. However, this decline is indicative of a trend of decreased graffiti activity in Mississauga. The following table provided the 7 year incident history:

Total Annual Graffiti Incidents	
Year	Number of Incidents
2009	314
2010	1117
2011	1261
2012	1315
2013	989
2014	576
2015	660
2016	545

According to the benchmarking survey, the majority of municipalities are also seeing declines of reported graffiti incidents. This decrease is supported by Peel Regional Police who reported a 19% decrease in graffiti since 2015 (2015 - 100 incidents; 2016 - 81 incidents).

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There are many possible reasons for this decline, however they are considered speculative at this stage and, for the purposes of this report, are intended to illustrate the scope and complexity of the issue. Some possible reasons include, but are not limited to:

- As industry research indicates, prompt removal of graffiti tends to discourage vandals because their tags are unlikely to remain on property for very long; therefore, the City's improved graffiti removal times are likely making it less enticing for vandals.
- There are decreases in gang activity which have a known correlation to graffiti incidents.
- Youth prefer to express their personal sentiments on social media applications with a greater ability to reach a wider audience when compared to graffiti.
- City sponsored mural projects are positively impacting graffiti as less 'prime' locations are available.

Next Steps

Business units will continue to optimize graffiti reporting and removal processes throughout 2017. Once the graffiti management process is optimized internally, consideration will be given to further collaboration with other public and private community groups. A city wide community based approach to graffiti management that leverages the newly adopted City processes would be the optimal approach to mitigating graffiti issues.

Information sharing, data driven prevention initiatives and incident tracking used to measure the effectiveness of various prevention strategies are all areas that could be explored with these community groups. There are several established groups that could be considered for this next potential phase of expansion, however further consultation with the CPTED Advisory Committee and the Mississauga Integrated Municipal Enforcement Team (IMET) would be required first.

Recommendations regarding this next phase will be included in the 2017 Graffiti Incidents Annual Summary Corporate Report.

Financial Impact

The total cost for graffiti removal was \$123,637. This included both contracted vendors as well as labour costs.

	2017/03/22 Originators files: File	11
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Conclusion

Following a Lean process review the graffiti notification, reporting and removal processes have seen many noticeable improvements which has enabled Security Services to report back to Council on graffiti specific statistics including service levels by graffiti types and costs of graffiti removal. Business units will continue to optimize graffiti reporting and removal processes throughout 2017 and further consideration will be given to a City wide community based approach to graffiti management that leverages the newly adopted City graffiti management processes.

G.het.

Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Sam Rogers, Manager, Security Services, Facilities and Property Management

City of Mississauga Corporate Report



Date: 2017/03/07

- To: Chair and Members of General Committee
- From: Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Originator's files: PO.11.LAK

Meeting date: 2017/03/22

Subject

Surplus Land Declaration and Sale of City-Owned Lands Identified as 3 Elmwood Avenue North to Port Credit Properties Inc. (Ward 1)

Recommendation

- That the rectangular-shaped parcel of land at the north east corner of Lakeshore Road East and Elmwood Avenue North, municipally identified as 3 Elmwood Avenue North, containing an area of approximately 1,746.6 square metres (18,800 square feet), be declared surplus to the City's requirements for the purpose of a sale to Port Credit Properties Inc. ("PCPI"), the registered owner of the adjacent lands municipally identified as 200 Lakeshore Road East, with the subject lands being legally described as Lots 79, 80 and 81, Plan F-12, City of Mississauga, Regional Municipality of Peel, in Ward 1.
- That all steps necessary to comply with the requirements of Section 2.(1) of City Notice By-law 215-08 be taken, including giving notice to the public by posting a notice on the City of Mississauga's website for at least three weeks prior to the execution of an agreement for the sale of the subject land.
- 3. That a by-law be enacted authorizing the Commissioner of Transportation and Works and the City Clerk to execute and affix the Corporate Seal to an Offer to Purchase (the "Agreement"), including ancillary documents and subsequent amending agreements, between The Corporation of the City of Mississauga (the "City") as Vendor and PCPI, as Purchaser, for approximately 746.6 square metres (18,800 square feet) of land identified as Lots 79, 80 and 81, Plan F-12, on terms detailed herein including at a purchase price of \$2,950,000 with the subject lands being legally described as Lots 79, 80 and 81, Plan F-12, City of Mississauga, Regional Municipality of Peel, in Ward 1.
- 4. That the proceeds of the sale be deposited to parking reserve number 35351.

Report Highlights

- Report requests authorization to declare a 1,746.6 square metres (18,800 square feet) parcel of City-owned land surplus to City requirements.
- Report requests authorization to sell the parcel to the registered owner of the adjoining property at 200 Lakeshore Road East, PCPI, for redevelopment of the combined site.

Background

The Liquor Control Board of Ontario ("LCBO") has entered into an agreement with PCPI to redevelop the LCBO store located at 200 Lakeshore Road East in Port Credit. The arrangement between the LCBO and PCPI, as indicated by both parties, includes the sale of the existing LCBO store and its property to PCPI which would then build a new store that the LCBO would lease. The Agreement between the City and PCPI states that LCBO has, or will, enter into a lease agreement with PCPI for the re-developed LCBO store.

