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## General Committee

### Date

2019/11/13

### Time

9:30 AM

### Location

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

### Members

Mayor Bonnie Crombie	
Councillor Stephen Dasko	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 Dipika Damerla	Ward 7
Councillor Matt Mahoney	Ward 8
Councillor Pat Saito	Ward 9
Councillor Sue McFadden	Ward 10
Councillor George Carlson	Ward 11

### Contact

Allyson D'Ovidio, Legislative Coordinator, Legislative Services  
905-615-3200 ext. 8587  
Email <mailto:allyson.dovidio@mississauga.ca>

### Find it Online

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

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**GENERAL COMMITTEE INDEX - NOVEMBER 13, 2019****1. CALL TO ORDER****2. APPROVAL OF AGENDA****3. DECLARATION OF CONFLICT OF INTEREST****4. PRESENTATIONS**

- 4.1. Introduction of new Peel Regional Police Chief, Nishan (Nish) Duraiappah
- 4.2. Councillor Chris Fonseca, Ward 3, Chair, Mississauga Cycling Advisory Committee to present Ray Marentette with the 2018 Phil Green Recognition Award.

**5. DEPUTATIONS**

- 5.1. Item 8.1 Sam Kholi, Chair, Malton BIA and Natalie Hart, General Manager, Malton BIA
- 5.2. Item 8.2 Steven Smith, Chair, Cooksville BIA Steering Committee

**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:  
General Committee may grant permission to a member of the public to ask a question of General 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****8. MATTERS TO BE CONSIDERED**

- 8.1. Avro Arrow Project, Paul Coffey Park (Ward 5)
- 8.2. Establishment of a Cooksville Business Improvement Association (BIA) (Ward 7)
- 8.3. Lower Driveway Boulevard Parking – Baggetta Crescent (Ward 5)
- 8.4. Parking Prohibition – Brasilia Circle (Ward 9)

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- 8.5. Vendor of Record Designations for the Supply and Delivery of Replacement Parts and Sublet Repair Services for MiWay Buses
  - 8.6. Port Credit and Clarkson On-Street Parking Fees – Request for Fee Holiday (Ward 1 & 2)
  - 8.7. Additional Funding for the Lisgar District Sump Pump Subsidy Program - PN 13-142 (Ward 10)
  - 8.8. City of Mississauga Disaster Management Plan
  - 8.9. 2020 Interim Tax Levy for Properties Enrolled in the Pre-Authorized Tax Payment Plan
  - 8.10. Strike-Off of Taxes Deemed Uncollectible
  - 8.11. Single/Sole Source Contract Negotiations and Award to Active Network, LTD for a Recreation Enterprise Software Solution

9. **ADVISORY COMMITTEE REPORTS**

- 9.1. Traffic Safety Council Report 6 - 2019 - October 30, 2019
- 9.2. Governance Committee Report 3 - 2019 - November 4, 2019
- 9.3. Heritage Advisory Committee Report 10 - 2019 - November 5, 2019
- 9.4. Road Safety Committee Report 7 - 2019 - November 5, 2019

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)

14. **ADJOURNMENT**

# City of Mississauga Corporate Report



Date: 2019/10/15

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:  
2019/11/13

## Subject

**Avro Arrow Project, Paul Coffey Park, Ward 5**

## Recommendation

That Council provide direction on the proposed project as outlined in the Corporate Report dated October 15, 2019 from the Commissioner of Community Services entitled Avro Arrow Project, Paul Coffey Park, Ward 5.

## Report Highlights

- The Malton BIA has identified an opportunity to recognize Malton's unique aviation history by building and installing a full size replica of the Avro Arrow next to the existing CF 100 in Paul Coffey Park.
- The total cost of undertaking the Avro Arrow project in the 30 month timeline is \$3,622,982. The funding strategy will include a combination of City of Mississauga funding, federal grants, donations and in-kind contributions.
- The Malton BIA shall be entirely responsible for the fabrication of the replica and installation at the Flight Garden according to the terms of a Design and Development Agreement and for securing sponsors, donations and in-kind contributions. The Agreement will provide a schedule for the release of municipal funds in stages based on percentage completion.
- The Flight Garden with appropriate features and pedestrian access will be developed with funding from the park development budget for Paul Coffey Park.
- The City of Mississauga commissioned the development of a Tourism Strategy and Marketing Plan that has identified steps to be taken to attract residents and domestic and international tourists to the landmark. The Arrow is to be one component of a broader plan to promote the aerospace sector, along with other tactics related to promoting tourism and the Arrow as a landmark.



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- The project has been presented and discussed with the Mississauga Tourism Advisory Board at recent meetings, with support received.

## Background

### Historical Significance

The Avro Arrow is a supersonic interceptor jet aircraft that was designed and built in the Village of Malton by the A.V. Roe Canada Corporation in 1958 establishing Canada as a world leader in research and development. The Malton BIA has identified an opportunity to enhance the community and recognize the unique aviation narrative that is part of its history by building and installing a full-sized replica next to the CF 100 in Paul Coffey Park in Malton.

### Avro Arrow Design Elements

The BIA commissioned engineered drawings of the Avro Arrow to Varcon Engineering and Stainless Outfitters' which were further reviewed by Mitsubishi Heavy Industries Canada. The Avro Arrow structure will stand at four stories high and is designed to last without requiring any major renovations for the foreseeable future.

The current CF-100 that has been on a pedestal in the Park since 1974 stands approximately two stories. The BIA is to manage the design, build, delivery and installation of the Avro Arrow and once installed, the Arrow becomes a City asset. In order to initiate the project, authority will be required to execute an Agreement Design and Development with the Malton Business Improvement Area.

### May 22, 2019 Council Resolution (0120-2019)

Council approved up to \$30,000 from the Municipal Accommodation Tax Reserve Fund for a consultant to work with the City's tourism staff to create a Tourism and Marketing Plan to assist with the grant applications needed to realize a joint City/Malton BIA project of this magnitude.

### Tourism Marketing Plan

The City of Mississauga commissioned the development of a Tourism Strategy and Marketing Plan that has identified steps to be taken to attract residents and domestic and international tourists to the landmark. The recommendations included in the report are as follows:

- Build and install the Avro Arrow at Paul Coffey Park to honour Malton's vibrant aviation history; commemorate a wholly Canadian designed and built supersonic jet; and provide a significant landmark for Mississauga, clearly visible to passengers flying in and out of Pearson International Airport.
- Leverage the relevant aspects of the Tourism Master Plan by proactively implementing the tactics that are relevant to the Avro Arrow Project.
- Develop Avro Arrow related visitor experiences that could be delivered to locals, school groups and aviation enthusiasts.

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- Attract local and from away-school groups and develop educational programming that teachers can utilize to meet curriculum requirements.
- Include aspects of tourism market readiness in the Paul Coffey Park Master Plan and determine if modifications could be made to plans to enhance the park's tourism market readiness to serve locals, aviation enthusiasts and school groups.
- Utilize social media and content-specific web communications to connect with aviation enthusiasts.
- Create an interactive, educational, entertaining aviation museum or theme park.
- Given that Mississauga's aerospace manufacturing sub-sector is the largest across all major Canadian centres, develop a Meetings, Conferences, and Trade Shows sales strategy to pursue aviation-based business events that could be held in Mississauga's meeting, conference or trade show venues.

Several of the recommendations align with the Tourism Master Plan, and the Flight Garden is included in Phase 1 of the Paul Coffey Park Master Plan. In addition, the BIA has plans to include the creation of a stop motion film on the construction and detailed historical information that will create a full story to showcase the aviation industry in Canada and specifically in Malton.

## Present Status

Currently the BIA has secured funding from a number of sources as outlined in the Financial Impact section. In addition, they have submitted a Federal grant application to the Legacy Fund – Building Communities Through Arts and Heritage through the Department of Canadian Heritage.

The Malton BIA has also obtained a number of letters of support from different community groups including The Royal Canadian Legion and Mississauga Board of Trade.

The hotel industry in Mississauga is supporting the project with pledges of "Arrow Tourism Discount Packages". Public interest has been growing as a 7'x4.5' model has been displayed at various events in different locations across Mississauga.

Community Services are planning to hire a consulting team to implement Phase 1 of the Paul Coffey Park Master Plan subject to approval of the 2020 Capital Budget. Phase 1 will include the Entry Plazas, Flight Garden, Parking Lots, Sport Courts, Skate/Scooter Park, Sports Lawn, Family Picnic Areas, Leash Free Zone, West and East pedestrian bridges adjacent to Derry Road and a full park trail circuit. The Flight Garden will be designed to accommodate the Malton sign and the replica Avro Arrow.

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The City requires approval from the Toronto and Region Conservation Authority (TRCA) to construct within their regulated areas at Paul Coffey Park. The TRCA is supportive of the Paul Coffey Master Plan.

Detailed design of Paul Coffey Park Phase 1 along with the addition of the Avro Arrow into the Flight Garden will need to be reviewed by TRCA as part of their approval process. Timing for the TRCA approval process will be determined once consultant are hired.

## Comments

The intent is for the project to commence in Winter 2020. As part of this project, stamped peer-reviewed certified drawings from a third party engineering consultant will be required.

### Estimated Project Timeline

Date	Milestone
Fall 2019	Council Direction on the Avro Arrow Project
Winter 2020	Project Start
Spring 2020	TRCA Study
Fall 2022	Project Completion

The BIA will project manage the design, fabrication and installation of the plane. Once installed, the asset will become a City asset and the City will be responsible for future maintenance.

## Strategic Plan

The Avro Arrow Project is aligned to our strategic pillar of connect. It supports building a vibrant community that promotes Mississauga's past and celebrates the uniqueness and innovation of Malton's history.

## Financial Impact

Based on costing provided by the BIA, the total project cost including the build, installation and delivery of the plane on a pedestal is \$3,622,982. The funding strategy that is proposed by the BIA below includes a combination of City of Mississauga funding, federal grants, donations and in-kind contributions.

The transfer of City funding is contingent upon the commitment of all funds and/or in-kind services for this project. Should federal funding not be approved, City staff will report back to Council with options for consideration.

<b>FUNDING - FABRICATION AND SITE INSTALLATION – AVRO ARROW</b>	
City of Mississauga Funding Contribution	
<b>Approved Funding:</b>	Amount
33121 - Ward 5 Specific Special Projects	\$500,000
<b>Requested Funding:</b>	
35591 - Municipal Accommodation Tax Reserve Fund	1,000,000
33121 - Ward 5 Specific Special Projects	500,000
33121 - Ward 6 Specific Special Projects	100,000
33121 - Ward 11 Specific Special Projects	100,000
<b>Sub Total Municipal Funds</b>	<b>\$2,200,000</b>
BIA Funding Contribution	
<b>Confirmed Donations:</b>	
The Hazel McCallion Foundation	\$25,000
Private Donor	100,000
GTAA	10,000
Malton BIA	56,360
<b>Confirmed In-Kind Contributions:</b>	
Varcon – drawings	12,860
Varcon – engineering	280,000
Fram Development – foundation, base and onsite supervision	250,000
PPG Canada - paint, primer and sealant	110,000
3M – adhesives	Unknown
<b>Sub Total Confirmed Donations and In-Kind Contributions</b>	<b>\$844,220</b>
<b>Pending Grants and Donations:</b>	
Legacy Fund – Building Communities Through Arts and Heritage	500,000
Uncommitted	78,762
<b>Sub Total Pending Grants and Donations</b>	<b>\$578,762</b>
<b>Sub Total BIA Funds</b>	<b>\$1,422,982</b>
<b>Grand Total</b>	<b>\$3,622,982</b>

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The agreement between the City and the BIA will include the terms and conditions in regards to the design and development, build, delivery, installation and maintenance of the Avro Arrow. It will outline terms such as the respective roles and responsibilities of the parties, the scope of work, and insurance and indemnity requirements.

In addition, the Agreement will include terms regarding the transfer of the Avro Arrow as an asset to the City and verbiage on the City's responsibility for future maintenance.

The BIA will be responsible for the management of the Avro Arrow project including fabrication and installation of the plane, budget and collection of funds. The BIA will be required to produce commitment letters from all external funding sources.

City funds allocated to the project will be released at key milestones as outlined in the Design and Development Agreement.

The budget and timing for the redevelopment of the Paul Coffey Park based on the Master Plan is as follows:

Phase 1	\$10.65M	(2020-2023) Committed
Phase 2	\$7.2M	(2026-2028) Committed
Phase 3	\$5.59M	(2032-2034) Not Committed

All elements, such as the Veteran's Plaza and pedestrian bridges, identified on the Paul Coffey Park conceptual plan (Appendix 1) are included in the Phase 1 budget total of 10.65M. The only incremental cost to the conceptual plan is the fabrication and installation of the Avro Arrow.

## Conclusion

This report requests that Council provide direction on funding for design, build and installation of the Avro Arrow in Paul Coffey Park and that the City be authorized to enter into a Design and Development Agreement with the Malton BIA on the management of the project.

Displaying the Avro Arrow will honour Malton's vibrant aviation history, commemorate a Canadian designed and built supersonic jet and provide a significant landmark for Mississauga.

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## Attachments

Appendix 1: Preliminary Concepts Flight Garden

Appendix 2: Avro Arrow Costing



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

Prepared by: Julia Giovinazzo, Business Advisor, Business Planning



## Paul Coffey Park - Flight Garden

Preliminary Concept Sketch 'A'

August 14, 2019

<b>ESTIMATED COST OF FABRICATION AND SITE INSTALLATION – AVRO ARROW</b>		
1	Cost of raw materials 30,390.689kg (67,000 lbs.) of Aluminum in type 6061 for structure and 5052 for skin	\$297,000
2	Nose Cone and Exhaust Nozzles	\$30,000
3	Waterjet Cutting	\$115,000
4	Labor for Welding 8230 hrs	\$832,000
5	Labor for outside Skin of plane 9,600 hrs	\$960,000
6	Jigs and Fixtures	\$90,000
7	Secure storage of plane sections during fabrication	\$15,000
8	Lighting as per original plane marker lights	\$4,700
<b>Sub Total Costs for Plane</b>		<b>\$2,343,700</b>
9	Post to support plane	\$90,000
10	Anchor cage for post and footing engineering	\$14,000
11	Priming, painting and etching of plane including materials	\$110,000
12	Graphics	\$12,000
13	Internal corrosion inhibitor	\$3,800
14	Delivery to site	\$24,000
15	On site assembly	\$22,000
16	Crane Rental	\$14,000
17	Insurance	\$4,800
18	Permits	\$2,800
19	Misc. fasteners, adhesives, tape, paper	\$45,000
20	Contingency for unknowns and/or cost of material increases and such during the duration of the project	\$300,000
21	Time required to build 30 months, part of this is material is 4 months once ordered	
<b>Sub Total Cost of Plane Delivered on Pedestal Complete</b>		<b>\$2,986,100</b>
22	Fram Development – foundation, base and onsite supervision	\$250,000
23	Varcon - engineering	\$280,000
23	Varcon - drawings	\$12,860
24	Research and design	\$24,860
25	Prototype	\$6,500
26	Non-rebate portion of HST (1.76%)	\$62,662
<b>Grand Total</b>		<b>\$3,622,982</b>



# City of Mississauga

## Corporate Report



Date: 10/31/2019

To: Chair and Members of General Committee

From: Andrew Whittemore, M.U.R.P., Commissioner of  
Planning and Building

Originator's files:  
CD.05-COO

Meeting date:  
11/13/2019

## Subject

**Establishment of a Cooksville Business Improvement Association (BIA) in Ward 7**

## Recommendation

1. That the report titled "Establishment of a Cooksville Business Improvement Association (BIA) in Ward 7" dated October 31, 2019, from the Commissioner of Planning and Building, be received.
2. That the City Clerk gives notice of Council's intention to enact a by-law to establish the Cooksville BIA to every person that is in a prescribed business class, within the proposed BIA boundary (Appendix 2), in accordance with the *Municipal Act, 2001*.
3. That Council direct staff to continue to provide technical support to the BIA Steering Committee during the statutory establishment process.

## Report Highlights

- The Cooksville BIA Steering Committee submitted a letter to Council, dated October 31, 2019, stating their interest in establishing a BIA (Appendix 1). City staff recommend that Council initiate the statutory process required to implement the Cooksville BIA designation.
- A proposed boundary of the Cooksville BIA has been defined and is acceptable to City staff (Appendix 2).
- The Cooksville BIA Steering Committee has proposed a preliminary budget of \$350,000 for its first year of operations (Appendix 3).

## Background

On May 27, 2019, Ward 7 Councillor Dipika Damerla hosted a meeting with local businesses to discuss the benefits of a BIA and begin the process of establishing a BIA in Cooksville.

Following this meeting, the Cooksville BIA Steering Committee was formed to develop a boundary, goals, objectives and a preliminary budget for a future BIA in Cooksville. The Steering Committee met six times between June and October, 2019.

The Steering Committee also engaged the local business community to build support for a BIA in Cooksville. Notably, they hosted two community meetings (October 23 and 28, 2019) to present their proposal to form a BIA. The Steering Committee advertised these community meetings through an area wide mail-out, signage in a local parkette and canvassing of local businesses.

The City received a formal request from the Steering Committee to establish a BIA on October 31, 2019.

## Legislative Requirements

The process for designating a BIA and establishing its board of management is outlined in the *Municipal Act, 2001* ("the Act").

### *Notice and By-Law to Designate a BIA*

In accordance with the Act, the City must pass a by-law to designate an area as a BIA. Before such a by-law can be passed, notice of Council's intention to pass a by-law must be sent to every person in the proposed BIA who, on the last returned assessment roll, is assessed for rateable property that is in a prescribed business property class.

It is the responsibility of the property owners to provide a copy of the notice to their tenants within 30 days after the notice is mailed. If written objections to the by-law are received within 60 days, signed by at least one-third of the persons entitled to a notice and representing at least one-third of the taxes levied for purposes of the general local municipality levy on rateable property in all prescribed business property classes in the proposed BIA, then the Act prohibits enactment of the by-law. The City Clerk is responsible for determining whether the objection conditions are met.

If the proposal moves ahead, City staff intend to draft a by-law to designate a BIA in Cooksville. The draft by-law would be brought back to Council for approval in early in 2020.

### *Council to Establish a BIA Board of Management*

If the BIA is designated and the by-law is approved, Council would then establish a board of management.

According to the Act, a board of management shall be composed of one or more directors appointed directly by Council and the remaining directors selected by a vote of the membership of the improvement area and appointed by Council. The term of the directors of a board of management is the same as the term of the Council that appointed them.

In addition to approving the composition of the board, the City can establish a code of conduct for a board of management.

### *Council to Approve BIA Budget*

The board of management would be required to prepare a budget for Council's approval.

The Steering Committee has developed a preliminary budget of ~\$350,000 (see appendix 3). The exact cost of this levy to the taxpayer will be determined once the 2020 assessment values have been received and tax rates approved, however it is estimated the levy would be in the order of \$80 to \$110 for every \$100,000 of commercial tax assessment within the BIA area. BIA budgets are audited by the City annually. The BIA levy would be collected from the applicable rateable properties in the prescribed business property classes.

The final 2020 budget submission for the Cooksville BIA will be included in the 2020 Tax Ratios, Rates and Due Dates report for consideration in the Spring 2020.

## **Comments**

### **City Staff Accept the Proposed BIA Boundary**

The proposed BIA boundary is acceptable to City staff. The proposed designation would impact every person that is in a prescribed business class, within the proposed BIA boundary (Appendix 2), in accordance with the *Municipal Act, 2001*.

The proposed area is centred on the intersection of Hurontario and Dundas Streets. It extends along Hurontario Street from Floradale Drive in the south, to the train line and lands around the Cooksville GO Station in the north; and along Dundas Street from Confederation Parkway in the west, to Cawthra Road in the east.

The proposed BIA boundary follows commercial land uses within this area, which generally consist of shopfronts and mixed use plazas, office buildings and several automobile dealerships. It is noted that industrial uses along Hensall Circle were not included in the proposed boundary, as these parcels do not have frontage to Dundas Street and would not likely benefit from streetscape and beautification efforts of a future BIA.

### **Cooksville would be the City's 5th BIA**

There are four BIAs currently operating in the City: Clarkson, Malton, Port Credit and Streetsville.

Some of the key objectives of the Cooksville BIA are: promoting Cooksville as a destination, beautification, safety and increased capacity and coordination among local business community. These are similar to functions performed by other Mississauga BIAs.

The Steering Committee has received technical support from several departments and the Ontario Business Improvement Area Association (OBIAA) in developing this request to establish a BIA.

## **Financial Impact**

There would be no financial impact created by the recommendations.

## **Conclusion**

The proposed Cooksville BIA boundary is acceptable to City staff (Appendix 2).

It is recommended that City Council initiate the statutory process required to implement the Cooksville BIA designation. Specifically, by providing notice of Council's intention to enact a by-law to establish the Cooksville BIA to all affected land and business owners to determine their support for the proposal.

## **Attachments**

Appendix 1: Letter from the Cooksville Business Improvement Association Steering Committee, dated October 31, 2019

Appendix 2: Proposed Cooksville BIA Boundary (Map)

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Originators file: CD.05-COO

Appendix 3: Preliminary budget for proposed Cooksville BIA



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Andrew Whitemore, Commissioner of Planning and Building

Prepared by: Katherine Morton, Manager, Planning Strategies

**Appendix 1: Letter from the Cooksville Business Improvement Association  
Steering Committee, dated October 31, 2019**

October 31, 2019

Councillor Dipika Damerla  
Ward 7, Mississauga  
300 City Centre Drive  
Mississauga, ON L5B 3C1

Dear Councillor Damerla:

**RE: Establishing a Business Improvement Area in Cooksville**

The businesses of Cooksville would like to thank you for your efforts over the past few months to bring us together and educate us on Business Improvement Areas. Your help and assistance with the process of establishing a Business Improvement Area (BIA) in Cooksville has been invaluable. It is our belief that a Cooksville BIA would greatly help the businesses in Cooksville and would be of great benefit to the rest of Mississauga.

Following the many BIA meetings with our Steering Committee and the latest public meetings, it is clear that there is a consensus among the businesses in Cooksville that it would be in our best interest to establish a BIA in Cooksville.

Our proposed BIA would have borders that run East to Cawthra Road, West to Confederation, North to the Train Tracks, South to Floradale Drive and West to Confederation Parkway including the businesses that border on the West side of Confederation Parkway. Please see the attached map for details (Appendix 2).

The goals and objectives of the proposed BIA would be:

- Promoting Cooksville as a destination
- Beautification
- Safety
- Increased capacity and coordination among local business community

To date we have canvassed all business with these boundaries and have hosted 2 separate community meetings with the staff from the City of Mississauga, and representatives from Ontario Business Improvement association in attendance. It is very clear to us that there is a great deal of support for a Cooksville BIA from businesses and the local community as well.

Therefore, on behalf of the business of Cooksville we request that the City of Mississauga prepare a report on creating a BIA in Mississauga and begin the necessary work as outlined in the **Municipal Act, 2001** to notify all local businesses.

We thank you for considering our request

Respectfully

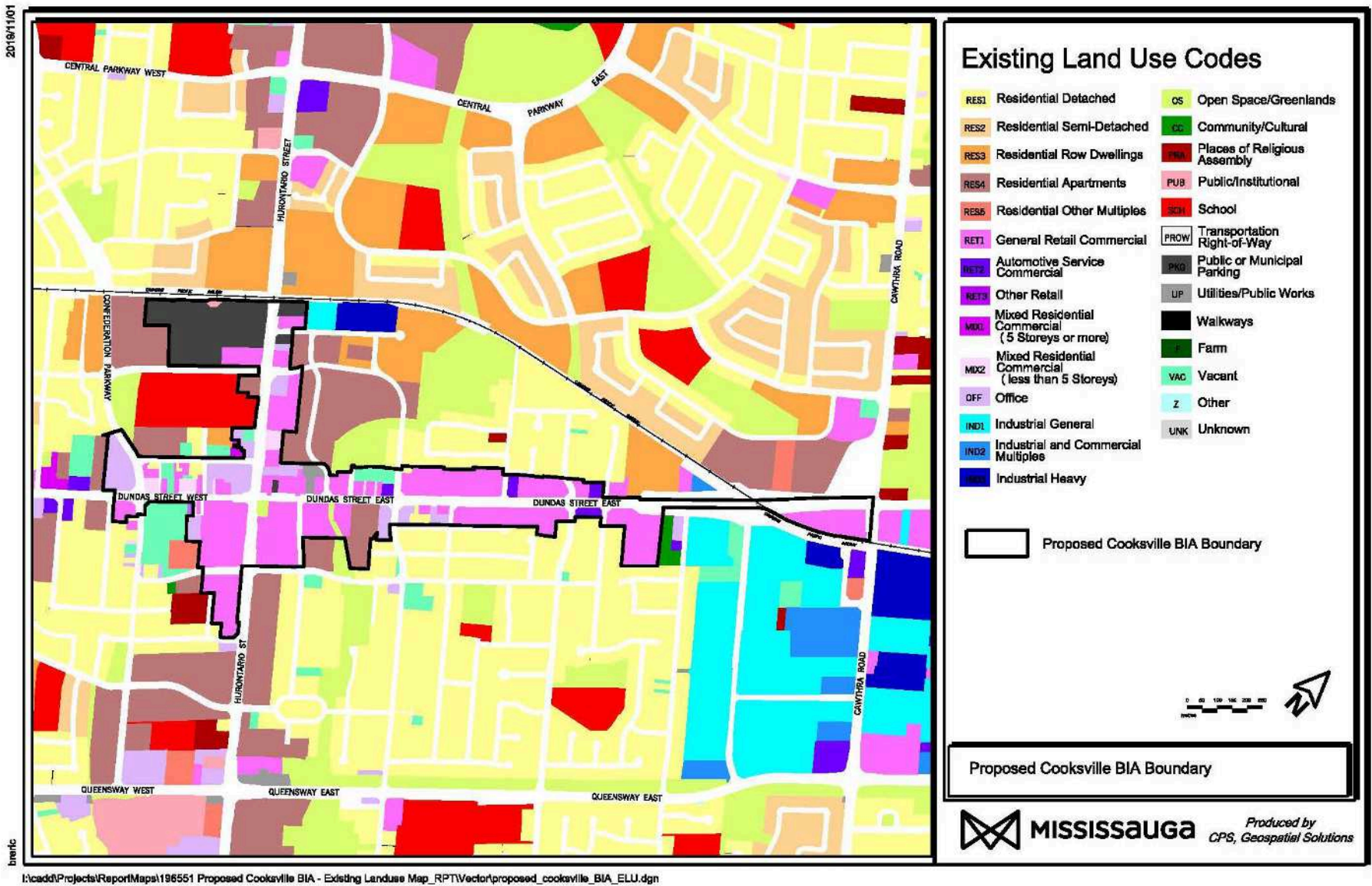
The Cooksville Steering Committee

Steven Smith

Cooksville Steering Committee Chair.

**Appendix 2: Proposed Cooksville BIA Boundary (Map)**





### Appendix 3: Preliminary Budget Proposed Cooksville BIA

<b>Total Revenue</b>	<b>\$350,000</b>
<b>Beautification and Maintenance</b>	<b>\$206,300</b>
<b>Office and General Expenses</b>	<b>\$24,400</b>
<b>Professional Services/Finance Fees / Audit</b>	<b>\$14,000</b>
<b>Salaries and Benefits</b>	<b>\$90,000</b>
<b>Advertising and Promotions</b>	<b>\$6,200</b>
<b>Capital</b>	<b>\$10,000</b>

# City of Mississauga

## Corporate Report



Date: 2019/10/17

To: Chair and Members of General Committee

From: Helen Noehammer, M.A.Sc., P. Eng.,  
Acting Commissioner of Transportation and Works

Originator's files:  
MG.23.REP RT.10.Z-37E

Meeting date:  
2019/11/13

## Subject

**Lower Driveway Boulevard Parking – Baggetta Crescent (Ward 5)**

## Recommendation

That a by-law be enacted to amend the Traffic By-law 555-00, as amended, to implement lower driveway boulevard parking between the curb and sidewalk, at any time on the north and south side (outer circle) of Baggetta Crescent where sidewalks exist as outlined in the report from the Acting Commissioner of Transportation and Works, dated October 17, 2019, entitled "Lower Driveway Boulevard Parking – Baggetta Crescent (Ward 5)".

## Background

The Transportation and Works Department received a completed petition from an area resident with respect to the feasibility of implementing lower driveway boulevard parking on Baggetta Crescent. Lower Driveway Boulevard parking between the curb and sidewalk is currently prohibited on Baggetta Crescent. A location map is attached as Appendix 1.

## Comments

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

25 questionnaires were delivered and 8 (32%) were returned; 7 (88%) supported the implementation of lower driveway boulevard parking and 1 (12%) was opposed. Since greater than 66% of the total respondents support lower driveway boulevard parking, the Transportation and Works Department recommends implementing lower driveway boulevard parking between the curb and sidewalk, at any time on the north and south side (outer circle) of Baggetta Crescent where sidewalks exist.

The Ward Councillor supports the proposal for lower driveway boulevard parking. The existing on-street parking regulations will be maintained.

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2019/10/17

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Originators files: MG.23.REP

RT.10.Z-37E

## Financial Impact

Costs for the sign installation can be accommodated in the 2019 Operating Budget.

## Conclusion

Based on the results of the questionnaire, the Transportation and Works Department supports lower driveway boulevard parking between the curb and sidewalk, on the north and south side (outer circle) of Baggetta Crescent where sidewalks exist.

## Attachments

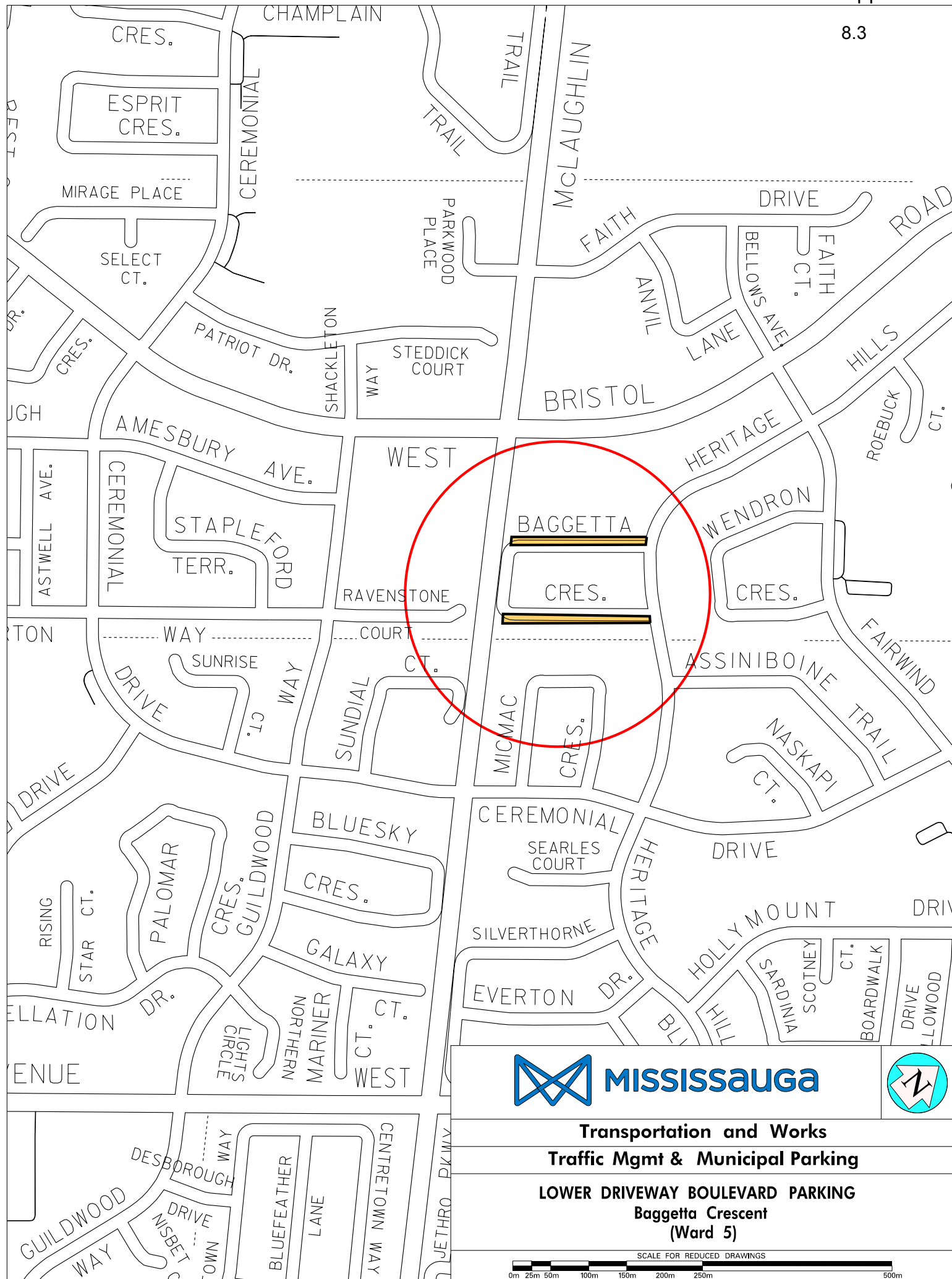
Appendix 1: Location Map - Lower Driveway Boulevard Parking – Baggetta Crescent



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Helen Noehammer, M.A.Sc., P. Eng., Acting Commissioner of Transportation and Works

Prepared by: Wasan Yonan, C.E.T., Traffic Technician



# City of Mississauga

## Corporate Report



Date: 2019/10/16

To: Chair and Members of General Committee

From: Helen Noehammer, M.A.Sc., P. Eng.,  
Acting Commissioner of Transportation and Works

Originator's files:

Meeting date:  
2019/11/13

## Subject

**Parking Prohibition – Brasilia Circle (Ward 9)**

## Recommendation

That a by-law be enacted to amend the Traffic By-law 555-2000, as amended, to implement a parking prohibition on the south, east, north and west sides (outer circle) of Brasilia Circle, between the south intersection of Brasilia Circle at Montevideo Road and the north intersection of Brasilia Circle at Montevideo Road, as outlined in the report from the Acting Commissioner of Transportation and Works, dated October 16, 2019 entitled "Parking Prohibition – Brasilia Circle (Ward 9)".

## Background

The Transportation and Works Department received a request through the Ward Councillor's office with respect to the feasibility of implementing a parking prohibition on the outer circle of Brasilia Circle, between the south intersection of Brasilia Circle at Montevideo Road and the north intersection of Brasilia Circle at Montevideo Road. A location map is attached as Appendix 1.

Currently, parking is permitted for a maximum of five hours on both sides of Brasilia Circle. The Transportation and Works Department has reviewed Brasilia Circle with respect to the above and could support prohibiting parking anytime on the outer circle of Brasilia Circle

## Comments

To determine the level of support for the proposed parking prohibition, a parking questionnaire was distributed to the residents of Brasilia Circle.

64 questionnaires were delivered and 17 (27%) were returned; 12 (71%) supported the implementation of a parking prohibition and 5 (29%) were opposed. Since greater than 66% of the total respondents were in support, the Transportation and Works Department recommends implementing a parking prohibition on the south, east, north and west sides (outer circle) of Brasilia Circle. The Ward Councillor supports the proposal for the parking prohibition.

General Committee

2019/10/16

2

Originators files: MG.23.REP

RT.10.Z46W

## Financial Impact

Costs for the sign installations can be accommodated in the 2019 Operating Budget.

## Conclusion

The Transportation and Works Department supports the implementation of a parking prohibition on the south, east, north and west sides (outer circle) of Brasilia Circle

## Attachments

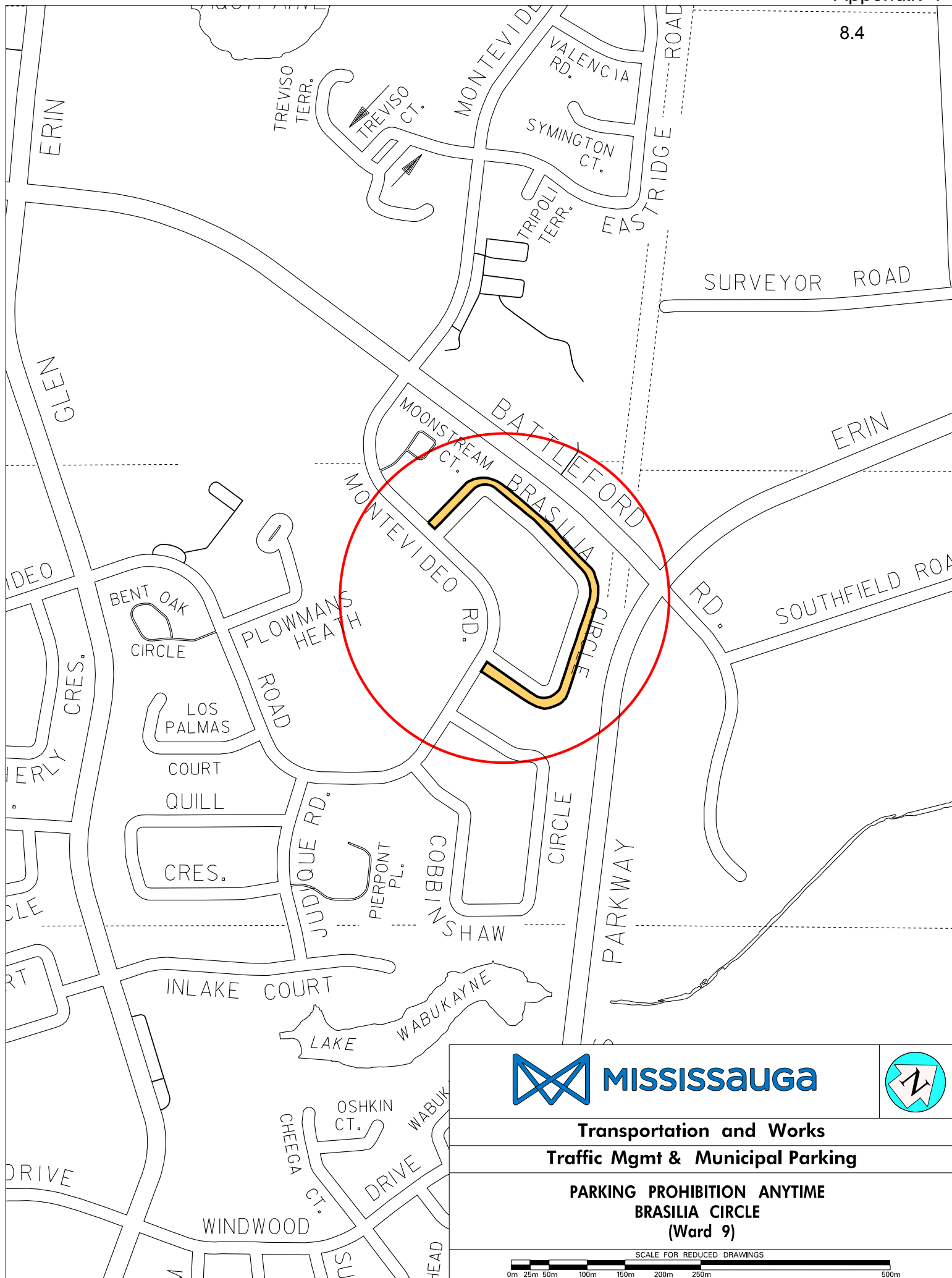
Appendix 1: Location Map – Parking Prohibition – Brasilia Circle (Ward 9)



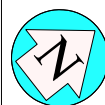
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Helen Noehammer, M.A.Sc., P. Eng., Acting Commissioner of Transportation and Works

Prepared by: Wasan Yonan, C.E.T., Traffic Operations Technician



MISSISSAUGA



**Transportation and Works**  
**Traffic Mgmt & Municipal Parking**

**PARKING PROHIBITION ANYTIME**  
**BRASILIA CIRCLE**  
**(Ward 9)**

SCALE FOR REDUCED DRAWINGS

0m 25m 50m 100m 150m 200m 250m 500m



City of Mississauga  
**Corporate Report**



Date: 2019/10/30

To: Chair and Members of General Committee

From: Helen Noehammer, M.A.Sc., P. Eng.,  
 Acting Commissioner of Transportation and Works

Originator's files:

Meeting date:  
 2019/11/13

## Subject

**Vendor of Record Designations for the Supply and Delivery of Replacement Parts and Sublet Repair Services for MiWay Buses**

## Recommendation

1. That the vendors included in Appendix 1, attached, be designated as vendors of record for the supply and delivery of replacement parts and sublet repair services for MiWay buses; and
2. That the Purchasing Agent be authorized to execute annual contracts with each of the designated vendors of record, in the estimated amounts shown in Appendix 1, for the supply and delivery of replacement parts and sublet repair services for MiWay buses, as required.

## Background

Council has previously approved the designation of vendor of record for known vendors of replacement parts and sublet repair services for MiWay buses, ref. GC No. 0533-2013.

The City continues to require the supply and delivery of many replacement parts for MiWay buses to ensure timely maintenance and repairs. Original Equipment Manufacturer (OEM) parts are required to preserve warranties; generic parts are used where possible. Many bus maintenance and repair operations are sublet to OEM vendors when it is more efficient or cost effective to do so.

Parts availability and prompt delivery and service are key requirements. Staff have identified a roster of all known replacement bus parts vendors who maintain inventories of a variety of OEM and generic parts and who can undertake sublet repairs. These vendors are located in proximity to MiWay operations. Accordingly, the vendors identified in Appendix 1, attached, are considered to be uniquely qualified.

General Committee	2019/10/30	2
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Generic replacement bus parts are available from more than one vendor and are purchased by spot buying; OEM parts and repair services are purchased directly from the manufacturer or manufacturer's authorized dealer.

### Spot Buying

It is staff's practice to spot buy parts whereby competitive quotes are obtained. Spot buying of parts occurs daily with 10 – 25 different parts required in various quantities. Orders are placed with the vendors who provide the lowest prices and who can provide timely delivery.

This purchasing method has resulted in a continuous supply of parts at the lowest possible prices. In addition, purchasing parts in this manner requires fewer stocked parts which minimizes the cost associated with carrying inventories and obsolescence.

### OEM Vendors

OEM parts and sublet repair services are only available from the manufacturer, or from the manufacturer's authorized dealer, and will continue to be required until the manufacturer's buses are retired from the fleet.

The OEM vendors are sole sources as defined in the Purchasing By-law #374-2006 which states under Schedule A, Section 1, *(a) the goods and/or services are only available from one supplier by reason of: (iii) the existence of exclusive rights such as patent, copyright or licence.*

## **Comments**

The vendors of record should be established until such time as the parts they supply are no longer required or if the vendor fails to perform or ceases to carry on business.

Furthermore, the roster of vendors is not closed. It is open to any vendor who can demonstrate that they are able to promptly provide OEM parts and services, appropriate generic parts and satisfactory references, subject to approval in accordance with By-law 374-2006.

By-law 374-2006 further requires Council authority to award single/sole source contracts having a value of \$100,000 or more.

## **Financial Impact**

There are no additional financial impacts resulting from the recommendations in this report. The annual estimate for supply and delivery of required bus replacement parts and sublet repair services is \$13,000,000 excluding taxes. Funds for this purpose are available in account numbers 1-715353 (Parts Inventory – cost centres 23619, 23620, and 23621) also 2-715356, 2-715357, 2-715358 (Vehicle Sublet Repairs Capital) and 1-715358-23620 (Vehicle Sublet Repair).

## Conclusion

A variety of replacement bus parts and sublet repair services are required to maintain MiWay buses. Parts are purchased, as required, through spot buying where it is possible to obtain quotes. It is advantageous for the City to spot buy replacement bus parts to ensure a continuous supply in a timely and low cost manner and to reduce costs associated with carrying inventories and obsolescence. OEM parts and repair services are only available from the manufacturers and their authorized dealers.

Staff recommends that the vendors of replacement bus parts and sublet repair services identified in Appendix 1 be designated as vendors of record.

## Attachments

Appendix 1: Roster of Vendors of Record for Replacement Bus Parts and Sublet Repair



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Helen Noehammer, M.A.Sc., P. Eng., Acting Commissioner of Transportation and Works

Prepared by: Darren Ridings, Manager, Transit Vehicle Maintenance

## Roster of Vendors of Record for Replacement Bus Parts and Sublet Repair Services

Vendor	Spot Buy or Single Source	Description (SOW)	Est. Annual Contract Value
Aftermarket Parts (formerly New Flyer)	Single Source / Spot Buy	New Flyer Bus Parts (OEM) / Bus Parts	2,500,000
Baker Transit Parts	Spot Buy	Bus Parts	700,000
City View Bus & Truck	Single Source	Bus Parts / Sublet Repairs	1,500,000
Cummins Eastern Canada LP	Single Source	Bus Parts / Sublet Repairs	750,000
Mississauga Bus, Coach & Truck	Single Source	Bus Parts / Sublet Repairs	4,000,000
Mississauga Truck & Bus Inc.	Single Source	Sublet Repairs	100,000
Mohawk	Spot Buy	Bus Parts	200,000
NATSCO	Spot Buy	Bus Parts	650,000
Prevost (Nova Bus)	Single Source / Spot Buy	Nova Bus Parts (OEM) / Bus Parts	500,000
Reefer Sales	Single Source	Bus Parts / Sublet Repairs / Annual Inspections	100,000
Tokmakjian Inc. (formerly SN Diesel)	Single Source	Sublet Repairs	1,250,000
Tarten Equipment	Single Source	Bus Parts / Sublet Repairs	100,000
Thermo King Ontario	Single Source	Bus Parts / Sublet Repairs / Annual Inspections	350,000
Voith Turbo Inc.	Single Source	Bus Parts / Sublet Repairs	100,000
Wajax Power Products	Single Source / Spot Buy	Bus Parts / Sublet Repairs	200,000
<b>Estimated Annual Contract Value</b>			<b>13,000,000</b>

# City of Mississauga

## Corporate Report



Date: 10/25/2019

To: Chair and Members of General Committee

From: Helen C. Noehammer, M.A.Sc., P.Eng.,  
Acting Commissioner of Transportation and Works

Originator's files:

Meeting date:  
11/13/2019

## Subject

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

## Recommendations

1. That General Committee provide direction regarding the Port Credit Business Improvement Area request to waive on-street parking charges in Port Credit on Lakeshore Road East from fifty metres west of Stavebank Road to Seneca Avenue from November 23, 2019 to December 31, 2019; and
2. That General Committee provide direction regarding the Clarkson Business Improvement Area request to waive on-street parking charges in the Clarkson Business Improvement Area from November 23, 2019 to December 31, 2019.

## 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 to waive parking fees on Lakeshore Road East from fifty metres west of Stavebank Road to Seneca Avenue and the Clarkson BIA to waive on-street parking charges on Lakeshore Road West within the Clarkson BIA from November 23, 2019 to December 31, 2019. This would allow customers of the respective BIA's to park in those areas at no cost. Both BIA's Boards 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 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.

To facilitate the waiving of parking charges in the Port Credit BIA and Clarkson BIA, Transportation and Works Department staff would 'bag' the pay and display machines on Lakeshore Road on November 22, 2019 and 'un-bag' the parking meters and pay and display machines on January 2, 2020.

## Financial Impact

Parking charges waived within the areas specified from November 23, 2019 to December 31, 2019 will have the following financial impact in cost centre 24006 Lakeshore BIA Parking:

- An estimated gross revenue loss of \$29,000 and these funds will not be realized in the Parking Reserve Fund 35351 Cash In Lieu of Parking – Port Credit.
- Associated operational costs with the affected pay and display machines that will continue to be assumed by the City are \$7,000.

## Conclusion

The Port Credit Business Improvement Area and the Clarkson Business Improvement Area have requested that parking charges be waived on Lakeshore Road from November 23, 2019 to December 31, 2019. Waiving parking fees within the BIA's will result in an estimated parking gross revenue loss of \$29,000 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.



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Helen C. Noehammer, M.A.Sc., P.Eng., Acting Commissioner of Transportation and Works

Prepared by: Jamie Brown, Manager of Municipal Parking

# City of Mississauga

## Corporate Report



Date: 10/30/2019

To: Chair and Members of General Committee

From: Helen C. Noehammer, M.A.Sc., P.Eng.,  
Acting Commissioner of Transportation and Works

Originator's files:

Meeting date:  
11/13/2019

### Subject

**Additional Funding for the Lisgar District Sump Pump Subsidy Program - PN 13-142  
(Ward 10)**

### Recommendations

1. That capital project PN 13-142, Lisgar District Sump Pump Subsidy Program, be amended to a gross and net budget of \$1,250,000 to be funded from the Stormwater Capital Reserve Fund (Account #35992);
2. That funding of \$750,000 be transferred from the Stormwater Capital Reserve Fund (Account #35992) to PN 13-142, Lisgar District Sump Pump Subsidy Program; and
3. That all necessary bylaws be enacted.

### Background

In 2013, the City established the Lisgar District Sump Pump Subsidy Program, a program offered to those homes in the Lisgar District with reported basement water infiltration problems through a one-half cost sharing arrangement between the City and the homeowner, with a maximum contribution of \$3,000 per household towards the installation of a sump pump. The program was expanded in 2015 to include all households in the City serviced by a municipal Foundation Drain Collector (FDC) system (Appendix 1). In 2017, in order to encourage greater homeowner uptake, the subsidy program was amended to remove the one-half cost sharing requirement between the City of Mississauga and the homeowner and to reflect a maximum contribution of \$6,000 per household to be provided by the City of Mississauga towards the full cost of the sump pump installation.

### Comments

The Lisgar District Sump Pump Subsidy Program (PN 13-142) was initially budgeted at \$277,500 in 2013. This budget was subsequently increased in 2017 to \$500,000 in anticipation of greater program uptake due to the increase in maximum financial subsidy to \$6,000 per



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household. However, during the first six years of the program, staff only approved 15 subsidy applications.

Beginning in April of 2019, staff observed a significant uptake in the sump pump subsidy program primarily due to aggressive door-to-door solicitation by independent contractors. The volume of public inquiries received by the 311 Citizen Contact Centre and Environmental Services staff regarding this program also increased by 330 per cent, from 84 inquiries in 2018 to 277 thus far in 2019.

The table below reflects the yearly breakdown of subsidies issued by the City since the inception of the program.

<b>Year</b>	<b>Number of Subsidies Issued</b>	<b>Total Subsidy</b>
2013	1	\$1,401.20
2014	1	\$1,497.25
2015	0	-
2016	0	-
2017	2	\$4,405.31
2018	11	\$45,341.17
2019	69 <sup>1</sup>	\$382,725.88
<b>Total</b>	<b>84</b>	<b>\$435,370.81</b>

<sup>1</sup>Issued to date

It should be noted that, in addition to the 69 applications that have been approved for subsidy so far in 2019, an additional 19 applications have been received and are currently under review.

Given the unexpected increase in the number of sump pump subsidy applications received since mid-2019, the \$500,000 allotted for this program will be exhausted. There is currently insufficient budget available in the existing sump pump subsidy account, PN 13-142, to process the latest applications. As such, a budget increase is needed to reimburse current and anticipated future applicants. Staff recommends an increase to the budget of \$750,000 which will allow for the processing of a minimum of an additional 125 subsidies.

## Financial Impact

PN 13-142, Lisgar District Sump Pump Subsidy Program, has only \$64,000 of approved funds available for future expenditures. The recommended increase funding of \$750,000 will increase the available funding to \$814,000 and will be transferred from the Stormwater Capital Reserve Fund (Account #35992). The total project funding will increase to \$1,250,000.

## Conclusion

Given the sudden surge of sump pump subsidy applications received by the City since mid-2019, additional funding is required in order to continue with the administration of the sump pump subsidy program (PN13-142).

General Committee

2019/10/30

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## Attachments

Appendix 1: Approximate Extents of Foundation Drain Collector System

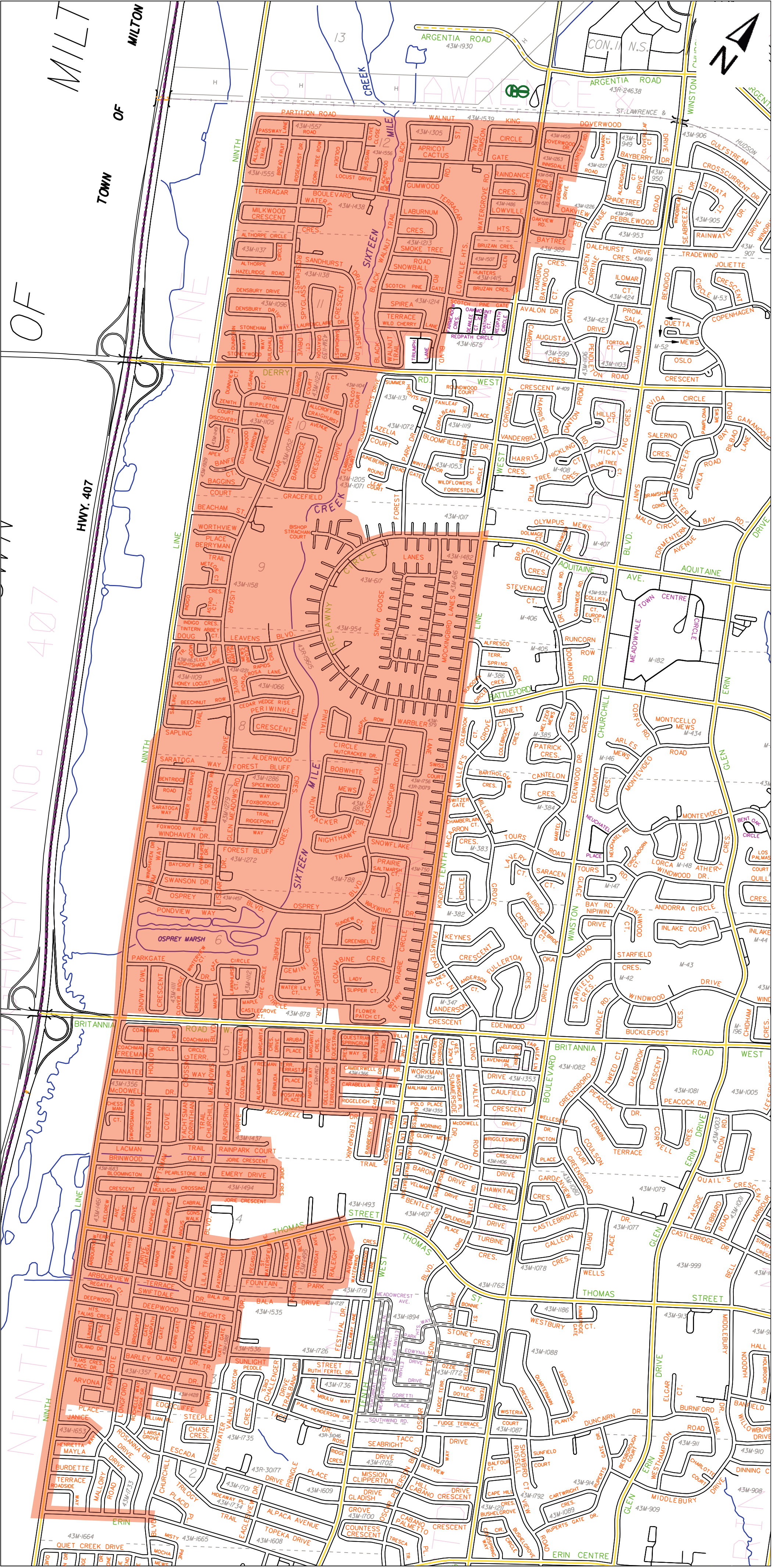


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Helen C. Noehammer, M.A.Sc., P.Eng., Acting Commissioner of Transportation and Works

Prepared by: Elizabeth Dollimore, P.Eng., MBA, Storm Drainage Engineer





Approximate Extents of Foundation Drainage Collector (FDC) System, City of Mississauga



# City of Mississauga Corporate Report



Date: 2019/09/11

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:  
2019/11/13

## Subject

**City of Mississauga Disaster Management Plan**

## Recommendation

1. That a by-law be enacted to repeal the Emergency Management Plan By-Law No. 0220-2016.
2. That a by-law be enacted to establish the City's Disaster Management Plan as outlined in the Corporate Report from the Commissioner of Community Services dated September 11, 2019.

## Report Highlights

- The current Emergency Plan was adopted by Council on October 19, 2016.
- The Disaster Management Plan is designed as a source of reference for City officials and employees.

## Background

Pursuant to the *Emergency Management and Civil Protection Act*, R.S.O., 1990, c.E.9 (the "Act") a municipality shall enact a by-law adopting an emergency plan. By-Law 0220-2016 adopted the emergency plan for the City of Mississauga. According to legislation, every municipality shall review and, if necessary, revise its emergency plan every year. The Emergency Management Program Committee (EMPC) is bringing forward a new by-law to establish an emergency plan and in part to change the name from an Emergency Plan to a Disaster Management Plan.

The Emergency Management Program Committee (EMPC) approved the Disaster Management Plan on April 23, 2019 after a comprehensive review was completed by staff. The review included reviewing comparator municipalities' plans and ensuring any relevant recommendations from previous incidents were incorporated.

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

## Present Status

The City of Mississauga Disaster Management Plan identifies general responsibilities and procedures in times of a disaster, e.g. authority to activate the plan, public accessibility, emergency management governance structure, hazard identification, plan implementation including all phases of a disaster, roles and responsibilities, requests for assistance, and plan maintenance and revisions.

## Comments

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

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

## Financial Impact

There is no financial impact to this change.

## Conclusion

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

## Attachments

Appendix 1: Disaster Management Plan



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

Prepared by: Tim Lindsay, Acting Manager, Emergency Management Office



# Disclaimer

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

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

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

## Version Control

Version	Date	Description of Change(s)	Change(s) made by
2.0	10/23/2016	Redevelopment of the Plan	T. Lindsay
3.0	03/15/2019	Administrative updates & updated approval requirements	T. Lindsay



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**City of Mississauga Disaster Management Plan**

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# 1 Introduction

## 1.1 Background

All municipalities are vulnerable to hazards that can give rise to large emergencies or disasters. As Canada's sixth largest City, Mississauga is home to more than 766,000 residents and more than 86,000 businesses. Mississauga is Canada's Gateway through Toronto Pearson International Airport, which is also Canada's largest airport. The City also has a well-developed industrial base, Lake Ontario frontage for the entire southern border of Mississauga and 202 km of creeks, rivers & other waterways, marinas, rail corridors, pipelines, and six major highways. All of these factors are considered when developing the City of Mississauga Disaster Management Plan, supporting documentation (Risk-Based Response Plans, and Critical Support Documents), and the Business Continuity Management Program (Business Continuity/Continuity of Operations Plans, Disaster Recovery Plans, and Crisis Management Plans).

Municipalities routinely respond to planned and unplanned emergencies and disasters requiring first responders, public works, utility companies, and others; however, some situations may escalate beyond the scope of normal operations. It is the responsibility of the Emergency Management Program Committee through the Office of Emergency Management to create the framework within which the City reduces vulnerability to hazards and cope with the impacts of a disaster.

## 1.2 Definitions

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

**Disaster** is defined by Public Safety Canada as a social phenomenon that results when a hazard intersects with a vulnerable community in a way that exceeds or overwhelms the community's ability to cope and may cause serious harm to the safety, health, welfare, property or environment of people; may be triggered by a naturally occurring phenomenon which has its origins within the geophysical or biological environment or by human action or error, whether malicious or unintentional, including technological failures, accidents and terrorist acts.

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

In 2015, The Government of Canada along with 186 countries from all over the world endorsed the United Nations Sendai Framework for Disaster Risk Reduction. Disaster Risk Reduction is defined as a systematic, whole-of-society approach to identifying, assessing and analyzing the

causal effects of disasters and reducing the risks and impacts of disasters based on risk assessments.

### 1.3 Document Title

The Disaster Management Plan hereinafter will be referred to as the “Plan”. For the purpose of satisfying Section 3(1) of the *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.9, this document is considered the Municipal Emergency Plan. This Plan replaces the 2016 Emergency Plan, By-law Number 0220-2016.

### 1.4 Purpose

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

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

The Plan in itself cannot guarantee an efficient, effective response to a disaster. It is utilized as a tool to frame and guide overall actions and supported further by Incident Management System (IMS) Training and exercises, Business Continuity Management/Continuity of Operations Plans, Risk-Based Response Plans, and Critical Support Documents.

**Business Continuity Management/Continuity of Operations Plans, Disaster Recovery Plans and Crisis Management Plans** are supporting documents to this Plan. They contain background material and specific instructions to support maintaining, recovering or managing City services as a result of a disruption.

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

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

**Critical Support Documents** are supporting documents to the Plan, Risk-Based Response Plans, Business Continuity Management/Continuity of Operations Plans, Disaster Recovery Plans, and Crisis Management Plans. Critical Support Documents may be Standard Operating Procedures, Administrative Instructions, Policy Statements, critical support documents of other agencies and

all other documents supporting an integrated response to a disaster. The CSD's can be stand-alone documents or grouped depending on the nature of the incident.

## 2 Authority

### 2.1 The Emergency Management and Civil Protection Act

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

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

### 2.2 Protection from Liability

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

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

### 2.3 Authority to Activate the Plan

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

## City of Mississauga Disaster Management Plan

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

Other agencies may request the Plan to be activated through any of these individuals or by contacting the OEM Duty Officer.

### 3 Public Accessibility to the Plan

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

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

Emergency procedure, plans or public safety information

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

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

#### 3.1 Freedom of Information and Protection of Privacy

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

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

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

## 4 Emergency/Disaster Management Governance Structure

### 4.1 Emergency Management Program Committee (EMPC)

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

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

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

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

EMPC works to ensure that:

- The City is ready to respond to disasters impacting the City of Mississauga.
- People living and working in Mississauga:
  - know about the potential hazards in their community.

- have the knowledge and understanding required to respond to and recover from incidents

## 4.2 Office of Emergency Management (OEM)

The City's OEM is responsible for the creation, maintenance, and coordination of an effective response structure that provides for the safety and well-being of the residents of Mississauga. This is achieved through the development, implementation, and management of emergency planning and business continuity initiatives that support citywide prevention, mitigation, preparedness, response, and recovery to emergencies and large scale disasters.

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

- Prevention
- Mitigation
- Preparedness
- Response
- Recovery

### 4.2.1 Emergency Management (EM) Program

An Emergency Management Program is a jurisdiction-wide system that provides for management and coordination of prevention, mitigation, preparedness, response, and recovery activities for all hazards. The system encompasses all organizations, agencies, departments, entities and individuals responsible for disaster management and security for that jurisdiction.

The goal of the City's EM Program is to further enhance Mississauga as a disaster resilient community: a community that is prepared to respond to and recover from a disaster.

The Program includes:

- formalizing a planning process,
- established common planning requirements,
- undertaking risk assessment and impact analysis, and
- specific disaster and business continuity management strategies.

The outcome of these elements contributes to the development, implementation, and maintenance of plans and activities to implementation and evaluation for continuous improvement.

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

The CEMC position is a legislated requirement of the *Emergency Management & Civil Protection Act* for all Ontario municipalities. The position is required to possess all the training required by the Chief, Emergency Management Ontario, including designation as a Community Emergency Management Coordinator. The CEMC participates as a member of the Municipal Emergency



Control Group (MECG) and is a member of the City's EMPC. Together with the support of the EMPC, the CEMC ensures that the City's program meets all legislated requirements and the necessary provision of services.

The CEMC:

- Works with the Chair of the EMPC, councillors, commissioners, and department/organization emergency management leads across the City
- Works with the CEMCs of neighbouring municipalities
- Works closely with regional, provincial, and federal levels of government
- Identifies potential hazards and risks to the City of Mississauga
- Identifies critical infrastructure and through the Critical Infrastructure Assurance Program, works with stakeholders to strengthen the resilience of city-owned critical infrastructure
- Reviews and evaluates the City of Mississauga Disaster Management Plan
- Develops and delivers emergency/disaster management training and exercises
- Presents disaster management-related issues to the community
- Develops disaster management educational materials for the community and informs residents about:
  - Personal and family disaster preparedness.
  - Protecting yourself from the specific hazards

#### 4.2.2 Business Continuity Management

The City's Business Continuity Management (BCM) Program was established to help ensure Trust, Quality, and Excellence of our services is maintained following any event that impacts or potentially impacts business operations.

Business Continuity is defined as "the capability of the organization to continue delivery of products or services at acceptable pre-defined levels following a disruptive incident." (ISO 22301:2012)

The City's BCM Program includes:

- Satisfying business obligations
- Producing viable and well-maintained Business Continuity/Continuity of Operations Plans
- Mitigate the effects of an interruption on the City's business operations and functions
- Set objectives for the resumption of technology operations and support services.

#### 4.3 Municipal Emergency Control Group (MECG)

Section 12 of the Ontario Regulation 380/04 of the *Emergency Management and Civil Protection Act* describes that "every municipality shall have a municipal emergency control group" (MECG) and that the composition of the group consist of officials, employees, and/or members of council, as may be appointed by council. The MECG is responsible for establishing disaster priorities, as well as for directing and coordinating response and recovery efforts. Since

the adoption of the Incident Management System (IMS) the duties and responsibilities of the Municipal Emergency Control Group (MECG) may be delegated to the Incident Management Team (IMT) as deemed appropriate.

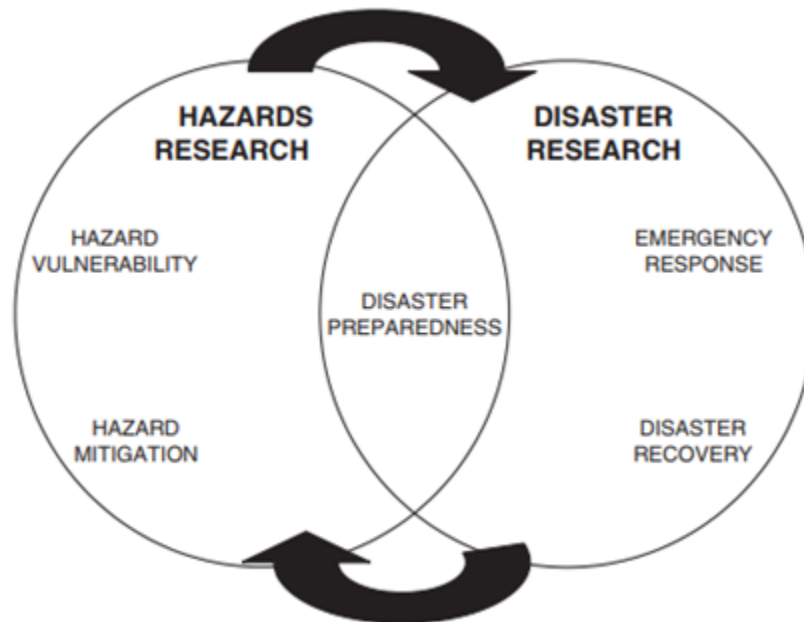
#### **4.3.1 Municipal Emergency Control Group Members**

The Municipal Emergency Control Group includes the City Manager, City Solicitor and members of the Emergency Management Program Committee (EMPC).

## 5 Hazard Identification and Risk Assessment (HIRA)

The HIRA is the foundation of the City's Emergency Management Program. By developing and regularly reviewing the HIRA, the City understands what hazards, if any, may impact the municipality, how frequently they occur, and how severe their impact(s) can be on the residents, infrastructure, property, and the environment. The HIRA also allows municipalities to track emerging hazards or those that have the potential to impact the City in the future. The EMPC reviews the HIRA annually to maintain relevance for emergency planning.

The *Emergency Management and Civil protection Act* states that every municipality must “identify and assess the various hazards and risks to public safety that could give rise to emergencies.” A hazard is an event or physical condition that has the potential to cause fatalities, injuries, damage to critical infrastructure, property, or the environment, agricultural loss, interruption of business, or other types of harm or loss.



There are three reasons why a HIRA is a critical component of a disaster management program:

- 1) It identifies which hazards pose the greatest risk and that are most likely to occur;
- 2) Allows for the creation of exercises, training programs, and risk-based response plans based on the most likely scenarios;
- 3) Saves time and resources by isolating hazards that cannot occur in the designated area.

## 5.1 Hazard Categories

Hazards are grouped into three representative categories that include but are not limited to the following:

### Natural Hazards:

- Agricultural and Food Emergency
- Drinking Water
- Drought/Low Water
- Earthquake
- Erosion
- Extreme Temperatures:
  - Extreme Heat
  - Extreme Cold
- Flooding:
  - Riverine Flooding
  - Seiche
  - Storm Surge
  - Urban Flooding
- Fog
- Freezing Rain/Ice Storm
- Geomagnetic Storm
- Hail
- Human Health Emergency
- Hurricane
- Lightning
- Plant Disease and Pest Infestation
- Snowstorm/Blizzard
- Space Object Crash
- Tornado
- Windstorm

### Human Caused Hazards:

- Civil Disorder
- Cyber Attack
- Sabotage
- Special Event
- Terrorism/CBRNE
- War and International Disasters

### Technological Hazards:

- Building/Structural Collapse
- Critical Infrastructure Failure
- