
General Committee

Date

2017/11/01

Time

9:00 AM

Location

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

Members

Mayor Bonnie Crombie	
Councillor Jim Tovey	Ward 1 (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,
Manager, Legislative Services & Deputy Clerk
905-615-3200 ext. 4516
Email sacha.smith@mississauga.ca

Find it Online

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

INDEX-GENERAL COMMITTEE – NOVEMBER 1, 2017

1. **CALL TO ORDER**
2. **APPROVAL OF AGENDA**
3. **DECLARATION OF CONFLICT OF INTEREST**
4. **PRESENTATIONS** - Nil
5. **DEPUTATIONS**
 - 5.1. Item 8.1 David Ferreira, Brand Manager and Lesley Swan, Project Lead, Customer Service Strategy with respect to the Customer Service Strategy.
 - 5.2. Item 8.2 Shari Lichterman, Director, Recreation and Councillor Pat Saito, Chair, Mississauga Tourism Advisory Board with respect to the Tourism Master Plan.
6. **PUBLIC QUESTION PERIOD** - 15 Minute Limit (5 minutes per speaker)

Pursuant to Section 42 of the Council Procedure By-law 0139-2013, as amended:

Governance Committee may grant permission to a member of the public to ask a question of Governance Committee, with the following provisions:

 1. The question must pertain to a specific item on the current agenda and the speaker will state which item the question is related to.
 2. A person asking a question shall limit any background explanation to two (2) statements, followed by the question.
 3. The total speaking time shall be five (5) minutes maximum, per speaker.
7. **CONSENT AGENDA**

INDEX-GENERAL COMMITTEE – NOVEMBER 1, 2017
CONTINUED

8. **MATTERS TO BE CONSIDERED**

- 8.1. Corporate Customer Service Strategy
- 8.2. Tourism Master Plan
- 8.3. Hotel Tax
- 8.4. Amendments to the Animal Care and Control By-law 0098-04: Enhanced Regulation for Rescue Organizations, Trap, Neuter, Return (TNR) Programs and Animal Surrenders
- 8.5. Port Credit and Clarkson On-Street Parking Fees – Request for Fee Holiday (Ward 1 & Ward 2)
- 8.6. Streetsville - Paid Parking Implementation (Ward 11)
- 8.7. Amendments to the Business Licensing By-law 1-06, as amended, to Require Licensing of Retail Food Premises
- 8.8. Boulevard Maintenance
- 8.9. Meadowvale Theatre Active Assist Discounted Ticket Offer Pilot Program
- 8.10. 2018 Interim Tax Levy for Properties Enrolled in the Pre-Authorized Tax Payment Plan
- 8.11. Municipal Works Servicing Agreement between 2332574 Ontario Limited and The Corporation of the City of Mississauga Pursuant to Site Plan SP-13/008 (Ward 1)
- 8.12. Strike-Off of Taxes Deemed Uncollectible

9. **ADVISORY COMMITTEE REPORTS**

- 9.1. Traffic Safety Council Report 7 Part 2 - 2017 - September 27, 2017
- 9.2. Heritage Advisory Committee Report 9-2017 dated October 17, 2017
- 9.3. Traffic Safety Council Report 8 - 2017 - October 25, 2017

INDEX-GENERAL COMMITTEE – NOVEMBER 1, 2017
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- 10. **MATTERS PERTAINING TO REGION OF PEEL COUNCIL**
- 11. **COUNCILLORS' ENQUIRIES**
- 12. **OTHER BUSINESS/ANNOUNCEMENTS**
- 13. **CLOSED SESSION**
(Pursuant to Subsection 239 (2) of the Municipal Act, 2001)
- 13.1 Security of the Property of the Municipality or Local Board - Mississauga Steelheads
- 14. **ADJOURNMENT**

Date: 2017/10/18

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:
2017/11/01

Subject

Corporate Customer Service Strategy

Recommendation

That the report entitled "Corporate Customer Service Strategy" dated October 17, 2017 from the Commissioner of Corporate Services and Chief Financial Officer be received for information.

Report Highlights

- Residents continue to indicate that they are satisfied with the customer service provided by the City of Mississauga, with 84% indicating they were very satisfied or satisfied with the service they received from the City.
- However, there are opportunities to improve our customer service delivery, especially in light of, rising customer expectations and advances in customer service technology.
- The goal of the Customer Service Strategy is to create better interactions between the City and its residents and customers in the most effective way possible.
- The strategy was developed through a research and evidence-based phased approach beginning in July 2016, that included: a maturity assessment of the City's current customer service delivery, a best practice review, stakeholder interviews and workshops, an online customer survey and targeted focus groups with recent customers.
- The strategy's recommendations focus on the needs of the customers, being cost-efficient, and ensuring processes are simpler for staff to deliver and easier for customers to access.
- To achieve these outcomes, the strategy includes 15 initiatives and a 4-year implementation plan.

Background

The City aspires to provide a high level of value to all of its residents, business, tourists and other stakeholder groups (regardless of the nature of their interactions). These customers and stakeholders can become ambassadors and advocates for the City; enhancing the economy and the City's reputation as a great place to work, live and play.

Since the first Customer Service Strategy in 2004, the City has continuously explored opportunities to improve customer service delivery at both a Corporate and divisional level. Most significantly, 311 was introduced, and now handles approximately 264,000 calls each year and has consolidated service requests for 25 business units. In addition 17 counters have been consolidated down to 10 counters to simplify the customer service experience.

Residents have consistently given high scores to the City of Mississauga on customer service satisfaction. This has been recently validated through citizen surveys, customer feedback and focus groups; however, there is room for improvement in promoting greater consistency and improving easy access to City services.

At the same time, customer service delivery is rapidly changing due to three primary factors.

1. Rising citizen expectations for service excellence,
2. Fiscal responsibility, and;
3. Advances in information technology.

Today, customers expect real time updates, the ability to track service requests, consistent customer service across all channels and proactive follow up and follow through. With rising customer expectations and as Mississauga continues to grow and become more diverse, there is a need to review and reassess how the City delivers customer service to residents, businesses and other key stakeholders.

The goal of the Customer Service Strategy project was to develop a research-based corporate Customer Service Strategy based on a shared service model, and to create better interactions between the City and its residents and customers in the most effective way possible.

As part of the project, ForwardVu Solutions was engaged to conduct a series of activities leading to the development of a Corporate Customer Service Strategy and implementation plan for key initiatives. Activities that led to the findings and recommendations included:

1. Maturity assessment of the City's web, counter and contact centres, benchmarking them in a number of key areas including; responsiveness, visibility, accessibility, customer friendliness, and service consistency.

2. Best practice review of municipalities known for their high level of maturity and focus on customer-centred services including Boston, Calgary, Edmonton, Ottawa, Vancouver, Victoria, and Winnipeg.
3. Stakeholder workshops and interviews engaging over 80 individuals including front line customer service staff, Supervisors, Managers, Directors, the City's Leadership Team, City Councillors and the Mayor's Office.
4. Online survey of City customers with close to 1,000 responses, looking at the drivers of overall satisfaction by channel (web, telephone and counters) as well as identifying areas for improvement.
5. Targeted focus groups with 60 customers, including residents, the business community and sports and community organizations.

Results of the maturity assessment indicated that overall the City was meeting or near key service expectations across all of its channels (web, telephone and counters). It also identified areas for further investment, including: establishing clear customer service standards, and increased sharing of leading practices across service areas to promote a consistent, high-quality approach to customer service delivery.

The best practice review of other municipalities showed that the City needs to focus on training, as investing in people is critical (especially customer facing staff) to drive improvements in customer service. Also common among highly customer focused municipalities is a shared customer service approach to engage with internal departments (who are seen as business partners) through a formalized account management structure with detailed service level agreements.

Benchmarking also indicated that keeping technology up to date is a key success factor. Customer Relationship Management (CRM) applications are being used as a front-end application by most customer service departments with integration to other enterprise and specialized systems at a departmental level. This allows municipalities to provide real time updates for service requests and makes it easier to report metrics from multiple systems. This is important as service quality and ongoing process improvement are key factors in improving customer experience.

The stakeholder interviews and workshops indicated the City has a strong service-oriented culture staffed by experienced and knowledgeable staff that care about providing excellent customer service. Staff expressed the desire to build on this by developing greater opportunities to share data, customer insights and best practices. Another common theme was the need for stronger and more robust technology integration to improve communication, metrics, and to close the loop with customers once a request is complete.

The customer survey results showed that 84% of respondents were very satisfied or satisfied with the service they received during their most recent interaction. However, the survey also identified opportunities to improve the consistency of service delivery particularly in the areas of follow-up, consistent information and simplification of processes to make the City easier to do business with.

Customers who had to contact the City more than once were less likely to be satisfied. A large number of comments pointed to processes that were complex and needed multiple enquiries to achieve the desired outcome. Many customers indicated that they expected more capabilities to be provided by 311 rather than escalating a call or creating a ticket for follow-up. This shows the benefits of first contact resolution is not only an operational efficiency, but it can also improve overall customer satisfaction.

Finally, the focus group sessions focused on gathering feedback, opinions, insights and suggestions on ways to improve service delivery. Overall, customers stated that they think the City should focus on:

- Follow-up & follow-through to provide status updates on service requests. Ideally they would like this in the form of push notifications as their request progresses.
- Minimize customer effort by reducing the complexity of customer service processes.
- Enhance customer service training to promote a consistent customer service culture throughout all service areas.
- Higher first contact resolution and reduce the number of escalations and transfers to other service areas in order to complete their request.

Beginning with the first Customer Service Strategy in 2004, the City has continuously explored opportunities to improve customer service delivery at both a Corporate and divisional level. Some recent examples, include: ePlans, MiVoice – MiWay's online forum for feedback, and the launch of the Pingstreet mobile application. The strategy seeks to align and build on the momentum of these initiatives to reaffirm the City's commitment to meet residents rising expectations and provide high value customer service.

Comments

The new strategy, entitled '*Putting Mississauga Customers First – Building Better Experiences*' focuses on the following mandate: "To deliver customer-focused service that supports the City's commitment to continuous improvement, creating satisfying service experiences with each interaction." To this end, customer service delivery aims to be: designed around the needs of customers, cost-efficient, simpler for staff to deliver and easy for customers.

In alignment with the Customer Service Mandate and Guiding Principles, the strategy has identified four key areas focus:

1. **Customer Centric:** providing services through the customer's preferred channel in the easiest and most cost-effective manner possible.
2. **Organization and Change:** promoting a customer-centric culture across the City and providing staff the right tools to deliver an exceptional customer experience.
3. **Channel Management:** ensuring a consistent, high value experience across all channels, and offering the right services are available on the right channels.
4. **Improve Technology:** implementing innovative solutions to provide seamless and effective customer service and proactively communicate status updates.

The implementation of these initiatives is spread over four years, but the customer service journey continues long after these initiatives are implemented. These changes are required to improve customer service and responsiveness of customer service delivery across all departments and service channels at the City of Mississauga.

The City has already begun enhancing and improving how we deliver services and information, including: introducing ePlans, launching MiVoice (MiWay's online feedback forum), and redesigning the City's website. This strategy will build on the momentum and work already underway and explore ways to maximize their benefit to residents, businesses and other customer groups.

Financial Impact

Recommended actions that require additional funding will be identified and presented as part of the annual budget and business planning process.

Conclusion

While a great deal of progress has been achieved, new expectations and realities require the City to explore new opportunities and innovative solutions to create better and more effective interactions between the City and its residents and customers. In order to ensure the City of Mississauga continues to provide high-quality customer service going forward it must focus on better understanding its customers, leveraging digital and technology opportunities, and building greater consistency in customer service delivery.

This strategy builds upon the goal of the previous Customer Service Strategy to support the operational excellence by providing streamlined structures and processes. It will drive the corporation to provide quality services in a responsive, convenient, transparent and cost-effective manner to meet customer expectations and provide value for money to residents and customers.

Attachments

Appendix 1: Putting Mississauga Customers First - Building Better Experiences: Executive Summary

Appendix 2: Putting Mississauga Customers First - Building Better Experiences: Full Report



Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: David Ferreira, Brand Manager

Putting Mississauga Customers First Building Better Experiences

Executive Summary – October 2017



Executive Summary

The Customer Service Strategy Project

The purpose of the project was to develop a research-based corporate Customer Service Strategy based on a shared service model.

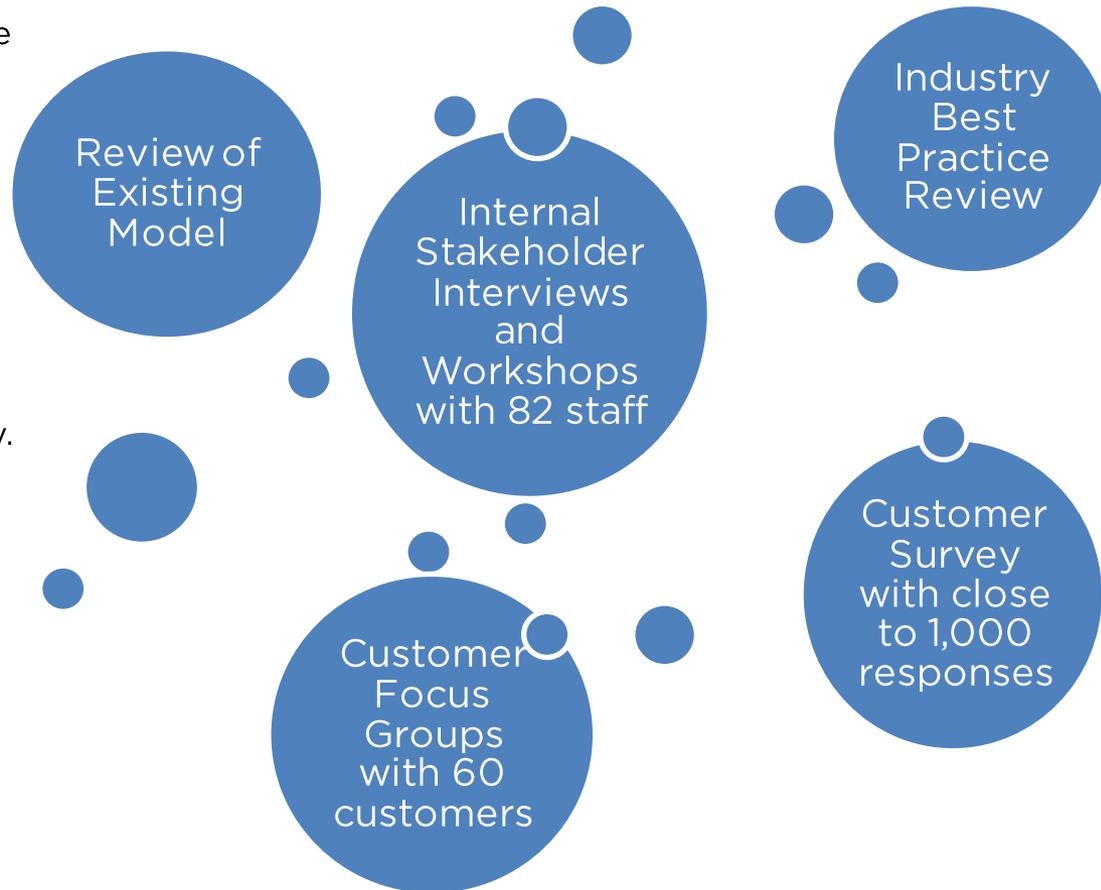
The objective was to create better interactions between the City and its customers in the most effective way possible.

As part of the project, research was done to identify the “as-is” state of customer service, perceptions of customers and the leading practices in citizen service delivery.

Key outcomes of the research indicated that customers are generally satisfied with the service they receive, however there is room for improvement in the areas of:

- Follow-up
- Consistent information
- Ease of use
- Consistent training
- Digital readiness

Stakeholder Engagement & Industry Research



Executive Summary

Customer service is rapidly changing

The face of customer service is very different now than it was at the time the original Customer Service Strategy was completed in 2004. Customer expectations have continuously risen and they are demanding 24/7 service, instant resolution, accuracy, ability to self-serve and consistency across all channels.

Every interaction that a customer has with the City of Mississauga, whether via phone, online or in person is an opportunity to provide excellent customer service. The City has high volumes of customer interaction through the many services it offers. While the standards and method of delivery for the many services provided by the City differ greatly, customers expect a high level of responsiveness and consistency in the experience they receive each time they interact with the City of Mississauga.

Technology is also rapidly changing how organizations deliver customer service. Having easy access to information has educated customers and empowered them to look elsewhere when they do not receive the customer service that they expect.

Imperative to succeeding in the new world of customer service is knowing how to effectively use technology that is constantly changing. Having some form of technology is not enough in the eyes of the customer if it is not being used effectively and if it does not provide the features that customers have come to expect of other organizations.

Customers expect real-time updates and instant information as this is the service they receive from private sector companies in shipping, banking and online shopping. They expect customer service to be easy to access, understand and complete.

Executive Summary

Keeping pace with customer expectations

The need to change is being driven by unsatisfied customers. Some of the main reasons customers are unsatisfied are: a lack of consistency in customer experience, limited ability for automated follow-up/follow through and limited online services. In order to simply meet rising customer expectations, we must make customer service a priority at the City of Mississauga.

What we heard from customers

Comments and feedback gathered from customers point to a requirement for a more consistent customer service culture that needs to be developed beyond front line personnel and ingrained within all operational departments of the City. Customers stated that they think the City should focus on:

- **Follow-up & follow-through:**
Provide status updates on service requests so that they are able to stay informed. Ideally they would like this in the form of push notifications as their request progresses.
- **Minimize customer effort:**
They feel that even if the process is complex in the back-end, it should be simple for the customer and the City should be easy to do business with.
- **Enhanced customer service training:**
Ensure that there is a strong customer service culture throughout all service areas and that all staff receives regular customer service training.
- **First contact resolution:**
They don't want to have to call the City several times or be transferred to different departments to complete their request.

Executive Summary

Implementing the 4-year strategy

The Customer Service Strategy includes 15 initiatives that are designed from an outside-in approach to improve customer service at the City of Mississauga. The initiatives fall under the following key areas for improvement:

1. **Customer Centric:** providing services through the customer's preferred channel in the easiest and most cost-effective manner possible.

Key Initiatives

- Define Main Customer Types and Their Service Experience Characteristics
- Develop More Service Standards
- Transform Business Processes to Improve the Customer Experience

2. **Organization and Change:** promoting a customer-centric culture across the City and providing staff the right tools to deliver an exceptional customer experience.

Key Initiatives

- Promote and Recruit for a Customer Service Attitude
- Introduce City Wide Customer Service Training

Executive Summary

Implementing the 4-year strategy (continued)

3. **Channel Management:** ensuring a consistent, high value experience across all channels, and offering the right services are available on the right channels.

Key Initiatives

- Evaluate 311 Interactive Voice Response System (IVR)
- Improve Directional Signage at City Hall
- Improve the Welcome Desk at City Hall
- Consolidate Service Counters
- Evaluate 311 Services
- Evaluate Online Services
- Standardize Measurement, Reporting and Quality Assurance

4. **Improve Technology:** implementing innovative solutions to provide seamless and effective customer service and proactively communicate status updates.

Key Initiatives

- Implement a Service Delivery System (Customer Relationship Management and Workflow)
- Implement a Single Sign On
- Implement a City Wide Knowledge Base

Executive Summary

This strategy builds upon the goal of the previous strategy to support the corporate direction of operational excellence by providing streamlined structures and processes. It will drive the corporation to provide quality services in a responsive, convenient, transparent and cost-effective manner to meet customer expectations and provide value for money to residents and customers.

In the short-term (1-2 years) the strategy will review, assess and implement technology improvements to ensure the Corporation has the right customer service infrastructure as a foundation. It will also include reviewing the potential for further consolidation of service counters to the façade and ground floor.

Over the short and medium-term (1-4 years) and on an ongoing basis the strategy will provide direction and guidance to review and enhance customer service processes, training and coordination to ensure that they are efficient, effective and provide a high-quality customer experience.

Customer service management is a cross-functional discipline requiring a high degree of collaboration among departments and staff. To be successful, all departments must have a shared responsibility to deliver a high value customer experience across all channels. This includes consistent information and messaging, and working together to refine the value of each role in delivering end-to-end service.

Executive Summary

Conclusion

Residents consistently give high scores to the City of Mississauga on customer service satisfaction. This has been validated through surveys, customer feedback and focus groups; however, there is room for improvement in regards to greater consistency and simplifying the customer experience.

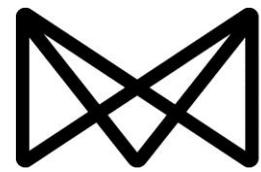
Although customer satisfaction is very high, the environment and expectations continue to shift and the City needs to be proactive to ensure performances does not slip and result in lower customer satisfaction.

This 4-year strategy is focused on delivering three key benefits:

- Enhancing the customer experience
- Making it simpler for employees
- Improving operational efficiency

With many complementary initiatives such as MiVoice – MiWay’s online forum for feedback, the redesign of City’s web site and investments in new customer service technology already underway, there is growing momentum to build better customer experiences.

The implementation of the initiatives outlined span the next four years, but the customer service journey continues long after these initiatives are implemented. These changes are required to improve customer service and responsiveness of customer service delivery across all departments and service channels at the City of Mississauga.



MISSISSAUGA

Putting Mississauga Customers First Building Better Experiences

Final Report – October 2017



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2. Background
3. Project Overview
4. Research and Analysis
5. Mandate and Guiding Principles
6. Initiatives
7. Customer Service Standards
8. Next Steps
9. Acknowledgments

Appendix: Customer Service Strategy – Initiative Detail

1. Executive Summary

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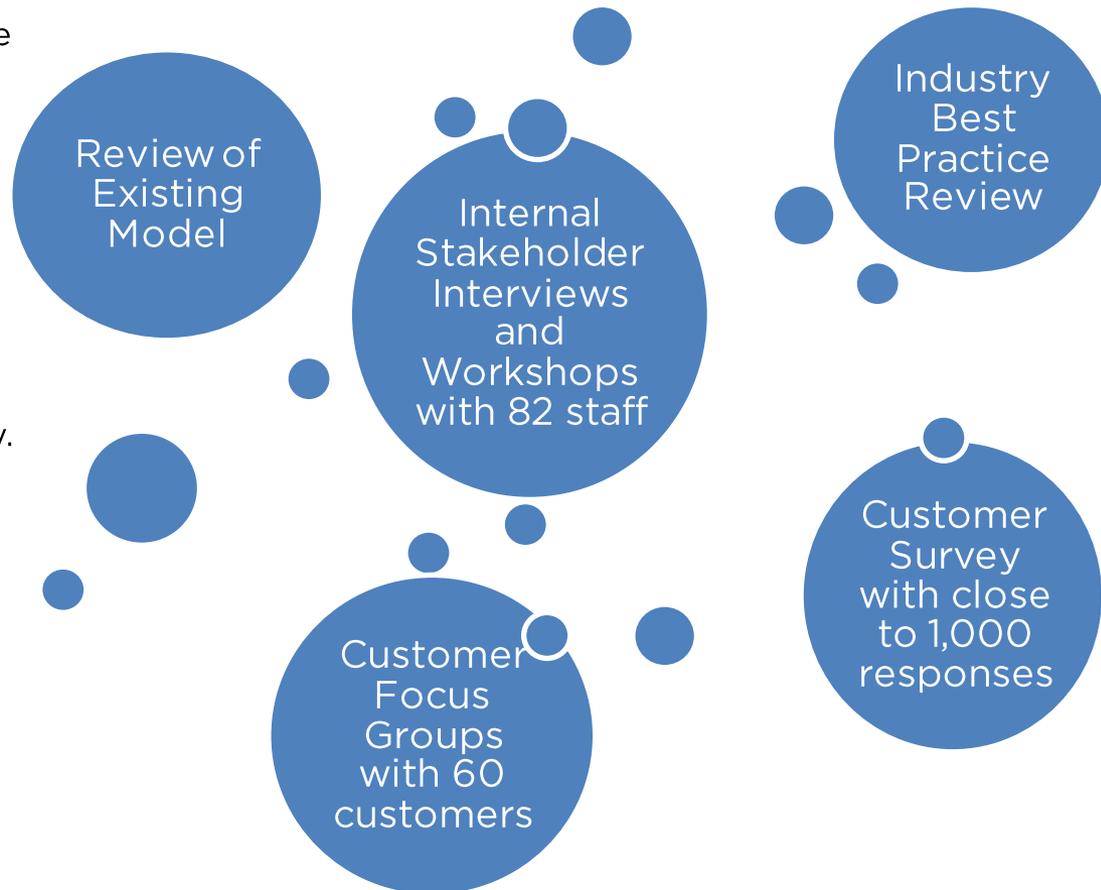
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Although customer satisfaction is very high, the environment and expectations continue to shift and the City needs to be proactive to ensure performances does not slip and result in lower customer satisfaction.

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2. Background

Previous Strategy

The City's first Customer Service Strategy was developed in 2004. The strategy outlined the City of Mississauga's vision for Customer Service, as it related to inquiries management.

The strategy was developed as part of the implementation of a number of initiatives resulting from business planning and was used as an overarching framework for customer service in Mississauga.

The strategy aimed to support the corporate direction of operational excellence by providing streamlined structures and processes.

It led to the completion of a number of corporate projects to improve the efficiency and quality of corporate customer service, including;

- 25 business areas were consolidated between 2007 and 2011 with additional process consolidation (service requests) occurring between 2012 and 2013
- 17 customer service counters were reduced to 10 locations in City Hall
- Launched the Mississauga 3-1-1 Citizen Contact Centre
- Implemented a new customer service request management tool and knowledge base tool

Recent Successes

Following the initial strategy, several divisional initiatives were implemented across the City to further improve the customer experience, including:

ePlans

Introduced in 2016, ePlans allows customers to submit development plans and documents electronically. Since launching it has reduced processing times and provided a number of different savings for customers, including approximately \$100,000 in printing costs and 40,000 litres of fuel.

Lean Program

Lean brings staff and customers together to understand how the work gets done, and how to work smarter, together. For example, by reviewing the process, trees are now replaced more quickly. The time from the initial request to tree in the ground has been reduced by over 25%.

Over 2,000 City staff have been trained in Lean practices to date.

MiWay Customer Ambassadors

In 2016 MiWay launched the MiWay Customer Ambassadors. These are staff that are present at locations where customers are to provide help, education, guidance and answer questions they may have.

Pingstreet Application & Online Services

In 2015, Mississauga joined Pingstreet – a free mobile app that provides real-time access for citizens to the municipal information they need. The City also offers 68 online services through mississauga.ca. The app and online services help the City focus on enhancing citizen self-service and reaching citizens across multiple channels where, when and how they prefer.

Facility Bookings

The Recreation Customer Service Centre redesigned the Online Facility Booking Request form which eliminated the need for multiple touchpoints with the customer and promoted online use. By improving the process they reduced the time it takes to complete a booking and improved the overall customer experience.

Customer Service: Changing Expectations

As the volume of customer interactions has risen sharply, so did their level of expectation. The face of customer service is very different now than it was at the time the original Customer Service Strategy was completed.

4 key factors have transformed customer expectations.

1. **24/7 service:** Customers want to be able to reach you at a time that is convenient to them, often that is outside 'normal' hours of operation.
2. **Increasing expectation of instant resolution:** Customers expect faster responses to their issues and service requests.
3. **Self-service as a preferred option:** Customers are now willing to be part of the process and expecting to track/monitor requests.
4. **Consistent experience across all channels:** Whether in person, online or by phone, customers believe they should be offered the same level of service or experience.

Risk of Not Meeting Customer Expectations

First interaction

Each customer has a unique range of expectations that they would be satisfied with. A number of factors can expand and contract this range.

Likewise, an organization has a range of ability to deliver each particular service. These two overlap with each other and the majority of the time an organization should be able to meet customer expectations.

Complaints or follow-up interactions

When an organization is unable to adequately satisfy the customer at the first point of contact their expectation rises and their tolerance reduced – shrinking their range of expectation for subsequent interactions. It becomes more difficult for an organization to deliver satisfactory service.

To meet an increasingly higher level of expectation requires exponentially more staff time and efforts. It is important to provide efficient and cost effective customer service because it is critical to avoid escalations and meet expectations at the first point of contact.



Customer Service at the City of Mississauga

With a population of 722,000, Mississauga is the sixth largest city in Canada and the 24th largest in Canada and the United States.

The City provides several services to the community in the areas of Fire and Emergency Services, Roads, Transit, Parks and Forestry, Environment, Libraries, Recreation, Land Development Services, Arts and Culture, Regulatory, Legislative and supporting city services.

These services lead to the City handling over 78 million customer interactions each year with both residents and businesses, of which Mississauga is home to over 86,000.

A Highlight of 2016 by the Numbers:

- 311 received 264,000 calls
- 70,000 building, plumbing, heating and sign inspections completed
- 6 million library items borrowed
- 166,000 hours of swimming, skating, fitness and other activities delivered
- 25 arenas, 11 community centres and 22 pools

Over 78 Million Customer Interactions Annually Including:



Making Customer Service a Priority

According to the Institute for Citizen-Centred Service (ICCS), service delivery efficiency is a key differentiator and comparator for cities and municipalities, driving customer satisfaction and economic development.

People have increasing expectations of municipal service delivery and there is a direct correlation between service delivery satisfaction and perception of good government.

Customer service expectations include improved delivery timeliness and issue resolution, and shorter wait times for telephone and in-person services, and easier navigation of online services. (ICCS, Citizen's First 7, Dec. 2014)



3. Project Overview

Service Delivery at the City

The City of Mississauga aspires to provide a high level of value to all of its residents, businesses, tourists and other stakeholder groups, regardless of the nature of their interactions. These customers and stakeholders can become ambassadors and advocates for the City; enhancing the economy and making it a great place to work, live and play.

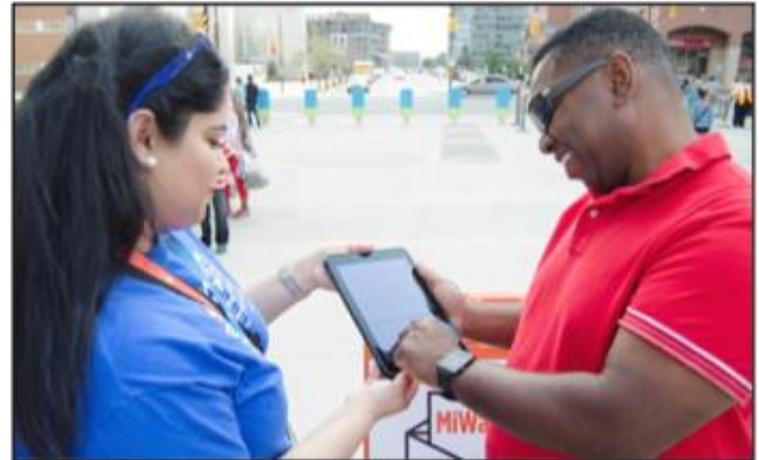
Customer service delivery at the municipal level is rapidly changing due to three primary factors including:

- rising citizen expectations for service excellence brought about through interaction with public and private sectors
- government budgetary constraints
- advances in information technology

Customers expect real time updates, the ability to track service requests, consistent customer service and follow up and follow through from the City.

Not all City services can be delivered instantly. Some services rely on working with external partners, have legislative requirements or are weather dependent.

However, managing customer expectations must be a key focus for all service delivery to ensure customers understand the service standard for the service, the status of their request, and any requirements that are necessary for completing the service.

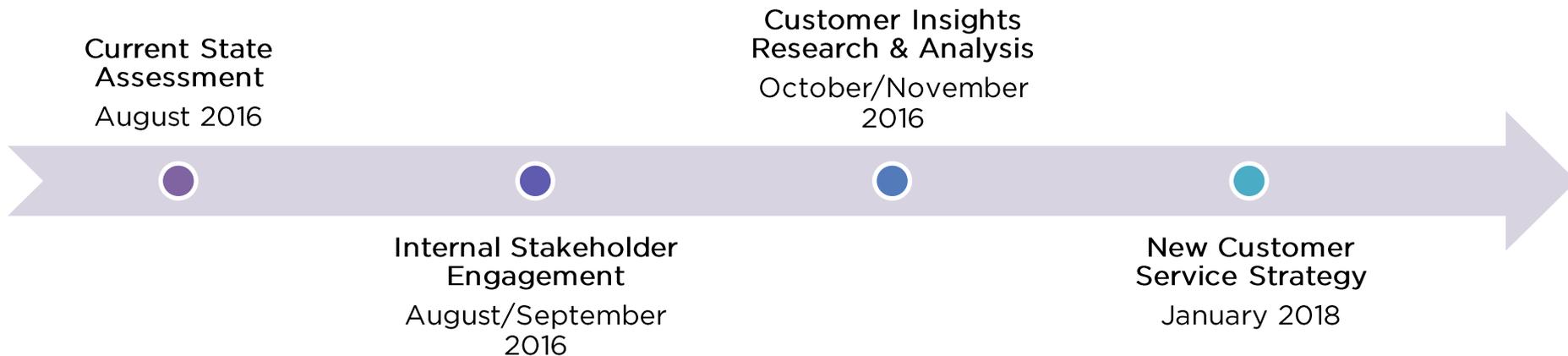


Project Purpose

The purpose was to develop a research-based corporate customer service strategy that is based on a shared service model. As part of the project the City engaged an external consultant to report on key elements including defining a common customer service vision, a governance model and technology requirements that focus on increasing our capacity to provide more effective online and self-serve options.

Project Objective

The overall objective of the project was to create better interactions between the City and its residents and customers in the most effective way possible. We want to ensure that we provide a high level of value to all of our residents and customers (regardless of the nature of the interaction) and for them to become ambassadors and advocates for the City of Mississauga.



4. Research and Analysis



Overview

As part of the Customer Service Strategy project, background research was done based on stakeholder discovery sessions, citizen consultations, market research, leading practices review and delivery channel reviews. This was done to identify the “as-is” state of customer service at the City, perceptions of citizens and business and the leading practices in citizen service delivery.

- ✓ Internal Stakeholder Interviews and Workshops with 82 staff
- ✓ Review of Existing Model
- ✓ Industry Best Practice Review
- ✓ Customer Survey with close to 1,000 responses
- ✓ Customer Focus Groups with 60 customers

Internal Stakeholder Interviews and Workshops



Overview

This phase included a review of current strategic and operational plans, maturity assessments, service delivery organization structures, operations and performance management practices and technology architecture and roadmaps to provide context to the nature of the business conducted by the City.

It also included engaging 82 internal stakeholders through interviews and workshops including front line staff, senior management, City Councillors and the Mayor's Office. This was done to ensure the complexity and unique requirements of each service were captured and taken into account:

Topics included:

- Opportunities for shared services channel delivery
- Potential future online services and channel shift opportunities to the web
- Customer standards and metrics for monitoring performance

Lessons Learned:

- The City of Mississauga has experienced and knowledgeable staff.
- Training varies across departments.
- The service request process is not closed-loop; customers are not advised automatically of service request status or completion.
- The City has limited metrics to evaluate customer service delivery in general and particularly for online services.
- Working with Lean to review processes will improve the customer experience and look for operational efficiencies.





Industry Best Practice Review

Overview

Benchmarking research was done with municipalities known for their level of maturity and focus on citizen and business-centred service including Vancouver, Brampton, Ottawa and Calgary. Additional insights were used from previous benchmarking done with Boston, Victoria, Winnipeg and Edmonton.

A review of secondary sources such as “Citizens First 7” and “Taking Care of Business 4” which are publications from the Institute for Citizen-Centred Service was also completed.



Key Trends in Customer Service Delivery

1. **Creation of a service-orientated organization for coordinated service delivery:** includes effort to promote and increase the City’s profile.
2. **Shared customer service approach:** engaging service areas through formalized account management and detailed service level agreements.
3. **Public sector customer service governance:** a critical success factor for implementing and sustaining an omni-channel strategy.
5. **Service quality and ongoing process improvement:** key factors in improving customer experience.
6. **Customer Relationship Management (CRM) applications:** a focused investment in a front-end application with integration to other enterprise systems.
7. **Open Data:** accessible datasets can allow for better government efficiency, deeper analytical insights and greater citizen participation.

Customer Service Survey



Overview

We conducted an online survey of recent City customers with close to 1,000 responses. We looked at overall satisfaction by service area (web, contact centre or counter), drivers of satisfaction and areas for improvement. The survey found that overall, customers are satisfied with the service they received, however there is room for improvement.

Lessons Learned

- Those who had to contact the City more than once were less likely to be satisfied.
- Many dissatisfied respondents reported difficulty in getting the outcome they were looking for from counter staff or telephone calls.
- Respondents felt that the service level for a callback is too long.

Results point to a requirement for more consistent customer service, particularly in the areas of:

- Follow-up
- Consistent information
- Simplification of processes that make them easier for customers



50% very satisfied



34% satisfied



43% of those dissatisfied stated a lack of responsiveness as reason



14% of those dissatisfied stated it was a staff issue

Focus Groups



Overview

Six focus groups were completed with 60 customers, including residents, the business community and sports and community organizations.

The high level of satisfaction observed in the survey was validated during the focus groups. During these sessions the emphasis was to gather feedback, opinions, insights and suggestions on improving service delivery. Four themes emerged:

- **Follow-up and Follow-through:** A common complaint was the lack of follow-up to requests or enquiries.
- **Minimize Customer Effort** (Ease of doing business/interacting with the City): Many feel that City processes are too complicated and designed for the convenience of departments.
- **Enhance Customer Service Culture and Training:** One of the biggest issues customers raised was the inconsistency between the level of knowledge and service provided by staff across the organization.
- **Grow Digital Readiness:** There is interest in doing more online, especially if services could become more efficient.

Three key areas customer's want the City to focus on improving

- 18% want the City to focus on training
- 15% want the City to focus on improving response time
- 10% want the City to focus on follow up and follow through



5. Mandate and Guiding Principles

Mandate

To deliver customer-focused service that supports the City's commitment to continuous improvement, creating satisfying service experiences with each interaction.

Customer Service Delivery must be:

- Simple and easy for customers
- Cost-efficient
- Simpler for staff to deliver



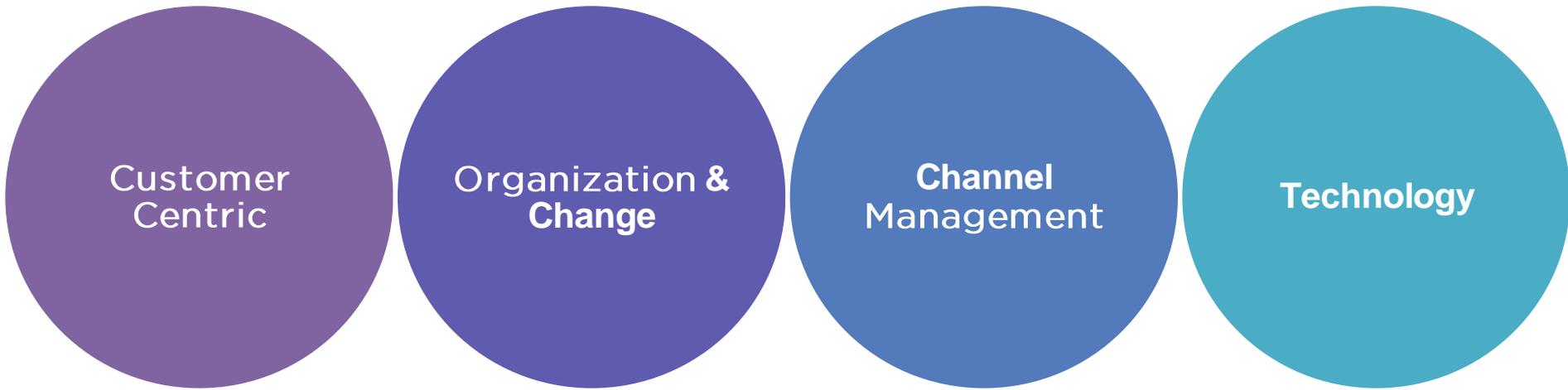
Guiding Principles

- 1. Focus on the Customer**
Make the customer the center of all channel and customer experience solutions.
- 2. Provide Consistent Service**
Deliver a consistent customer experience across all City channels and services in order to make it easy to interact with us.
- 3. Implement Service Standards**
Be responsive and proactive and establish specific delivery standards for all City interactions and services, and communicate them to customers.
- 4. Offer Services Through Preferred Channels**
Focus on right channeling based on customer preferences and operational efficiencies.
- 5. Embrace a Customer Service Culture**
Instill a customer service mindset to improve the customer experience for our internal and external customers.
- 6. Collaborate for Success**
Make it easy for our employees to efficiently serve customers and build relationships by working together.

6. Initiatives

Initiatives

In alignment with the Customer Service Mandate and Guiding Principles, fifteen initiatives have been identified in the following key areas for improvement.



**Customer
Centric**

**Organization &
Change**

**Channel
Management**

Technology

Customer Centric

Overview

Recommendations in this category focus on defining the service strategies that drive enhanced customer service and experience.

1. Define Main Customer Types and Their Service Experience Characteristics

The City offers a variety of services to its customers. Fundamental to the Customer Service Strategy is the requirement for all service areas to understand the characteristics of key customer types accessing their services. This will allow each service area to tailor their customer experience and will support efficient Lean processes for timely and coordinated outcomes to drive service satisfaction.

It determines the best and “right” channels to engage each customer group and will help define a Channel Management Strategy for the City.

Examples of customer types include homeowners, small businesses, real estate developers, recreational associations etc.



Customer Centric

2. Develop Service Standards

Service standards, often in the form of a charter, set out the City’s commitment to its customers and define what they can expect when interacting with the City regardless of the channel they choose. It includes service outcomes and establishes an approach where service standards are developed and communicated to customers.

Every organization should have basic expectations for employees to provide good customer service. Customer guidelines define the standards on how we expect staff to behave when interacting with customers and other employees.

These guidelines can also set standards for how customers should interact with City staff. These guidelines should contribute to a corporate wide scorecard for service measurement.

The City offers a wide range of services, some of which are unique and complex. Service standards, including response times and actionable items vary across the service area. Some services require working with external parties, have legislative requirements or are weather dependent. Service standards should not be “one size fits all” and should be customized by the service area and in some cases by service request.

Key to the success of this initiative is working with all service areas to establish service standards, guidelines and policies that define the level of service customers can expect and their participation and validation in developing the Service Promise and Service Charter.

Customer Centric

3. Transform Business Processes to Improve the Customer Experience

There are opportunities to improve key citizen facing processes to ensure that they focus on the customer perspective and the customer experience. This initiative supports embedding the customer experience as a primary factor to consider when developing new and reviewing existing business processes to deliver enhanced and efficient services.

To provide a consistent experience, accurate information and predictable outcomes, it is essential that service delivery processes be accurately documented and understood from the customer’s perspective. This information should be readily available to all staff and will include high-level process flows, service standards, ownership and accountabilities.





Change Management directed towards employee engagement and cultural change from the outset is critical to the adoption of customer-focused service delivery.

Organization and Change

Overview

It is critical that all organizational tools, functions, and structures have a customer centric focus and that support is provided to manage the cultural implications of this transformative change.

4. Promote and Recruit for a Customer Service Attitude

The City ranks above the norm among other cities in terms of customer satisfaction based on surveys and focus groups. However, based on the same feedback received, customer service attitudes exhibited by some employees were inconsistent across channels and service areas.

Informed and empowered employees with strong customer service acumen are at the core of any successful service-based organization. This initiative will provide guidance to the development or enhancement of position descriptions and classification to support the customer service approach, including the Customer Service Strategy, Mandate and Guiding Principles.



Organization and Change

5. Introduce City Wide Customer Service Training

This initiative builds on the previous two initiatives, to ensure existing employees also reflect the desired customer service attitude to provide consistent service across departments.

A training program will be developed to reinforce a corporate customer service approach to all new and existing employees.

It will also include the development of customized course materials and the delivery of training to all employees, using a “train the trainer” approach. It is recommended that the course be delivered to new employees as part of their onboarding orientation. It is also recommended that a condensed refresher training course be delivered on a regular basis; for example, every two years.



Traditional and digital channels must work in unison as part of a 'right channeling' strategy - making the right services available through the right channels.

Channel Management

Overview

High quality execution is critical to success. These recommendations focus on ensuring effective implementation across all primary channels, providing services through the right channels to meet the different communication and channel preferences of our customers.

6. Consolidate Service Counters

Consolidating customer facing counters is a common practice in customer service delivery. It is recommended that the City explores options to consolidate counters where possible to improve the customer experience and provide a focal point for customer service counters.

Further consolidation to the façade and ground floor, as well as assessing satellite locations will provide convenient options for customers.

7. Improve Directional Signage at City Hall

Based on a review of counter operations there are opportunities to improve the ability for customers to find their way around City Hall using signage and other wayfinding approaches.

8. Improve the Welcome Desk at City Hall

The current Welcome Desk is limited to providing general information to customers at City Hall. The tools and training provided to Welcome Desk staff are not the same as that provided to 311 agents, creating differences in the level of service provided to customers. This differs from other municipalities who provide full-service counters.



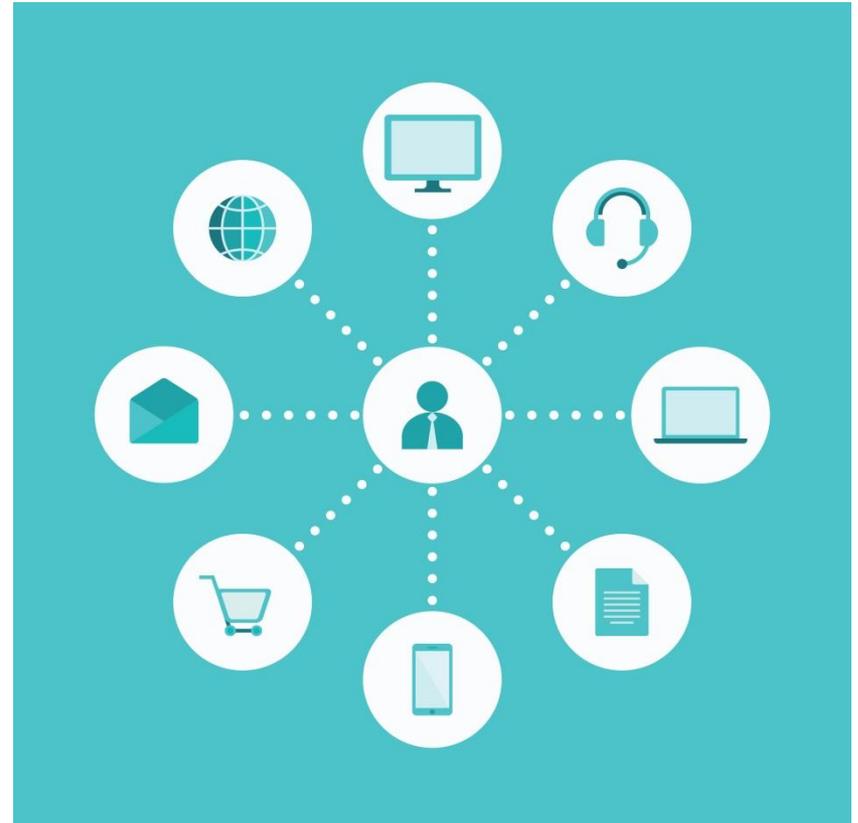
Channel Management

9. Evaluate 311 Interactive Voice Response System (IVR)

There are opportunities to promote 311 as the single contact number for City services and utilize the IVR to route calls within and across contact centres based on input selections by customers. This will reduce the numbers of calls that are transferred by agents to other centres, or call queues, to improve first contact resolution.

10. Evaluate 311 Services

Customers expect quick resolution to their inquiries. To achieve this a review will be completed to expand the service capabilities of 311 to allow for greater first contact resolution and to reduce call escalation from 311 to other service areas.



Channel Management

11. Evaluate Online Services

Once services have been categorized into common service types, they can be evaluated for digitization and conversion to web self-service for citizens. This initiative determines and prioritizes the services that can be digitized and evolved for web self-service.

12. Standardize Measurement, Reporting and Quality Assurance

The purpose of this initiative is to identify performance metrics and quality assurance measures to help guide a customer service culture, while promoting continuous improvement of efficiencies and an enhanced customer experience.



Key Performance Indicators

Reporting and Quality Assurance (QA) are key foundational elements of any corporate process improvement strategy and service transformation, showing the key metrics and reporting processes required to ensure that the service model is effective and delivering on the desired customer and City outcomes.

A number of Key Performance Indicators (KPIs) are recommended to gain insight and understanding of how well we are performing in relation to the strategic goals and objectives.

Strategic level Key Performance Indicators (KPIs) as well as Process and Operational or diagnostic metrics are recommended in the following chart.

Process and Operational Metrics

- Contact Volume by Channel
- Average Handle Time
- % within Optimum Handle Time by Channel
- Service Level or Standard
- Contact Quality (QM Score)
- % Overdue Case Processes
- % Case Completion within Standard

Key Performance Indicators

- Client Satisfaction
- Client Ease of Effort to Outcome
- Employee Job Satisfaction
- First Contact Resolution Rate
- First Level Resolution Rate
- Average Speed of Response
- % within Service Standard or Promise
- Channel Shift
- Cost per Contact by Channel and Segment

Online Self Service Priorities

Overview

The City of Mississauga has developed a number of services that are available online. A comparison of the popular services in other cities (Ottawa, Calgary, Edmonton, Boston, New York, and Chicago) shows that the City is very comparable in terms of enabling high-value online service offerings.

There are three key areas the City of Mississauga should focus online self-service priorities:

- Improvements and enhancements to existing online services
- Promotion and visibility of available online services
- Deployment of new services (see recommendation 12)

Services can be defined as online services or transactions:

- An online service is any online process that executes an action (e.g. report a pothole) or provides an outcome (e.g. register into a course) to the user.
- A transaction is an online service that has an exchange of benefit. For example, payment of a parking ticket, renewal of a pet licence. The user provides something in exchange for a result.





Using the right technology to deliver the right services will not only drive cost efficiencies but will help drive a service-centric culture.

Technology

Overview

To meet the customers rising expectations it is critical that the City has the necessary technology and solutions to provide seamless and effective service delivery across all service areas and channels.

13. Implement a Service Delivery System (Customer Relationship Management and Workflow)

Coordinated service delivery and the tailoring of citizen and business services requires the ability to track service requests as well as provide customers the status of their request through to its completion. For the City to provide these capabilities, application integration and workflow for the management of customer experience for self-service is required.

As processes are transformed for greater efficiency and improved customer experience, Mississauga will require a more integrated solution.

14. Implement a Single Sign On

Implement single sign-on for 311 agents to streamline the login process and improve operational efficiency and convenience.

15. Implement a City Wide Knowledge Base

Information is currently spread across multiple knowledge bases and information repositories within the City of Mississauga. This can result in different information on the same topic or service being provided by each service area and frontline service points. It can also increase costs and effort to maintain multiple sites of information and documentation.

The leading practice in this area now establishes a common infrastructure for information, documents and process operating procedures in order to establish a 'one version of the truth' approach to the provision of service information. This approach also allows for greater ease of maintenance of information, documents and processes.

Technology

Technology is rapidly changing how organizations deliver customer service and customers are more connected now than ever.

Leading call centres have integrated technology that allows them to optimize staff performances on a daily basis while providing a better customer service experience.

The current technology for the City's knowledge base and service request management system has not seen any major upgrades in several years. They do not maximize resources or productivity nor do they meet basic expectations such as reporting, managing customer profiles and push notifications.

The new technology will modernize the service delivery module, meet our City's commitment to excellence in customer service and deliver value for money.

The use of technology supports effective and efficient customer service operations produces the following benefits:

- Shorter wait times
- Faster and more comprehensive search
- Improve caller satisfaction
- Reducing "customer effort"
- Reduce staff training time
- Improve enterprise data/contact information
- Provide status updates on service requests
- Support efficient approach to information management
- Simplify the log-in process for 311 agents
- Enable contact centre agents to handle calls quicker

7. Customer Service Standards

Customer Service Standards

Having the right set of Key Performance Indicators (KPIs) in place is a best practice for service organizations to help understand how well they are performing in relation to their strategic goals and objectives.

Best practice suggests that there are a number of key performance indicators that should matter most to senior management to ensure efficient and cost effective operations. Identifying these KPIs and recommended targets will help drive people, process and technology decisions for service channel performance, customer experience and process efficiency.

Process and operational metrics provide service channel management with day-to-day insight and diagnostics into the operational performance at the self-service, team, agent and overall department level to manage across channels both in near-real time and for short term trend and root-cause analysis on a week-to-week/month-to-month basis.

Fundamental to performance measurement in customer experience and service management is the setting of standards and the communication of them, commonly known as a “Service Promise”, to customers where first contact resolution cannot be achieved or a complex multi-step process is involved. The Service Promise approach must be ingrained in the corporate culture of the City of Mississauga and be visible to customers. It defines the standards that set customer expectations, allows for the reporting of status and performance as well as allow for transparency in the work performed by departments on behalf of citizens and business.

Example: Our Service Promise (by service)

Our promise to our customers

- When you contact us we will respond to your inquiry and provide you with the right answer.
 - We will explain how we will handle your inquiry and when you will receive the service requested.
 - We will ensure you understand what is expected of you.
 - We encourage feedback on how we deliver services to you.
-

We are committed to offering these customer standards. We will:

- Make our services accessible.
 - Reduce waiting times.
 - Understand your needs.
 - Be clear and straightforward in our communications.
 - Keep information about services up-to-date, easy to understand and accurate.
 - Treat you with fairness and respect.
 - Protect your personal information and confidentiality.
 - Proactively offer you services based on your needs.
 - Tell you exactly what you need to do and what information we need.
 - Listen to you about ways of improving our services.
-

We aim to:

- Respond to voice-mail messages within XX.
 - Acknowledge emails within XX.
 - Respond to emails, faxes and letters within XX.
 - Ensure the website and online facilities are easy to use.
-

We ask you to:

- Tell us if your personal circumstances or requirements for a service change.
- Keep any appointment you have with us, or let us know as soon as possible if you can't.
- Treat our staff with courtesy.
- Tell us if you need to communicate with us in a different way.

8. Next Steps

Next Steps

Customer service management is a cross-functional discipline requiring a high degree of collaboration among departments and staff. To be successful, all departments must have a shared responsibility to collaborate and deliver a well-aligned customer experience across all channels. This includes consistent information and messaging, and working together to refine the value of each role in delivering end-to-end service.

A flexible governance model, supported and championed by Senior Management provides guidance, coordination and when necessary, oversight on initiatives to ensure that interdependencies and relationships among them are managed and quarterbacked to achieve the desired outcomes.

There are several options that should be explored in year three, after completing some of the initiatives. Once the groundwork is in place, such as the technology to provide the City with metrics that can help drive customer service, it is recommended that these governance options are explored.

The options can include a Community of Practice that is meant to address customer delivery services and cross-channel coordination and monitor the implementation and progress of the strategy. This would include Director's from Recreation, Parks and Forestry, Library, Communications, Revenue & MM, Office of the City Clerk, Planning & Building Enforcement, MiWay, Works & Operations

It can include a governance model to address the above stated, in addition to

- Propose an integrated work plan
- Provide strategic guidance to project work
- Ensure integration of solutions and establish linkages to other City initiatives
- Set priorities and allocate resources to initiatives
- Resolve issues and roadblocks at the project or working level

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Core Working Team:

Nigel Roberts, Manager, Digital Services and Mobility

Christine Gabany, Manager, Talent Acquisition

Wanda Day, Marketing Consultant

Jason Klomp, Manager, Client Services

Samuel Rogers, Manager, Security

Scott MacLeod, Supervisor, Forestry Contract Administration

Mary-Lou Johnston, Manager, Business Development

Anne Murphy, Area Manager, Library Services

Valerie Carty, Manager, Court Administration

Nancy Ortenburg, Manager, Customer Experience

James Docker, Strategic Advisor

Jack Hinton, Manager, Business & Customer Services

Ngozi Obuba, Management Consultant

Frank Lee, Manager, Project & Development CPS

Anahita Rane, Team Leader, City Digital Strategy

Alison Ross, Supervisor, Customer Service-Revenue

Ingrid Sulz-McDowell, Manager, Planning Services Centre

Jamie Zimmerman, Assistant Chief, Fire Prevention and Life Safety

Margaretta Jakobson, Manager, Office Services

Mary Lynn Vesey, Manager Learning and OD

Yelena Adamopolous, Supervisor, Compliance and Licensing

Acknowledgments

Steering Committee:

Bob Levesque, Manager, Works & Technical Services

Connie Mesih, Director, Revenue & Materiel Management

Ezio Savini, Director, Building

Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Geoff Marinoff, Director, MiWay - Transit

Ivana Di Millo, Director, Communications

Laura Piette, Director, Parks and Forestry

Mickey Frost, Director, Works Ops & Maintenance

Raj Sheth, Director, Facilities and Property Management

Rose Vespa, Director, Library

Shari Lichterman, Director, Recreation

Sharon Willock, Director, HR

Shawn Slack, Director, IT

Mayor's Office and Members of Council

Extended Working Team:

Diana Simpson, Accessibility Coordinator

Helen Chin-Donofrio, IT Manager, Enterprise Business Solutions

Karen Spencer, Strategic Advisor

Interviewees:

Ed Sajeki, Commissioner of Planning and Building

Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Geoff Wright, Commissioner of Transportation and Works

Janice Baker, City Manager

Paul Mitcham, Commissioner of Community Services

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Workshop Participants:

Alison Ross

Amanda Cuddy

Andrea McCloud

Anne Murphy

Brad Stoll

Brenda DeCoste

Camar Cameron

Cathleen Yoo

Cathy Onorato

Chris Kozovski

Craig Robertson

Dave Martin

Diana Simpson

Donna Curlic

Donna Rae LeBreton

Erin Boyce

Ewa Andrzejewska

Gary Pike

Gavin Longmuir

Greg Phelps

Jack Hinton

James Docker

Jamie Zimmerman

Jason Klomp

Julie Matchuk

Karen Ferreira

Kathryn Garland

Kristina Zietsma

Kulvinder Rehal

Leo Cusumano

Leslene O'Neill

Letizia DiComo

Lina van Velzen

Lisa Abbott

Lisa O'Brien

Maggie Zmichowska

Margareta Jakobson

Maria Parial-Sgambelluri

Mark Garcia

Mary Wojnarski

Matt McConnel

Mike Salatino

Mouzelle Higgs

Nancy Macdonald-Duncan

Nancy Ortenburg

Natalie Raposo

Paul Farrant

Regina Baginska

Robin Solomon

Ryerson Maybee

Samantha Earlls

Samuel Rogers

Sandra Lefrancois

Sandy Iannotta

Sonja Banic

Suzanne Main

Vu Phuong

Wendy McClymont

Yelena Adamopolous

Appendix: Customer Service Strategy - Initiative Detail

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Introduction

Service transformation such as this is typically an evolutionary journey that should progress in phases. Pressure should not be placed on departments to “jump” to a new customer service model to avoid breaks in service processes and negative impacts to customer satisfaction and overall customer experience. Building strong customer service is a continuous process.

The implementation of the initiatives outlined are spread over four years, but the customer service journey continues long after these initiatives are implemented. These changes are required to improve customer service and responsiveness of customer service delivery across all departments and service channels at the City of Mississauga.



Implementation

	Year 1				Year 2				Year 3				Year 4			
Service Delivery System	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Single Sign On	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
Knowledge Base	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█	█
City Wide Training	█	█	█	█	█	█	█	█								
311 IVR	█	█	█	█												
Recruitment for Attitude			█	█	█	█	█	█								
Online Services Review			█	█	█	█	█	█	█	█	█	█	█	█	█	█
Develop Service Standards					█	█	█	█	█	█						
Directional Signage at City Hall					█	█	█	█								
Improve Welcome Desk						█	█	█	█	█	█	█				
Define Main Customer Types									█	█	█	█				
Business Processes Review									█	█	█	█	█	█	█	█
Consolidate Service Counters									█	█	█	█	█	█	█	█
Evaluate 311 Services									█	█	█	█	█	█	█	█
Measurement, Reporting &QA													█	█	█	█

Implement a Service Delivery System (Customer Relationship Management and Workflow)

Coordinated and consistent service delivery requires the ability to track requests and provide status updates through to its completion. To provide these capabilities, a customer relationship management (CRM) system is required.

A customer relationship management (CRM) system will provide greater efficiency and improved customer experiences.

The CRM will support: customer accounts; service experience profiles; allow for more complex web self-service; enable service request tracking; status updates and notifications.

Key Activities:

- Undertake a Fit and Feasibility study to evaluate the current application infrastructure:
 - Evaluate the existing enterprise systems (particularly INFOR) ability to support customer accounts, interaction history, customer experience profiles (series of data fields that indicate key data fields that are used to manage the customer experience based on key attributes) workflows, status enablement, as well as utilize standard integration interfaces for data exchange.
 - Undertake an Opportunity Assessment to establish technology and business options for future process and customer experience requirements.
 - Explore options for procurement of new applications or required services (i.e. hosted vs. hybrid vs. owned).
- Create a roadmap that is linked to the customer service transformation objectives.
- Procure and migrate to the new architecture.

Implement a Single Sign On

There is no single sign-on in place at 311, MiWay or Recreation contact centres. At 311, agents must log into multiple unique applications (up to 12 systems) upon arrival for their shift, taking up to five minutes at the beginning of their shift before they can handle calls.

A single sign on will simplify the log-in process for 311 agents at the beginning of their shift; eliminating the need to manually enter credentials into each application (up to 12). It would also reduce Help Desk support to manage password resets for multiple applications, supporting agents if they forget their passwords for each of their applications.

Key Activities:

- Implement web or application-based single sign-on for 311.
- Identify opportunities to extend the technology to other departments.

Implement a City Wide Knowledge Base

Information is spread across multiple knowledge bases and information repositories within the City. This can result in different information on the same topic or service being provided between departments and frontline service points as well as increased costs to maintain multiple sites of information and documentation.

Leading practice in this area now establishes a common infrastructure for information, documents and process operating procedures in order to establish a one version of the truth approach to the provision service information. This approach also allows for greater ease of maintenance of information, documents and processes.

Key Activities:

- Evaluate current service knowledge bases and their structures.
 - Review their information architectures, content inventory, taxonomies and maintenance life-cycles
 - Undertake an Opportunity Assessment to establish technology and business options for a common approach to information management
- Create a corporate information strategy and requirements for a common information infrastructure and management approach for information, documents and process support for integrated channel service delivery.
- Procure and migrate to the new infrastructure.
- Establish a Knowledge Management unit to support the coordinated publishing and maintenance of content for service delivery across the main service channels.

Introduce City Wide Customer Service Training

This initiative will develop a customized training program to reinforce the corporate customer service approach across all existing employees and new hires. Informed and empowered employees with strong customer service acumen are at the core of any successful service-based organization. The program should be delivered on a regular basis to new employees as part of their onboarding orientation. It is also recommended that a condensed refresher training course be delivered on a regular basis; for example, every two years.

Key Activities:

- Develop and implement a City-wide training program to support the customer service strategy including training modules for leadership (Management Awareness), mid and front-line management (Train-the-Trainer), and employee awareness.

Evaluate 311 Interactive Voice Response System (IVR)

The City has an Interactive Voice Response (IVR) system that is used for call routing within each of the contact centres and to the Region of Peel. There are three distinct IVRs, with limited routing available from one centre to the other. Messaging is used for call avoidance during major weather events such as snow or ice storms, or seasonal business activities such as property tax assessment mail-outs.

There are opportunities to promote 311 as the single contact number for City services and utilize the IVR to route calls within and across contact centres based on input selections by customers. This will reduce the numbers of calls that are transferred by agents to other centres, or call queues, to improve first contact resolution.

Key Activities:

- Develop an update IVR design based on the following inputs:
 - Identify the top services and any related queue routings within 311
 - Identify the top call transfers to other centres or call areas. Identify routings by call queue to reduce the need to transfer callers at the destination contact centre.
 - Identify the top information calls that may be replaced by self-service messaging mailboxes
- Identify opportunities to include additional call routings in the IVR design to provide an enterprise-wide view to the customer.
- Develop an “after hours” IVR that takes into account closed contact centres hours, and provides information messaging, while including the ability to route emergency calls to after-hours agents.
- Validate the IVR designs with service areas.
- Modify the design based on input and feedback received.

Promote and Recruit for a Customer Service Attitude

The City ranks well in customer satisfaction, based on surveys and focus groups. However, based on the same feedback received, customer service attitudes exhibited by some employees are inconsistent across departments.

This initiative will provide guidance to the development or enhancement of position descriptions and classification to support the customer service approach, including the Customer Service Strategy, Mandate and Guiding Principles. There are many benefits to this including increased percentage of top-box (very satisfied) customer satisfaction and moving bottom quartile detractors into neutral or positive customer satisfaction range.

Key Activities:

- Identify the desired customer service behaviors, attitudes and characteristics.
- Develop recruitment strategy that targets candidates that match the Customer Service Recruitment Profile.
- Work with HR to ensure that desired customer service behaviors, attitudes and characteristics are reflected in the recruitment strategy.
- Work with HR to ensure Success Factors project includes making customer service a core competency requirement in the PMP.
- Review, validate and revise job descriptions and classifications to include characteristics of the Customer Service Recruitment Profile.
- Define key attributes of customer service acumen to be included in updated position descriptions. Sample attribute include:
 - Creating and maximizing memorable “Moments of Truth” experiences
 - Creating a positive first impression
 - Recover from difficult customer interactions and create a positive customer experience

Develop Service Standards

Develop service standards in the form of a charter that sets policy for customer expectations for service delivery outcomes and establishes an approach where service standards are developed and communicated for service outcomes. A Customer Charter not only enhances the focus on customer service internally and externally but it also increase the transparency of service delivery.

Every organization should have basic expectations for employees to provide good customer service. Customer guidelines define the standards on how we expect staff to behave when interacting with customers and other employees. These guidelines can also set standards of how customers should interact with City staff. These guidelines should contribute to a corporate wide scorecard for service measurement.

Key Activities:

- Work with the service areas to update and establish customer service guidelines and polices that define the level of service customers can expect.
- Include the following framework elements:
 - The service standard for every service, including hand-offs and transfers between departments
 - Special departmental service commitments
 - Identify the key customer interactions and notifications as services are delivered. This includes a policy of service status reporting/updating at key milestones. For example, ensure that all customers receive a status notification when service requests are received
- Validate and socialize the Service Promise across City stakeholders.
- Share and make available the Charter with the public.