Port Credit Properties Inc. is a nominee for 3 related companies that are to be the beneficial owners of the combined site, namely: Tresaner Investment Corporation (Tresaner), Standish Capital Management Inc. (Standish) and New Urban Retail Inc. (New Urban). While the initial discussions regarding this site took place between staff and Standish and its principal, Gary Finkelstein, the purchaser entity named in the Agreement is PCPI, a company with shared management and partial ownership and control by Standish, along with Tresaner and New Urban, in a co-tenancy ownership structure.

The concept for the redevelopment of the site would require PCPI to purchase the property adjacent to the existing LCBO building so that a new 'proto' LCBO building of approximately 1,114.8 square metres (12,000 square feet) can be constructed.

Municipal Parking Lot #4 is located beside the LCBO, municipally identified as 3 Elmwood Avenue North and legally described as Parts 79, 80 and 81 on Registered Plan F12. The municipal parking lot fronts directly onto Lakeshore Road, is approximately 746.6 square metres (18,800 square feet) in size, and contains 62 parking spaces

Comments

Current Use:

Staff of the Transportation and Works Department advised that Parking Lot #4 has 62 parking spaces which represent six (6) percent of the total municipal parking inventory in Port Credit.

The Parking Strategy for Port Credit and Lakeview conducted utilization studies of municipal parking in Port Credit and found that Parking Lot #4 achieved an average peak demand utilization of 46% of capacity. In general, utilization of municipal parking facilities in Port Credit achieved an average peak demand of 53% of capacity.

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Originators files: PO.11.LAK

While the sale of Parking Lot #4 will create a short term reduction in Port Credit's municipal parking inventory, the current utilization of Port Credit's municipal parking network indicates that the lost capacity can be easily accommodated through existing on-street and off-street parking that is in close proximity to the site. The off-street parking options include the underutilized municipal parking facility located at 80 Port Street which is a five minute walk from Parking Lot #4.

The sale of Parking Lot #4 will generate \$2,950,000.00, which will be deposited in the Port Credit Parking Reserve to be applied towards the capital cost of constructing a parking structure in Port Credit in the future. It is anticipated that any municipal parking structure built in Port Credit would create additional parking capacity in excess of the public parking displaced by the sale of Parking Lot #4.

In 2016, the Port Credit Farmers Market (the "Farmers Market") operated in the municipal parking lot on Saturday mornings from June to October. If the sale of Municipal Parking Lot #4 is approved, staff will work with the Farmers Market to find a suitable location for relocation following the 2017 season.

Details of the Proposed Transaction:

PCPI and the City have reached agreement to enter into an Agreement on the following terms:

- Purchase price of \$2,950,000, consisting of \$1,950,000 for the fair market value of the property and \$1,000,000 contribution to the Port Credit parking reserve to replace the displaced parking
- Acknowledgement by PCPI that the City's planning and regulatory authority is not and will not be fettered in any way by the terms of the Agreement
- The land will be sold on an "as-is/where-is" basis
- Lands to be sold to PCPI are identified as Parts 79, 80 and 81 on Registered Plan F12 and contain a total area of approximately 746.6 square metres (18,800 square feet)
- Deposit of \$295,000 payable to the City by certified cheque is being held in trust by the City
- Offer is conditional for 60 days following acceptance by the City, upon PCPI's satisfaction with title matters and the environmental status of the property (Due Diligence)
- Offer is conditional for the benefit of PCPI for 14 months following the City's date of acceptance, upon satisfaction of the following municipal approval conditions:
 - 1. Site Plan Approval and a Site Plan Agreement completed for the proposed development being substantially a two (2) storey, mixed retail/residential rental use building (the Intended Improvements)
 - 2. The design of an appropriate Streetscape along Lakeshore Road East, Elmwood

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		<u> </u>

Originators files: PO.11.LAK

Avenue North and Woodlawn Avenue, will be accepted by the City

- 3. Any required zoning amendments, etc., will be completed as a result of the proposed development. Said zoning approval will include a second storey functional space above the commercial space
- 4. That the front door of any commercial unit will be required along Lakeshore Road East
- 5. That screening for any visible parking along Lakeshore Road East shall be approved by the Planning and Building Department
- 6. The application shall comply with the current City of Mississauga Sign by-law
- 7. All relevant Building Permits to be issued to permit the construction of the Intended Improvements (as set out in Schedule "D" to this Agreement) be available to the Purchaser from the City's Building Division
- 8. PCPI has entered into a binding agreement of Purchase and Sale for the Adjacent Property
- the operation of the municipal parking lot, including the exclusive use of the property by the Port Credit Farmers Market, every Saturday from 7 am to 2 pm for the 2017 season (April to October), will not be impeded by PCPI during either of the 60 day or 14 month conditional periods
- PCPI represents and warrants that it is acquiring title of the adjoining lands known municipally as 200 Lakeshore Road East and will be the registered owner of same on closing of this transaction
- Offer is irrevocable and open for acceptance by the City until March 30, 2017 (the Acceptance Date)
- Closing of the transaction to occur 45 days after PCPI waives its condition respecting securing municipal approvals detailed above
- Following acceptance and execution of the agreement by the City, PCPI will be subject to the following restrictions:
 - 1. The final built form must be consistent with the concept site plan included in the APS and conform to the Port Credit Built Form Guide and Port Credit Local Area Plan
 - 2. Site Plan approval will be required
 - 3. The design and completion of an appropriate streetscape along Lakeshore Road East, Elmwood Avenue North and Woodlawn Avenue which may include the relocation of any

utilities in the boulevard

- 4. A second storey functional space above the commercial space be included as a component of the development
- 5. The front door of the commercial unit be located on Lakeshore Road East
- 6. Any visible parking along Lakeshore Road East shall be screened from the public right of way
- 7. A noise study be conducted to ensure that there are no adverse impacts on surrounding residential properties
- 8. The application shall comply with the current City of Mississauga Sign bylaw
- 9. The City has the right, but not the obligation, to repurchase the property at the purchase price of \$2,950,000 less any costs or expenses paid or incurred by the City in connection with the repurchase of the property from PCPI, if PCPI fails to:
 - (i) Commence construction within 120 days after PCPI waives its condition respecting securing municipal approvals
 - (ii) Complete construction to permit occupancy by tenants within 18 months following the Municipal Approval Period being waived
 - (iii) Have a binding and unconditional lease with LCBO
- 10. Upon expiry of the repurchase right above, the City will have a Right of First Refusal for a period of ten (10) years which will be triggered upon any of the following:
 - (i) There is no longer an active lease with LCBO
 - (ii) PCPI enters into an agreement to sell, transfer or otherwise convey all or a portion of its interest at the then current market value.

Realty Services has completed its circulation of all City departments concerned and has received confirmation that there are no objections with the subject lands being declared surplus and transferred to PCPI on the above-noted terms.

Prior to completion of this proposed transaction, public notice will have been given by the posting of a notice of proposed sale on the City of Mississauga's website for a two week period, where the expiry of the two week period will be at least one week before the execution of the agreement for the sale of the said lands. This notice satisfies the requirements of the City Notice By-law 0215-2008, as amended by By-law 0376-2208.

General Committee	2017/03/07	

Originators files: PO.11.LAK

Financial Impact

The sale of the subject lands to PCPI is at the purchase price of \$2,950,000, consisting of \$1,950,000 for the fair market value of the property and \$1,000,000 contribution to replace the displaced parking. Proceeds from the sale of the lands would be deposited in parking reserve number 35351.

Conclusion

This report requests authorization to both declare the City-owned lands identified as Lots 79, 80 and 81, Plan F-12 surplus to City requirements, and sell the property to PCPI to permit redevelopment of the combined 3 Elmwood Avenue North and 200 Lakeshore Road East, sites.

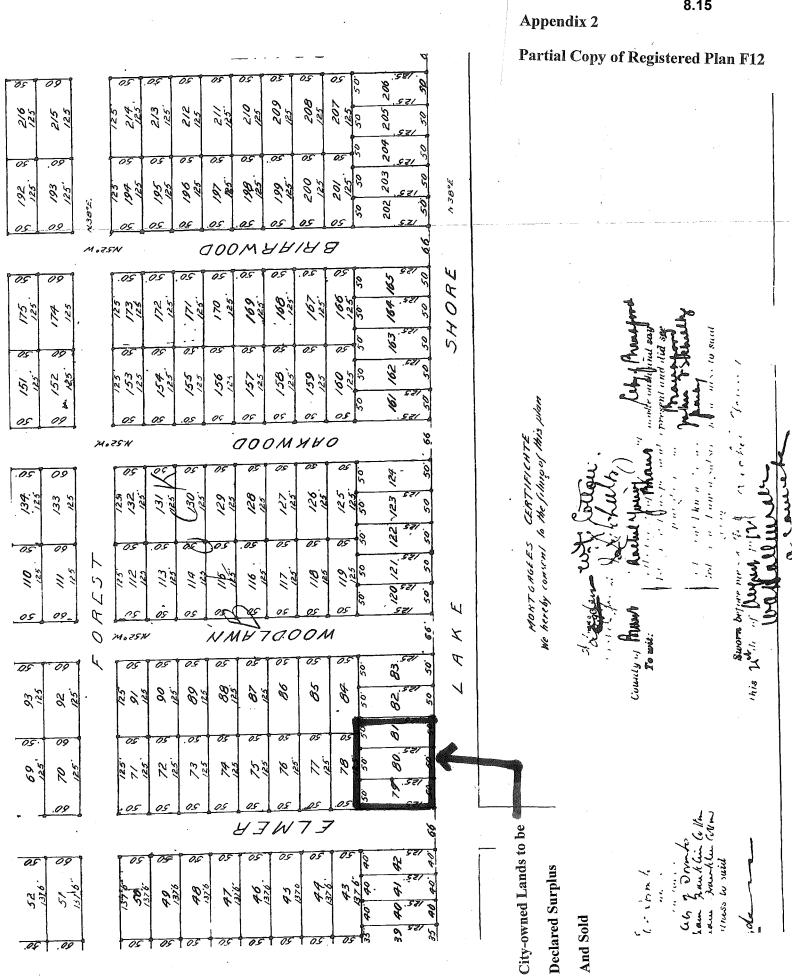
Attachments

Appendix 1: Approximate location of lands to be declared surplus and sold (PO.11.LAK) Appendix 2: Lands to be declared surplus and sold identified as Lots 79, 80 and 81, Extract of Plan F-12

G.Ket.

Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Sheryl Badin, Acting Manager, Realty Services, Facilities and Property Management



8.15



City of Mississauga Corporate Report



Date:	2017/02/27	Originator's files:
To:	Chair and Members of General Committee	
From:	Gary Kent, Commissioner of Corporate Services and Chief Financial Officer	Meeting date: 2017/03/22

Subject

Repeal and Replacement of the Hershey Banking By-law 0457-2003

Recommendation

- 1. That a by-law to authorize the operation of City bank accounts associated with the management of the Mississauga Spectator Arena Complex, be enacted as outlined in the report from the Commissioner of Corporate Services and Chief Financial Officer, dated February 27, 2017 entitled "Repeal and Replacement of the Hershey Banking By-law".
- 2. That By-law 0457-2003 as amended, being a by-law that authorized the establishment of bank accounts and signing authority for the operation and cash management of the Hershey Centre, the City's Major Spectator Arena, be repealed.

Background

Day-to-day banking is delegated to SMG Canada ULC, through an operating agreement between the City and SMG. Within that agreement, the City retains the right to determine Hershey banking practices and general governance structures, as maintained by SMG Canada ULC ("SMG").

By-law 0457-2003 was enacted in 2003 ("Hershey Banking By-law") to establish three bank accounts and related signing authority in accordance with the provisions of an agreement made April 8, 1998 between the City and Ogden Entertainment Services Inc. and Bracknell Corporation for the management and operation of the Mississauga Spectator Arena Complex ("Hershey"). Subsequently, the City entered into Hershey operating agreements with SMG and, further, SMG's management operation structure has changed.

The City itself has evolved from a governance and business practice perspective, having created, or updated, its by-laws, policies and procedures that pertain to governance, banking and payments. The new proposed by-law brings the Hershey governance, banking and payment practices, as conducted by SMG, in line with the City's current practices.

General Committee	2017-02-27	2

During normal course review of policies and bylaws, it was determined by Staff that the Hershey Banking By-law needed to be replaced and updated to reflect the way the City conducts its City banking and payments business, and the way the City governs that business.

Present Status

The current Hershey Banking By-law is out-dated and does not currently reflect the City's governance structure, or its banking and payments practices. The new proposed by-law updates the Hershey banking operations and governance model to be consistent with the City's own practices.

Comments

Finance has worked with Legal, Internal Audit and Community Services to determine the preferred operations and governance model for Hershey banking that meets City standards.

Financial Impact

No financial impact.

Conclusion

Council should adopt this Corporate Report's recommendation to repeal the Hershey Banking By-law (By-law 0457-2003, as amended) and enact a new by-law that authorizes the operation of City bank accounts associated with the management of the Mississauga Spectator Arena Complex.

Attachments

Appendix 1: A by-law to Repeal and Replace By-law 0457-2003

Prepared by: Mark Beauparlant, BA, CPA, CGA

Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

A by-law to authorize the operation of City bank accounts associated with the management of the Mississauga Spectator Arena Complex; and to repeal By-law 0457-2003, as amended

WHEREAS sections 8, 9 and 11 of the *Municipal Act, 2001*, S.O. 2001, c.25, authorize a municipality to pass by-laws necessary or desirable for municipal purposes, and in particular paragraph 3 of subsection 11(2) authorizes by-laws respecting the financial management of the municipality;

AND WHEREAS The Corporation of the City of Mississauga, (the "City") owns the Mississauga Spectator Arena Complex located at 5500 and 5600 Rose Cherry Place in the City of Mississauga ("SAC");

AND WHEREAS the City Council desires to have three City bank accounts, related to the business operations of the SAC, and operated by SMG Canada ULC ("SMG") in accordance with the provisions of the Mississauga Spectator Arena Complex Management Agreement dated June 5, 2013 between the City and SMG (the "Agreement");

AND WHEREAS the bank accounts are named "Hershey Centre, City of Mississauga - Operating Fund", "Hershey Centre, City of Mississauga - Box Office Fund", and "Hershey Centre, City of Mississauga - US Operating Fund";

NOW THEREFORE be it resolved that The Corporation of the City of Mississauga ENACTS as follows:

DEFINITIONS

1. In this By-law,

"Authorized Signing Officers" means those persons as designated and described under Section 7 of this By-law.

"City" means The Corporation of the City of Mississauga.

"City Bank" means the financial institution selected by the City to provide its banking services.

"City Clerk" means the City's Director of Legislative Services and City Clerk, and includes any person who has been authorized, in writing, to temporarily act during absence or vacancy in that office.

"City Treasurer" means the person or persons appointed by the City, with the legislated powers and duties of this position in accordance the *Municipal Act, 2001*.

"Mayor" means the Mayor and in the absence of the Mayor, the City's Acting Mayor for The Corporation of the City of Mississauga.

"SAC" means the City's spectator arena complex which includes a spectator arena, three community rinks, one sports complex consisting of an indoor soccer field, triple gymnasium, a gymnastic centre, meeting rooms, a licensed lounge, and two major artificial turf soccer pitches (one of which is operated with a sports dome structure throughout the winter months) located at 5500 and 5600 Rose Cherry Place, Mississauga, Ontario.

"SMG" means SMG Canada ULC.

BANKING

- 2. The City hereby appoints the City Bank as banker to the SAC.
- 3. The City Treasurer is authorized to maintain three accounts with the City Bank, namely, the "Hershey Centre, City of Mississauga - Operating Fund", the Hershey Centre, City of Mississauga - Box Office Fund", and the "Hershey Centre" City of Mississauga - US Operating

Fund", which accounts shall be the property of the City (the "SAC Accounts").

- 4. The City Treasurer and the City Clerk are authorized to execute and affix the corporate seal on any agreements or other instruments and documents as may be necessary by the City Bank for the operation of the SAC Accounts.
- 6. Authorization of payment for service, and the associated release of monies, in any form whatsoever for service, from the SAC Accounts, in any form whatsoever, must adhere to the following authorization conditions:
 - 1) The signing authority associated with the verification and ratification of any invoice for payment of service cannot be made by the same person who has authority to release those monies; and
 - Two Authorized Signing Officers' signatures are required to verify and authorization creation of payment and two signatures are required to release monies for payment; and
 - 3) Payment creation officers cannot report to release of monies officers.
- 7. The following persons are designated as Authorized Signing Officers, for such cheques, bills of exchange, negotiable instruments and other instruments of withdrawal on the SAC Accounts:
 - 1) The first signing officer, for ratification of invoice for payment of service, must be one of the following persons:
 - a) Hershey Centre, Executive Director,
 - b) Hershey Centre, Assistant General Manager & Director, Ticket Operations, or
 - c) Hershey Centre, Director of Finance.
 - 2) The standard signing authority limit for the aforementioned staff in subsection (1) is up to \$50,000.
 - 3) The second signing officer, for ratification of invoice for payment of service, must be any one of the above persons (other than the first signatory).
 - 4) For ratification of invoice for payment of service, \$50,000 and above, the second authorized signing officer must be SMG ULC, Senior Regional Vice President.
- 8. The Authorized Signing Officers are authorized for and on behalf of the SAC only, from time to time to negotiate for deposit with the City Bank (but for the credit of the SAC Accounts only) any and all cheques, bills of exchange and payment orders related thereto.
- 9. The endorsement of Authorized Signing Officers, for and on behalf of the SAC on any item deposited to an account may be made by means of a rubber stamp or any other device.
- 10. The Authorized Signing Officers shall not:
 - Borrow money or otherwise obtain credit from the City Bank or any other lending source or person by way of loans, advances, overdrafts or otherwise on behalf of the City;
 - 2) Invest surplus money or enter into any securities-related transactions, from the SAC Accounts with any bank or institution or person; or
 - 3) Enter into any pre-authorized debit agreements linked to the SAC Accounts, except as authorized in writing in advance by the City Treasurer.
- 11. SMG shall adhere to the City's policies and procedures for cash handling and management, where applicable.
- 12. The City Treasurer is authorized to:

- 1) Obtain and inspect information and records directly from the City's bank concerning all accounts related to the operation of the SAC;
- 2) Make deposits to the SAC Accounts described in section 3 of this By-law in accordance with this By-law;
- 3) Invest surplus money in accordance with the City's investment policy; and
- 4) Notify the City Bank of individuals who are Authorized Signing Officers in accordance with Section 7 of this By-law.
- 13. In the event the Mississauga Spectator Arena Complex Management Agreement between the City and SMG Canada ULC dated June 5, 2013 (the "Agreement"), is in default or has been terminated, the City Treasurer may terminate the rights and authority granted to SMG under this By-law for any and all Authorized Signing Officers, and in lieu thereof the Mayor and the City Treasurer will have full right of access to the SAC Accounts including the right to exercise withdrawal and deposit authority on the aforesaid accounts. The City Bank may rely upon a certificate of the City Treasurer as valid and sufficient evidence of default or termination, as the case may be, in the Agreement.

GENERAL

- 14. Headings in this By-law have been inserted for convenience only.
- 15. By-law 0457-2003 as amended, is hereby repealed.
- 16. This By-law comes into force on the day of its enactment.

ENACTED AND PASSED this	day of	, 2017.
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MAYOR

CLERK

City of Mississauga Corporate Report

Date: 2017/03/06

- To: Chair and Members of General Committee
- From: Mary Ellen Bench, BA, JD, CS, CIC.C, City Solicitor

Originator's files: ML-15-21000

Meeting date: 2017/03/22

Subject

Regulation of Drones – Legislative Update

Recommendation

That the report titled "Regulation of Drones – Legislative Update" from the City Solicitor dated March 6, 2017 be received for information.

Report Highlights

- The operation of drones is regulated and enforced by Transport Canada. According to the Canadian Aviation Regulations, users of drones may require a certificate from Transport Canada prior to flying. In addition, drones are not permitted to fly closer than 9km from any airport or higher than 90 metres above the ground.
- Transport Canada is looking to update the rules for drone use in 2017 including removing the distinction between recreational and commercial use.
- Drone operators must comply with Canadian privacy laws. Any complaints with respect to the collection of personal information (including photographs and film) by private drone operators should be brought to the attention of the Office of the Privacy Commissioner of Canada.
- A municipal by-law may restrict the operation of drones on public property including parks. According to the City's Parks By-law, a drone would be considered a "remote-controlled or other powered device". In order to operate a drone in a park in Mississauga: (a) a permit would be required or (b) it would need to be operated in an area designated by the Commissioner of Community Services. No designated areas currently exist nor is one being considered given the Federal Regulations currently in place for drone use.



Background

On April 1, 2015, Council requested that staff bring a report back to General Committee regarding "what legislation applies to drones and who monitors the safety and privacy." At that time, it was anticipated that new legislation governing the use of drones would be introduced by Transport Canada which would update the rules around the use of drones. To date, no changes have been made. In the interest of addressing Council's question, this report outlines the current rules in place with respect to drones.

Comments

Drones, or unmanned aircrafts, have become more mainstream in today's technological age. Drones can be used for both commercial (weddings, real estate) and recreational (hunting, leisure) activities. Government agencies are also beginning to make use of drones for enforcement purposes, traffic monitoring and emergency services.

Current Legal Framework – Federal Rules

The use of drones is governed by Transport Canada according to the *Canadian Aviation Regulations*. According to these rules, drones are not permitted to fly:

- closer than 9km from any airport or aerodrome;
- higher than 90 metres above the ground;
- closer than 150 metres from people, animals, buildings, structures or vehicles; or
- without obtaining liability insurance in an amount not less than \$100,000.

Under certain circumstances, a Special Flight Operations Certificate ("SFOC") is required by Transport Canada in order to operate a drone. Where a SFOC is required, an applicant must provide Transport Canada with the following: description of the aircraft, the type and purpose of the operation, an emergency contingency plan, a description of flight paths and any other information required by Transport Canada.

The following chart sets out the circumstances where an SFOC is required:

	SFOC Required	SFOC NOT Required
Drone Use: work or research		
Weight of drone: more than 25kg	\checkmark	
Weight of drone: less than 25kg		
Can meet legislative exemptions		\checkmark

Cannot meet legislative exemptions	\checkmark	
Drone Use: commercial		
Weight of drone: more than 35kg	\checkmark	
Weight of drone: less than 35kg		\checkmark

If an operator of a drone does not comply with the *Canadian Aviation Regulations*, Transport Canada can issue fines up to \$5,000 for an individual and up to \$25,000 for a corporation.

Proposed Legislative Changes

Given the surge in drone use in recent years, Transport Canada is looking to introduce new regulations to update the legal requirements for operating drones. Transport Canada is expected to conduct public consultation in the Spring of 2017 with respect to these changes. Some of the proposed changes include:

- removing the regulatory distinction between recreational and non-recreational use;
- introducing an "unregulated" category with a threshold of 250g or less; and
- adjusting minimum age requirements to mirror manned aviation licensing requirements.

City of Mississauga Use of Drones

Through the Park Development Section, the City of Mississauga obtained an SFOC from Transport Canada. This certificate permitted the City of Mississauga to operate a drone in Lakeside Park in October 2016 to obtain survey images. Parks Development is considering using drones to obtain survey images of other City parks which will require an updated SFOC from Transport Canada.

To support the use of drones by the City, the City has in place a \$10 million liability insurance policy to cover both personal injury and property damage when drones are being operated by Parks Development. Other groups within the City are beginning to consider how using drones may be a useful tool in the future as well.

Privacy

Drones used to collect personal information must comply with Canada's privacy laws. According to the *Personal Information Protection Electronic Documents Act* (*PIPEDA*), operators of drones for commercial purposes must obtain consent to take a photograph or make a recording that identifies a person. Any complaint related to the collection or use of personal

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information by a private operator of a drone should be brought to the attention of the Office of the Privacy Commissioner of Canada.

Similar privacy rules apply to a municipality that operates a drone. However, municipalities are subject to certain exemptions according to the *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*. For example, municipalities are able to collect personal information without consent for enforcement purposes. The Ontario Provincial Police, the Royal Canadian Mounted Police and the Halton Regional Policy have already begun testing the waters for drone use to support enforcement action.

In addition to rights surrounding the collection of personal information, everyone has the right to a reasonable expectation of privacy. The right to privacy in public spaces is based on a standard of what is "reasonable" under the circumstances. Finding the appropriate balance between privacy rights and the right to use drones in public spaces is something that still needs to be examined by the courts.

Municipal Regulation – Compliance with Federal Laws

Although drones are regulated by the Federal Government, municipalities can regulate drones on public property so long as a municipal by-law does not conflict with Transport Canada rules. For example, a municipality can require a permit in order to operate a drone in a park. According to the City's Parks By-law, a drone would be considered a "remote-controlled or other powered device". As such, unless a drone is operated in a designated area, a person requires a permit to operate a drone in a City park. Currently, there are no designated areas to fly drones in parks in the City of Mississauga. Given the current Federal Regulations in place, City staff is not exploring creating any designated spaces for drones in parks.

According to the City's Marina By-law, a drone would be considered a "powered model of aircraft" and as such the operation of drones in marinas is prohibited. There are no other City by-laws that we are aware of that regulate the use of drones in Mississauga.

Financial Impact

N/A

Conclusion

Drones are regulated by Transport Canada according to the Canadian Aviation Regulations. These regulations require drones to be flown at a minimum distance from airports, people and buildings as well as requiring drone operators to maintain liability insurance at all times. It is expected that Transport Canada will introduce new regulations for drones later in 2017.

Operators of drones must comply with Canada's privacy laws. An operator of a commercial drone must obtain consent to take a photograph or make a recording that identifies a person. Generally speaking the same restrictions apply to municipalities, however a municipality can obtain personal information without consent where it is used for enforcement purposes. In

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terms of privacy rights in public spaces, the courts have yet to determine what the "reasonable expectation of the public" is when it comes to drones flown in public.

A municipal by-law may restrict the operation of drones on public property including parks. According to the City's Parks By-law, a person requires a permit to operate a drone in a City park.

Mary Ellen Bench, BA, JD, CS, CIC.C, City Solicitor

Prepared by: Robert Genoway, Legal Counsel

City of Mississauga Corporate Report



Date: 2017/03/07

To: Chair and Members of General Committee

From: Mary Ellen Bench, BA, JD, CS, CIC.C, City Solicitor

Originator's files:

Meeting date: 2017/03/22

Subject

Delegation of Authority Respecting the Settlement of Appeals of Committee of Adjustment Decisions at the Ontario Municipal Board

Recommendation

That the Commissioner of Planning and Building (the "Commissioner"), or his designate, be delegated standing authority to authorize the City Solicitor to settle appeals from decisions of the Committee of Adjustment that have been filed with the Ontario Municipal Board (the "Board"), where in the opinion of the Commissioner, in consultation with the Ward Councillor, it is appropriate to do so, and to authorize the City Solicitor, or designate, to enter into Minutes of Settlement and any other documents necessary to give effect to the settlement, in a form and content satisfactory to the City Solicitor.

Background

Section 23.1(1) of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, authorizes a municipality to delegate certain powers and duties that otherwise must be exercised by City Council. It is common practice in Ontario for municipalities to delegate certain authority to its employees in order to improve efficiency and provide responsible government. Presently, Legal Services seeks authorization from Council on a case-by-case basis with respect to the settlement of appeals of Committee of Adjustment decisions at the Board.

Comments

Where a decision of the Committee of Adjustment regarding a minor variance or a severance is appealed to the Board, the City Solicitor seeks instructions from Council to support or oppose the decision of the Committee or to take no position. When the City Solicitor is instructed by Council to support or oppose the Committee's decision before the Board, there can be opportunity to settle the appeal before the matter proceeds to a hearing. Such settlements avoid the uncertainty of the outcome at a hearing and also result in savings of costs and staff time. Settlements may also give effect to agreements reached between the appellant and neighbouring property owners, with the benefit of building neighbourhood consensus.

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Currently, when the opportunity for a settlement arises, the City Solicitor consults with the Planning and Building Department and the Ward Councillor and then must bring a further report to Council to seek instructions on the settlement. This can result in significant delays and may require the adjournment of hearing dates.

It would increase response time and efficiency if the City Solicitor is able to settle such matters on the recommendation of the Commissioner of Planning and Building, in consultation with the Ward Councillor, and to enter into Minutes of Settlement or other documents as are necessary to give effect to the settlement. It would be incumbent upon Legal Services staff to meet with and ensure that the appropriate Ward Councillor is aware of the proposed settlement and is in agreement with the recommended course of action and, where appropriate, to consult with affected neighbouring property owners. It would still be open to Legal Services to bring a settlement report to Council in cases where it is determined that input from all of Council is warranted, or in circumstances where the Commissioner or Ward Councillor requests it.

Financial Impact

Early resolution of appeals would result in cost savings in terms of staff time and resources.

Conclusion

To improve organizational efficiency and response time, this report seeks to delegate authority to the Commissioner of Planning and Building, or his designate, to authorize the City Solicitor, following consultation with the Ward Councillor, to settle appeals of decisions of the Committee of Adjustment before the Ontario Municipal Board, and to enter into Minutes of Settlement or any such documents as are necessary to give effect to the settlement, in a form and content satisfactory to the City Solicitor.

Mary Ellen Bench, BA, JD, CS, CIC.C, City Solicitor

Prepared by: Marcia Taggart, Deputy City Solicitor

<u>REPORT 3 - 2017</u>

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Heritage Advisory Committee presents its third report for 2017and recommends: HAC-0017-2017 That the deputation by Andrew Miller, Strategic Leader regarding Dundas Connects be received for information. (HAC-0017-2017)

HAC-0018-2017

That the property at 1484 Hurontario Street, 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-0018-2017)

HAC-0019-2017

That the property at 1248 Minaki 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-0019-2017)

HAC-0020-2017

That the Corporate Report dated January 19, 2017 entitled Removal or Reduction of Cultural Landscape Properties from the City's Heritage Register be deferred to a future Heritage Advisory Committee.

(HAC-0020-2017)

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Environmental Action Committee presents its second report for 2017 and recommends:

EAC-0007-2017

That the deputation and associated PowerPoint presentation update by Julius Lindsay, Community Energy Specialist, with respect to Climate Change Action Plan, be received. (EAC-0007-2017)

EAC-0008-2017

That the EAC Environmental Actions Summary updated for the March 7, 2017 meeting of the Environmental Action Committee, be received for information. (EAC-0008-2017)

EAC-0009-2017 That the Environmental Action Committee Work Plan 2015-2018, be approved as amended. (EAC-0009-2017)

REPORT 3 - 2017

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Mississauga Cycling Advisory Committee presents its third report for 2017 and recommends:

MCAC-0010-2017

That the deputation by Andrew Miller, Strategic Leader regarding Dundas Connects be received for information. (MCAC-0010-2017)

MCAC-0011-2017

That the Cycling Master Plan Update from Pauline Craig, Cycling Master Plan Coordinator be received for information. (MCAC-0011-2017)

MCAC-0012-2017 That consideration for cycling facilities on Matheson Boulevard East be referred to the Cycling Master Plan Update. (MCAC-0012-2017)

MCAC-0013-2017 That the amended 2017 Mississauga Cycling Advisory Committee Work Plan be approved as presented. (MCAC-0013-2017)

MCAC-0014-2017 That up to three representatives from the Mississauga Cycling Advisory Committee (MCAC) attend the 2017 Ontario Bike Summit in Toronto on April 11 and 12, 2017 and that the cost to attend the event be funded from MCAC 2017 budget. (MCAC-0014-2017)

REPORT 1-2017

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Governance Committee presents its first report for 2017 and recommends:

GOV-0001-2017

That the report entitled Community Group Support Program Policy 08-01-01 dated February 28, 2017 from the Commissioner of Community Services be received for information. (GOV-0001-2017)

GOV-0002-2017

- 1. That the mandate of the Integrity Commissioner shall be to act as an advisor to Members of Council on matters relating to ethics and the Council Code of Conduct, to act as an educational resource to Members of Council in this respect, and to independently receive and investigate complaints regarding a possible breach of the Council Code of Conduct by a Member of Council or a local board be affirmed;
- 2. That the qualifications of an Integrity Commissioner, beyond being independent and impartial, as set out in this report be affirmed;
- 3. That staff be authorized to issue a request for proposal (RFP) seeking applicants for the position of Integrity Commissioner for a four-year non-renewable term, to carry out this mandate and any additional duties that may be placed upon the Integrity Commissioner by legislation;
- 4. That members of Governance Committee, City Clerk, City Solicitor and other members of Council will be responsible for evaluating proposals and making a recommendation to City Council on a new Integrity Commissioner; and
- 5. That the term of the Integrity Commissioner to be appointed for the period commence July 2017 and end in June 2021, and that a four year non-renewable term be recommended going forward.

(GOV-0002-2017)

GOV-0003-2017

That staff prepare a summary of concerns raised with respect to "*Bill 68, the Modernizing Ontario's Municipal Legislation Act, 2016*" and report back to Council. (GOV-0003-2017)

GOV-0004-2017

That the status of Governance Committee Work Plan Items dated March 6, 2017, be approved, as amended. (GOV-0004-2017)

GOV-0005-2017

That John Magill be appointed as Chair of the Governance Subcommittee. (GS-0001-2016/GOV-0005-2017)

GS-0006-2017

That Sandy Milakovic be appointed as Vice-Chair of the Governance Subcommittee. (GS-0002-2016/GOV-0006-2017)