Improve Directional Signage at City Hall

Based on a review of counter operations there are opportunities to improve the directional signage at City Hall, and address the following issues:

- Direction finding can be confusing due to the architecture of City Hall; the elevators on the façade building and the tower elevators do not stop on all floors.
- Signage at elevator banks is very long and possibly too small for the visually impaired customers.
- Planning and Building counters are difficult to find for customers.
- Compliance and licensing enforcement signage could be expanded to include the full range of services provided by the Bylaw Enforcement and Compliance Office - e.g. Charity Gaming.

Key Activities:

- Work with F & PM to ensure that the Ground Floor Modernization project includes improved wayfinding at City Hall to:
 - Identify options to enhance signage and wayfinding at City Hall
 - Identify options to better guide customers to key service counters at City Hall (e.g. information counter, Office of the City Clerk, Planning and Building)
- Identify available signage and wayfinding resources; resources could be in-house staff, and external vendors.
- Obtain approval from City for design and implementation - validate and socialize.

Define Main Customer Types and Their Service Experience Characteristics

The City offers a variety of services to citizens, businesses and organizations. Fundamental to the Customer Service Strategy is the requirement for departments to understand the characteristics of the major customer types accessing their services. This allows service areas to tailor the customer experience and Lean processes for timely and coordinated outcomes. Examples of customer types include homeowners, small businesses, real estate developers and recreational associations.

This initiative helps service areas provide a detailed definition of the desired service experience by their main customer types. It determines the best and “right” channels to engage these customers and helps define a Channel Management Strategy for the City.

Key Activities:

- Review City and service area services to identify main customer types.
- Map complete service life-cycle for each customer type that includes:
 - Key persona profiles
 - Main service area services they access or seek
 - Preferred service channels
 - Special service experience required or service standards/expectations.
- Develop a tiered channel management approach to city services that promotes online self-service and how assisted and specialized services support customers to achieving their service outcomes.
- Establish customer service guidelines and policies for each customer type that defines the level of service customers can expect and help to ensure consistent and fair treatment for all.

Transform Business Processes to Improve the Customer Experience

There are opportunities for the City to improve key citizen facing processes to ensure that they focus on the customer perspective and experience. This initiative supports the integration of customer experience with business processes in order to deliver enhanced and efficient services.

In order to provide a consistent experience, accurate information and predictable outcomes, it is essential that service delivery processes be accurately documented and understood from the customer's perspective. This information should be readily available to all staff and will include high-level process flows, service standards, ownership and accountabilities.

Key Activities:

- Create a high-level service inventory for the City that identifies service owners, customer groups, outcomes, and processes.
- Develop process maps for services and apply journey mapping techniques to ensure that processes are efficient, effective and are designed from the customer's perspective.
- Review departmental processes for customer experience and process improvement opportunities:
 - Analyze service inventory for common process types across services
 - Develop standard templates for common process types
 - Design, simplify and standardize operational processes against standard templates
 - Prioritize service processes for digitization. Examples include submittable PDF and webforms, epayment, digital signatures, electronic document storage, status and issuance. Digitized processes can then be considered for automation within applications and as an enabler to develop capabilities to support online services.

Improve Welcome Desk at City Hall

The current Welcome Desk is limited to providing general information to customers at City Hall. The tools and training provided to Welcome Desk staff is not the same as that provided to 311 agents, creating differences in the level of service provided to customers. This differs from other municipalities who provide full-service “311 type” counters.

Key Activities:

- Train staff leveraging existing 311 training materials, focusing on information calls.
- Ensure that staff at this counter have access to the technology required to service customers.

Consolidate Service Counters

There are many service counters, delivering a wide variety of services, located across multiple locations within City Hall and across the City. Within City Hall, counters are located on multiple floors and areas of the building.

Some level of integration of these counters is warranted to provide a focal point for general counter services and reduce the amount “walking about” for citizens to achieve service outcomes.

Key Activities:

- Working with City staff, or external vendor, to perform a feasibility study for consolidating customer service counters.
- This should include a cost estimate for completing the consolidations, relocations and build-out of the proposed space.
- Obtain approval from City for design and implementation – validate and socialize.

Evaluate 311 Services

311 receives general calls directed to the City, and calls directed to them by Departments to handle specific calls types on their behalf. For calls handled by 311, agents will either manage the call to completion or create a service request for the department.

This initiative is about evaluating and identifying opportunities to expand the scope of services at 311. This can include handling the current call types in different ways, or in taking on additional call types on behalf of the departments. The ultimate goal is to reduce the number of call transfers to the departments and increase first call resolution for customers.

Key Activities:

- Complete a thorough review of all call types handled by 311.
- Analyze core information and processes associated with the call types with the objective of increasing first contact resolution.
- Revise ticketing processes and escalation procedures to departments.
- Identify additional non-complex call types to be handled by 311. The criteria to select call types would remain unchanged; non-complex calls with call handle time of less than the specified number of minutes.
- For each changed call type, or new call type:
 - Refine or develop call handling procedures, knowledge base content and call monitoring quality assurance guidelines.
 - Identify updates required to Infor to implement revised or new call types; including identifying any new service request types and related service levels, routings and workflows.

Evaluate Online Services

Once services have been identified into common service types, they can be evaluated for digitization and conversion to web self-service processes that can be provided to citizens. This initiative determines and prioritizes the services that can be digitized and evolved for web self-service.

Key Activities:

- Identify potential services that are not provided online, and identify related volumes by channel (in-person, telephone).
 - Review potential services to identify if the process, and related policies, can be automated with an on-line service.
 - Identify changes to processes and policies that are needed to enable the end to end process online; for example, remove physical signature requirements from forms
 - Identify if there are customer expectations for offering the service online.
- Prioritize service processes and clusters for self-service from the service inventory.
- Develop business and technical requirements, and identify fit with current city online services technologies.
- Develop an implementation plan and approaches for online assistance that can include chat and co-browsing possibilities.

Factors for Evaluating Potential Online Services

- Identify potential services that are not provided online, and identify related volumes by channel.
- Identify services that are not regularly revised or have the potential to be decommissioned.
- Identify changes to processes and policies that are needed to enable the end to end process online; for example, remove physical signature requirements from forms.
- Identify if there are customer expectations for offering the service online. For example:
 - Does offering the service online simplify the customer experience by removing the need to phone or visit in person during workday hours?
 - Are there customer expectations for this service to be online based on their experiences with other municipalities, or with other industries?
- Develop business and technical requirements and identify fit with current city online service technologies.
- Establish a business case for development and implementation; including implementation cost, and channel shift estimate.
 - The benefit estimates must take into account both the quantitative and qualitative benefits.

For example, the quantitative benefits will include the net cost savings in shifting transactions from in-person and telephone channels to a lower cost channel. Qualitative benefits include meeting customer expectations for providing services online, and helping to make services available 24/7; outside of the City's contact centre and in-person hours of operation.
- Develop the implementation plan, including the approaches for online assistance to users.
- It is important to consider the priority given to listing and displaying the service online. Municipalities often highlight on their website the new services offered, as well as displaying a listing of the most popular online service.

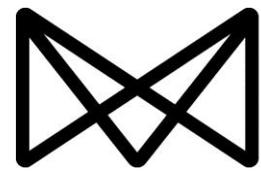
Standardize Measurement, Reporting and Quality Assurance

City departments do not currently measure key customer measures, including performance indicators and quality assurance results. The purpose of this initiative is to identify performance metrics and quality assurance measures to help guide a customer service culture, while motivating continuous improvement of efficiencies and customer experience.

Reporting and Quality Assurance (QA) are a key foundational element of any corporate process improvement strategy and service transformation, showing the key metrics and reporting processes required to ensure that the service model is effective and is delivering on the desired customer and City outcomes. Key performance indicators and reporting are established to provide a full picture of service activity and business events, providing management with consistent, timely and accurate information on operational performance across departments and service channels

Key Activities:

- Define reporting requirements that will be used to drive continuous improvement and operational excellence in a municipal government setting.
- Develop corporate and departmental customer service scorecards to promote transparency and accountability of customer service delivery.
- Establish a consistent approach to quality assurance across delivery channels.
- Establish corporate wide and department scorecard reporting to encourage the Mississauga customer service culture.
- Develop a public facing dashboard with specific KPI's that are of interest to customers for better transparency.



MISSISSAUGA

Date: 2017/10/05

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:
2017/11/01

Subject

Tourism Master Plan

Recommendation

That the recommendations contained in the Tourism Master Plan, attached as Appendix 1 to the Corporate Report dated October 5, 2017 from the Commissioner of Community Services be endorsed in principle and referred to staff to develop an implementation plan.

Report Highlights

- In July 2016, the consulting team of MDB Insights and HLT Advisory were engaged to work with staff from Recreation to develop a Tourism Destination Master Plan for the City of Mississauga. The study was funded jointly by the City and Tourism Toronto.
- The primary goal of the Tourism Destination Master Plan is to guide industry and municipal investment in developing Mississauga as a destination over the next five years – with a particular interest on visitor attractor infrastructure and physical assets related to the visitor experience. With a common vision and roadmap, industry and local government can unite around a single plan for destination development that is supported by clear strategies and governance systems for optimal implementation.
- The consultants interviewed both internal and external stakeholders, from City staff to hotel operators, BIA staff, Tourism Toronto and also compiled benchmarking information from cities across North America with similar tourism and visitor profiles.
- The plan identifies eight key strategic areas of focus, upon which the recommended actions have been developed: Tourism Product Clusters, Celebrate Community Diversity, Creative Communities, Tourism Funding and Product Investment, Tourism Brand Development, Tourism Assets, Partnerships and Alliances and Municipal Structure.
- An implementation process has been established. An implementation team will be formed to prioritize the recommendations, identify tactics and develop a reporting out process for

success. The staff team will engage stakeholders in this process from the Tourism Advisory Board.

Background

In July 2016, the consulting team of MDB Insights and HLT Advisory were engaged to work with staff from Recreation to develop a Tourism Destination Master Plan for the City of Mississauga. The study was funded jointly by the City and Tourism Toronto.

The primary goal of the Tourism Destination Master Plan is to guide industry and municipal investment in developing Mississauga as a destination over the next five years – with a particular interest on visitor attractor infrastructure and physical assets related to the visitor experience. With a common vision and roadmap, industry and local government can unite around a single plan for destination development that is supported by clear strategies and governance systems for optimal implementation.

The consultants interviewed both internal and external stakeholders, from City staff to hotel operators, BIA staff, Tourism Toronto and also compiled benchmarking information from cities across North America with similar tourism and visitor profiles.

Sport Development and Tourism currently sits within the Recreation Division. The structure within Recreation is focused primarily on the City's ability and requirement to attract and host sport competitions and events which include a tourism co-ordinator's role focused on managing visitor collateral and marketing.

The current structure supporting tourism is the result of reorganization by the City in 2013/2014 to play a more active role in tourism development. Previously, the City had opted to dissolve its own municipal tourism unit with the introduction of the newly formed Regional Tourism Organizational (RTO) structure in 2008. With Mississauga acting as a host city for the 2015 Pan Am Games, however, the City decided to bring certain aspects of tourism planning back within the municipality, with the support of Tourism Toronto.

Funding for the Tourism unit comes primarily from Tourism Toronto with support from the City in the staffing and implementation of the Sport Tourism Strategy.

Comments

The development of the Tourism Master Plan is intended to support a vision for the City of Mississauga which results in the following purpose:

- Recognition throughout Ontario as an emerging Sports and Cultural Tourism and Waterfront destination;
- Tourism impact on its economic growth and as a benefit to the community; and

- A municipal tourism structure which identifies visitor spending growth while highlighting opportunities for municipal investment.

The Tourism Master Plan has been developed within a ten-year scope as a frame of reference for identifying 8 fundamental strategic focus areas relevant to the opportunities grounded in broader visitor trends and the current tourism assets within Mississauga:

1. Tourism product clusters: Develop tourism product clusters recognized by visitors and residents alike.
2. Celebrate community diversity: Continue to invest in festival programming.
3. Creative communities: Ensure municipal planning focus on developing creative communities (for example, Downtown, Waterfront).
4. Tourism funding and product investment: Establish a mechanism for funding tourism activity: event hosting & brand recognition.
5. Tourism brand development: Utilize the current municipal brand positioning to target tourism opportunities and to develop a specific tourism marketing logo.
6. Tourism Assets: Align tourism messaging with resident communications to showcase the City's attractions, festival & events.
7. Municipal support: Create and fund an efficient structure to advance tourism opportunities for Mississauga.
8. Partnerships and Alliances: Evolve the partnership with Tourism Toronto, along with other partners, to ensure Mississauga's tourism initiatives are a priority and can be funded.

Strategic Plan

Maximizing the opportunities for Mississauga as a tourism destination allows local businesses and the economy to "Prosper" and supports the pillar of "Connect" as tourism and cultural assets complete our communities.

Financial Impact

The plan recommends that the City further leverage the funding provided to Tourism Toronto from the Ministry of Tourism, Culture and Sport to enhance regional marketing efforts. Tourism Toronto has expressed a commitment to expanding its support in order to implement the recommendations of the master plan. The impact of a hotel tax to support the funding of tourism initiatives and infrastructure could be significant; particularly given the challenges currently experienced in sourcing incentive funding for events and attractions and the limited

Mississauga participation in the GTHA's Destination Marketing Program. No new funding is being requested in the City budget for the implementation of this plan given these alternative sources of funding.

Conclusion

The Tourism Master Plan provides a framework and recommended areas of focus for the City of Mississauga in partnership with external stakeholders and Tourism Toronto to support and promote cultural, sporting and other tourism-related events and to leverage marketing to better promote the City to regional visitors.

Attachments

Appendix 1: Tourism Master Plan



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

Prepared by: Shari Lichterman, Director, Recreation



Building Better Experiences

Building Better Experiences

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Tourism Master Plan

FINAL REPORT

October, 2017

Prepared for:

Community Services Department, City of Mississauga



Prepared by:



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Acknowledgements

Mississauga City Council

Bonnie Crombie, *Mayor*

Jim Tovey, *Ward 1*

Karen Ras, *Ward 2*

Chris Fonseca, *Ward 3*

John Kovac, *Ward 4*

Carolyn Parrish, *Ward 5*

Ron Starr, *Ward 6*

Nando Iannicca, *Ward 7*

Matt Mahoney, *Ward 8*

Pat Saito, *Ward 9*

Sue McFadden, *Ward 10*

George Carlson, *Ward 11*

Mississauga Tourism Advisory Board Members

Board Chair, Pat Saito, *Ward 9 Councillor, City of Mississauga*

Carolyn Parrish, *Ward 5 Councillor, City of Mississauga*

External Members

Dixie Outlet Mall

Jerry Pollard, General Manager

Christina Avila, Marketing Director

Erin Mills Town Centre

Nance MacDonald, Vice-President

Francesca Bourré, Marketing Director

Greater Toronto Airports Authority

Lorrie McKee, Director, Public Affairs & Communications

Greater Toronto Hotel Association

Terry Mundell, President

Heritage Mississauga Board

Jayne Gaspar, Executive Director

Hershey Centre

Michael Hamilton, General Manager

Hilton Mississauga/Meadowvale

Peter Eriksson, General Manager

Peggy Corbiell, Director of Sales & Marketing

International Centre

Michael Prescott, Chief Executive Officer

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Stephanie Scott, General Manager

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Andrew Weir, Executive VP & Chief Marketing Officer

Mississauga Arts Council
Mike Douglas, Executive Director

Mississauga Board of Trade
David Wojcik, President

Mississauga Sports Council
Catherine Holland, Executive Director

Novotel Toronto Mississauga
Frank Russo, General Manager

Port Credit BIA
Amber Pajtasz, General Manager
Ellen Timms, General Manager

Rogers Communications
Jake Dheer, Station Manager

Snug Harbour Restaurant
Roy Clifton, Partner

Square One Shopping Centre (Oxford Properties Group)
Leah Walker, Manager, Guest Services

Streetsville BIA
Jocelyne Fleming Clancy, General Manager

The Waterside Inn
Toni Frankfurter, General Manager

City Staff

Paul Mitcham, Commissioner, Community Services

Shari Lichterman, Director, Recreation

Susan Amring, Director, Economic Development

Kelly Reichheld, Manager, Sport and Hershey Centre

Corey Groulx, Manager, Sport Development & Tourism

Clara Grassia, Coordinator, Sport Tourism

Ashley Travassos, Tourism Coordinator

Luisa Morrone, Executive Assistant, Ward 9

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Executive Summary

The City of Mississauga Tourism Master Plan is focused on highlighting and defining the impact, opportunities, and business trends of tourism as it relates to Mississauga, Canada's sixth largest municipality.

The Plan provides a vision for tourism in Mississauga and articulates guiding principles to align the strength of the city with the opportunity for tourism development.

The Plan is intended to define the characteristics and trends of tourism both within a broad scope and regionally within Ontario, while framing the opportunities and potential strategies around the notion of an 'Edge City' adjacent to one of Canada's most significant tourism destinations, Toronto, and located within an hour of Niagara Falls, another significant tourism destination.

The Plan identifies tourism 'product clusters' that exist currently, and through an application of enhanced municipal focus and investment, hold the potential to further develop as visitor destinations within Southern Ontario and beyond.

Cities such as Ottawa and Toronto are considered tourism destination areas. The City of Mississauga encapsulates some similarities to these cities in that the city has an enormous and growing economic base, and has successfully integrated diverse cultures from all corners of the globe, both ingredients for a healthy tourism destination.

Mississauga has exponentially grown as a municipality attributable in part to strong business development, accessible residential neighbourhoods, and being home to Canada's largest airport. This Plan will provide the tourism focus that will

augment and build on this economic success and high quality of life within the City. Having a Tourism Master Plan for the City of Mississauga is also the opportunity to elevate the discourse around the potential of tourism as an economic generator with important contributions to community development and quality of life.

Additionally, central access to a destination is a valuable tourism asset from which Mississauga has benefited due to the confluence of '400 series' highways as well as the Toronto Pearson International Airport within its borders. Proposed transit infrastructure development providing access from its core to the waterfront, as well as a potential connection from Pearson Airport to Downtown Mississauga serves to position the City at the center of Southern Ontario.

One key focus of the Plan is an analysis of the visitor 'attractor' infrastructure and supporting physical assets related to the visitor experience. The Plan highlights the potential to capitalize on existing tourism assets such as the Downtown core, the evolving waterfront development and sporting infrastructure to attract visitors.

The Plan mentions that a tourism component to the municipal structure be supported in an effort to provide a tourism lens to City initiatives. There should be advocacy for tourism opportunities within urban planning, economic development and community services as a way to support growth and development in the tourism sector of Mississauga.

The Plan identifies eight strategic focus areas for implementation over a five year period for the development and enhancement of tourism initiatives relevant to visitor's needs and tourism spending on behalf of Mississauga's partners.

Strategic Focus Areas

1. *Tourism Product Clusters*

Develop new tourism product clusters recognized by visitors and residents alike.

2. *Celebrate Community Diversity*

Continue to invest in festival programming with an emphasis on festivals that attract visitors to the community.

3. *Creative Communities*

Focus municipal planning on developing creative communities to attract visitors.

4. *Tourism Funding and Product Investment*

Develop and implement a program for funding tourism activity and infrastructure, building the City's reputation as an event host.

5. *Tourism Brand Development*

Position the Mississauga brand to target tourism opportunities and develop a tourism campaign.

6. *Tourism Assets*

Align tourism messaging with resident communications to showcase the City's attractions, festival and events.

7. *Municipal Support*

Create and fund an efficient municipal support model to advance tourism opportunities for Mississauga.

8. *Partnerships and Alliances*

Assess and develop strategic partnerships to support tourism initiatives.

1. Introduction

The City of Mississauga is Canada's sixth most populous city with a population of 721,599 as of 2016¹. Situated in Southern Ontario on the shores of Lake Ontario, Mississauga is located in the Regional municipality of Peel in the central part of the Greater Toronto Area (GTA) west of Toronto. Incorporated as a City in 1974, Mississauga is currently home to 41 of Canada's top 500 companies and 73 of Fortune 500 Canadian regional head offices. The City is also home to one of North America's largest airports, Toronto Pearson International, a strong contributor to the City's strategic position as Ontario's second largest corporate centre.

In 2013, Mississauga developed a brand positioning defined as 'Welcoming World Culture,' a strategy that differentiates itself from other municipalities in celebrating its diversity and hospitable outlook as a community. In spring 2016, the City of Mississauga commissioned the development of a Tourism Master Plan to guide potential municipal investment to develop Mississauga as a tourism destination. The Tourism Master Plan is intended to provide a five year framework for the development of a municipal structure supporting visitor needs and enhancement of tourism.



¹ Unadjusted for net Census undercoverage, Statistics Canada Census, 2016

1.1 Transforming the Community

There are both opportunities and challenges for the City of Mississauga in tourism being a major municipality in the Greater Toronto Area. Recognizing that Mississauga has a need to connect to Canada's largest city, due to the global business and tourism draw of Toronto's downtown core, this 'Edge City' must also be able to establish a sense of place as a tourism destination by establishing its' own distinct identity.

Destination development is a continuous process of coordination and development of amenities, facilities, products and services that support host communities to deliver quality experiences for visitors and enhance residents' well-being.

A range of input and perspective from representatives of sport facilities, hotels, conference centres, and City staff have been considered as part of the process. Additionally, discussions with senior staff of Tourism Toronto provided a valuable perspective on selling Mississauga as a destination. A selection of supporting source documents provided insight into tourism practices, strategies and issues facing similar cities and tourism destinations throughout North America.

The collective learning from these sources support the opportunities and recommendations that have been identified in areas such as visitor experience, product development, resident communications, and event servicing all in the effort of developing a more robust platform for future tourism growth in Mississauga.

The City of Mississauga, supported by its Vision and the five strategic pillars that guide its actions, is currently redefining the needs of its communities to match current trends in urban

development. The Tourism Master Plan will reflect the connection that community vitality plays in supporting the visitor experience and the recognition of Mississauga as a destination to explore for its open spaces and diverse neighbourhoods.

1.2 Vision

The Tourism Master Plan is intended to support a vision for the City of Mississauga with the following purposes:

- Build the City's brand recognition throughout Ontario as an emerging sports and cultural tourism and waterfront destination
- Recognize the tourism impact on its economic growth and as a benefit to the community
- Develop a municipal tourism structure which identifies visitor spending growth while highlighting opportunities for municipal investment

Mississauga is recognized throughout Ontario as an emerging multicultural destination that has redeveloped its waterfront, animated its downtown core, and protected its natural areas in welcoming visitors to the City.

1.3 Edge City

The term 'Edge City' reflects the significant expansion of suburban, residential municipalities that developed in the 1960's – 80's outside downtown cores across North America. The defining nature of an Edge City lies in its location around suburban highways and interchanges that developed out of the availability of inexpensive land and creation of housing tracts that allowed easy access to the urban employment centres.

Mississauga has evolved over six decades to become a Canadian city recognized for its relatively high standard of living and its diverse cultures. Mississauga boasts numerous head offices and a business infrastructure positioning it as a recognized economic centre in southern Ontario. It has also outgrown the 'Edge City' definition as its core has developed over the past 20 years to serve as a significant centre for commerce and culture in this highly diverse municipality.

The potential for Mississauga to grow its tourism base ties closely to both the impact of being home to Canada's largest airport (Pearson Airport welcomes over 44.3 million business and leisure passengers into the region annually from a combination of international, United States and Canadian locations), as well as its position within the confluence of Southern Ontario's 400 series highway allowing easy access from all areas within the province and bordering US states. Additionally, Mississauga is the home to two satellite higher education campuses: University of Toronto Mississauga and Sheridan College.

Cities like Mississauga located throughout North America possess a number of common elements, with respect to building a separate tourism profile and associated revenues, while located at least partially in the shadow of large metropolitan centres with a range of cultural, entertainment and retail attractions.

Many have defined their tourism product around modern professional sports facilities, destination casinos, mega entertainment attractions, or through the development of a regional convention facility. Many of these facilities located across the USA in cities, positioned similar to Mississauga,

attract sports and entertainment tourist spending to their communities. Fort Worth, Texas, San Jose, California, and East Rutherford, New Jersey, are examples of Edge Cities known for the location of professional sport stadiums or large regional casinos which draw visitors.

1.4 Tourism and Investment in Ontario

In 2015, Ontario derived over \$30 billion in tourism revenues from over 141 million visitors. Also in 2014, tourism represented 3.7% of the provincial GDP employing over 370,000 individuals or 5.3% of provincial employment.² In 2015, Toronto visitors accounted for 14.03 million overnight visitors with 2.48 million US visitors spent \$1.32 billion.

The 2014 visitor statistics³ for Ontario's Tourism Region 5 (RTO 5) comprised of Toronto, Mississauga and Brampton, shows spending of \$8.275 billion: overnight travellers spent \$6.589 billion and same-day visitor receipts equalled \$1.686 billion⁴.

In assessing the most current spending figures for RTO 5 (Toronto, Mississauga and Brampton), it is noteworthy that over one third were Visiting Friends and Relatives, reflecting the diversity of the region and a significant factor in tourism development and communications.

² See Appendices A and B

³ Ministry Tourism, Culture, Recreation and Sport RTO Profile

⁴ See Appendix A for travelers by trip purpose

2. Plan Foundation

2.1 Alignment with the City Strategic Plan

Mississauga's Strategic Plan provides the basis for all actions undertaken by the City. The Strategic Plan consists of two parts: (1) the first contains the Vision and Strategic Pillars for Change where the City has determined that change must occur to deliver the Mississauga of the future; and (2) the Action Plan that includes the actions, indicators, targets and funding approaches for each of the Strategic Pillars.

It is the intent that the Tourism Plan fulfils the goals and objectives associated with relevant Strategic Pillars, to the greatest extent possible.

Figure 2.1: City of Mississauga Strategic Pillars for Change



Source: City of Mississauga Strategic Plan, 2009

2.2 Related City Initiatives

The Tourism Master Plan also aligns with other relevant city and departmental strategic plans and initiatives ranging from the Inspiration projects, Future Directions through to other specific development plans such as Dundas Connect and Downtown 21. For more details See Appendix C.

One challenge to elevating tourism opportunities as a priority is that Mississauga is largely built out. However, each planned redevelopment project is an opportunity to include emerging tourism products that will position Mississauga as more than a residential and business destination.

There is also the recognition for the need of a Mississauga Festivals and Events Strategy⁵ to leverage economic benefits from the emerging community celebrations and popularity of the Mississauga Celebration Square. The Mississauga Culture Plan (2009) identifies specific opportunities for the City to provide non-funding support for festivals:

- Develop a “one-stop shop” to simplify an event organizer’s interactions with the City;
- Coordinate marketing and promotion beyond the profile derived from the Visitor Guide and tourism website; and
- Support developing events in the non-peak summer season.

⁵ Our Future Mississauga 2014 Action Charts

To leverage growth and economic benefits to the community, various cities have developed specific festival and events strategies to provide a framework for the growing popularity of this community activity.

Other elements for consideration cited in the Mississauga Culture Master Plan Strategy include:

- Establish an overall inclusive vision for festivals and events in the community ;
- Create a shared brand and marketing strategy for all events; and
- Make recommendations related to different, more inclusive and broader intercultural approaches to existing events.

2.3 Travellers Profile

Matching Mississauga's existing tourism product, or developing future attractions or tourism clusters within the city, requires identification and understanding of selected traveller types (i.e. those traveler types most closely matching current and potential tourism assets). Numerous commonalities exist among people of a certain age group or certain financial means; however previous research conducted by TNS, a world leader in market research, provides much more detail on the Ontario traveler, including those that originate within the province (i.e. Ontarians traveling within Ontario) or the next largest potential market, residents of US states bordering Ontario.

For this study, it is assumed that the needs of overseas international travellers to Canada do not match the current Mississauga tourism products. High profile attractions would need to be developed to draw international travellers to Mississauga.

The Ontario Tourism Marketing Partnership⁶, Travel Behaviour Study, as well as the Destination Canada Explorer Quotient research, profile inbound travel behaviour beyond the typical geographic segmentation. This work, conducted over the past five years, has aggregated important information for tourism marketers with respect to travel spending.

Ontario destinations such as Mississauga benefit from both studies of the international traveller flying into Pearson Airport and driving from US states bordering Ontario. Research from Destination Canada and Ontario Tourism Marketing Partnership help inform the City's future product development plans. The potential development of the City's waterfront, detailed in the Inspiration Lakeview/Port Credit planning documents, will offer tourism amenities that match a broader traveller segment and demographic. A potential future family attraction would increase tourist spending at both the primary attraction as well as offsite at local food, beverage, and lodging establishments.

⁶ Applying Consumer Insights to Attract North American Visitors. TNS.

The Ontario Tourism research study⁷ of travel behaviour cites the following elements in segmenting the needs and habits of short-haul travelers entering the province from the United States:

- Social and emotional needs;
- Travel experiences sought;
- Importance of travel to the individual or family; and
- Use of technology in travel.

⁷ Consumer Insight Research Traveller Segmentation

Travellers to Mississauga

For the purposes of this analysis, it is presupposed that the Ontario-based traveller driving to the GTA from a plus 2 hour driving distance, and passing through Mississauga, would

represent the similar characteristics borne by residents in bordering states such as Michigan and New York. The following characteristics represent and define four traveller segments that connect to experiences offered with the assets currently found in Mississauga:

Table 2.2: Travellers to Mississauga

Travellers	Description
Sports Lovers	Sports lovers are predominantly middle-aged men aged 35-54. This traveller is defined as a ‘Sports Lover,’ whether attending a major league game or playing a round of golf. Because of their energy and enthusiasm for sports they see themselves as more active than the typical traveller, although in reality they are also looking for rest and relaxation.
Up and Coming Explorers	‘Up and Coming Explorers’ consist of young families aged 18-34 with kids. Many have a diverse background, with 45% visible minorities and 40% immigrants. This group is recently affluent and enjoy fresh experiences such as travelling to learn and explore. Visiting friends and family is not a primary travel driver for them. While this segment often wants to be adventurous and energetic, travel experiences often start with nearby core tourist attractions.
Family Memory Builders	‘Family Memory Builders’ are couples with young children aged 35-54 years old. These Gen X-ers are parents who have built their lives around their kids. Leisure for them is all about spending quality time as a family both at home and on vacation. Travel is an opportunity to bond through playful activities and build memories together as a family.
Knowledge Seeker	Knowledge seekers are higher income couples in or nearing retirement aged 55+. They are recent empty-nesters with time and money to enjoy and travel is a part of this new lifestyle. Travel for them is about expanding their knowledge and gaining exposure to local customs. Trips usually last 8 days as they want to fully appreciate where they are and explore all aspects of history, art and culture.
Business Leisure	Business leisure travellers are very common international tourism and spend significantly on tourism within Mississauga. These travellers add leisure time to their business trips. With Pearson Airport located in Mississauga, the City has the opportunity to attract business travellers to visit Mississauga’s tourism assets.

2.4 Trends

Visiting Friends and Relatives (VFR) Travel

International or domestic travel for the purpose of visiting friends or relatives, "VFR", is a long-standing driver of tourism. VFR is correlated to immigration, as it creates expanding social cross-border networks. The impact and profile that VFR has within tourism and the recent interest in the spending of a VFR traveller mirrors the growth of immigration to Canada and the relative wealth of recent immigrants to Canada.

Tourism and immigration share similarities, as both are forms of travel and involve newcomers attempting to interpret a new environment.⁸ For many visitors, their first visit to regional destinations and neighbourhoods, attractions and festivals was inspired while visiting friends and relatives. This 'hosting' role helps inform residents of what is available on an ongoing basis in their communities. In addition, hosts often spend their own vacation with visiting friends and family within the region and spending in the local economy.

VFR tourism has become a more stable source of demand and is less prone to other factors affecting inbound tourism. In particular, seasonality, historically has had a fluctuating impact on tourism revenue.

Cultural Tourism

Cultural tourism is experiencing a cultural activity outside of the home community. In a destination like Mississauga, cultural tourists may visit a cultural festival, place of worship, galleries, or museums. The use of cultural activities and facilities to bolster a city's image, attract tourism and foster economic development has become widespread not only in traditional cultural centres and downtown cores, but also in outlying municipalities or Edge Cities. Cities have strategically invested in museums, concert halls, performing arts centres, galleries and arts districts as part of their urban development and revitalization plans.



⁸ Tom Griffin, University of Waterloo



In 2010, 22% (9.5 million) of all Ontario overnight visitors participated in arts and culture activities during their stay. 39% of US visitors and 63% of overseas international visitors participated in arts and culture activities. In addition, cultural tourists spent twice as much per trip as the typical tourist (\$667 per trip vs. \$374). Some arts and culture activities are larger drivers of travel. For example, 14% of these North American tourists were motivated to travel for music performances, 11% for theatre, and 8% for art festivals.⁹

Cultural amenities in most cities may capture tourist dollars but are more likely to offer educational programs for local residents. The desire to establish a strong city image has prompted many municipalities to invest in flagship projects in downtown areas, court elite cultural institutions and hire world-renowned architects in an attempt to “rebrand” the city. In the case of Mississauga, the success of Celebration Square in addition to the past array of cultural events at Mississauga’s waterfront and the Mississauga SportZone Campus, have created a positive impact as well as offer a focal place of cultural entertainment for its residents. The potential to leverage these events to a broader diverse population beyond its borders lies in its ability to position the City of Mississauga as a cultural hub for the emerging class of new Canadians in the GTA.

⁹ TSRC, Travel Survey of Residents of Canada, 2010

Sport Tourism

Sport tourists are more easily categorized than many other tourist classifications in that they are largely distinguished by activity, by demographic group, by the characteristics of their sport and by their performance level. Secondary factors such as gender and income levels are connected to certain sports although the current trend is for fewer and fewer gender specific sports.

The type of sport influences the number and type of sports tourists with the largest events tending to be for mass participation individual events like marathons and team sports like tournaments. Demographics of the tourist impact spending, for example, middle-aged participants may extend a sport tournament as a family getaway while younger participants may plan to only stay for the duration of the event.



Performance levels also impact spend, with attending professional sporting events typically influencing higher than participating in amateur sports. The growing diversity within Ontario's communities has helped to develop numerous sport competitions and tourism-related activity that did not exist twenty-five years ago.

Mississauga's Sport Tourism Strategy, developed in 2013, contained recommendations and action plans to enhance the City's existing sport tourism events and attract new events to Mississauga. Over the past two years, the City has hosted events within the Pan-Am Games and the Ontario Summer Games. The hosting of these signature events continues to build Mississauga's profile as one of Canada's leading sport tourism municipalities.

Business and Leisure Travel

Approximately 30% of all North American travel is business travel with the remainder categorized for leisure or personal purposes.¹⁰

Business travel is related to business leisure travellers. Nearly half of business travelers add a minimum of one personal day to most business trips. Destination marketers have begun to spend more effort in targeting business travelers in their cities to add sightseeing or cultural activities to their visits.

The potential in achieving additional visitor spending from the business and conference traveller to Mississauga is in elevating awareness of the City's tourism products with its residents and business community. The least expensive marketing tactic to the business and conference traveler is to ensure that the 'word of mouth' element within the community is utilized through awareness of cultural amenities, festivals and entertainment events, and retail options at malls and historic villages.

¹⁰ The Bleisure Report, Bridge Street Global Hospitality

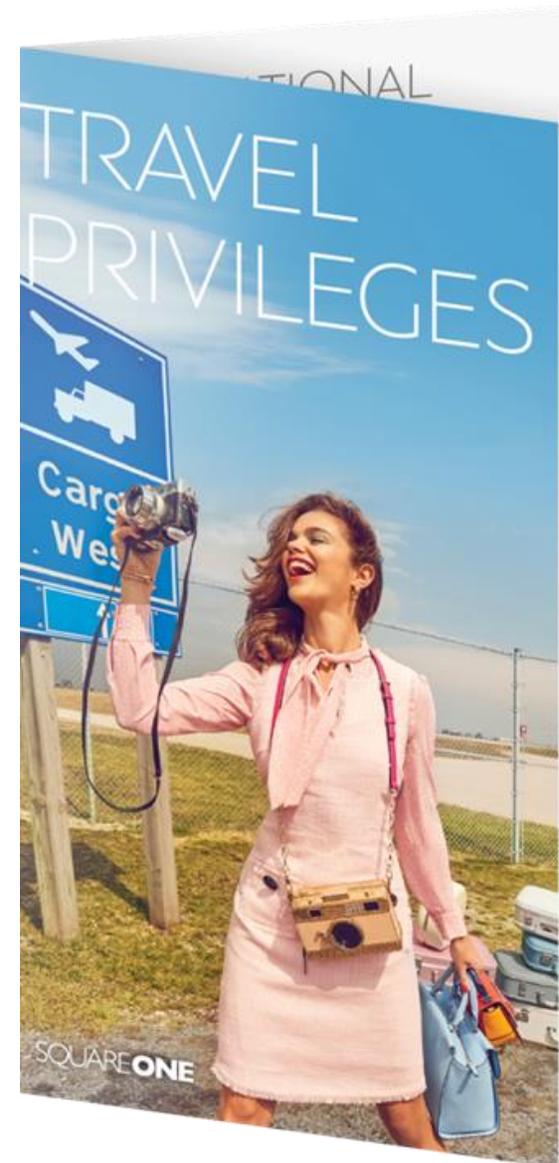
Airport Stopovers

Pearson Airport's expanding role in serving a multitude of international destinations, combined with the growth in over 8 hour stopovers, has led to the emergence of a visitor stopover market which requires access to:

- Half day hotel rates;
- Transit options to sightseeing or retail centres; and
- Shuttle options with guaranteed timing of return service.

It is recognized that the key driver in stopover trips from Pearson will be downtown Toronto or, in some cases where the stopover is of a longer duration, Niagara Falls. The proximity of Mississauga hotels (particularly those on airport grounds) and the renowned Square One Shopping Centre create viable options for stopover business, thus creating a need for future marketing directed to the airport environment.

In recognition and in response to this demand Square One Shopping Centre has invested in a Travel Privileges Program. The Travel Privileges program provides guests visiting Square One access to an exclusive assortment of retail and dining offers. Travel Privileges is available to guests traveling >60 km to visit; valid ID with address will be requested. Added to the program will be a express shuttle from Pearson International airport to Square One Shopping Centre. (Pamphlet cover shown to the right.)



2.5 Consultation Approach

The strategic process supporting the development of the Tourism Master Plan consolidated the following resources:

- Stakeholder consultation including City staff, tourism operators, tourism industry partners;
- Stakeholder Committee consultations including retail, hotel, and facility representatives;
- Tourism source documents from destinations across North America;
- Related City activities and documents;
- Previous Ontario projects conducted by consulting team on economic development, tourism strategic planning, MTCS and Tourism Toronto;
- Assessment of best practices of similar municipalities adjacent to major tourism destinations; and
- Review of the emergence of the ‘creative city’ and its impact on major cities across North America.

The research, input, and identification of key issues in this report identifies opportunities for product development and supporting amenities. This report’s aim is to ensure that product enhancements, transit access factors, and tourism investment opportunities are integrated into the objectives and processes that are currently part of the City’s governance and staffing infrastructure.

2.6 Background Studies

The research from secondary source material and tourism stakeholder interviews, suggests that Mississauga is a successful metropolitan but not a tourism destination. The City does not possess the attractions or a large hotel base in its downtown core supporting visitors as Toronto does. In recent years, the City has been positioned as a high profile sport event host capitalizing on its quality recreational facilities anchored by the increased utilization of the Mississauga SportZone Campus. An additional element supporting Mississauga’s evolving tourism profile relates to the success of its cultural festival programming reflecting its community diversity.

Analysis

A SOAR (Strengths/Opportunities/Aspirations/Results) approach was used to define the state of tourism development in Mississauga. A key component of the SOAR analysis involves defining both the potential and the current gaps in the destination’s tourism product with the intention of ensuring that product development issues are brought to the forefront of municipal planning.

Mississauga is a successful metropolitan centre which will not be defined by its tourist attractions, but will continue to attract a larger percentage of visitors to Ontario to its downtown core, Mississauga SportZone campus, and waterfront. There is potential to explore more robust funding mechanisms, including existing funding programs within Ontario’s regional tourism structure and with a visitor hotel room tax.



Competition

Municipal competition for visitor spending occurs throughout the province of Ontario, with three primary urban tourism destinations: Toronto, Niagara Falls, and Ottawa. Cities such as Mississauga, London, Markham or Hamilton fall into a second tier category of destinations driven by sporting, entertainment and meeting opportunities.

Defining Mississauga's competition for tourism can be categorized by the trip purpose. (See Table 2.5)



Table 2.5: Competition by Trip Purpose

Trip Purpose	Traveller Description	Competition	Opportunity
Pearson Airport	A visitor to the GTA who determines that a stay in the vicinity of the airport best suits their needs for convenience and access to the region	City of Toronto's airport strip or downtown Toronto	The business or leisure visitor intending to stay near the airport for the convenience
Meetings and Events	Visitors attending large meetings and events	The three largest meeting facilities in Ontario are in downtown Toronto, Niagara Falls, and Ottawa	Second tier opportunities for vendors that value the City's access to Pearson Airport, its emerging downtown and waterfront
Sport Hosting	Participants and spectators in national and regional sport events	Toronto, London, Kitchener-Waterloo, and Ottawa	Mississauga's wealth of sport facilities allows it to compete on a national and regional basis in Canada, with higher costs in Toronto and Ottawa precluding those cities from hosting opportunities
Visiting Friends Relatives (VFR)	Visiting friends and relatives for residents	Toronto, Brampton, and Markham	To communicate tourism messaging to residents who host VFRs

2.7 Municipal Best Practices

Richmond and Vancouver, BC

Recognizing that the City of Mississauga is unlikely to develop a mega professional sport or gaming facility to anchor a tourism strategy, Richmond, BC is a good city comparator. Richmond, BC is located next to Vancouver, one of Canada's best known tourism destinations with renowned amenities including Stanley Park, Granville Island, Grouse Mountain, and Coal Harbour. Richmond strategically set itself apart by looking inward to its diverse community and focusing on its sport heritage and outdoor lifestyle. Richmond's brand focus of 'Accessible, Affordable, Asian culture'¹¹ is somewhat similar to Mississauga's 'Welcoming World Culture' in identifying the strength of its community's diversity.

Similar to Mississauga, Richmond is home to the region's international airport and has the opportunity to service inbound visitors with its hotels and restaurants. Richmond is challenged by the recent the Canada Line LRT transit service which seamlessly moves airport arriving passengers from within the terminal to the core of Vancouver in 30 minutes.

Granville Island is an example of a neighborhood with a tourism draw built on culture. Vancouver's first creative community developed in the 1970's, Granville Island is Canada's long standing example of an urban community built for the design and arts industry. Punctuated with a public market, hotel brewery and a variety of restaurants, Granville Island has

¹¹ Tourism Richmond Strategic Plan

attracted tourists since its early days of development. Currently, Granville Island supports approximately 50 permanent retailers and over one hundred day vendors in stalls throughout the market selling a variety of artisan cottage-industry foods and handmade crafts on a rotating schedule. The island is home to 275 businesses and facilities that employ more than 2,500 people and generates more than \$215-million in economic activity each year.¹²

Calgary, AB

The City of Calgary takes an integrated, cross-departmental approach to tourism and broader economic development. The goals of the city include strengthening its global brand, and fostering economic diversification. However its strategy presents economic goals as inseparable from building strong communities and ensuring that everyone in the city has the opportunity to share in the city's prosperity, with tourism as one priority.

Tourism Calgary's 2016-2018 Strategic Plan ([Building Our Energy: an Economic Strategy for Calgary](#)) positions tourism development as contributing to economic and community agendas. Success requires engaging the widest cross-section of residents as city ambassadors and building tourism capacity addressing community interests, including the city's rapidly growing diversity.¹

In these resident engagement efforts, the City of Calgary works in partnership with Tourism Calgary to leverage the tourism

¹² See Appendix E for a case study on Richmond

brand position by placing the resident experience and voice at the core of the brand.

The Tourism Calgary [Brand Standards Guide \(March 2013\)](#) speak directly to the importance of connecting all tourism stakeholders, firstly residents: “The brand story needs to be infused into all organizational activities and assets (people, culture, product, packaging, facilities, marketing, customer experiences, etc.).”

Tourism Calgary recognizes the importance of resident contributions to the tourist appeal of the city (its cultural identity and diversity) and weaves the “Calgarian” voice directly into the brand key messages and imagery. For example, the brand promise reads: “Calgarians have created a dynamic city with an ever-changing list of “must-see” attractions.”

Furthermore, the Calgary brand story speaks as a “we”, “our” and/or “us” which provides residents ownership and represents a unified and truly welcoming destination to visitors:

“We’re not the city you used to know or the place you think we might be. Calgary is a new city every day. We have fresh experiences and adventures to share and new stories and memories to take home. No matter how much our city changes, we are still westerners. We haven’t lost our sense of wonder or our sense of humour. Or the sense that, since we’re all in this together, we might as well have a good time.”

As a result, both residents and visitors are able to identify themselves in the Calgary brand that enables residents to be the face of tourism and take pride in welcoming visitors to their City.

Hamilton, ON

The City of Hamilton has recently redefined its tourism strategy by embracing the city’s heritage of culture and arts. A city historically known as a centre of Canada’s steel industry combined with a recognized heritage of sport, Hamilton is currently undergoing an urban transformation that is partially defined through its cultural facilities. Hamilton has also used its role as a university town to develop a creative and technology base for a workforce housed in abandoned warehouses and manufacturing facilities. Hamilton also boasts a growing culinary industry as the downtown core is repositioned as a vibrant location for residents and visitors.¹³



¹³ See Appendix F for a case study on Hamilton

3. Delivering the Service

This section of the report introduces the key areas of focus, describes the current state of service delivery and provides a summary of public and stakeholder consultation.

3.1 Regional Structure and Approach

The Ontario Ministry of Tourism, Culture and Sport (MTCS) has established 13 Regional Tourism Organizations (RTO) of which Toronto combined with Mississauga and Brampton is RTO 5 (see map below). MTCS' provincial allocation of \$38 million includes nearly \$9.5 million to RTO 5. Toronto Tourism allocates the RTO 5 funds for global marketing and sales support.

Mississauga, as part of the RTO 5 structure, benefits from Toronto Tourism's sales force targeting meetings and events both nationally and globally.

Mississauga is part of RTO 5 that includes the cities of Brampton and Toronto with \$9 million annually going to Tourism Toronto, the RTO 5 destination marketing organization. No formal allocation by RTO municipality is mandated, although Tourism Toronto earmarks funds for specific Mississauga projects. Funds may also be accessed for specific initiatives that are deemed to drive incremental visitor spending, or to augment specified tourism product investments supporting the City's tourism infrastructure.

A typical use for such a fund is within an event bidding process where the ROI to a destination for a national sport competition is guaranteed.¹⁴

Mississauga is allocated \$400,000 of services annually, including staff support and the production of the annual Mississauga Visitor Guide. Tourism Toronto currently staffs a sales role targeting Canadian and international meetings and conventions within the GTA.

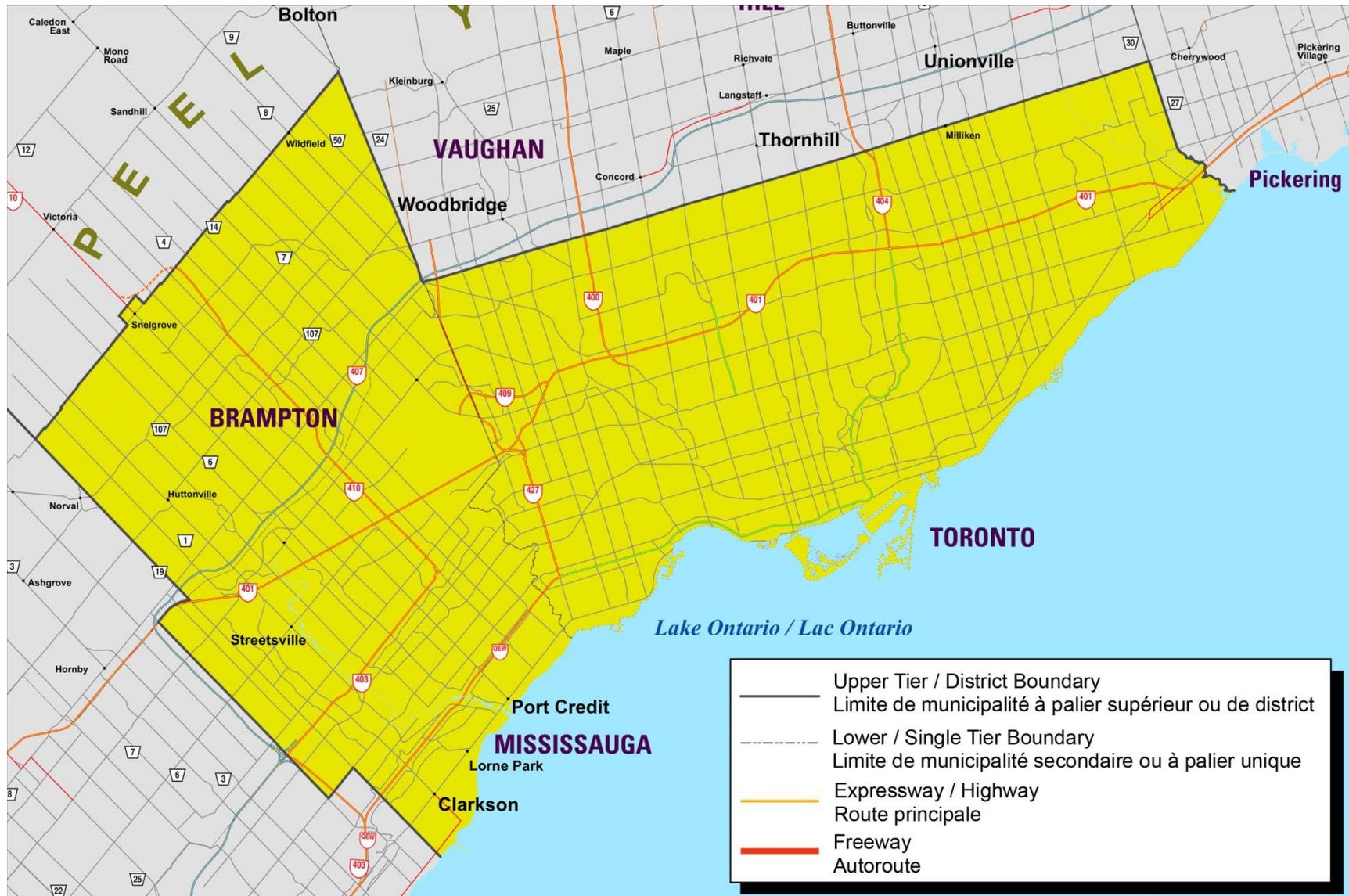
In 2016, \$22 million in revenues from the Destination Marketing Plan (DMP) collected by the Greater Toronto Hotel Association (GTHA) were allocated to the destination marketing efforts of Toronto Tourism. Currently, a small number of the 36 hotels located in Mississauga contribute to the DMP by applying a guest room tax.

Mississauga has identified a number of tourism initiatives that could be pursued if additional funding was available, including:

- Enhance the municipal structure to support sport hosting and tourism marketing;
- An increased funding envelope to use in the bidding process for events;
- Festival and event development; and
- Promotional or marketing programs elevating awareness of tourism.

¹⁴ See Appendix D for Ontario Tourism Funding

Tourism Region 05



3.2 Tourism Toronto- Mississauga West

The current partnership with Tourism Toronto involves the following activities intended to support tourism development in the City of Mississauga:

- Sourcing meetings, conferences, and conventions which can be located within a Mississauga facility;
- Business development for Mississauga hotels which participate in the Destination Marketing Plan (DMP) ;
- Utilizing sales team to source North American / global tourism sport and entertainment event opportunities for Mississauga;
- Funding and providing executional support of the printing of the Mississauga Visitor's Guide;
- Funding of tourism co-ordinator within City's Recreation department; and
- Allocation from the funding envelope of RTO 5 for specific opportunities identified by Mississauga, such as supporting the bidding process for a significant event to be secured for the City.

3.3 Marketing Positioning

Currently there is no real defined branding for Mississauga's tourism products supported by City Council. Tourism Toronto Mississauga West uses a series of sub brands from the Tourism Toronto brand. Pictured below is an image of one in the series for the Mississauga West Airport logos. Mississauga also uses the corporate brand logo along with the Discover Mississauga URL shown below.

Figure 3.3: Mississauga Brand Logos



3.4 Internal Structure and Approach

The Sport Development and Tourism unit currently sits within the Community Services Department in the Recreation Division. This structure fits with the City's experience in hosting national and regional sport competitions and liaising with local hotel, retail, and food businesses. There are three positions directly involved in the delivery of the tourism initiatives. Their primary focus is on implementing the City's Sport Tourism Strategy (2013) by attracting and hosting sport competitions and events in addition to developing and managing visitor collateral.

Under the direction of the Manager Sport Development and Tourism, are two coordinators with responsibilities as follows:

Coordinator – Sports Tourism Events

- Understand the City's sport facility infrastructure and how it can match the community needs
- Prepare and implement a Sport Event Pursuit plan through research of appropriate international, national and provincial events for Mississauga
- Prepare business cases and bid proposals for suitably matched sport tourism events for hosting potential
- Prepare Leadership Team and Council Corporate Reports in support of bid proposals
- Development and implement Sport Event Funding policies
- Act as City Liaison for all sport tourism event organizers ensuring compliance of all city policies, procedures, permits and insurance requirements
- Provide marketing support to Sport Tourism event organizers through available City promotional and social media channels

- Host sport event committee meetings where cross departmental/division support is required to host events
- Oversee the implementation of the Sport Tourism Strategy

Coordinator – Tourism Development

This role conducts research, generates and coordinates content generation for:

- Mississauga Visitor Guide
- Tourism website DiscoverMississauga.ca
- ON Travel Net
- Third party sites (e.g. TripAdvisor)
- Toronto Tourism collateral material

This role also develops and distributes standardized tourism content in support of:

- Internal City Departments
- Festival, Sport, Entertainment event organizers
- Business Improvement Areas (BIA)
- Conference facilities / event organizers

Interdepartmental Partnerships

The unit is responsible for sharing information with a variety of other internal City departments and groups, including:

- Economic Development Office
- Culture (on heritage, museums, celebration square, etc.)
- Corporate Communications (on branding, newsletters, Council communications)
- Community Development in Recreation (engagement with BIA's)
- Tourism Advisory Board (brings staff and stakeholders to the table)
- Mayor and Council

- MiWay Transit
- Parks & Forestry
- Planning & Building

3.5 Supporting Infrastructure

Pearson International Airport

Toronto Pearson International Airport attracts upwards of 44.3 million visitors annually. As one of the Mississauga's most substantial economic generators, Pearson supports Canada's second largest employment zones by generating or facilitating over 300,000 jobs clustered on its perimeter, straddling the borders of Brampton and Toronto.



This area, known as the Airport Employment Zone, serves as the physical and economic gateway between Toronto's downtown core and other major areas of job growth in Southern Ontario. The Airport Zone's impact on job creation has much to do with its location at the convergence of five 400 series highways and its economic and functional connections to Toronto Pearson.

There exists significant consumer and food and beverage spending from this vast employment cluster as the business and leisure visitor throughout the Airport environs provides an opportunity for incremental spending to the local economy.

An indirect impact from Pearson Airport can be seen in the vast connecting passenger network that has been growing over the past years. Although connecting passengers typically spend only a few hours at the airport, the increased role of Pearson as a connecting hub between the Asian and European continents has resulted in an added volume of 'long stay' connections who overnights in hotels and are afforded the opportunity to explore the surrounding areas.

Transportation

While Pearson Airport continues to expand as one of North America's largest and most strategic airports, accessibility to Mississauga's Downtown core by transit continues to be a challenge, unlike Toronto with the opening of the Union-Pearson Express connection to Toronto's core.

Delivering the Service

Future plans made public by the Greater Toronto Airport Authority (GTAA) labeled 'Pearson Connects' will provide a direct connection through Mississauga to its eastern communities. Aside from offering an alternative mode of transportation, this transit plan could enable seamless access for passengers arriving Pearson to Mississauga's core food and beverage services, Square One shopping, and hotels. Coupled with the innovative Downtown 21 plans for an emerging creative city in the core, this connection could establish Mississauga's core as a viable destination for visitors planning to stay outside of downtown Toronto.



The current Hurontario LRT transit project, estimated to be complete by 2022, will connect Brampton and Mississauga's downtown core with Mississauga's waterfront. The impact of this connection to the proposed Lakeview and Port Credit urban redevelopment lands will be significant as it allows seamless resident access to the emerging communities on the waterfront.

As future plans connect Pearson to the LRT and onwards to Port Credit GO Station, a key element of a visitor infrastructure will be in place to position the City's waterfront as an emerging

destination and alter the perception of Mississauga as a pass-thru community on the road.

Conference Facilities

The City of Mississauga has the following conference facilities that support its infrastructure.

- International Centre
- Mississauga Convention Centre
- Hilton Meadowvale Conference Centre
- Novotel Toronto Mississauga Centre

Hotels

An assessment of the City of Mississauga lodging options, excluding the two destination hotels described above (Hilton Meadowvale Conference Centre and Novotel Toronto Mississauga Centre) categorizes the 46 hotels identified as in the following table.



Table 3.5: Hotel Assets in Mississauga

Type (Number)	Description
Full Service (6)	<ul style="list-style-type: none"> • High quality amenities including meeting, function and recreation space, full meal services - highly qualified as a supporting tourism asset • Mostly servicing business travellers, conferences, social functions • Novotel Mississauga Centre (Downtown) and Waterside Inn (Port Credit) are located in defined tourism areas
Focused /Limited Service (29)	<ul style="list-style-type: none"> • A high quality product with limited conference, meal, and recreational facilities • Strong business travel product as well as weekend leisure, sport tournaments
Midscale & Economy Service (11)	<ul style="list-style-type: none"> • Basic business travel, economy minded • Leisure and sports tournaments

The location of hotels currently operating in Mississauga reflects the successful development and quantity of strategic locations/ purpose-built business parks. However, in the vicinity of deemed tourism product clusters, few hotel options exist to support an overnight visit. The number of hotel rooms available proximate to Mississauga’s three visitor product clusters cited below is a factor in positioning the city to a visitor for leisure or event purposes.

- **Downtown Core:**
Novotel Mississauga Centre(325 rooms)
- **Port Credit/Waterfront:**
Waterside Inn (93 rooms)
- **The Mississauga SportZone Campus:**
Hilton Garden Inn, Quality Inn, Days Inn (380 rooms)



3.6 Tourism Assets

The City of Mississauga is recognized for its diverse population and success in attracting global companies to its community, however, it has yet to realize the economic benefits of its tourism assets.

Tourism Assets may be categorized as ‘attractors’ or ‘supporters’ depending on the degree to which the travel or trip purpose of the visitor is affected.

The following is a summary of the asset categories in Mississauga that identify as visitor ‘attractors’ to the Travellers to Mississauga (Section 2.2):

- **Sports Lovers** who are predominately middle-aged men aged 35-54 with sports driving their travel;
- **Up and Coming Explorers** who are 18-34 year old individuals and families of diverse ethnicity;
- **Family Memory Builders** who are 35-54 year old parents focused on child activities;
- **Business Leisure** who utilize a trip for business purposes and add a day or two to their trip for business purposes; and
- **Knowledge Seekers** who are couples nearing retirement aged 55+ with a higher income entering a new phase in their lives as empty-nesters.

Matching of amenities or neighbourhoods within Mississauga to the visitor profile presupposes that the family or individual resides over 40 kilometers outside of Mississauga (day traveller) or travels from +2-3 hours distance creating the potential for an overnight stay or, at the very least, increased visitor spending within the destination.

Sport and Entertainment

A full listing of assets for Sport and Entertainment found in reflect the abundance of Mississauga's recreational facilities that are suitable for provincial or national sport competitions.

The Mississauga SportZone Campus is one of Ontario’s best known sport and entertainment venues. The combination main spectator bowl with seating for 5,400 and three NHL regulation community rinks (approximately 275 spectators in each rink), position Mississauga with any major city in Ontario, including Toronto, with respect to the hosting of amateur hockey events. This venue also has the potential to attract additional national figure skating and curling competitions due its success in operating past events.

The Mississauga SportZone campus also includes a cluster of outdoor artificial soccer pitches, natural turf cricket pitch and natural turf soccer fields that are covered by domes allowing all season use.

The SportZone Campus also boasts a Fédération Internationale de Football Association (FIFA) regulation size indoor soccer pitch which serves as a key asset in attracting regional and provincial competitions. Facilities of this quality attract top-ranked coaches and athletes to train year round in soccer, a sport that continues to grow in popularity, and one that matches the demographic diversity of the GTA.

The number of 25-metre community swimming pool assets across the City capable of hosting regional and provincial competitions place Mississauga as a top location in Ontario for water-based sports.

The City of Mississauga will continue to capitalize on its recreational assets to attract amateur sport competitions at regional and national levels. The key challenge lies in competing with other municipalities provincially and nationally that aggressively spend resources to secure events which result in profile and valuable visitor spending. Mississauga's organizational capacity and bidding expertise for mainstream sports is at a high level based on its history of acquiring events with further development required to attain similar capabilities within emerging growth of sports with ethnic participation.

Mississauga has a strong base of municipally owned facilities that support the attraction of major events creating the potential for tourism spending in the following sports:

- Ice sports
- Baseball
- Soccer
- Basketball

An emphasis on operational and visitor service standards is required to match the needs of major events that draw widespread visitors to Mississauga.

Culture

A cultural mapping exercise conducted as part of the Mississauga Culture Master Plan (2009) identified a variety of City-owned cultural facilities ranging from public libraries, public

event spaces such as Lakefront Promenade, two museums, a public art gallery and the multi-purpose Living Arts Centre.¹⁵

Additional assets offer cultural programs to residents in partnership with community organizations. Many of Mississauga's physical culture assets such as its arts and heritage facilities serve as supporting visitor attractors to the 55+ 'Knowledge Seeker' travel segment.

Mississauga Living Arts Centre, the Art Gallery of Mississauga, along with the heritage estates are more appropriately positioned as supporting attractions and of unique interest to Mississauga residents.

The City of Mississauga does, however, own and operate three primary festival venues that program cultural entertainment events that are representative of the City's diverse demographics. Celebration Square, the Mississauga SportZone Campus, and Port Credit all host cultural festivals offering entertainment targeting the visitor segments of the 'Up and Coming Explorers' and the 'Family Memory Builders.' Celebration Square has attracted over one million visitors to the City's urban core since its inception. Participation by community residents in cultural programs has resulted in over 500,000 hours of support of municipal cultural festivals and events.

¹⁵ See Appendix E for the Mississauga Tourism Assets (Festival and Events).

The development and widespread profile of the cultural festivals operating within Mississauga, clearly recognized as a tourism 'attractor' for the City, is an example of translating the community's diverse cultures into an 'export-ready' tourism asset. The success of festivals such as Carassauga, Festival of Cultures, Bollywood Monster Mashup, and Mosaic – South Asian Festival of Mississauga – has showcased and fueled



Mississauga's emerging tourism identity to a regional audience of diverse origins. Furthermore, the growing popularity and recognition of ethnic music and films in Ontario by people of all cultures and backgrounds supports the notion of an identity which supports overnight visitor spending.

Retail

'Experience Retail' is deemed to be a visitor attractor when of sufficient critical mass (retail mall or urban core) warrants a specific excursion, either a day trip or overnight stay. 'Experience Retail', exists in Mississauga with the presence of the Square One Shopping Centre in Downtown Mississauga. The recently expanded complex offering 350 stores and over 40 food and beverage outlets attracts regional visitors as well as inbound travellers residing in hotels around Pearson Airport. Square One's profile as a destination results from its size but mostly from the selection of global brand retailers located under one roof, typically not available within the region outside of the GTA.

The three historic villages of Streetsville, Clarkson, and Port Credit do not currently possess the critical mass to attract, on a significant level, the regional visitor seeking 'Experience Retail.' The historic ambience of each of these villages, coupled with their current retail mix has potential for increased profile for destination shopping, particularly in Port Credit as the waterfront development plans become a reality. Currently Port Credit possesses a mix of intriguing retail options, although most businesses are tailored to the needs of the local residents.¹⁶

¹⁶ See Appendix E for retail asset listing

Parks and Natural Areas

The Master Plan for Parks and Forestry distinguish three categories of parks: community parks, precinct parks and destination parks. Destination parks have been designated in part for their tourism potential. At the moment there are few destination parks drawing significant numbers of tourists, but plans are in place for either new parks or upgrading of existing parks by enhancing facilities and experiences that will increase their appeal to attract visitor activity.

Visitors to Ontario enjoy a multitude of options in exploring natural green space and parkland and, in most cases, target the destination parkland areas in Southern Ontario that are adjacent to wineries, natural shoreline on Lake Ontario, or more rugged terrain on the Bruce Trail. Mississauga's parks may not currently be recognized for their profile as tourism assets, primarily because of unique limited terrain that would stand out as a viable visitor attraction in comparison to surrounding locations within the province. Another predominant natural offering in Mississauga is the Waterfront Trail providing a continuous trail passing 22 parks, and Rattray Marsh, which is one of the few remaining wetlands along Lake Ontario.

Two future municipal projects with respect to parkland and natural areas include the Credit River Valley natural area and 'Inspiration Lakeview' on Mississauga's waterfront. Although the two concepts are not similar, both transformative developments will provide distinct product to attract visitors from well beyond the municipality boundaries. This project involving the development of a connected system of natural areas and parkland culminating in a future 'Heritage Route' along the Credit River, will provide a unique hiking excursion animated by

the placement of 'Feature Sites' serving as destinations along the Credit River Valley offering a specific theme and unique experience for the visitor. The Riverwood Conservancy, a component of this parkland experience, is envisioned as the central point of the visitor orientation experience, while located within easy access to Mississauga's Downtown.

The Credit Valley Trail Tourism Development Strategy which is currently underway speaks to the future development of the Credit River nature experience. This includes the creation of a 'Heritage Trail' which offers an element to the local nature experience that in the past would most likely not attract the interest of visitors to Mississauga.



Delivering the Service

However, the CVT is more than a trail. It is an underperforming and underdeveloped tourism asset with the significant potential to contribute to the well-being of those who use it as well as the communities and businesses that partner with it. The CVCF, CVC, Credit Valley Heritage Society, CVCF Friends of the Credit Valley Trail Committee and Greenbelt have recognized this potential and are taking a proactive step to enhance the CVT's competitiveness and appeal through the creation of a tourism development strategy. The strategy, in the context of the Trail Master Plan, will provide the CVT and its partners with clear direction through identification of a series of actionable tactics designed to enhance the attractiveness of the CVT for locals while at the same time attracting more overnight visitors, thus driving prosperity and economic stability throughout the entire trail system.¹⁷

Attractions

Mississauga's attractions cited in this study are high quality offerings which support the vast local family and young adult demographic residing within the Greater Toronto Area. They are recognized as highly successful enterprises, but generally do not stand alone as attractors driving an overnight visitor stay. Visitor attractions such as Great Wolf Lodge or Ripley's Aquarium in downtown Toronto utilize significant marketing budgets to attract visitors from throughout the province and bordering US states. The exception is the Mississauga SportZone Campus which hosts an assortment of sport and

entertainment events serving as a tourism destination for visitors from within Southern Ontario.¹⁸



¹⁷ See Appendix E for the asset listing of Parks and Natural Areas

¹⁸ See Appendix E for the asset listing of Attractions



Conference Facility

A key asset required in producing visitor spending to a municipality is suitable sized convention and meeting facility in close proximity to hotels, food, and beverage and retail venues. Mississauga's International Centre, is an excellent facility serving both the regional consumer and trade show market, particularly due to its location, accessibility to the 400 series highways, hotels and Pearson Airport. The International Centre attracts attendees from within the region to its expansive Halls measuring 125,500 square feet, to meeting rooms in the Conference Centre seating 40 people. This asset competes for trade and consumer shows with Toronto's Enercare Centre and, to a certain extent, with the Beanfield facility at Exhibition Place and the Metro Convention Centre in Toronto's core.



A conference facility located in Downtown Mississauga—adjacent to the business and municipal office complexes, Square One retail, and the assortment of food and beverage amenities clustered in this area—would complement the International Centre's strength as a trade and consumer show facility. Ideally such a facility could be sponsored by private sector interests and complement the International Centre rather than compete for existing business activity

Product Investment & Funding

The study acknowledges the following principles, which may guide future City of Mississauga investment in tourism assets:

- Evaluate opportunities to support the development of a privately-operated regional tourism attraction in Mississauga.
- Invest in current core tourism assets where returns have been established:

- Nurturing and developing less established community cultural festivals;
 - Sport tournament hosting;
 - Entertainment productions at Living Arts Centre, Hershey Centre Main Bowl and southern event perimeter;
 - Future Port Credit and waterfront development ; and
 - Signature' facility supporting major competitions in a growing global sport such as cricket or field hockey.
- Actively promote investment opportunities within Mississauga's Downtown core product cluster:
 - Hotel development for meetings, conference space, and mixed-use development;
 - Emerging arts and creative sector business and organizations; and
 - Culinary brands reflective of planned urban community concept .

A component of the City's Tourism Investment strategy includes supporting the increased role and profile of the BIA's. It is recognized that the future of tourism development in Mississauga is not only tied to securing signature attractions, but in empowering the BIAs to provide more support to community-based economic development particularly in the areas of local cuisine, authentic retail, and community performing arts.

The tourism strategy best employed by the City involves animating the commercial pockets of its neighbourhoods. This

animation ties to a promotional theme espousing 'Quality of Place,' targeting potential visitors from outside the region. Recognizing that the waterfront communities of Port Credit and Clarkson have the advantage of a natural draw along the lakeshore, other neighbourhoods also offer unique elements, such as ethnic cuisine in Malton and Cooksville and unique shopping in an historic setting in Streetsville.

Tourism Investment Potential

Multi-use Sport Stadium:

- mid-size open air field sports facility;
- 2,500-4,000 capacity targeting regional and national field sport competitions; and
- potential for soccer, track, field hockey, cricket.

Family Attraction:

- Water Park facility servicing customers from GTA and Southern Ontario;
- Compete with Great Wolf Lodge with better location, positioned within significantly larger trading area; and
- Private and public partnership.

Funding Tourism in Mississauga

Hotel Taxes

The majority of tourism funding at the municipal level throughout North America has been derived from either a flat fee or percentage tax to guests staying at local hotels. In the United States, these taxes are legislated at the municipal or county level. In Canada, no such municipal authority exists to impose legislated hotel room tax. As a result, the hotel

communities in several Canadian cities and beginning in the GTA created a voluntary self-assessment, referred to as a destination marketing “fee” or “program”. These proceeds are provided to local destination marketing and management authorities to use for tourism marketing purposes. Over the past couple of decades, business and leisure travellers have accepted this tourism tax on their accommodation costs.

Municipalities vary on how they spend their tourism tax, supporting either the full marketing entity or only specific opportunities that require financial support. Ontario recently announced changes to legislation which would permit municipalities to administer a hotel tax. These changes are expected to change the current tourism funding model, providing the City with a new source of funding to support an expanded tourism program.

Branding

An effective approach to promoting the visitor experience in Mississauga is in resident messaging. The foundation of Mississauga’s new brand story is built on three brand pillars, each of which effectively communicates an important element of Mississauga’s value proposition as a tourist destination:

1. Welcoming World Culture” speaks to the City’s openness, inclusiveness and sense of community. Mississauga’s rich diversity helps create a cultural mosaic and vibrant neighbourhoods which visitors are invited to explore.
2. Mississauga offers a variety of “Naturally Enriching” experiences. Whether it’s relaxing at one of the city’s

more than 480 parks or enjoying one of the City’s many festivals and street parties, there are countless unique Mississauga moments to experience.

3. Mississauga is full of “Inspiring Possibilities” that spark the imagination and fuel creativity. From exploring the City’s many unique neighborhoods to attending cultural events, Mississauga offers visitors the opportunity to discover their own path and enjoy the City’s hidden gems at their own pace.

Mississauga’s brand positioning perfectly captures the essence of Mississauga’s brand message that should be at the forefront of all festival, entertainment, and sporting promotional strategies. Together, these three brand pillars perfectly articulate Mississauga’s diversity, natural beauty, and cultural vitality while enhancing its ability to gain profile with potential visitors across Canada and globally.

The current branding program adds value to positioning Mississauga as a visitor-friendly destination by:

- Branding the urban core as Downtown Mississauga and developing its profile as North America’s next great urban centre
- Leveraging the City’s three brand pillars and encouraging ‘on-brand’ experiences throughout the City, building widespread public awareness; and
- Challenging residents and businesses to actively promote and serve as ambassadors of the brand.

In future tourism marketing efforts, there is need to develop a research-driven tourism campaign that is aligned to the City's overall brand story. The campaign would focus on developing targeted positioning and messaging for tourism overall and for residents as well as each identified traveller segment. A key element in the success of any municipal tourism effort is the ability to motivate residents to become brand advocates and promote local sites, landmarks and experiences to their circle of influence.

Messaging

Mississauga's tourism assets include the diversity of its residents and its attractive waterfront. The City's diversity is the source of its cultural celebrations, ethnic cuisine options, and development in the arts as an entertainment centre. The notion that a creative city offers certain amenities that match the needs of its residents and can be translated into a tourism asset is applicable to Mississauga. The potential exists for this urban trend to be realized in the developed city core where high density residential and mixed use projects will attract an emerging population to the amenity-rich centre of the City. Developing an attractive 'live, work, play' concept along Mississauga's waterfront will attract business segments and create a tourist destination for those visiting Toronto and the GTA.

Aligning tourism messages within various local information communication tools is a form of marketing that will help increase visitor spending. For example, Calgary has integrated western heritage and hospitality into their tourism consumer logo with the iconic Calgary White Hat, and hosts a White Hat Ceremony that attracts locals and visitors. Creating community



programs along the vein of Calgary's 'White Hat' initiative promotes both an element of civic pride and an important awareness for citizens hosting visitors from outside the region. (See Calgary [Brand Standards Guide \(March 2013\)](#))

Partnerships and Alliances

Ontario

The Ontario Tourism Marketing Partnership (OTMP) conducts marketing activities targeting potential visitors from outside the province. Events and angling are two areas targeted by the OTMP that align with Mississauga's tourism plan and specifically its 2013 Sports Tourism Strategy.

Mississauga benefits from alignment with the Ministry of Tourism, Culture and Sport particularly with respect to identifying potential tourism investments or initiatives that match its stated parameters for tourism.

This alignment has resulted in successful bids to host the following events that drew visitors to the City:

- 2016 Ontario Summer Games
- 2015 Pan Am Games (Judo, karate, taekwondo and wrestling)
- 2015 Parapan Am Games (goal ball, powerlifting and wheelchair rugby)
- 2018 Ontario +55 Summer Games.

Toronto

Recent announcements regarding hotel tax and possible changes to the Destination Marketing Program necessitate a new discussion with Tourism Toronto. Both parties should engage in an evaluation of roles, responsibilities and funding models.

Niagara

The Niagara Region, Ontario's second largest tourism destination, attracts international visitors particularly from Asia and Europe. The common component of these itineraries is a 2-3 day stay at a Toronto hotel with a one day bus excursion to Niagara Falls.

As these visitors enter Canada through Pearson Airport, there is a modest opportunity to target visitors with shorter itineraries to overnight in Mississauga. Economy tours with less expensive lodging and shorter timelines could find Mississauga attractive due to its proximity to Pearson. As such, there may be a City opportunity with Niagara tourism partners to promote the short stay options in Mississauga to its international visitors.

Canadian Sport Tourism Alliance

The Canadian Sport Tourism Alliance is a significant alliance to maintain in any tourism structure. This non-government, member-based, capacity building organization that promotes sport tourism on behalf of destinations across Canada is a valuable resource for continuing the build Mississauga's most notable tourism category.

Festival & Events Ontario

All future strategies with respect to tourism development will have the continued focus of Mississauga's cultural festivals. Continued participation with Festival & Events Ontario is an inexpensive yet valuable membership that assists in gaining profile for Mississauga as a prime location for community celebrations.

4. Strategic Focus Areas

4.1 Overview

Feedback received through the preparation of this Plan would suggest that a future tourism strategy for Mississauga should take the following into account:

- The City must continue to focus on enhancing its community lifestyle attributes that will ultimately align with visitor interests.
- The inclusion of visitor experience components in the urban planning process for future large scale urban developments within the City's core and along the waterfront are central to building Mississauga as a tourism destination.
- Investments in tourism product and related infrastructure must reflect community need and broader market demands consider investor return on investment and align to economic development criteria.
- Tourism planning, including product development and investment, related to Mississauga's visitor experience may be defined within short (1-3 years) and long term (5-10 years) parameters.

The five visitor source segments identified earlier are all currently part of Mississauga's tourism industry serving as components of the revenues enjoyed by its hotels, restaurants, cultural institutions and retail sector. The potential exists to

develop fundamental marketing strategies and tactics to connect stopover visitors, sport lovers, conference and business travellers as well as visiting friends & relatives to the City's cultural amenities, festival entertainment, and supporting hotels and food & beverage services.

The potential for future tourism investment in Mississauga is derived from the following factors:

- Ontario's Regional Tourism Organization (RTO 5) representing Mississauga has a role in supporting and potentially funding tourism investment opportunities within the region;
- The establishment of a broad-based value proposition supporting tourism investment relates to the quality of life and level of affluence enjoyed in Mississauga;
- Investments in local culture, particularly in support of assuming a nourishing role of emerging community festivals fits with current trends in developing the City's tourism base; and
- Considerations for hotel tax.

Tourism Investment opportunities may arise as a by-product of the significant global economic activity that has emerged between the Asian countries and Canada and, specifically, the province of Ontario. The diversity within the GTA lends to a natural overlap of business investment from global investors, with opportunities such as family or cultural attractions that may profile well with the demographics in the GTA.

4.2 Tourism Product Clusters

Goal: Develop tourism product clusters recognized by visitors and residents alike.

Table 4.0.1: Strategic Focus Area #1

Strategic Requirements and Actions	Timelines (years)	
	0-2	3-5
Identify tourism clusters to market and promote tourism initiative to target audiences	✓	
Define City role in determining potential for additional hotel supply (in downtown, waterfront and Mississauga SportZone Campus), including a review of zoning parameters		✓
Develop the portfolio of events at the Mississauga Sports Zone, including private sector events (e.g. concerts, entertainment events) and growing competitive sports (e.g. cricket, field hockey)	✓	
Promote the City’s reputation as a Sport Host, leveraging the growing resident participant base in a breadth of sports and establishing best practices for communicating with visitors throughout their customer journey	✓	
Leverage the visions of Inspiration Lakeview, Inspiration Port Credit and 1 Port Street, identify opportunities for tourism clusters as these waterfronts developments advance		✓

4.3 Celebrate Community Diversity

Goal: *Continue to invest in festival programming with an emphasis on festivals that attract visitors to the community*

Table 4.0.2: Strategic Focus Area #2

Strategic Requirements and Actions	Timelines (years)	
	0-2	3-5
Align festival financial support to evaluation process that furthers awareness of Mississauga’s diversity	✓	
Standardize post-event metrics and share festival successes through municipal channels	✓	
Invest in target funding support of ‘best growth’ cultural events	✓	
Initiate festival incubator program to identify ‘early development’ community cultural groups, providing support including access to resources including networking opportunities with established festival operators and online databases of best practices	✓	

4.4 Creative Communities

Goal: Focus municipal planning on developing creative communities to attract visitors

Table 4.0.3: Strategic Focus Area #3

Strategic Requirements and Actions	Timelines (years)	
	0-2	3-5
Develop a strategy to encourage and attract the tourism sector, providing the City a plan for tourism development throughout the municipal planning process		✓
Develop additional support for BIA's, as they undertake an expanded role in developing tourism opportunities		✓

4.5 Tourism Funding and Product Investment

Goal: Develop and implement a program for funding tourism activity and infrastructure, building the City’s reputation as an event host.

Table 4.0.4: Strategic Focus Area #4

Strategic Requirements and Actions	Timelines (years)	
	0-2	3-5
Implement a multi-year tourism plan with Tourism Toronto supported directly by a funding agreement	✓	
Conduct feasibility study for investment in open-air facility servicing field sports, summer entertainment, and music event hosting		✓
Develop a longer-term plan for the undeveloped site at the Mississauga Sports Centre, Southern Pad		✓
Evaluate opportunities for tourism infrastructure in the Port Credit / Waterfront area		✓
Implement municipal hotel tax	✓	

4.6 Tourism Brand Development

Goal: Position the Mississauga brand to target tourism opportunities and develop a tourism campaign.

Table 4.0.5: Strategic Focus Area #5

Strategic Requirements and Actions	Timelines (years)	
	0-2	3-5
Leverage messaging such as ‘Discover Mississauga’ to promote tourism to target markets in alignment with the City brand	✓	
Develop tourism campaigns that are aligned to the target markets	✓	
Develop a common tourism ‘key assets’ awareness plan to ensure that a consistent message is provided to residents, businesses, and business travellers with respect to the tourism assets and visitor experiences available in Mississauga	✓	

4.7 Tourism Assets

Goal: Align tourism messaging with resident communications to showcase the City's attractions, festivals and events

Table 4.0.6: Strategic Focus Area #6

Strategic Requirements and Actions	Timelines (years)	
	0-2	3-5
Promote the requirement for identified tourism assets as identified in the plan, and/or through municipal studies and research (i.e. Downtown Mississauga public- private partnership conference facility, Natural assets, Credit River / Riverwood Conservancy)		✓

4.8 Municipal Support

Goal: Create and fund an efficient structure to advance tourism opportunities for Mississauga.

Table 4.0.7: Strategic Focus Area #7

Strategic Requirements and Actions	Timelines (years)	
	0-2	3-5
Review and assess the current municipal structure supporting tourism and identify a strategy to most effectively advance tourism initiatives within the municipality.	✓	

4.9: Partnerships and Alliances

Goal: Assess and develop strategic partnerships to support tourism initiatives.

Table 4.0.8: Strategic Focus Area #8

Strategic Requirements and Actions	Timelines (years)	
	0-2	3-5
Continue to maintain and expand partnerships with agencies and municipalities where feasible to advance tourism initiatives		✓
Investigate opportunities for development of a conference facility in downtown core		✓

Conclusion

The City of Mississauga Tourism Master Plan outlines the impacts, opportunities and trends of tourism for the City in eight Strategic Focus Areas. There are many economic, social and strategic benefits that the tourism master plan for the city of Mississauga provides as a guiding document for developing the tourism sector. Collectively, these strategies highlight the potential to capitalize on existing tourism assets, while securing investment for the development of future assets.

A comprehensive action strategy will be developed and implemented to generate next steps for the eight Strategic Focus Areas. It is recommended that these steps be implemented and funded by the partnership between the City of Mississauga and Tourism Toronto, and other key stakeholders as the opportunities are identified and developed.

With the recommendations in this plan, the City of Mississauga has opportunity to pursue a vision for Mississauga as an emerging sports and cultural tourism and waterfront destination in Ontario. The plan and its recommendations will serve to support economic growth and contribute to the evolution of a prosperous City where people want to live, work and play.

Appendix

Appendix A: Visitor Spending in Ontario

Total Visitor Spending in Ontario	
Total Visitor Spending	\$48,275,712,000
Length of Stay (Visitor Spending)	
Overnight	6,589,052,000
Same-Day	1,686,659,000
Main Purpose of Trip (Visitor Spending)	
Pleasure	2,165,889,000
VFR	2,780,765,000
Shopping	172,990,900
Conventions (Personal)	60,564,500
Business	2,472,739,000
Conventions & Conferences	852,933,000
Other Business	1,619,806,000
Other Personal	622,763,000
<i>Source: Ministry of Tourism, Culture, Sport and Recreation, Ontario</i>	

Appendix B: Economic Impact of Tourism in Ontario 2015

The Economic Impact of Tourism in Ontario – 2015		
	Tourism Receipts	Visitor Spending
Spending	\$32,326,633,321	\$25,432,440,193
Total Impacts		
Gross Domestic Product (Value Added)	\$30,882,812,076	\$23,657,023,490
Employment(Jobs)	388,954	306,952
Labour Income	\$18,753,515,413	\$13,988,578,320
Government Tax Revenue	\$11,261,188,540	\$9,014,482,832
Provincial Tax Revenue	\$4,851,312,206	\$4,007,923,789
Municipal Tax Revenue	\$1,216,161,418	\$975,810,873
Federal Tax Revenue	\$5,193,714,916	\$4,030,748,170

	Tourism Receipts	Visitor Spending
Direct Impacts		
Gross Domestic Product (Value Added)	\$16,477,960,060	\$12,915,528,793
Employment (Jobs)	251,016	204,316
Labour Income	\$9,656,784,867	\$7,211,116,878
Government Tax Revenue	\$6,368,095,207	\$5,361,140,246
Provincial Tax Revenue	\$3,135,629,425	\$2,728,058,643
Municipal Tax Revenue	\$416,929,240	\$374,460,374
Federal Tax Revenue	\$2,815,536,543	\$2,258,621,229

Source: Statistics Canada: [Ministry of Tourism, Culture and Sport: The Economic Impact of Tourism in Ontario – 2015](#)

Appendix C: Related City Initiatives

Initiative	Description
Inspiration Port Credit	<p>"Our waterfront is more than a shoreline - it's a community." A master plan for a waterfront neighbourhood and a full service marina that transforms Port Credit into a waterfront village drawing new residents to an environment on the water's edge of live, work, make, learn, shop and play.</p>
Inspiration Lakeview	<p>"Reconnect all Mississauga residents to Lake Ontario and its shores." A plan to develop a continuous waterfront accessible by walkways, parkland to an urban street and block pattern connecting neighbourhoods, both within and surrounding the site. Develop Arts and Culture hub on the waterfront, an innovation business hub, as well as connecting transit to serve the emerging residential and business communities.</p>
Vision Cooksville	<p>"A walkable urban community, hosting a diverse population in a variety of housing forms." A transformation of one of Mississauga's original communities to provide a cohesive neighbourhood identity reflected in urban design, signage and public art. Include new infrastructure for transit, community services, cultural amenities, and recreation.</p>
My Malton	<p>"Create vibrant public gathering places that allow residents to come together to socialize, play and celebrate in various ways and in various places throughout Malton." A focus on a community activity hub around the Malton Community Centre and Elmcreek Park, vision an urban public square close to commercial development, and create a better diversity of retail, commercial and entertainment opportunities within the community.</p>
Dundas Connect	<p>A study on the Dundas Corridor that recommends transit modes that meet the growing demand within the Dixie road west to Winston Churchill/ Hwy 403 boundaries, with the purpose of testing several rapid transit scenarios that serve to unlock growth and development potential in one of Mississauga's key corridors.</p>
Downtown 21	<p>"A master plan designed to promote the continued evolution of a livable, compact, accessible, sustainable downtown centre for the entire city which will enhance Mississauga's competitive advantage and reputation as a forward looking community." The planned addition to the already thriving core of Mississauga provides an urban framework and amenities that will support an expanding employee and residential base, as well as solidify the notion of a true 'Downtown' for visitors to Mississauga.</p>

Appendix C: Related City Initiatives (continued)

Initiative	Description
Riverwood Conservancy	The Riverwood Conservancy, co-owned by the City of Mississauga and Credit Valley Conservation, serves as a public trail system offering access to woodlands and wetlands along the Credit River. This ecologically diverse area within the Credit Valley watershed provides a central point for parkland access complete with a visitor orientation experience located within easy access to Mississauga's Downtown.
Ontario Trails	A recent project originated by the province aims to create custom maps for handheld GPS receivers that show hiking, biking and multi-use trails in Ontario. The project also includes canoe route data. This project uses GPS track lines submitted by volunteers and government data that is redistributable.
2014 Future Directions: Parks and Forestry Master Plan	Mississauga has determined that parkland and open spaces are key to the overall urban landscape and that a framework is required to support a range of leisure activities supporting active recreation, personal hiking paths, and public gatherings. The Parks and Forestry Master Plan, offers numerous strategies to address the future development with consideration of accessible open and green space for the community, combining studies of recreation facilities, parks and forestry services,.
Credit Valley Trail (CVT) Tourism Development Strategy	The CVT is more than a trail. It is an underperforming and underdeveloped tourism asset with the significant potential to contribute to the well-being of those who use it as well as the communities and businesses that partner with it. The Credit Valley Conservation Foundation (CVC Foundation), Credit Valley Conversation (CVC), Credit Valley Heritage Society, CVC Foundation Friends of the Credit Valley Trail Committee and Greenbelt have recognized this potential and are taking a proactive step to enhance the CVT's competitiveness and appeal through the creation of a tourism development strategy. The strategy, in the context of the Trail Master Plan, will provide the CVT and its partners with clear direction through identification of a series of actionable tactics designed to enhance the attractiveness of the CVT for locals while at the same time attracting more overnight visitors, thus driving prosperity and economic stability throughout the entire trail system.

Appendix C: Related City Initiatives (continued)

Initiative	Description
Ninth Line Study	<p>The Ninth Line Lands were transferred from the Town of Milton to the City of Mississauga in 2010, and represent the “final frontier” of undeveloped land in Mississauga. The Study Area covers 350 hectares (865 acres). The City currently owns 83 hectares (205 acres).</p> <p>The emerging land use concept will include an updated functional design of the proposed 407 Transitway. The Ministry of Transportation (MTO) will initiate an Environmental Assessment (EA) for the 407 Transitway in the future, at which time all stakeholders will have the opportunity to provide comments via public consultation. An updated 407 Transitway design will provide a clearer understanding of the land requirements and alignment of the 407 Transitway in order to proceed with the Shaping Ninth Line land use project. Natural Heritage features such as wetlands, woodlots, special management areas and linkages will be added to Mississauga’s Natural Areas System. Until the study is completed, the existing Town of Milton Official Plan and Zoning By-laws apply to all the Ninth Line lands.</p>

Appendix D: Ontario Tourism Funding

Fund/Grant	Description
Celebrate Ontario	Annual program that helps new and existing Ontario festivals and events enhance their programs, activities and services to grow Ontario's tourism market. The program also supports bid and event hosting costs of major one-time events, and organizations that deliver major sport events.
Tourism Development Fund	Supports projects that result in investment attraction, product and experience development and industry capacity building.
Culture Development Fund	Seeks to strengthen cultural organizations and their leadership, helping them to increase their knowledge and skills. This will help organizations become better at what they do and more successful in achieving their mandates. Increased performance through new and innovative projects will build the capacity of the sector, leading to a stronger and more stable culture sector.
The Heritage Organization Development Grant (HODG)	Annual, statutory-based operating grant designed to promote public awareness of Ontario's rich and diverse heritage. The program provides historical societies, museums and other heritage associations, located throughout the province, with a portion of their annual operating support. Eligible recipients are non-profit bodies that are actively involved in local outreach activities such as the production of displays and promotional materials, public programs, lecture series, walking tours and special activities designed to inform and educate the general public about their community heritage.

Appendix E: Mississauga Tourism Assets

Mississauga Tourism Assets: Sport and Entertainment

Asset	Visitor Profile*					Description
	UCE	SL	BL	FMB	KS	
The Mississauga SportZone Campus community rinks/main bowl	✓		✓			Entertainment venue attracts regional audiences of all demographics for mainstream music events, as well as diverse population for cultural programming. Stand-alone product cluster, although lack of nearby supporting lodging and food and beverage services
The Mississauga SportZone Campus south		✓				Offers an indoor regulation soccer field, triple gymnasium, gymnastics centre, fitness centre and outdoor sports fields.
Mississauga Valley/Port Credit/Clarkson/Malton/Chic Murray/Carmen Corbasson		✓				Community ice rinks which are of a quality to host/share hosting of regional/provincial ice spot tournaments
Erin Meadows/Terry Fox/Frank McKechnie/River Grove/Huron Park/Glenforest/Meadowvale		✓				Community 25 metre swimming pools utilized to host regional/provincial competitions
Meadowvale Sports Park/Mississauga Valley/Courtney Park Athletics Field/Huron Park		✓				Multi-purpose (soccer, track) facilities capable of hosting regional competitions
Mississauga Marathon/Tour De Mississauga/Mississauga Dragon Boat Festival		✓				Participatory sporting events drawing from both local community and regional/provincial points.

*UCE = Up and Coming Explorers SL = Sports Lovers BL = Business Leisure FMB = Family Memory Builders KS = Knowledge Seekers

Mississauga Tourism Assets: Culture

Asset	Visitor Profile*					Description
	UCE	SL	BL	FMB	KS	
Port Credit	✓		✓		✓	Port Credit may be viewed as a visitor attractor due to its location on Mississauga's waterfront, and the signature events and festivals taking place in this community. A combination of its Port Credit Harbour access along with numerous shops and culinary offerings classify it as a summer destination for day-trippers beyond the GTA. It also possesses a convenient 4 star hotel that adds value to a regional leisure excursion.
Historic Streetsville Clarkson Village					✓	Both of these historic villages, frequented mostly by local residents throughout Mississauga, offer unique retail and culinary amenities. Streetsville's Village Square provides a unique gather place in a quaint setting.
Dundas and Hurontario	✓		✓	✓		A location that has a reputation for an abundance of ethnic culinary offerings and potentially evolving as a destination neighbourhood beyond Mississauga.

*UCE = Up and Coming Explorers SL = Sports Lovers BL = Business Leisure FMB = Family Memory Builders KS = Knowledge Seekers

Asset	Visitor Profile*					Description
	UCE	SL	BL	FMB	KS	
Mississauga Celebration Square	✓		✓			Community festival/gathering place located in Mississauga core, featuring main stage events/big screen monitor. Cultural festival and event hosting diverse segments of the community. Attracts regional and provincial visitors to annual traditional ethnic celebrations.
Living Arts Centre			✓		✓	Performing arts facility, home of Mississauga Symphony, with modest visitor attraction. Serves a supporting function, particularly for visiting business travellers.
Art Gallery of Mississauga			✓		✓	Located adjacent to Celebration Square and Square One Shopping Centre, offers high quality Arts experience
Harding Waterfront Estate/ Adamson Estate/Cawthra Elliot Estate/ Lewis Bradley Museum/ Benares Historic House					✓	Heritage Facilities located through Mississauga, serve primarily the local community.

*UCE = Up and Coming Explorers SL = Sports Lovers BL = Business Leisure FMB = Family Memory Builders KS = Knowledge Seekers

Mississauga Tourism Assets: Retail

Asset	Visitor Profile*					Description
	UCE	SL	BL	FMB	KS	
Square One	✓		✓	✓		Ontario's largest shopping centre, located in Mississauga's core. Considered a true destination facility attracting regional visitors including short-term visitors to Pearson Airport.
Erin Mills Town Centre	✓		✓	✓		Mississauga's landmark retail centers serve primarily the GTA communities. They offer valued amenities to tourist and business travellers, in terms of retail and the food and beverage category.
Sherway Gardens	✓		✓			3 major retail outlets malls serve in a viable 'tourism supporter role particularly for sport and event visitors.
Heartland Town Centre	✓		✓			Outdoor Outlet mall located near Mavis & Britannia intersection. Popular with value seeking travellers with over 2 million square feet of retail space and hosting 180 stores and restaurants.
Dixie Outlet Mall	✓					Outlet mall situated in south-east Mississauga popular with VFR travellers

*UCE = Up and Coming Explorers SL = Sports Lovers BL = Business Leisure FMB = Family Memory Builders KS = Knowledge Seekers

Mississauga Tourism Assets: Festival and Events

Asset	Visitor Profile*					Description
	UCE	SL	BL	FMB	KS	
Port Credit: Southside Shuffle Blues & Jazz Festival Buskerfest Mississauga Waterfront Festival Comedy Festival	✓		✓	✓	✓	Port Credit has built a reputation as a summer location for music and street entertainment festivals, regional draws that bring day traveller The winter Comedy Festival draws regionally with potential of overnight stay.
Streetsville: Bread & Honey Festival				✓	✓	Streetsville's new Village Square, site of the traditional Bread & Honey Festival, positions this historic village as an emerging festival attraction.
Carassauga The Mississauga SportZone Campus	✓			✓	✓	Both Carassauga and Mosaic festivals serve as visitor attractors from across the region, due to their unique music and culinary offerings
Mosaic- South Asian Heritage Festival	✓			✓	✓	Traditional and contemporary art, culture and cuisine from South Asia located at Mississauga's City Centre., attracting visitors from throughout GTA and VFR to Canada

*UCE = Up and Coming Explorers SL = Sports Lovers BL = Business Leisure FMB = Family Memory Builders KS = Knowledge Seekers

Mississauga Tourism Assets: Parks and Natural Areas

Asset	Visitor Profile*					Description
	UCE	SL	BL	FMB	KS	
Riverwood					✓	Location: Central Mississauga nestled along the east bank of Credit River
Kariya Park	✓			✓		Located in the Mississauga core: a peaceful haven from bustling city
Lakefront Promenade	✓			✓		One of largest lakefront developments in ON: dedicated to wildlife protection
Brueckner Park	✓			✓		Attractive gardens destination situated near Lake Ontario waterfront
Richards Memorial Park	✓			✓		Waterfront park with sandy beach, nature trails, forested area
Jack Darling Memorial Park	✓			✓		Waterfront park with beach access: picnic areas for 150 people
Bradley Museum Grounds					✓	Historic interior building surrounded by beautiful gardens
Benares Museum Grounds					✓	Exquisite estate with more than 160 years of history of 4 generations
Port Credit Memorial Park	✓		✓	✓		Waterfront trail, recreational park, home to summer festivals
Lakeside Park	✓			✓		Waterfront park offering splash pad, field sports on Lake Ontario
Erindale Park	✓			✓	✓	City's largest park with trails and access to the Credit River
Paul Coffey Park	✓			✓		Multi-use park showcasing the history of the Malton community

*UCE = Up and Coming Explorers SL = Sports Lovers BL = Business Leisure FMB = Family Memory Builders KS = Knowledge Seekers

Mississauga Tourism Assets: Attractions

Asset	Visitor Profile*					Description
	UCE	SL	BL	FMB	KS	
Air Combat Zone				✓		Cockpit Simulators operating jet fighters Primarily local, limited potential for regional visitor
uFly Simulator				✓		Passenger aircraft simulator Same as above
Laser Quest				✓		Interactive family entertainment numerous options throughout GTA/Southern ON
Playdium				✓		Multi-plex family high-tech entertainment options throughout GTA/Southern ON
Sky Zone Trampoline Park				✓		Unique trampoline sports venue Regional potential – add-on to sport tournaments etc.
The Mississauga SportZone Campus main bowl		✓				Multi-use sport and concert venue Specific events have regional impact (i.e.)overnight stay 20%
*UCE = Up and Coming Explorers SL = Sports Lovers BL = Business Leisure FMB = Family Memory Builders KS = Knowledge Seekers						

Appendix F: Mississauga Tourism Assets (Transportation)

Asset	Description
Pearson International Airport	Canada's largest and Busiest airport. In 2016, it handled 44,335,198 passengers and 456,536 aircraft movements, ^[5] making it the world's <u>33rd-busiest airport by total passenger traffic</u> , 22nd-busiest airport by international passenger traffic and 15th-busiest airport by flights.
400 Series	Hwy's 401, 403, and QEW Major Expressways easily accessible to and from all Tourism Clusters.
GO Transit	Milton / Lakeshore Go Train service – GO Bus routes.
Mi Way	Mississauga's Public Transit, with routes connecting to GO Transit commuter rail and intercity buses.
Hurontario LRT transit project	To be completed by 2022, will connect Brampton and Mississauga's downtown core with Mississauga's waterfront. The impact of this connection to the proposed Lakeview and Port Credit urban redevelopment lands will be significant as it allows seamless resident access to the emerging communities on the waterfront. As future plans connect Pearson to the LRT an onward to Port Credit GO Station, a key element of a visitor infrastructure will be in place to position the City's waterfront as an emerging destination, and alter the perception of Mississauga as a pass-thru community on the road.



Date: 2017/09/17

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:
2017/11/01

Subject

Hotel Tax

Recommendation

1. That the report titled "Hotel Tax" dated September 17, 2017 from the Commissioner, Corporate Services and Chief Financial Officer be received.
2. That staff be authorized to engage with stakeholders and the hotel industry on the implementation of a transient accommodations tax (hotel tax).
3. That a hotel tax at a proposed rate of 4 per cent on all Mississauga hotels effective July 1, 2018 be approved in principle, subject to the Province issuing the required regulation.

Report Highlights

- City of Toronto is proposing to implement a 4 per cent hotel tax beginning in 2018;
- Due to the proximity of Mississauga and Toronto hotels, applying a comparable rate would ensure the continued competitiveness of the hotels;
- A 4 per cent tax rate would generate approximately \$9.8 million in revenue of which 50 per cent would have to be shared with Tourism Toronto and/or another tourism organization to promote tourism in Mississauga;
- A simplified remittance model could be used similar to that used by businesses to remit GST/HST to the Canada Revenue Agency;
- July 1, 2018 implementation would allow staff to develop policies around the application of the tax to hotels;

- Staff to investigate a process of recognizing and taxing private short term vacation rentals, targeting an equivalent implementation date of July 1, 2018;
- Municipalities are awaiting a regulation from the Province prescribing how revenues are to be shared which is anticipated to be issued by year end.

Background

Municipalities have been asking for new revenue tools to meet growing financial challenges and on May 17, 2017, in response to municipalities' request, the Province enacted Bill 127, Stronger, Healthier Ontario Act (Budget Measures) 2017, providing single and lower-tier municipalities the authority to levy a transient accommodations tax (hotel tax). The legislation states that municipalities that adopt a hotel tax and have an existing Destination Marketing Fee (DMF) program in place are required to share the hotel tax revenue with the appropriate not-for-profit tourism organization in an amount that matches the total revenue generated by the existing (DMF) program. Where such a program does not exist for a municipality, at least 50 per cent of the hotel tax revenue is to be shared with the respective Regional Tourism Organization or a not-for-profit tourism organization. The Province is expected to issue a regulation with more specifics regarding the sharing formula.

In Mississauga and Toronto a voluntary 3 per cent DMF exists which is collected by hotels and amounts to approximately \$20 million to \$30 million annually. The majority of this is collected by Toronto hotels. Only two hotels in Mississauga currently participate in the program.

At the June 28, 2017 Budget Committee meeting a report was brought forward advising that there were still many unknowns regarding this tax and that nine to 12 months would be required from the date of receiving the regulation to develop a program and determine the impact of implementing the hotel tax. Municipalities are still awaiting a regulation from the Province prescribing how revenues are to be shared.

Comments

City of Toronto

The City of Toronto is considering a 4 per cent hotel tax. City of Toronto staff will be bringing a report to a committee of Council in November on the implementation of a hotel tax beginning in 2018. Toronto Council directed staff to develop a 4 per cent hotel tax. A 4 per cent rate is just slightly higher than the current DMF (three per cent including HST) and would generate net revenue for Toronto without causing an undue burden on the hotel industry relative to neighbouring jurisdictions that might not impose a tax.

Based on a report to their Executive Committee in June, Toronto staff are in the process of completing a review of the licensing and regulating of short-term rentals (e.g. Airbnb), also for

consideration by committees of Council in November. At that time Toronto will consider the appropriate tax to be applied to short-term rentals – up to 10%.

Mississauga Option

Hotel Tax Rate

According to the Municipal Property Assessment Corporation, in Mississauga there are 60 hotels with the number of rooms ranging from 30 to nearly 500 per hotel, for a total of approximately 7,500 hotel rooms. Due to the proximity of Mississauga and Toronto hotels, applying a comparable rate would ensure the continued competitiveness of the hotels. With an occupancy rate of 64 per cent and an average daily rate of \$140 per night, a 4 per cent hotel tax would generate approximately \$9.8 million in revenue annually.

Use of Funds

The initial information provided by the province indicates that fifty per cent (50%) of the hotel tax revenue must be provided to a non-profit tourism agency; in the case of Mississauga this would be to Tourism Toronto. Tourism Toronto, in discussions with City staff, has committed to entering into an agreement which would ensure that these funds would be directed back to promote tourism in Mississauga, in any manner that the City chooses. This is an important criteria for Mississauga hotels as well; given they are the stakeholder impacted by implementing this tax, they are eager to see a plan in place to use the funds to generate more hotel stays and visitors to the City.

The remaining funds (50%) collected by the City appear to have few restrictions but again it will be important to stakeholders to see these funds benefiting tourism-related initiatives and infrastructure. Examples could be to use the funds to fund the implementation of the Tourism Master Plan, capital improvements, repairs and new construction of tourism-related facilities, programs and services. For example, tourism facilities, programs and services would include Recreation, Culture, Parks & Forestry, and initiatives in Economic Development.

Municipalities are awaiting a regulation from the Province prescribing how revenues are to be shared which is anticipated to be issued by year end. The regulation is required prior to implementation.

Tourism Toronto is also designated as the Regional Tourism Organization for Mississauga, Toronto and Brampton, receiving funding of approximately \$9 million annually from the Province. The Province did confirm that this funding structure would remain unchanged with the hotel tax implementation. Tourism Toronto leverages this funding for its global sales force and marketing of the region across Canada and internationally, in addition to directly funding City of Mississauga tourism staff, marketing materials and initiatives such as the Tourism Master Plan. Tourism Toronto has committed to expanding this funding to the City of Mississauga based on the Master Plan recommendations and strategies. The current level of direct funding is

approximately \$300,000 annually to the City tourism unit and does not include funding or support to events and bids.

Stakeholder Engagement

Staff propose to engage with stakeholders such as hoteliers, the private short term vacation rental industry, Tourism Toronto, Business Improvement Areas, the Greater Toronto Hotel Association and Mississauga Board of Trade to build awareness and seek input into the administration of the proposed tax. In order to ensure the industry is prepared, communication would be provided on the administration, process and timing of implementation. Additionally, information would be conveyed on potential use of funds in the promotion of tourism in Mississauga.

Administration

Staff have determined that a simplified remittance model could be used similar to that used by businesses to remit GST/HST to the Canada Revenue Agency. Hotels would be required to complete a Municipal Accommodation Tax Return and remit it to the City on a monthly basis. Staff would follow up where returns are not remitted and perform regular audits of remittances to ensure accuracy. This model would minimize the cost of administration.

Implementation

A hotel tax on Mississauga hotels can be implemented effective July 1, 2018. This would allow time to engage the hotel industry as well as develop the necessary policies around the application of the tax (e.g., should the tax be added to the total price where amenities such as continental breakfast are built into the price or to optional amenities such as valet or room service), exemptions, refund eligibility, audit processes, late payment charges and appeals. This would also provide time for hotels to upgrade their billing systems to include this tax and implement administrative processes associated with its remittance to the City.

Private Short Term Vacation Rental Industry

Recently, Airbnb and the Government of Quebec have finalized the first-ever tax remittance agreement in Canada, which will allow Airbnb to collect and remit a 3.5 per cent tax on lodging beginning October 1, 2017. At this time there is no indication of other agreements, although there is the potential that other provinces will also pursue agreements with Airbnb.

Staff are investigating a method of identifying and taxing private short term vacation rentals and the feasibility of implementing a tax on these types of accommodations with the same target date of July 1, 2018. Without some sort of framework for short term vacation rentals it would be difficult to implement an equitable tax on these types of transient accommodations.

Financial Impact

Based on a 4 per cent hotel tax rate, revenue of approximately \$9.8 million would be generated annually of which 50 per cent would be directed to Tourism Toronto who would use the funds to promote tourism in Mississauga.

The City's portion of the revenue could be used to fund the implementation of the Tourism Master Plan, capital improvements, repairs and new construction of tourism-related facilities, programs and services including Recreation, Culture, Parks & Forestry, and initiatives in Economic Development. It would also be prudent to establish a reserve fund to address potential fluctuations in revenue; for example should there be a downturn in the economy or an event such as SARS which would affect the hotel industry. Recommendations for actual use of the funds would be brought forward to Council annually through the Budget and Business Planning process.

Implementing a simplified remittance model and through the phasing out of the Tax Vacancy Rebate Program, the Revenue and Materiel Management Division is able to undertake administration of the hotel tax with existing resources.

Conclusion

It is recommended that a hotel tax be implemented effective July 1, 2018 for hotels, using a simplified remittance model.

Fifty per cent (50%) would be directed to Tourism Toronto who would use the funds to promote tourism in Mississauga. The City's portion of the funds could be used for such things as implementing the Tourism Master Plan, capital improvements, repairs and new construction of tourism-related facilities, programs and services including Recreation, Culture, Parks & Forestry, and initiatives in Economic Development.

Taxing private short term vacation rental businesses such as those through Airbnb would also be investigated to determine if tax on these types of transient accommodations is attainable in time for July 1, 2018 implementation.

With a mid-2018 implementation, staff would be able to define administrative processes and prepare stakeholders through an engagement process and would provide hotels adequate time to change their systems and processes. Following the stakeholder engagement, staff will report back to Council on the results of the consultation, a finalized administrative process and a draft by-law.



Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Cathy Onorato, Manager, Special Projects - Revenue

Date: 2017/10/16

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:
2017/11/01

Subject

Amendments to the Animal Care and Control By-law 0098-04: Enhanced Regulation for Rescue Organizations, Trap, Neuter, Return (TNR) Programs and Animal Surrenders

Recommendation

That the Animal Care and Control By-law 0098-04, as amended, be amended as outlined in the report from the Commissioner of Transportation and Works dated October 16, 2017, and titled "Amendments to the Animal Care and Control By-law 0098-04: Enhanced Regulation for Rescue Organizations, Trap, Neuter, Return (TNR) Programs and Animal Surrenders" to incorporate the following:

1. Provide a pet licensing exemption for rescue pets in the temporary care of approved animal rescue organizations.
2. Provide an exemption on the permitted number of animals for approved animal rescue organizations and associated foster homes.
3. Provide an exemption to animals at-large for cats that are part of a City-approved trap, neuter and return program.
4. Formalize terms and conditions as part of the approval process for animal rescue organizations and approved TNR programs. Non-compliance with these terms and conditions may result in the removal of the animal rescue organization TNR program designation by the Manager of Animal Services or designate.
5. Prohibit pet abandonment or the provision of false information during the surrender of an animal to the City of Mississauga.

Report Highlights

- The operation of Animal Rescue Organizations in the City of Mississauga requires additional regulation.
- Exemptions to the four animal limit and the requirement for cat and dog licensing will

be required to assist the legal operation of Animal Rescues in the City.

- Cats identified as part of a City-approved Trap, Neuter, Return (TNR) program need to be differentiated from owned cats, which may otherwise be considered at-large.
- Regulation for the operation of Rescue Organizations and Trap, Neuter, Return (TNR) programs is required to ensure the welfare of the animals, community safety, and compliance with the provisions of the Animal Care and Control By-law 0098-04.
- There is a need to address the abandonment of unwanted animals at the Animal Services Centre and the provision of false information during the surrender of pets.

Background

Animal Rescue Organizations are recognized as charitable organizations operating as rescue and foster care providers for homeless pets. These organizations make valuable contributions to the community as lifesaving extensions for displaced, surrendered or abandoned pets in need of permanent homes. Many of these organizations also operate a Trap, Neuter, Return (TNR) program as a recognized best practice in managing feral cat colony populations.

Currently, the City's Animal Care and Control By-law 0098-04, as amended, does not recognize or regulate the operations of animal rescue organizations. However, the By-law does allow for the approval of TNR programs by the City but there is no formal approval process in place. Rescues and TNR programs have contributed significantly to animal intake reduction at the Animal Services Centre, which has contributed to dramatic improvement to animal save rates.

The practices of animal rescue organizations protect the well-being of animals and residents in Mississauga and are well-aligned with the objectives of Mississauga Animal Services.

There is currently no recourse for Animal Services to address the receipt of false information during the surrender of animals or the 'abandonment' of unwanted pets at the shelter. These acts present an additional burden to animal shelter capacity and resources, which is not offset through the collection of surrender fees. These animals are sometimes in poor health and may also require expensive veterinary care. Further, these animals are subject to a legislated holding period to allow for owner claim, which delays what would otherwise enable an expedited availability for adoption had the animal been surrendered by its owner.

Comments

Animal Services relies on the assistance of community animal rescue organizations and their foster homes to care for animals that are not ready for adoption. Animal rescue organizations and their foster care providers make substantial contributions to the community with respect to their time and effort, as well as the monetary costs incurred in caring for foster animals.

The following amendments to the Animal Care and Control By-law 0098-04, as amended, are required in order to allow animal rescue groups to operate legally:

- Part III, Section 3 (1) of the Animal Care and Control By-law requires that all dog and cat owners license their pets. It is recommended that the Animal Care and Control By-law 0098-04 be amended to exempt City approved animal rescue organizations from requiring a pet licence for foster pets in their care.
- Part V, Section 16 (1) of the Animal Care and Control By-law 0098-004, as amended, restricts the number of pets to four. It is recommended that the Animal Care and Control By-law 0098-04 be amended to exempt City approved animal rescue organizations from this four animal limitation.
- Part IV, Section 12 (3) of the Animal Care and Control By-law 0098-04, as amended, allows for the approval of TNR programs by the City but there is no formal process in place. Animal Services recommends formalizing a set of terms and conditions for approved TNR programs. This will ensure the welfare of the animals and that property standards are maintained at all times. If an approved TNR program does not comply with these conditions, the Manager of Animal Services or designate may revoke this designation.
- Part VIII, Section 26 (1) of the Animal Care and Control By-law 0098-04, as amended, restricts owned animals being at large. It is recommended that the Animal Care and Control By-law 0098-04 be amended to exempt cats from this at-large restriction that are part of a City-approved trap, neuter and return program.
- Part III, Section 7 of the Animal Care and Control By-law 0098-004, as amended, prohibits the provision of false information to the City of Mississauga in obtaining or renewing a dog or cat licence. It is recommended that the Animal Care and Control By-law 0098-004 be amended to prohibit the provision of false information to the City of Mississauga when surrendering animals to the City.

Municipal Scan

Staff benchmarked 14 Canadian municipalities to determine their policies pertaining to animal rescue organizations. The list of municipalities included Brampton, Burlington, Calgary, Hamilton, Kingston, London, Markham, Oakville, Oshawa, Ottawa, Toronto, Vancouver, Vaughan and Whitby.

Of the 14 municipalities benchmarked, 4 recognize and support animal rescue organizations. These 4 municipalities (Hamilton, London, Toronto, and Vaughan) have the following by-law provisions in common:

- Each of the municipalities' by-laws includes definitions for an animal rescue organization or rescue group.
- Each municipality employs an agreement process to approve animal rescue organizations and have the ability to terminate the agreement at their discretion.
- Each municipality allows for a by-law exemption for the number of pets per household, where the temporary fostering of pets is necessary to approve animal rescue organizations.
- There are no time restrictions on fostering a pet.

By-law Recognizes Rescue Organizations (Y/N)

MUNICIPALITY	Y/N	MUNICIPALITY	Y/N	MUNICIPALITY	Y/N
Brampton	N	London	Y	Ottawa	N
Burlington	N	Markham	N	Toronto	Y
Calgary	N	Mississauga	N	Vaughan	Y
Hamilton	Y	Oakville	N	Vancouver	N
Kingston	N	Oshawa	N	Whitby	N

Enhanced Process for Rescue Organizations and Trap, Neuter, Return (TNR) Programs

Staff has developed terms and conditions which outline the management process and criteria for approval of animal rescue organizations and the regulation of approved TNR programs. These approval processes will ensure that organizations:

- agree to the terms and conditions;
- comply with all laws as they pertain to the care and control of an animal and understand that any approved rescue organization or affiliated foster person who keeps, harbours or has control of an animal and who contravenes the law may be subject to all regulations and penalties under the law;
- allow the City to inspect foster animal records upon request;
- allow the City to inspect any premises, at any reasonable time, where more than four rescue or foster animals are being housed to ensure standards of care, property standards and that all terms and conditions of the City are being met; and,
- understand the municipality reserves the right to revoke "animal rescue organization" or approved TNR status for any reason or at any time they deem fit.

Abandonment and Provision of False Information During Surrenders

The acts of abandonment and provision of false information during pet surrenders can result in an additional burden to capacity and resources of the animal shelter, which is not offset through the collection of surrender fees, and where these animals are sometimes in poor health and/or physical condition and may require significant costs to provide necessary veterinary care. Further, these animals are subject to a legislated holding period, which is meant to allow a time period for owner claim. However, by not being processed through the proper surrender process, these animals must endure a longer stay period before they can be made available for adoption, resulting in strain on shelter capacity and resources, as well as unnecessary stress, greater exposure for illness and possible prolonged suffering for the animal.

Housekeeping

Further to these amendments, staff recommends the following housekeeping amendments:

- Part V, Section 12 (3) Change 'Trap, Neuter, Release' to 'Trap, Neuter, Return';
- Part V, Section 17 (a) Change 'Ontario Veterinary Association' to 'College of Veterinarians of Ontario'.

Financial Impact

There will be no financial impact to the City. The support for the operation of animal rescues and Trap, Neuter, Return (TNR) programs has been ongoing. Additional administrative requirements are expected to be minimal.

Conclusion

Staff recommends that the Animal Care and Control By-law 0098-04, as amended, be amended to incorporate the recommendations outlined in this report.



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

Prepared by: Jay Smith, Manager, Animal Services

Date: 2017/10/18

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:
2017/11/01

Subject

Port Credit and Clarkson On-Street Parking Fees – Request for Fee Holiday (Ward 1 & Ward 2)

Recommendation

1. That General Committee provide direction regarding the Port Credit Business Improvement Area's request to waive on-street parking charges within the Port Credit Business Improvement Area for the month of December 2017.
2. That General Committee provide direction regarding waiving on-street parking charges in Port Credit outside the Port Credit Business Improvement Area for the month of December 2017.
3. That General Committee provide direction regarding the Clarkson Business Improvement Area's request to waive on-street parking charges within the Clarkson Business Improvement Area for the month of December 2017.

Background

The Christmas shopping season is important to the success of the Port Credit and Clarkson Business Improvement Areas (BIA's). The retail members of these BIA's must compete with shopping malls and plazas that do not charge for parking.

The Transportation and Works Department is in receipt of requests from the Port Credit BIA and the Clarkson BIA to waive on-street parking charges within their respective areas during the month of December 2017. This would allow customers of the respective BIA's to park at no cost. Both BIA's Board of Directors feel that this initiative will be well received by the community and will assist their member businesses during the holiday season.

Comments

Parking charges function as a tool to manage parking demand and create additional streams of revenue to offset the cost of parking maintenance and the development of new parking facilities. Developing and maintaining parking is costly, particularly with respect to the purchase of land and the construction of parking structures. While some funding for potential new parking infrastructure is collected through the Payment-in-lieu of Parking (PIL) program in various parts of the City, additional funding is generated through the implementation of parking charges.

Parking charges are implemented throughout the commercial district of Port Credit through a program of individual parking meters and parking pay and display machines (multi-bay pay-and-display ticket spitters) located within the lay-bys along Lakeshore Road East, Port Street East, and on each side street adjacent to the commercial developments. Parking charges in Clarkson are implemented in two lay-by's along Lakeshore Road West through pay and display machines.

Pay for parking is used to regulate prime storefront parking through enforcement of a maximum three-hour parking duration. This encourages more frequent vehicle turnover, which is necessary to ensure that prime storefront parking spaces are available for customers. Long-term customer and employee parking are encouraged in the municipal parking lots located throughout the BIA's. Removal of the charge for parking would also remove the incentive for employee and long-term parking customers to use the off-street parking lots.

As identified in City of Mississauga By-Law 518-92, the Port Credit BIA boundary ends at approximately 50 meters (164 feet) north of Lakeshore Road East between Stavebank Road and Hurontario Street. The BIA's request to waive paid parking in Port Credit only applies to the BIA area as identified in City of Mississauga By-Law 518-92. The new paid parking area 50 meters north of Lakeshore Road East, between Stavebank Road and Hurontario Street is located outside the BIA boundary and direction on whether to waive paid parking in this area is also required.

To facilitate the waiving of parking charges in the Port Credit BIA and Clarkson BIA, Transportation and Works Department staff would 'bag' the parking meters and pay and display machines on Thursday, November 30, 2017 and 'un-bag' the parking meters and pay and display machines on Tuesday, January 2, 2017.

Financial Impact

Parking charges waived within the BIA's during the month of December would result in an estimated gross revenue loss of \$45,500 if all parking meters are bagged for the month or \$37,500 if only parking meters within the BIA boundaries are bagged. These funds would not be

realized in the Parking Reserve funds. Operational costs associated with the affected pay and display machines for the month of December, which will still need to be assumed by the City, are \$5,850 to \$8,320.

Conclusion

The Port Credit Business Improvement Area and the Clarkson Business Improvement Area have requested that parking charges be waived within their respective districts for the month of December to coincide with the Christmas shopping season. Waiving parking fees within the BIA's will result in an estimated parking gross revenue loss of \$45,500 or \$37,500 and a decrease in the funds realized in the Parking Reserve Fund for Port Credit, as well as impact the ability stimulate on-street parking turnover.

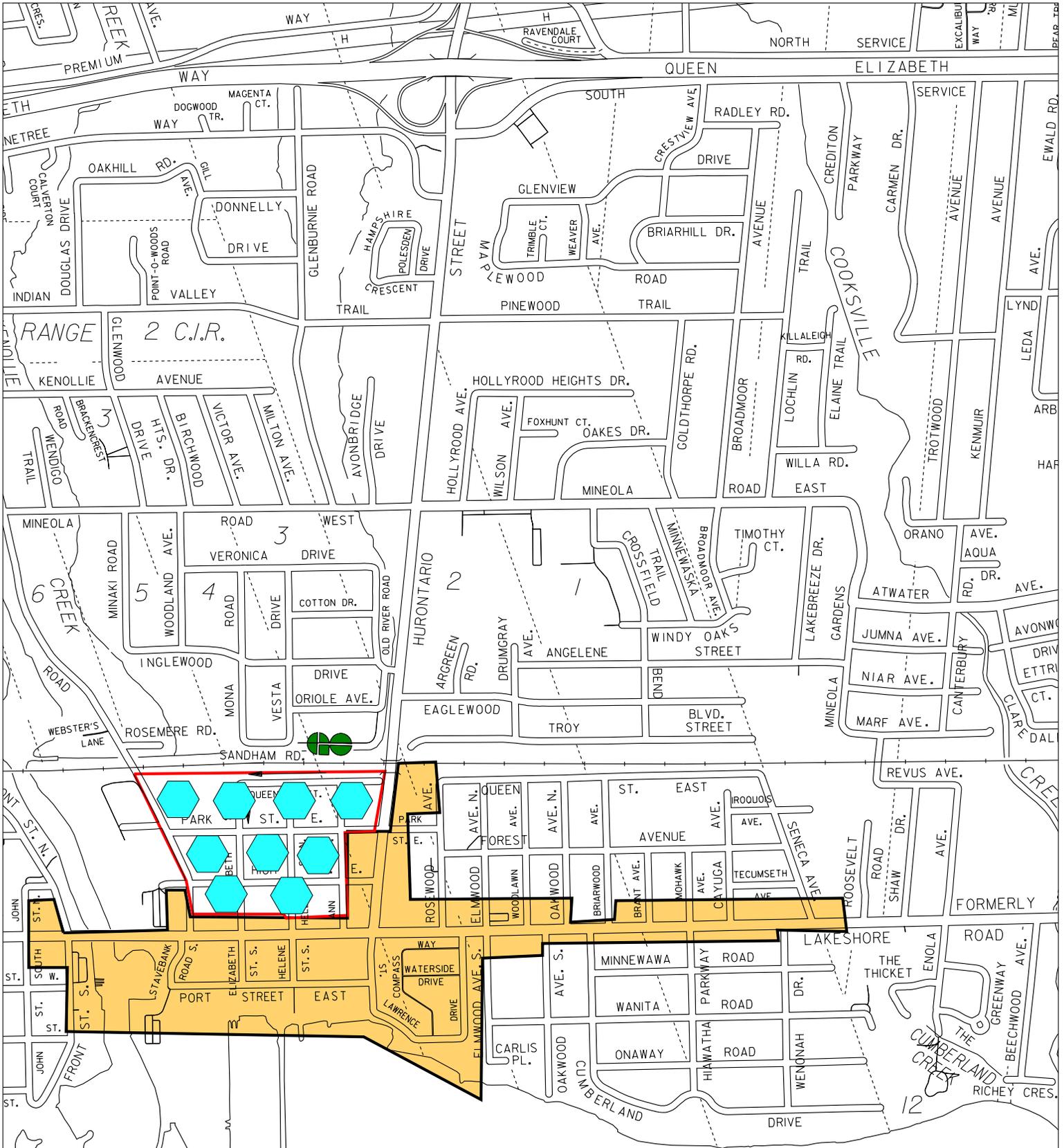
Attachments

Appendix 1: Port Credit BIA Boundary Limits



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

Prepared by: Tomasz Brzeziak, C.E.T., Parking Coordinator

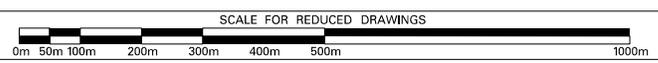


-  Paid Parking outside BIA boundary
-  Existing BIA boundary



**Transportation and Works
Works Operations & Maintenance**

**Port Credit BIA Boundary Limits
(Ward 1)**



Date: 2017/10/18

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:
2017/11/01

Subject

Streetsville - Paid Parking Implementation (Ward 11)

Recommendation

1. That a by-law be enacted to amend By-law 555-2000, as amended, to implement paid parking on Queen Street South between Barry Avenue and Kerr Street as outlined in the report from the Commissioner of Transportation and Works, dated October 18, 2017, entitled "Streetsville - Paid Parking Implementation (Ward 11)".
2. That a by-law be enacted to amend By-law 555-2000, as amended, to implement paid parking in Municipal Parking Lot #9 as outlined in the report from the Commissioner of Transportation and Works, dated October 18, 2017, entitled "Streetsville - Paid Parking Implementation (Ward 11)".

Report Highlights

- At peak utilization parking occupancy on Queen Street is 90%.
- At peak utilization parking occupancy in Municipal Parking Lot #9 is 91%.
- Transportation and Works proposes that the existing high density free on-street parking on Queen Street between Barry Avenue and Kerr Street be converted to paid parking.
- An on-street parking fee structure of \$1.50 per hour for the first two hours of parking and \$2.00 for the third hour of parking from Monday to Saturday, between 10:00 a.m. to 9:00 p.m., and Sunday between 12:00 p.m. (noon) to 6:00 p.m. will allow for a consistent level of parking availability by stimulating parking turnover.
- Transportation and Works proposes that the highly utilized Municipal Parking Lot #9, located at the centre of Streetsville, be converted to paid parking.
- As a result of the proposed implementation of paid parking, the total gross revenue from Streetsville on-street and off-street paid parking operations is estimated to be \$140,000 for the first full year of operations in 2018, which will offset the cost of implementation and operation of the paid parking infrastructure.

Background

Municipal on-street and off-street parking is currently free in Streetsville. On-street parking in prime locations along Queen Street is operated as free two-hour parking between 9:00 a.m. and 5:00 p.m., and free three-hour parking after 5:00 p.m. Free off-street parking is available at six Municipally Operated parking lots in Streetsville, with time stay restrictions ranging from two hours to four hours during the day.

Continued intensification, minimal vehicle turnover and limited availability of convenient parking in the core of Streetsville are growing concerns for the Streetsville Business Improvement Association (BIA). In order to better manage these concerns, the Streetsville BIA and its board members are requesting the implementation of paid parking in Streetsville.

Comments

Charging for parking is a tool to help manage parking demand and encourage parking space turnover, which is beneficial for local businesses. Paid parking also creates additional streams of revenue to offset costs related to parking infrastructure maintenance and new parking facility developments. Developing new parking facilities and maintaining existing parking is costly, particularly the purchase of land and the construction of new parking structures. Parking charges have been an effective management tool for parking in the Downtown, Clarkson, Cooksville and Port Credit for many years.

Parking occupancy surveys were completed in Streetsville in order to confirm parking demand and occupancy rates. The study area included on-street parking on Queen Street between Barry Avenue and Kerr Street, and five municipal parking lots located closest to the centre of Streetsville. A location map is attached as Appendix 1.

On-street parking occupancy rates of 85% or below are optimal for avoiding traffic congestion that is caused when drivers are required to circle to locate an available parking space. In Streetsville, the average on-street occupancy rate is 87% with a peak utilization of 90%, making it necessary for drivers to search for a vacant space. The average occupancy rate within the Municipal Parking Lots included in the study was 74%. However, Municipal Parking Lot #9, which is located at the centre of Streetsville had the highest average occupancy rate of 88% with a peak utilization of 91% during operating hours. Overall, the Municipal Parking lots in Streetsville are well utilized, especially in the afternoon when occupancy rates increase.

Paid parking is used to manage and control this type of congestion by causing quicker turnover of parking spaces and encouraging long-term parking to occur in off-street parking lots. Faster turnover of short-term parking spaces will make parking in the area more usable for local businesses and their customers.

Meetings were held with the BIA Executive and the BIA's extended membership to establish an implementation plan. The business owners that attended the meetings agreed that competitively-priced public parking is now necessary in Streetsville in order for the businesses to thrive. In addition, a direct communication to solicit feedback on the implementation of paid parking in Streetsville was sent to all Streetsville BIA members via email and only one response was received by Municipal Parking.

This report seeks approval to implement the changes as outlined in Phase One. The recommendations outlined in Phase Two will not be implemented at this time and staff are targeting to report to General Committee on Phase Two in the fall/winter of 2018. Further information on Phase One and Two are provided in the following sections of this report.

Phase One: On-street and off-street paid parking

The Municipal Parking section worked with the Streetsville BIA and its Board Members to develop a Phase One Implementation Plan that serves the needs of the businesses, their patrons and the community. Municipal Parking recommends implementing paid parking on Queen Street between Barry Avenue and Kerr Street as follows:

PROPOSED: Paid Parking Hours of Operation and Fees

Timing	Fees
On-street parking Monday to Saturday, 10:00 a.m. to 9:00 p.m. Sunday, 12:00 p.m. (noon) to 6:00 p.m.	\$1.50 per hour for the first two hours of parking and \$2.00 for the third hour of parking. (three hour maximum)

Effective parking management typically requires the designation of higher rates for prime parking spaces where frequent vehicle turnover is desired. Conversion of the existing high density free on-street parking located along Queen Street between Barry Avenue and Kerr Street, as detailed in Appendix 2 to paid parking will improve the management of the parking in the area by dispersing parking demand evenly throughout the Municipal Parking network in Streetsville.

Municipal Parking recommends implementing off-street paid parking in Streetsville as follows:

PROPOSED: Municipal Parking Lot #9 Paid Parking Hours of Operation and Fees

Timing	Fees
Off-Street parking Monday to Friday, 6:00 a.m. to 9:00 p.m. Sunday, 12:00 p.m. (noon) to 6:00 p.m.	\$1.50 per hour for the first two hours of parking and \$2.00 for the third hour of parking. (three hour maximum)

The conversion of on-street parking along Queen Street to paid parking will cause an increase in use of the area's off-street parking lots. Implementing paid parking in Municipal Parking Lot #9, as detailed in Appendix 3, will ensure that long-term parking demand is dispersed to other Municipal Parking Lots in Streetsville where parking will continue to remain free.

The ward Councillor and the Streetsville BIA support these changes in parking.

Phase Two: Off-Street Paid Parking and Additional On-Street Paid Parking

Staff are targeting a report to General Committee in the fall/winter of 2018 on the second phase of parking revisions. The second phase may involve implementing paid parking in the remaining Municipal Parking lots located throughout Streetsville, as well as adjacent local roads, and will be developed and implemented in consultation with the ward Councillor and local stakeholders.

Financial Impact

The cost of the new pay and display machines required to implement paid parking on Queen Street between Barry Avenue and Kerr Street, as well as Municipal Parking Lot #9, can be accommodated in the 2017 Transportation and Works Department capital budget. The costs for additional sign installations and parking infrastructure can be accommodated in the 2017 Municipal Parking operating budget.

The financial impact of implementing on-street paid parking along Queen Street between Barry Avenue and Kerr Street will result in estimated annual gross revenues of \$90,000. The financial impact of implementing off-street paid parking in Municipal Parking Lot #9 will result in estimated annual gross revenues of \$50,000.

The total gross revenue from Streetsville on-street and off-street paid parking operations is estimated to be \$140,000. Any net revenue after operating expenses will be transferred to the Streetsville Cash in Lieu parking fund.

Conclusion

The Transportation and Works Department supports implementing paid parking on Queen Street, between Barry Avenue and Kerr Street, and Municipal Parking Lot #9.

Implementing paid parking in Streetsville will require amendments to Traffic By-law 555-00, as amended, as outlined in this report.

Attachments

Appendix 1: Streetsville - Map

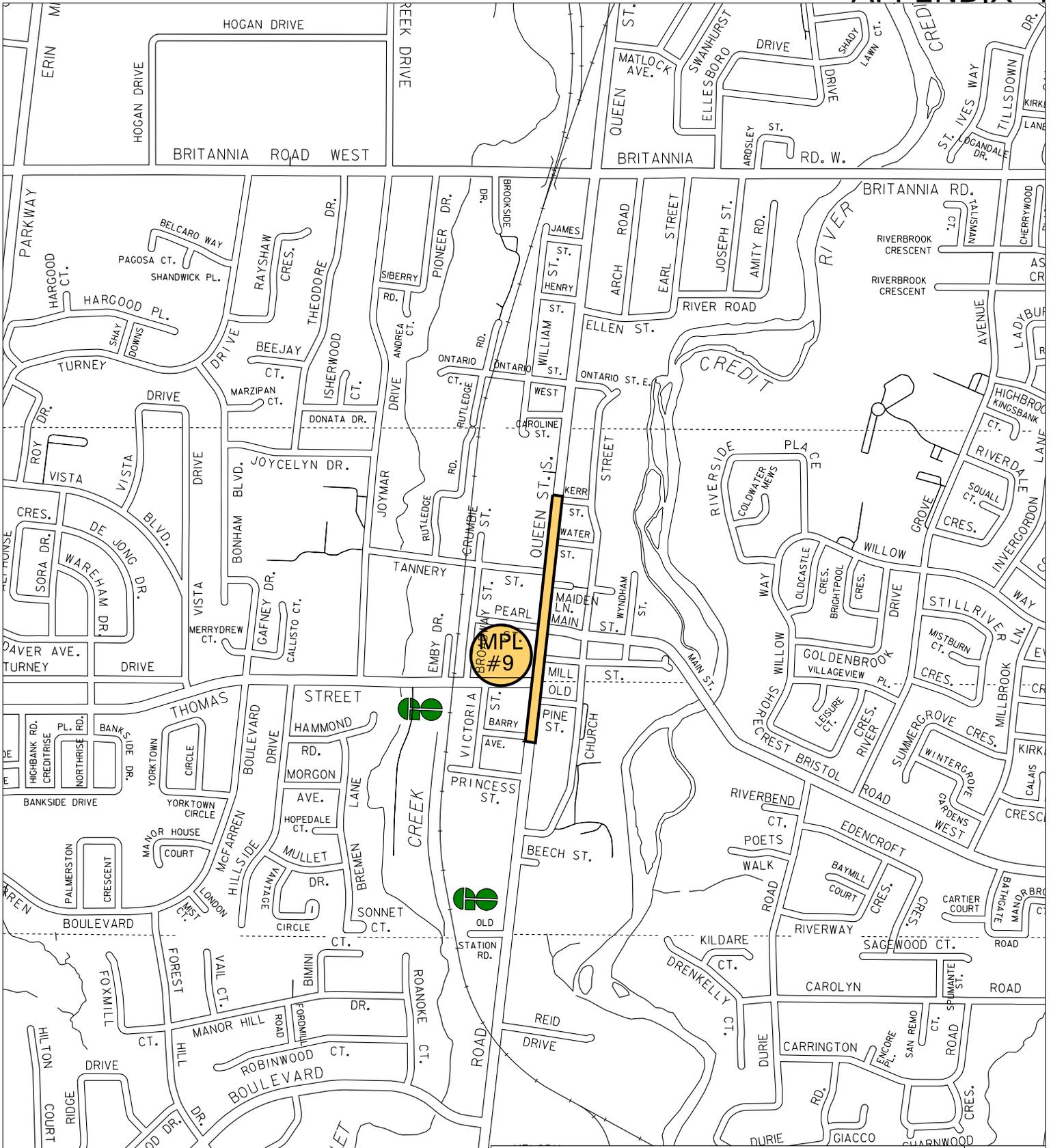
Appendix 2: Streetsville - On-Street

Appendix 3: Streetsville - Off-Street



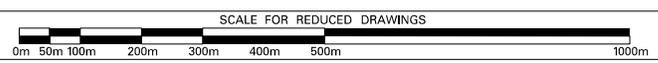
Geoff Wright, P. Eng, MBA, Commissioner of Transportation and Works

Prepared by: Tomasz Brzeziak, C.E.T., Parking Coordinator



**Transportation and Works
Works Operations & Maintenance**

**Streetsville – Paid Parking Implementation
On Street and Off Street MPL #9
Ward 11**



Appendix 2

Column 1	Column 2	Column 3	Column 4	Column 5	Column 6
Highway	Side	Between	Max. Park. Period	Rate	Times
Queen Street South	East	Kerr Street and a point 25 meters northerly thereof	3 hours	\$1.50/hr first two hours \$2.00/hr third hour	10am-9pm Mon-Sat 12pm-6pm Sun Holidays excepted
Queen Street South	East	Kerr Street and Water Street	3 hours	\$1.50/hr first two hours \$2.00/hr third hour	10am-9pm Mon-Sat 12pm-6pm Sun Holidays excepted
Queen Street South	West	Water Street and Tannery Street	3 hours	\$1.50/hr first two hours \$2.00/hr third hour	10am-9pm Mon-Sat 12pm-6pm Sun Holidays excepted
Queen Street South	Both	Maiden Lane and Main Street	3 hours	\$1.50/hr first two hours \$2.00/hr third hour	10am-9pm Mon-Sat 12pm-6pm Sun Holidays excepted
Queen Street South	East	Main Street and Mill Street	3 hours	\$1.50/hr first two hours \$2.00/hr third hour	10am-9pm Mon-Sat 12pm-6pm Sun Holidays excepted
Queen Street South	West	Pearl Street and Thomas Street	3 hours	\$1.50/hr first two hours \$2.00/hr third hour	10am-9pm Mon-Sat 12pm-6pm Sun Holidays excepted

Queen Street South	West	Thomas Street and Barry Avenue	3 hours	\$1.50/hr first two hours	10am-9pm Mon-Sat 12pm-6pm Sun
				\$2.00/hr third hour	Holidays excepted

Appendix 3

Column 1 Location	Column 2 Lot No.	Column 3 Maximum Period	Column 4 Hours/Days	Column 5 Rate
Pearl Street	9	3 hours	Monday to Friday, 6:00am to 9:00pm Sunday, 10:00am to 6:00pm No Parking 3:00am to 6:00am	\$1.50/hr first two hours \$2.00/hr third hour

Date: 2017/10/17

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:
2017/11/01

Subject

Amendments to the Business Licensing By-law 1-06, as amended, to Require Licensing of Retail Food Premises

Recommendation

1. That a by-law to amend Business Licensing By-law 1-06, as amended, be enacted to remove the licensing of lunch counters and takeout restaurants, and be replaced with a licence for retail food premises as outlined in the report from the Commissioner of Transportation and Works dated October 17, 2017 and entitled, "Amendments to the Business Licensing By-law 1-06, as amended, to Require Licensing of Retail Food Premises".
2. That a by-law to amend the Licensing Administrative Penalty By-law 135-14, as amended, be enacted to enable enforcement of the new licensing provisions for retail food premises through the administrative penalty system as outlined in the report from the Commissioner of Transportation and Works dated October 17, 2017 and entitled, "Amendments to the Business Licensing By-law 1-06, as amended, to Require Licensing of Retail Food Premises".
3. That the Enforcement Action Plan for the regulation of retail food premises as outlined in the report from the Commissioner of Transportation and Works, dated October 17, 2017 and entitled, "Amendments to the Business Licensing By-law 1-06, as amended, to Require Licensing of Retail Food Premises" be approved.

Report Highlights

- Peel Public Health Services supports the licensing of all retail food businesses in Mississauga. The creation of the Retail Food Premise business licensing category would help to ensure that all food businesses are inspected on an annual basis.
- The enactment of a by-law for the licensing of retail food premises will allow the City to apply a consistent approach to the entire food business sector and remain consistent with

other jurisdiction's practices.

- Staff conducted a jurisdictional scan of ten municipalities in the Greater Toronto Area to compare their legislation for the licensing of retail food premises. Nine municipalities license retail food premises using a similar classification and licensing system as proposed in this report.

Background

On September 18, 2017 a letter was received from the Director, Health Protection, Region of Peel Public Health Services (Appendix 1). The letter supported the licensing of all retail food premises in the City of Mississauga and stated that “...*this is one of the primary ways Peel Public Health can ensure that food businesses are in compliance with the Ontario Food Premises Regulation and placed under regular inspection.*”

The Ontario Food Premises Regulation (OFPR) prescribes minimum standards for food temperatures, food handling, sanitation, dishwashing, maintenance, equipment and employee hygiene practices. The OFPR must be followed in any establishment where food is manufactured, processed, stored, handled, displayed, distributed, transported, sold or offered for sale, excluding private residences. Under the regional Food Safety Performance Disclosure Program, the Region of Peel conducts regular inspections of retail food business establishments in order to ensure compliance with OFPR and to protect customers from foodborne illnesses. The inspection summary reports are posted on all food establishments.

Present Status

Currently, not all retail food businesses in the City are licensed under the Business Licensing By-law 1-06. The only types of business licences that the City issues related to food preparation and consumption are: restaurants, takeout establishments, lunch counters and banquet halls.

Under Schedule 23 of the Business Licensing By-law 1-06, as amended, every application for a licence to own or operate a restaurant, takeout restaurant, lunch counter, or banquet hall, shall be accompanied by a certificate of approval issued and signed by the Medical Officer of Health.

Comments

Proposed Business Licensing By-law Amendments

Under the proposed By-law amendments, a retail food premise business licensing category would be created. This category would include, but not be limited to, the following business types:

- Butcher Shops
- Catering Facilities
- Convenience/Variety Stores
- Multi-Unit Food Stores (Supermarkets)

- Bakeries
- Gas Station Kiosks
- Bulk Food Stores
- Seafood Retailers

The proposed definition of a retail food premise is: Any building, structure or part thereof, which prepares, stores, offers for sale, and/or processes food intended for human consumption but does not include a restaurant, which is identified as six or more seated patrons within the business or a banquet hall. A retail food premise includes takeout restaurants and lunch counters, and all other food business whose primary function is to offer food for consumption off-site.

Businesses, whose primary function is to offer food for consumption on-site, would continue to be licensed as a Restaurant or Banquet Hall.

The definitions of “Lunch Counter” and “Take-Out Restaurant” are recommended to be removed from the By-law, and to be replaced with “Retail Food Premise” for clarity and consistency in the administration of this By-law.

Benefits

The enactment of a by-law for the licensing of retail food premises will:

- Strengthen the Region of Peel Food Safety Performance Disclosure Program both in terms of inspections and disclosure of inspection results;
- Allow the City to apply a consistent approach to the entire food business sector and remain consistent with other jurisdiction’s practices; and,
- Uphold food safety for all businesses and residents in the City of Mississauga.

Although food business owners are responsible for notifying the Medical Officer of Health prior to commencing operation, compliance rates are not at a desired level. This is supported by the fact that a primary source of notifications received by the Medical Officer of Health is from the City of Mississauga Compliance and Licensing Enforcement Section. The creation of the retail food premise business licensing category would help to ensure that this notification takes place and that all food businesses are inspected on an annual basis. A licensing system would also layer additional monitoring and tracking controls, such as licensing documentation and property owner certification. These additional controls would strengthen the Region of Peel Food Safety Performance Disclosure Program, both in terms of inspections and disclosure of inspection results.

Jurisdictional Scan

Staff conducted a jurisdictional scan of ten municipalities in the Greater Toronto Area to compare their legislation for the licensing of retail food premises. Nine municipalities license retail food premises using a similar classification and licensing system as proposed in this report:

Municipality	Does the Municipality License Retail Food Premises?	Licence Fee (Initial)	Licence Fee (Renewal)
Brampton	Yes	\$140.00	\$140.00
Burlington	Yes	\$140.00	\$140.00
Caledon	No	---	---
Hamilton	Yes	\$313.82	\$174.00
Markham	Yes	\$250.00	\$250.00
Oakville	Yes	\$237.00	\$237.00
Oshawa	Yes	\$150.00	\$150.00
Ottawa	Yes	\$249.00	\$249.00
Toronto	Yes	\$355.34	\$234.91
Vaughan	Yes	\$298.00	\$185.00

Licence Fees

The proposed annual licence fees are based on the existing City business licences in this category. Currently, a Lunch Counter and Take-out Restaurant has an initial fee of \$188 and \$183 for renewal. These fees will offset costs related to administering and enforcing the Business Licensing By-law.

Exemptions

Exempt from the amendment would be any business that only sells non-hazardous, pre-packaged "snack/convenience" items (manufactured and wrapped chocolate bars, potato chips, canned beverages).

Cafeterias operated directly by a provincial or federal government, university, college, public school, separate school or board of education are exempt, as they are regulated by separate provincial and federal statute, and are not subject to municipal regulatory requirements. Any not-for profit organizations such as food banks, child care premises, hospitals (clinical nutrition), etc. where food is sold or prepared that do not require a Region of Peel Health clearance, will be exempt from this regulation, as this is not considered to be a business enterprise and would not fall under the guidance of a business licence that would sell to the general public for profit.

Enforcement Action Plan

January 1, 2018 is the proposed date for the amendments to the Business Licensing By-law 1-06 to come into force and effect. This will provide adequate time to notify all retail food premises of the new licensing requirement.

Pending Council approval, Enforcement staff will notify by letter, all food businesses identified by Peel Public Health. The letter will inform them of the requirement commencing January 1, 2018 to obtain a business licence under the Business Licensing By-law.

Enforcement staff will not commence enforcement of the new provisions of the Business Licensing By-law for an additional three months from the date the By-law comes into force. Peel Public Health has confirmed that they are in agreement with the issuance of a 90-day conditional licence for all food-related licence types to allow the business owner to operate until health clearance can be obtained. This will provide sufficient time for Peel Public Health to conduct an estimated 470 health inspections that would be required. Enforcement staff will follow-up with the Region of Peel Public Health Department once the original time frame is completed to determine any remaining locations that still require a Health Clearance Inspection. Enforcement staff will then initiate proactive follow-up to ensure that identified premises obtain the required licence. Moving forward, staff recommend that the new licensing category be enforced on a reactive basis in response to complaints received. This is the current practice for enforcing businesses requiring a licence under the Business Licensing By-law 1-06.

Proposed Administrative Penalty By-law Amendments

Remove “Lunch Counter” and “Take-Out Restaurant” listed under Schedule “B” and include “Retail Food Premise” (2017 Penalty fee is \$125 – same as eatery).

Financial Impact

Retail food premises are currently not required to be licensed under the Business Licensing By-law 1-06, as amended, and therefore, are not subject to regular inspection. Peel Public Health has identified approximately 470 food establishments in the City of Mississauga that would be considered to be a retail food premise. These facilities are dispersed throughout the city and it has been calculated that the long-term effect on the need of enforcement will be minimal, in the short-term there is expected to be added administrative workload but we do not anticipate extra staff needed at this time as Compliance and Licensing typically experience a high rate of compliance with business licensing by-laws. The licensing of these retail food premises will not require additional staff resources. The projected revenue gained from the licensing of retail food premises is estimated to be \$88,360 the first year and upwards of \$86,010 in following years. The 2017 budget was increased to reflect this increase in revenues and was approved as part of budget request 2565 (Low Risk Food Licensing/Donation).

Conclusion

In cooperation with the Region of Peel Public Health Department, the proposed licensing system will provide the necessary controls to ensure that all food businesses in the city are inspected annually and uphold food safety for all businesses and residents in the City of Mississauga.

Attachments

Appendix 1: Letter from Peel Public Health



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

Prepared by: Ian Masini, Acting Manager, Compliance and Licensing Enforcement



September 18, 2017

City of Mississauga
Transportation and Works Department
300 City Centre Drive, Ground Floor
Mississauga, ON L5B 3C1

**Health
Services**

Attention: Ian Masini
Acting Manager of Enforcement

PO Box 669
RPO Streetsville
Mississauga, ON
L5M 2C2
tel: 905-799-7700

Subject: Licensing of Retail Food Business Establishments

peelregion.ca

Dear Ian:

Peel Public Health supports the licensing of all retail food business in the City of Mississauga, as this is one of the primary ways Peel Public Health can ensure that food businesses are in compliance with the Ontario Food Premises regulation and placed under regular inspection.

All retail food business operators are required under the Health Protection and Promotion Act to notify the Medical Officer of Health of the health unit prior to commencing operation. Licensing of all retail food premises in Mississauga, including what we refer to as low risk premises (e.g. food stores, convenience stores) would help to ensure that this notification takes place and that food premises are under inspection.

In 2005 we first launched our Food Safety Performance Disclosure Program in Peel. Improvements have since been made to the program, and a more efficient and effective program was re-launched in February, 2014. The disclosure program applies to all retail food businesses operating in Peel Region and has many benefits for the public and food operators. It is intended to improve food safety standards, reduce the risk of food-borne illness, and raise consumer awareness of food safety.

Licensing of all food premises in the City of Mississauga would foster consistency and comprehensiveness, both in terms of inspection and disclosure of inspection results.

We would appreciate the opportunity to work collaboratively with licensing staff on this endeavour.

Sincerely,

Paul Callanan
Director, Health Protection

Date: 2017/10/18

To: Chair and Members of General Committee

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

Originator's files:
MG.23.REP

Meeting date:
2017/11/01

Subject

Boulevard Maintenance

Recommendation

That the Nuisance Weeds and Tall Grass Control By-law 125-17 be amended, as outlined in the report from the Commissioner of Transportation and Works, dated October 18, 2018 and entitled "Boulevard Maintenance".

Background

At its meeting of July 5, 2017 Council approved the following recommendation:

"GC-0469-2017

- 1. That the new Nuisance Weeds and Tall Grass Control By-law be enacted to regulate nuisance weeds and tall grass and also boulevard maintenance as outlined in the report from the Commissioner of Transportation and Works, dated June 13, 2017 and entitled "Nuisance Weeds and Tall Grass By-law Repeal and Replace: Boulevard Maintenance".*
- 2. That the Enforcement Action Plan outlined in the report from the Commissioner of Transportation and Works, dated June 13, 2017 and entitled "Nuisance Weeds and Tall Grass By-law Repeal and Replace: Boulevard Maintenance" be approved.*
- 3. That the current Nuisance Weeds and Tall Grass Control By-law 0267-2003, as amended, be repealed."*

A copy of the report from the Commissioner of Transportation and Works, dated June 13, 2017 and entitled "Nuisance Weeds and Tall Grass By-law Repeal and Replace: Boulevard Maintenance", is attached to this report as Appendix 1.

An Action Item was generated at the Council meeting of July 5, 2017 resulting from Council approval of GC-0469-2017, as noted below:

"Councillor Saito spoke to a discrepancy between the policy followed by the Parks and Forestry Division and the wording in the by-law and noted that examination of both was

needed. Mr. Wright advised that staff in Transportation and Works and Community Services would bring forward a housekeeping by-law in the fall to address this issue.”

The purpose of this report is to bring forward an amendment to the new Nuisance Weeds and Tall Grass Control By-law 125-17 to address the discrepancy between the policy followed by the Parks and Forestry Division for the maintenance of boulevards and the requirements of the new by-law.

A future report from the Commissioner of Transportation and Works will review and address the following weed and grass control-related issues: (1) the list of noxious weeds included in the by-law, (2) the required grass length to initiate a by-law violation and (3) the length of time for by-law infractions before the City intervenes and cuts the grass and/or weeds.

Comments

The Parks and Forestry Division maintains some City boulevards. The Parks and Forestry Division typically maintains City boulevards, as noted below:

- The Forestry section retains contractors to perform vegetation management on City-owned lands. Grass cutting is one of the section's largest operations (over 300 hectares or 741 acres) and the contractor responsibilities are divided by Ward and managed by Forestry Inspectors.
- The main criteria used to determine what lands that are to be managed under this contract are as follows :
 - Lands adjacent to primary and secondary roadways that have no adjacent ownership, private or commercial. This includes areas that are classified as reverse frontages; a reverse frontage occurs when the road allowance is located behind a property.
 - Boulevard lands on primary and secondary roadways that are adjacent to companies that have gone out of business and/or abandoned private properties.
 - Lands adjacent to the following regional roads: The Queensway, Cawthra Road and Winston Churchill Boulevard that have no adjacent private or commercial ownership. This also includes areas that are classified as reverse frontages.

Further, staff from Enforcement, Parks and Forestry, and Works Operations and Maintenance have updated the list of boulevards maintained by the City to ensure it is complete in light of the requirements placed on property owners as a result of the new Nuisance Weeds and Tall Grass Control By-law 125-17. The list of boulevards to be maintained by the City is continually reviewed by staff from Enforcement, Parks and Forestry, and Works Operations and Maintenance and changes to the list are be made, as required.

Given that the Parks and Forestry Division maintains some City boulevards an amendment to the new Nuisance Weeds and Tall Grass By-law 125-17 is required. In particular, staff recommend that the by-law be amended to indicate that the requirements of the by-law do not apply for boulevards that are maintained by the City.

Financial Impact

There is no financial impact to the City as a result of this amendment to the Nuisance Weeds and Tall Grass By-law 125-17.

Conclusion

Some City boulevards are maintained by the Parks and Forestry Division. As a result, the Nuisance Weeds and Tall Grass By-law 125-17 needs to be amended to take into account that the requirements of the by-law do not apply for boulevards that are maintained by the City. All remaining boulevard areas will continue to be the responsibility of the adjacent owner.

Attachments

Appendix 1: Copy of the report from the Commissioner of Transportation and Works, dated June 13, 2017 and entitled "Nuisance Weeds and Tall Grass By-law Repeal and Replace: Boulevard Maintenance"



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

Prepared by: Scott Holmes, Manager, Works Operations

<p>Date: 2017/06/13</p> <p>To: Chair and Members of General Committee</p>	<p>Originator's files: MG.23.REP</p>
<p>From: Geoff Wright, P. Eng, MBA, Commissioner of Transportation and Works</p>	<p>Meeting date: 2017/06/28</p>

Subject

Nuisance Weeds and Tall Grass By-law Repeal and Replacement: Boulevard Maintenance

Recommendation

1. That the new Nuisance Weeds and Tall Grass Control By-law be enacted to regulate nuisance weeds and tall grass and also boulevard maintenance as outlined in the report from the Commissioner of Transportation and Works, dated June 13, 2017 and entitled "Nuisance Weeds and Tall Grass By-law Repeal and Replace: Boulevard Maintenance".
2. That the Enforcement Action Plan outlined in the report from the Commissioner of Transportation and Works, dated June 13, 2017 and entitled "Nuisance Weeds and Tall Grass By-law Repeal and Replace: Boulevard Maintenance" be approved.
3. That the current Nuisance Weeds and Tall Grass Control By-law 0267-2003, as amended, be repealed.

Report Highlights

- At its meeting of November 23, 2016 Council directed staff to review the options available to the City to obligate property owners to properly maintain municipal boulevards.
- Benchmarking of 25 Canadian municipalities show 18 have an existing by-law for boulevard maintenance.
- Staff have received 792 complaints in the last three years regarding boulevard maintenance.
- A replacement by-law to the Nuisance Weeds and Tall Grass Control By-law 0267-2003, as amended, is proposed to add the additional regulation of the maintenance of municipal boulevards and to perform some housekeeping updates.

Background

This report is in response to the enquiry at the November 23, 2016 Council meeting regarding the options available to the City to amend the Nuisance Weeds and Tall Grass Control By-law 0267-2003, as amended, in order to obligate property owners to properly maintain municipal boulevards, in particular on corner lots where the “flankage” boulevard is often neglected.

Comments

Current Status

The City's current practice is to ask property owners or occupants whose property abuts the boulevard to undertake maintenance. The City currently does not have a mechanism to regulate maintenance issues on the boulevard related to long grass and weeds. The Nuisance Weeds and Tall Grass Control By-law 0267-2003, as amended, requires property owners to maintain private property but has no provisions for boulevards (municipally-owned land) abutting private property. The issue of long grass and weeds on the boulevard is not enforceable through the current by-law.

Municipal Scan

Staff researched 25 other Canadian municipalities to determine how they regulate boulevard maintenance. 18 of the municipalities surveyed including, Brampton, Calgary, Cambridge, Edmonton, Fort Erie, Halifax, Hamilton, Markham, Oshawa, Ottawa, Pickering, Sarnia, St. Catharines, Toronto, Vaughan, Waterloo, Whitby and Winnipeg have by-laws to enforce the maintenance of boulevards, including the ability to recover all associated costs from the owner by tax roll if the property owner contravenes the by-law.

The municipalities of Burlington, Guelph, Kitchener, Milton, Montreal, Oakville and Vancouver currently do not have a by-law to enforce the regulation of long grass and weeds on boulevards. Vancouver, like Mississauga, requests that their residents perform maintenance. Guelph actually performs boulevard maintenance related to grass cutting.

Appendix 1 attached outlines the results of the municipal scan.

Complaint History

Boulevard maintenance encompasses keeping boulevard grass at a reasonable height, maintaining permitted encroachments and keeping the boulevard free from rubbish or litter, as well as maintaining any vegetation present on the boulevard.

Mississauga receives approximately 150 complaints a year concerning overgrown grass on residential boulevards. Complaints about boulevard maintenance in general, including grass cutting but also including complaints about weeds and other boulevard maintenance issues totalled 183 in 2014, 291 in 2015, and 318 in 2016.

To put the number of annual boulevard maintenance complaints into context, the Works Operations and Maintenance Division receives approximately 10,000 complaints per year. Further, of the Divisions in the Transportation and Works Department, the Works Operations and Maintenance Division typically processes the most complaints.

Based on discussions with our Forestry Section in Community Services, the cost to the City to respond to the 150 complaints concerning overgrown grass on residential boulevards, and actually cut the long grass, is approximately \$10,000 annually.

Proposed Regulations

In order to assist with the regulation of this issue, Legal Services; Enforcement; and, Works Operations and Maintenance Staff have developed a new Nuisance Weeds and Tall Grass Control By-law. This new by-law adds the boulevard maintenance component and updates the existing by-law. The new by-law will add the enforcement of the following provision:

- Grass Height

The proposed repeal and replace will require property owners to maintain all vegetation planted in the boulevard and maintain grass at height not exceeding 30 centimetres (12 inches).

This provision is in keeping with requirements for private property currently found in the Nuisance Weeds and Tall Grass Control By-law 0267-2003, as amended, wherein property owners are required to maintain grass on private property not exceeding 30 centimetres (12 inches) in height.

Other boulevard maintenance issues, such as the following, will continue to be enforced under already existing by-laws:

- Encroachments

Property owners are required under the existing Encroachment By-law, 0057-04, as amended, to maintain any permitted encroachments. They must keep all encroachments such as fences that they or former property owners constructed on the boulevard clean and in good repair, as well as free from graffiti or posters. Any minor encroachments would still be required to be processed through the Works Operations and Maintenance Division.

- Litter

Property owners are required under the existing Debris and Anti-Littering By-law, 219-85, as amended, to keep the boulevard free from litter.

- Obstructions

Property owners are required under the Highway Obstruction By-law, 357-10, as amended, to ensure that all driver and pedestrian sightlines are not obstructed at intersections, driveways, sidewalks and walkways. Furthermore, traffic control devices must be clearly visible and not obstructed by any modifications to the boulevard undertaken by the property owner or occupant.

Municipal Regulatory Authority

The City is given broad authority under sections 8, 9 and 11 of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, to pass by-laws necessary or desirable for municipal purposes;

City Council has the authority to pass by-laws:

1. respecting matters related to public highways under its jurisdiction under subsection 27(1) of the *Municipal Act, 2001*;
2. requiring the owner of lands to clean and clear the land under subsection 127 of the *Municipal Act, 2001*;
3. which prohibit and regulate public nuisances, including matters which in the opinion of Council are or could become or cause public nuisance under section 128 of the *Municipal Act, 2001*; and,
4. providing that the municipality may enter on land at any reasonable time for the purpose of carrying out an inspection to determine compliance with a by-law or an order made pursuant to the by-law.

Finally section 446 of the *Municipal Act, 2001* provides that a municipality may proceed to do things at a person's expense, which that person is otherwise required to do under a by-law but has failed to do and the costs incurred by a municipality may be recovered by adding the costs to the tax roll and collecting them in the same manner as property taxes.

Enforcement Action Plan

It is proposed that the new Nuisance Weeds and Tall Grass By-law be enforced by the Enforcement Division on a reactive basis in response to complaints.

Property owners who are found in contravention of the by-law by a Municipal Law Enforcement Officer will be given notice with 10 days to comply. If still non-compliant, municipal staff will undertake remedial work and invoice the property owner for costs owing. If the property owner does not reimburse the City, the City may recover costs by adding them to the tax roll and collecting them as municipal taxes.

This follows the existing process of enforcement for nuisance weeds and long grass on private property.

Once Council has approved the repeal and replace for the by-law, Communications staff will assist to raise awareness and support the proposed by-law, through the City's communication channels.

Financial Impact

Given the complaint history with boulevard maintenance, staff do not anticipate that enforcing the regulations for boulevard maintenance will require additional staff resources. Furthermore the cost recovery process should cover any costs incurred by complaints. As a result, no financial impact is anticipated.

Conclusion

Legal Services; Works Operations and Maintenance; and, Enforcement staff support the proposed new Nuisance Weeds and Tall Grass Control By-law for boulevard maintenance.

Attachments

Appendix 1: Municipal Benchmarking - Boulevard Maintenance



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

Prepared by: Scott Holmes, C.E.T., Manager of Works Operations

Date: 2017/10/03

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:
2017/11/01

Subject

Meadowvale Theatre Active Assist Discounted Ticket Offer Pilot Program

Recommendation

That the report entitled 'Meadowvale Theatre Active Assist Discounted Ticket Offer Pilot Program, from the Commissioner of Community Services dated October 3, 2017, be received for information.

Background

During a Culture Master Plan Public Meeting, in February of 2017, the idea of a discounted Meadowvale Theatre ticket program for Active Assist participants was raised. The rationale behind the proposal was that children, youth and families of all financial means should have the opportunity to experience live performing arts in Mississauga. Following a motion at the February 15, 2017 General Committee meeting, Council resolution 0018-2017 was passed on February 22, 2017:

“That Council directs the Culture Division staff to work with Recreation staff and Meadowvale Theatre partners to provide options for access to theatre programming as part of the Active Assist Fee Assistance Program.”

Comments

In order to test and evaluate this new program, staff have determined that this should be launched as a one-year pilot program. Following the pilot, a report will be brought back to Council to outline the merit of continuing this initiative and any changes that may be warranted.

How the pilot program will work

Regular priced tickets for performances in Meadowvale Theatre Presents' 2017-2018 Season range from \$10.00-\$44.00. Active Assist participants will receive a direct email promoting the

availability of discounted \$5 tickets to all Meadowvale Theatre presents shows. Each \$5 ticket will include taxes and fees. Tickets may be paid for in person at any community centre or at the Customer Service Centre desk within the Central Library building using an accepted payment method.

A total of 10 tickets will be made available to Active Assist participants for each Meadowvale Theatre Presents production on a 'first-come-first-serve' basis. This offer will have no impact on the participant's Active Assist credits.

The pilot year will include the following Meadowvale Theatre Presents performances:

- Beauty and the Beast / La Belle et la Bête, Bilingual Performance, DuffleBag Theatre
Thursday, November 30, 2017
- Miracle on Mercer St., The Second City
Sunday, December 3, 2017
- Jillian Jiggs, To Be Determined Theatre Co.
Thursday, February 1, 2018
- Anastasia, Canada's Ballet Jörgen
Thursday, March 29, 2018
- Prisoner of Tehran, MOTUS O Dance Theatre
Wednesday, April 4, 2018
- Suddenly Mommy, Written & Performed by Anne Marie Scheffler
Friday, May 11, 2018

If the City chooses to continue this program beyond the pilot year, *Music Theatre Mississauga*, a collection of community based theatre companies in the City, have expressed interest in providing discounted access to their shows for the 2018/2019 season as well.

Strategic Plan

- Strategic Plan- Connect & Belong
 - Meadowvale Theatre Strategic Plan
 - Accessibility Plan
 - Our Future Mississauga Strategic Plan

Financial Impact

The program cost will be absorbed through the current operating budget for the Meadowvale Theatre and administered using existing resources in Recreation and Culture divisions.

Conclusion

Cultural programs and activities help to build strong communities, celebrate our heritage and contribute to the vibrancy of life in Mississauga. This Discounted Ticket Offer will enable many residents living in low-income households to participate in educational, enriching and inspiring arts performances at Meadowvale Theatre during the 2017/2018 season.



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

Prepared by: Julie Miller, Supervisor, Theatre Program Development

Date: 2017/10/11

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:
2017/11/01

Subject

2018 Interim Tax Levy for Properties Enrolled in the Pre-Authorized Tax Payment Plan

Recommendation

1. That the report of the Commissioner of Corporate Services and Chief Financial Officer dated October 11, 2017 entitled 2018 Interim Tax Levy for Properties Enrolled in the Pre-Authorized Tax Payment Plan be received.
2. That a by-law be enacted to provide for a 2018 interim tax levy based on 50 per cent of the previous year's annualized taxes on those properties subject to an agreement under the City of Mississauga Pre-authorized Tax Payment Plan.
3. That the 2018 interim levy for residential properties enrolled in the due date plan be payable in three instalments on March 1, April 5, and May 3, 2018.
4. That the 2018 interim levy for properties in the commercial, industrial and multi-residential property classes enrolled in the due date plan be payable in one instalment on March 1, 2018.
5. That the 2018 interim levy for properties enrolled in the monthly plan be payable in six instalments based on the taxpayer's selected withdrawal day of either the 1st, 8th, 15th or 22nd of the months of January, February, March, April, May and June, 2018.

Report Highlights

- Section 317 of the *Municipal Act, 2001, S.O. 2001, c. 25* allows municipalities to levy interim taxes.
- The amount levied on a property may not exceed 50 per cent of the total amount of taxes levied on the property for the previous year.
- Any impact resulting from reassessment and phase-in along with budgetary increases are applied on the final bill.

- An interim levy is required so that the City of Mississauga can meet its financial obligations.

Background

The *Municipal Act, 2001, S.O. 2001, c. 25* provides municipalities with the ability to levy interim taxes in order to meet financial obligations. The City of Mississauga enacts annually, two interim levy by-laws. The first is for taxpayers making payment through one of the City's Pre-authorized Tax Payment (PTP) Plans. The second is for those paying by an alternate method where payment is due in three instalments for residential properties and one instalment for commercial, industrial and multi-residential properties.

This report deals with the levy for properties enrolled in the PTP plan. 26.8 per cent of residential properties and 25.9 per cent of non-residential properties are enrolled in one of the City's PTP plans.

Recent changes have been made to the PTP plan that allows property owners to enrol in the program throughout the year. For a January withdrawal of the 2018 interim billing the deadline for property owners to enrol in PTP is November 1, 2017.

The report on the interim levy for all other properties will be presented to Council in January 2018.

Comments

Section 317 of the *Municipal Act, 2001, S.O. 2001, c. 25* allows municipalities to levy interim taxes. The amount levied on a property may not exceed 50 per cent of the total amount of taxes levied on the property for the previous year adjusted for any supplementary or cancellation that applied to only part of the previous year as if the supplementary or cancellation had applied for the entire year. Any impact resulting from reassessment and phase-in along with budgetary increases are applied on the final bill.

An interim levy would allow the municipality to meet its financial obligations including payment of Region of Peel and school board requirements.

In order to adhere to the legislated notification period, the 2018 interim tax bills must be issued by December 12th, 2017 and a by-law enacted prior to this date.

It is proposed that the 2018 interim levy for residential properties enrolled in the pre-authorized due date plan be payable in three instalments on March 1, April 5, and May 3, 2018 and that the 2018 interim levy for commercial, industrial and multi-residential properties enrolled in the pre-authorized due date plan be payable in a single instalment on March 1, 2018. Alternatively, for properties enrolled in the pre-authorized monthly plan, six instalments are proposed based on

the taxpayer's selected withdrawal day of either the 1st, 8th, 15th or 22nd of the months of January, February, March, April, May and June, 2018.

For taxpayers not on one of the pre-authorized payment plans, March 1, April 5, and May 3, 2018 will be the due dates recommended for residential properties and March 1, 2018 will be the due date recommended for commercial, industrial and multi-residential properties. The second interim report and by-law with this recommendation will be brought forward to Council in January 2018.

Financial Impact

Not Applicable

Conclusion

A 2018 interim levy is required so that the City of Mississauga can meet its financial obligations. The 2018 interim levy for those properties subject to an agreement under the City of Mississauga Pre-authorized Tax Payment Plan will be calculated pursuant to Section 317 of the *Municipal Act, 2001, S.O. 2001, c. 25* to be 50 per cent of the annualized taxes levied on a property in the previous year.

Instalment due dates for residential properties enrolled in the due date plan will be March 1, April 5, and May 3, 2018.

The instalment due date for commercial, industrial or multi-residential properties enrolled in the due date plan will be March 1, 2018. All properties enrolled in the monthly due date plan will have instalments due on the taxpayer's selected withdrawal day of either the 1st, 8th, 15th or 22nd of the months of January, February, March, April, May and June, 2018.



Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Louise Cooke, Manager, Revenue & Taxation

Date: 2017/10/06

To: Chair and Members of General Committee

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

Originator's files:
SP 13/008

Meeting date:
2017/11/01

Subject

Municipal Works Servicing Agreement between 2332574 Ontario Limited and The Corporation of the City of Mississauga Pursuant to Site Plan SP-13/008 (Ward 1)

Recommendation

That a by-law be enacted to authorize the Commissioner of Transportation and Works and the City Clerk to execute and affix the Corporate Seal to the Municipal Works Servicing Agreement between 2332574 Ontario Limited and The Corporation of the City of Mississauga to the satisfaction of the City Solicitor as outlined in the report dated October 6, 2017 from the Commissioner of Transportation and Works titled "Municipal Works Servicing Agreement between 2332574 Ontario Limited and The Corporation of the City of Mississauga Pursuant to Site Plan SP-13/008 (Ward 1)".

Background

Appendix 1 indicates the location of the municipal works required in support of the proposed three 1-storey and three 2-storey Industrial Multiple-Occupancy Mixed Use Buildings at 2303 Stanfield Road under Site Plan Application SP-13/008.

Comments

2332574 Ontario Limited, pursuant to Site Plan Application SP-13/008, is responsible for certain municipal works associated with the proposed mixed-use buildings at 2303 Stanfield Road.

These municipal works are comprised of the centre median extension within the Stanfield Road right-of-way and associated works as well as the construction of a concrete box storm culvert along the east property limit within proposed City easements. The Transportation and Works Department has identified that 2332574 Ontario Limited will be required to enter into a Municipal Works Servicing Agreement with the City of Mississauga. Under the terms of the Municipal Works Servicing Agreement, 2332574 Ontario Limited will be responsible for the construction of these works and all associated costs.

Financial Impact

Not applicable.

Conclusion

2332574 Ontario Limited is constructing certain works associated with the proposed mixed-use buildings at 2303 Stanfield Road. As these works involve new municipal infrastructure to be located within the municipal right-of-way of Stanfield Road and municipal easements, 2332574 Ontario Limited is required to enter into a Municipal Works Servicing Agreement with The Corporation of the City of Mississauga.

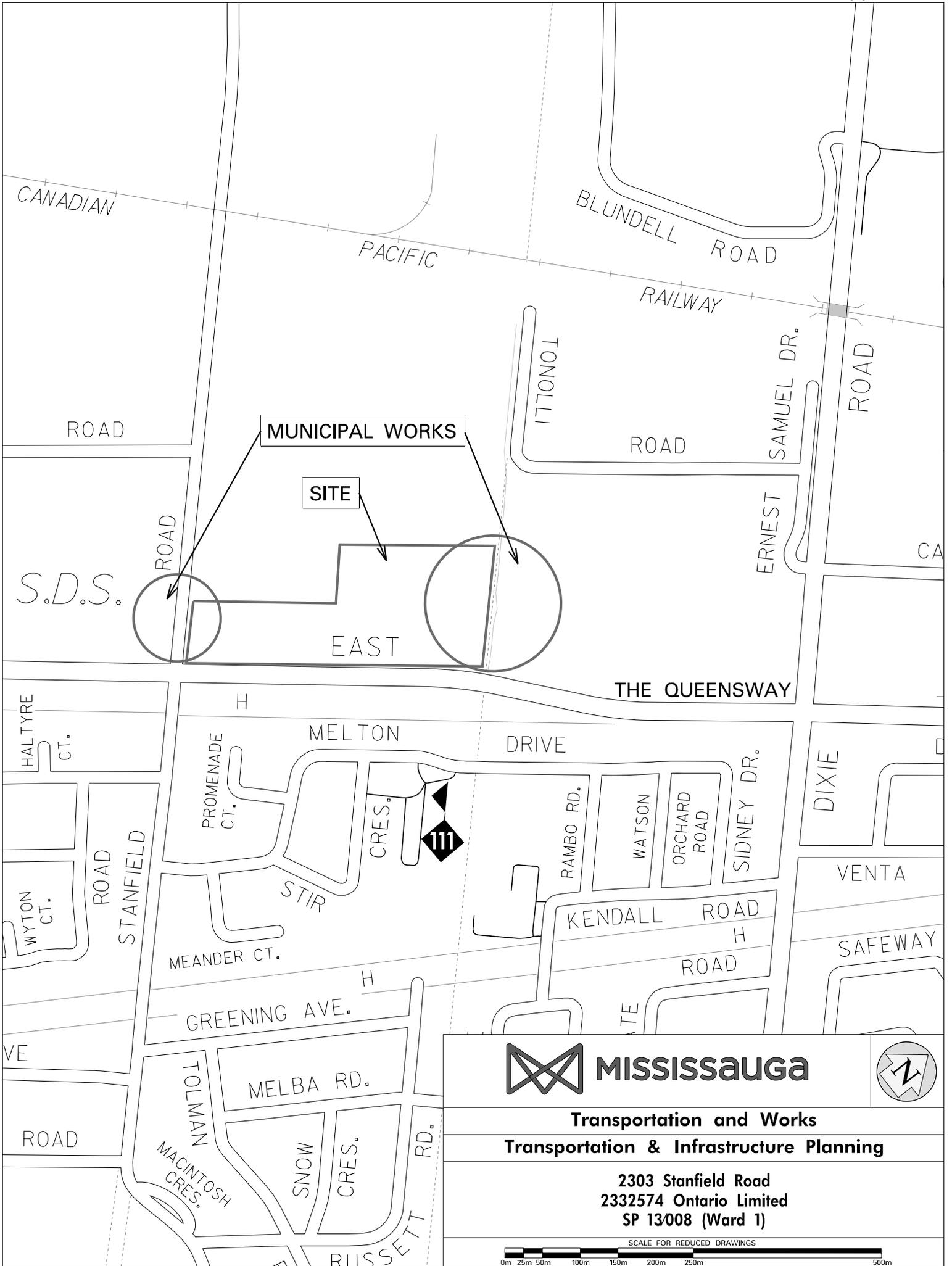
Attachments

Appendix 1: Context Map



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

Prepared by: Karina Maciel, EIT, Development Engineering Technician



MUNICIPAL WORKS

SITE

EAST

CANADIAN

PACIFIC

BLUNDELL ROAD

RAILWAY

TONNOLI

ROAD

SAMUEL DR.

ROAD

ROAD

S.D.S.

ROAD

ERNEST

CA

THE QUEENSWAY

HALTYRE CT.

H

MELTON

DRIVE

PROMENADE CT.

CRES.

RAMBO RD.

WATSON

ORCHARD ROAD

SIDNEY DR.

DIXIE

WYTON CT.

ROAD

STANFIELD

MEANDER CT.

STIR

VENTA

KENDALL ROAD

ROAD

SAFEWAY

GREENING AVE.

H

TOLMAN

MELBA RD.

SNOW

CRES.

RD.

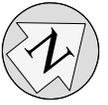
ROAD

MACINTOSH CRES.

RUSSETT



MISSISSAUGA



Transportation and Works

Transportation & Infrastructure Planning

2303 Stanfield Road
2332574 Ontario Limited
SP 13008 (Ward 1)

SCALE FOR REDUCED DRAWINGS



Date: 2017/10/06

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:
2017/11/01

Subject

Strike-Off of Taxes Deemed Uncollectible

Recommendation

1. That the report of the Commissioner of Corporate Services and Chief Financial Officer dated October 6, 2017 entitled Strike-Off of Taxes Deemed Uncollectible be received.
2. That unpaid taxes, fees, penalties and interest totalling \$143,285.22 as outlined in the corporate report dated October 6, 2017 from the Commissioner of Corporate Services and Chief Financial Officer entitled Strike-Off of Taxes Deemed Uncollectible be written-off as uncollectible and removed from the tax roll.

Report Highlights

- \$143,285.22 of uncollectible property taxes on 14 properties is being recommended for write-off.

Background

Section 354(2)(a) of the *Municipal Act, 2001* allows for the removal of unpaid taxes from the tax roll if the Council of the local municipality, on the recommendation of the Treasurer, writes off the taxes as uncollectible.

Comments

Staff has determined that taxes billed on a number of properties are uncollectible and should be written-off. Details of the properties including the reason and amounts being recommended for write-off are provided below.

Roll No.	Ward	Address	Tax Year(s)	Amount
05-04-0-096-63824	6	0 Evanstown Crt	2013-2017	\$152.84

The City acquired this land on January 18, 2013. A tax appeal was completed in 2013 to exempt the property from taxation. The legislated deadline to cancel the remaining balance of taxes through an appeal has passed. The balance of taxes, fees and late payment charges should be written-off.

Roll No.	Ward	Address	Tax Year(s)	Amount
05-04-0-155-59300	4	537 Yorkminster Cres	2009-2017	\$499.55

This is a City owned property that was severed in 2009. The property was exempt from taxation as of January 2010. The legislated deadline to cancel the 2009 taxes has passed. The balance of taxes, fees and late payment charges should be written-off.

Roll No.	Ward	Address	Tax Year(s)	Amount
05-06-0-132-15335	2	0 Comet Crt	2014-2017	\$802.87

This is a City owned property comprising of a walkway that was previously assessed as part of another roll number. The property was severed in 2014 and this roll was created. A tax appeal was completed in 2016 to make the property exempt from taxation. The legislated deadline for processing appeals prior to 2016 has passed. The remaining taxes, fees and late payment charges should be written-off.

Roll No.	Ward	Address	Tax Year(s)	Amount
05-07-0-157-03701	1	1190 Dixie Rd	2015-2016	\$2,779.35

This is a City owned property which was partially taxable due to a lease agreement. The agreement was terminated in 2015 making the property fully exempt. A tax appeal was completed in 2016 to make the property exempt from taxation. The legislated deadline for processing appeals prior to 2016 has passed. The balance of taxes, fees and late payment charges should be written-off.

Roll No.	Ward	Address	Tax Year(s)	Amount
05-12-0-006-05903	11	0 Rutledge Rd	2015-2017	\$486.61

The City acquired this land on October 30, 2013. A tax appeal was completed in 2016 to exempt the property from taxation. The legislated deadline for processing appeals prior to 2016 has passed. The balance of taxes, fees and late payment charges should be written-off.

Roll No.	Ward	Address	Tax Year(s)	Amount
05-04-0-144-25443	6	0 Creditview Rd	2013-2017	\$710.44

The City acquired this land on January 18, 2013. A tax appeal was completed in 2013 to exempt the property from taxation. The legislated deadline to cancel the remaining balance of taxes through an appeal has passed. The balance of taxes, fees and late payment charges should be written-off.

Roll No.	Ward	Address	Tax Year(s)	Amount
05-04-0-141-09200	7	1 Dundas St. W.	2004-2017	\$10,294.64

The Municipal Property Assessment Corporation consolidated this land with another roll number as of 2002. The taxes were issued and are being collected on another tax roll. As a result there was a duplicate billing of taxes. It would be inappropriate to pursue collection as these taxes have been collected under another roll number. Tax arrears should be written-off.

Roll No.	Ward	Address	Tax Year(s)	Amount
05-05-0-113-16325	5	0 Airport Rd	2008-2017	\$1,374.13

This was a leased space at the Airport. The account was assigned to the Bailiff for collection. The company no longer exists and all collection efforts have been exhausted. The balance of taxes, fees and late payment charges should be written-off.

Roll No.	Ward	Address	Tax Year(s)	Amount
05-07-0-200-00497	1	1515 Lakeshore Rd E	2009-2017	\$27,229.65

This property was offered for tax sale by the City on November 18, 2015 pursuant to the provisions of Part XI of the Municipal Act. There was no successful purchaser. As a result, the property was vested to the City and the tax arrears should be written-off. A determination will be made on whether the property provides any current or future benefit to the City or be declared as surplus and be available for sale to either an abutting owner or on the open market.

Roll No.	Ward	Address	Tax Year(s)	Amount
05-04-0-097-02300	11	0 Creditview Rd	2016-2017	\$36.84

The City acquired this land on February 12, 2016. A tax appeal was completed in 2016 to exempt the property from taxation. The legislated deadline to cancel the remaining balance of taxes through an appeal has passed. The balance of taxes, fees and late payment charges should be written-off.

Roll No.	Ward	Address	Tax Year(s)	Amount
05-07-0-167-08300	1	0 Tenth St	2009-2017	\$34,912.26

This property was offered for tax sale by the City on October 6, 2016 pursuant to the provisions of Part XI of the Municipal Act. There was no successful purchaser. As a result, the property was vested to the City and the tax arrears should be written-off. A determination will be made on whether the property provides any current or future benefit to the City or be declared as surplus and be available for sale to either an abutting owner or on the open market.

Roll No.	Ward	Address	Tax Year(s)	Amount
05-05-0-108-21700	5	0 Justine Dr	2009-2017	\$44,344.94

This property was offered for tax sale by the City on October 6, 2016 pursuant to the provisions of Part XI of the Municipal Act. There was no successful purchaser. As a result, the property was vested to the City and the tax arrears should be written-off. A determination will be made on whether the property provides any current or future benefit to the City or be declared as surplus and be available for sale to either an abutting owner or on the open market.

Roll No.	Ward	Address	Tax Year(s)	Amount
05-04-0-143-24874	7	0 Riel Dr	2009-2017	\$18,067.58

This property was offered for tax sale by the City on October 6, 2016 pursuant to the provisions of Part XI of the Municipal Act. There was no successful purchaser. As a result, the property was vested to the City and the tax arrears should be written-off. A determination will be made on whether the property provides any current or future benefit to the City or be declared as surplus and be available for sale to either an abutting owner or on the open market.

Roll No.	Ward	Address	Tax Year(s)	Amount
05-09-0-005-04701	1	105 Lakeshore Rd W	2015-2017	\$1,593.52

This is a City owned property which was partially taxable due to a lease agreement. The agreement was terminated in 2015 making the property fully exempt. A tax appeal was completed in 2016 to make this property exempt from taxation. The legislated deadline for processing appeals prior to 2016 has passed. The balance of taxes, fees and late payment charges should be written-off.

Financial Impact

The write-off of \$143,285.22 when approved will be charged back as follows:

City	\$43,931.37
Region	\$62,671.91
Education – English Public	\$33,576.23
Education – English Separate	\$3,034.24
Education – French Public	\$23.50
Education – French Separate	\$47.97

Conclusion

Taxes totalling \$143,285.22 have been deemed uncollectible and should be removed from the tax roll pursuant to section 354(2) (a) of the *Municipal Act*.



Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Louise Cooke, Manager Revenue and Taxation

REPORT 7 PART 2 - 2017

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Traffic Safety Council presents part 2 of its seventh report for 2017 containing four recommendations inadvertently omitted from the Committee's September 27, 2017 Meeting, and recommends:

TSC-0127-2017

That the email dated Aisha Patel, with respect to a 311 resident inquiry regarding concerns at Ceremonial Drive and Fairwind Drive for the students attending Fairwind Senior Public School be received and referred to the Traffic Safety Council Site Inspection Subcommittee for a report back to the Traffic Safety Council.

(Ward 8)

(TSC-0127-2017)

TSC-0128-2017

That the email from Lara Teliatnik dated September 13, 2017 with respect to traffic concerns at Thorn Lodge Drive and Perran Drive for the students attending Sheridan Park Public School and St. Francis of Assisi Catholic School be received and referred to the Traffic Safety Council Site Inspection Subcommittee for a report back to the Traffic Safety Council.

(Ward 2)

(TSC-0128-2017)

TSC-0129-2017

1. That the request for the implementation of a crossing guard at the intersection of Cherry Post Drive and Corsair Road for the students attending St. Timothy Catholic Elementary School be denied as the warrants are not met.
2. That Transportation and Works be requested to consider a speed awareness program on Corsair Road and South of Cherry Post Drive for the students attending St. Timothy Catholic Elementary School.

(Ward 7)

(TSC-0129-2017)

TSC-0130-2017

That the email dated September 19, 2017 from Councillor George Carlson on behalf of area resident with respect to traffic concerns at the intersection of Britannia Road West and Queen Street South, for the students attending Dolphin Senior Public School, be received and referred to the Traffic Safety Council Site Inspection Subcommittee for a report back to the Traffic Safety Council.

(Ward 11)

(TSC-0130-2017)

REPORT 9-2017

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Heritage Advisory Committee presents its ninth report for 2017 and recommends:

HAC-0070-2017

That the deputation from Jill Goldie, Parks Development, and Ian Dance, Dillon Consulting Limited to the Heritage Advisory Committee dated October 17, 2017, be received for information. (HAC-0070-2017)

HAC-0071-2017

That the Corporate Report dated September 21, 2017, from the Commissioner of Community Services requesting consent to restore/repair/replicate windows, storm windows, doors, millwork, fireplaces; alter kitchen, interior layout and exterior openings of the William Hedge House; and construct a detached two car garage; as per the Conservation Plan attached as Appendix 1, be approved, subject to the following conditions:

1. That the approval is without prejudice to charges that are still pending before the courts related to this property;
2. That the restoration contractors referenced in the report are employed to carry out the work or that other contractors are subject to approval by the Director, Culture Division;
3. That final building permit drawings be submitted to Heritage Planning;
4. That if any changes result from other City review and approval requirements, such as but not limited to building permit, committee of adjustment or site plan approval, a new heritage permit application will be required. The applicant is required to contact heritage planning at that time to review the changes prior to obtaining other approvals and commencing construction; and
5. That the letter of credit be submitted before the heritage permit is released for the demolition of the outbuildings and construction of the new garage.

(HAC-0071-2017)

HAC-0072-2017

That the property at 29 Plainsman 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-0072-2017)

HAC-0073-2017

That the Memorandum dated September 13, 2017 from Paul Damaso, Director, Culture Division entitled *New Construction on Listed Property at 1216 and 1222 Mississauga Road*, be received for information.

(HAC-0073-2017)

REPORT 8 - 2017

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Traffic Safety Council presents its eighth Report for 2017 and recommends:

TSC-0131-2017

1. That Transportation and Works be requested to relocate the “No Left Turn” sign from the northwest signal pole to the northeast signal pole on Perennial Drive, for the students attending Oscar Peterson Public School, for better visibility.
2. That the Principal of Oscar Peterson Public School be requested to remind the students and parents to cross the intersection of Tenth Line West and Destination Drive/Perennial Drive with the crossing guard on the west, north and east legs.
3. That Peel Regional Police be requested to continue enforcing “No Left Turn” prohibitions, from Perennial Drive to Tenth Line West between 8:40 AM – 9:05 AM, as time and manpower permits.

(Ward 10)

(TSC-0131-2017)

TSC-0132-2017

That the Peel District School Board be requested to:

- a. Review the Kiss and Ride operation at Bristol Road Middle School
- b. Consider moving the Kiss and Ride area at Bristol Road Middle School to the west side of the building in order to separate the bus and vehicle drop off areas.

(Ward 5)

(TSC-0132-2017)

TSC-0133-2017

That the request to extend the hours of the crossing guard located at the intersection of Thorn Lodge Drive and Perran Drive for the students attending St. Francis of Assisi Catholic Elementary School, be denied as the warrants are not met.

(Ward 2)

(TSC-0133-2017)

TSC-0134-2017

That the request for the placement of a crossing guard at the intersection of Tenth Line West and Avalon Drive/Scotch Pine Gate for the students attending St. Albert of Jerusalem Catholic Elementary School be denied as the warrants are not met.

(Ward 10)

(TSC-0134-2017)

TSC-0135-2017

That the request for the placement of a crossing guard at the intersection of Rathburn Road West and Confederation Parkway, for the students attending Corpus Christi Catholic Elementary School, be denied as the warrants are not met.

(Ward 4)

(TSC-0135-2017)

TSC-0136-2017

1. That the request for the placement of a crossing guard at the intersection of Prince of Wales Drive and Confederation Parkway for the students attending Corpus Christi Catholic Elementary School, be denied as the warrants are not met.
2. That Peel Regional Police be requested to enforce the speed limit on Confederation Parkway between the peak times of 8:00 AM – 8:30 AM and 3:00 PM – 3:30 PM, as time and manpower permits.

(Ward 4)

(TSC-0136-2017)

TSC-0137-2017

1. That the request for the placement of a crossing guard at the intersection of Lakeshore Road East and Shaw Drive for the students attending St. James Catholic Global Learning Centre be denied as the warrants are not met.
2. That Transportation and Works be requested to ensure that the pedestrian signal timing is set to a slow walking speed across Lakeshore Road East and Shaw Drive for the students attending St. James Catholic Global Learning Centre, between the times of 8:30 AM – 9:00 AM and 3:30 PM – 4:00 PM.

(Ward 1)

(TSC-0137-2017)

TSC-0138-2017

1. That Transportation and Works be requested to review the signage on Heatherleigh Avenue in front of St. Valentine Catholic Elementary School.
2. That Parking Enforcement be requested to enforce “No Stopping/No Parking” prohibitions on Heatherleigh Avenue in the St. Valentine Catholic Elementary School zone between the peak times of 8:05 AM – 8:35 AM and 2:50 PM – 3:20 PM
3. That the Traffic Safety Council School Walking Routes Subcommittee be requested to send school walking routes information to the Principal of St. Valentine Catholic Elementary School.

(Ward 6)

(TSC-0138-2017)

TSC-0139-2017

That the email dated September 28, 2017 from Sheelagh Duffin, Supervisor, Crossing Guards, on behalf of a parent expressing concerns of students attending Osprey Woods Public School crossing unsafely at the intersection of Lisgar Drive and Osprey Boulevard, be received and referred to the Traffic Safety Council Site Inspection Subcommittee for a report back to the Traffic Safety Council.

(Ward 10)

(TSC-0139-2017)

TSC-0140-2017

That the email dated October 6, 2017 from Sheelagh Duffin, Supervisor, Crossing Guards, requesting a site inspection at Lisgar Drive and Doug Leavens Boulevard to determine if the warrants are met for the placement of a second crossing guard at this location for the students attending St. Simon Stock Catholic Elementary School, be received and referred to the Traffic Safety Council Site Inspection Subcommittee for a report back to Traffic Safety Council.

(Ward 10)

(TSC-0140-2017)

TSC-0141-2017

1. That the email dated October 19, 2017 from Sheelagh Duffin, Supervisor, Crossing Guards, requesting support from the Traffic Safety Council in funding of the twenty-eighth annual crossing guard appreciation Banquet/Christmas Dinner, and an invitation for the Chair and one other Member of Traffic Safety Council to attend the event be received.
2. That the amount of up to \$2,800 from the Council Committees budget, be approved to fund the twenty-eighth annual crossing guard appreciation banquet/Christmas dinner.
3. That Peter Westbrook and Tamara Coulson, Citizen Members, attend the twenty-eighth annual crossing guard appreciation banquet/Christmas Dinner on December 1, 2017.

(TSC-0141-2017)

TSC-0142-2017

That the amount of up to \$1,500.00 from the Council Committees budget. be approved for the cost of the Traffic Safety Council Members annual appreciation dinner to be held on Wednesday, December 13, 2017.

(TSC-0142-2017)

TSC-0143-2017

That the Memorandum dated October 2, 2017 from Angie Melo, Legislative Coordinator regarding the 2018 Traffic Safety Council meeting dates be received.

(TSC-0143-2017)

TSC-0144-2017

1. That the letter dated October 4, 2017 from Councillor Carolyn Parrish to Members of the Traffic Safety Council, be received.
2. That the Chair of Traffic Safety Council, send an acknowledgment letter on behalf of Traffic Safety Council to Councillor Carolyn Parrish.

(TSC-0144-2017)

TSC-0145-2017

That Tamara Coulson, Citizen Member of Traffic Safety Council be appointed to the Road Safety Committee as the representative for the Traffic Safety Council.

(TSC-0145-2017)

TSC-0146-2017

That the Parking Enforcement School Zone Report for September 2017 be received.

(TSC-0146-2017)

TSC-0147-2017

1. That the warrants have been met for the retention of a school crossing guard at the intersection of Bristol Road West and Ceremonial Drive, for the students attending Champlain Trail Public School.
2. That the Principal of Champlain Trail Public School be requested to remind students and parents to cross the intersection of Bristol Road West and Ceremonial Drive with the crossing guard on the east and south legs.
3. That Traffic Safety Council conducted a further site inspection at Bristol Road West and Ceremonial Drive, for the students attending Champlain Trail Public School, in the spring 2018.

(Ward 5)

(TSC-0147-2017)

TSC-0148-2017

1. That the warrants have not been met for the retention of a school crossing guard at the intersection of Bristol Road West and Guildwood Way/Shackleton Way, for the students attending Champlain Trail Public School.
2. That the Crossing Guard located at Bristol Road West and Guildwood Way/Shackleton Way, be removed at the Christmas break 2017.
3. That the Principal of Champlain Trail Public School be requested to advise parents and students of the removal of the crossing guard at the Christmas break 2017.
4. That Transportation and Works be requested to ensure that the pedestrian signal timing is set to slow walking speed across Bristol Road West for the students attending Champlain Trail Public School between the times of 8:10 AM – 8:40 AM and 3:10 PM – 3:40 PM.

(Ward 5)

(TSC-0148-2017)

TSC-0149-2017

That the request for the placement of a crossing guard at the intersection of Forest Avenue and Mohawk Avenue, for the students attending Forest Avenue Public School and Mentor College, be denied as the warrants are not met.

(Ward 1)

(TSC-0149-2017)

TSC-0150-2017

1. That the request for the placement of a crossing guard at the intersection of Tenth Line West and Innisdale Road/Cactus Gate, for the students attending St. Albert of Jerusalem Catholic Elementary School, be denied as the warrants are not met.
2. That the Principal of St. Albert of Jerusalem Catholic Elementary School be requested to continue reminding students to wear bike helmets and dismount from bikes before crossing the street.

(Ward 10)

(TSC-0150-2017)

TSC-0151-2017

1. That the request to extend the hours of the crossing guard located at Creditview Road and Edenrose Street/Rosemanor Drive for the students attending St. Bernadette Catholic Elementary School, be denied as the warrants are not met.
2. That Transportation and Works be requested to install zebra markings at the intersection of Creditview Road and Edenrose Street/Rosemanor Drive, for the students attend St. Bernadette Catholic Elementary School.

(Ward 6)

(TSC-0151-2017)

TSC-0152-2017

1. That Transportation and Works be requested to consider the feasibility of installing a traffic control signal at Ceremonial Drive and Fairwind, for the students attending Fairwind Senior Public School.
2. That Peel Regional Police be requested to enforce speed limit violations on Fairwind Drive, for the students attending Fairwind Senior Public School, between the peak times of 2:20 PM – 2:50 PM as time and manpower permits.
3. That the Principal of Fairwind Senior Public School be requested to continue reminding student cyclists to wear a helmet and walk their bikes in the crosswalk.

(Ward 5)

(TSC-0152-2017)

TSC-0153-2017

1. That Transportation and Works be requested to:
 - a. Review “No Stopping/No Parking” signage in the Dixie Public School zone.
 - b. Install school zone signage on Flagship Drive on the east, approaching Dixie Public School.
 - c. Consider the feasibility of installing a bus loading pad in front of Dixie Public School, with bus loading signage, and that it be moved east of Dixie Public School crosswalk.
2. That Parking Enforcement be requested to enforce “No Stopping/No Parking” Prohibitions between the peak times of 8:05 AM – 8:35 AM and 2:45 PM – 3:15 PM. on Flagship Drive, for the students attending Dixie Public School.
3. That Peel Regional Police be requested to enforce “U-Turn” Prohibitions on Flagship Drive, in front of Dixie Public School, between the peak times of 8:05 AM – 8:35 AM and 2:45 PM – 3:15 PM, once signage is in place, as time and manpower permits.

(Ward 3)

(TSC-0153-2017)

TSC-0154-2017

1. That Transportation and Works be requested to review the signage in front of St. Simon Stock Catholic Elementary School.
2. That the Principal of St. Simon Stock Catholic Elementary School be requested to remind staff to use the school exit driveway to exit the school property in the afternoon.

(Ward 10)

(TSC-0154-2017)

TSC-0155-2017

That the email dated October 23, 2017 from Ba An Le, requesting a site inspection at the intersection of Glen Erin Drive and Thomas Street for the students attending Thomas Street Middle School be received, and referred to the Traffic Safety Council Site Inspection Subcommittee for a report back to Traffic Safety Council

(Ward 9)

(TSC-0155-2017)

TSC-0156-2017

That the email dated October 23, 2017 from Sameer Bhagirathi, requesting a site inspection at the intersection of Bristol Road West and Trailwood Drive, for the students attending Barondale Public School and Bristol Middle School be received and referred to the Traffic Safety Council Site Inspection Subcommittee for a report back to Traffic Safety Council.

(Ward 5)

(TSC-0156-2017)

TSC-0157-2017

That the Transportation and Works Action Items List for September 2017 be received.

(TSC-0157-2017)

TSC-0158-2017

That the Memorandum dated October 23, 2017 from Angie Melo, Legislative Coordinator entitled Traffic Safety Council Composition and Operation Review be received.

(TSC-0158-2017)

TSC-0159-2017

That the Chair of Traffic Safety Council, send a letter to the Peel District School Board and Dufferin-Peel Catholic District School Board requesting that, when relocating school boundaries, that the Boards take into consideration major arterial roadways and the impact that they will have on students and parents when planning their routes to school.

(TSC-0159-2017)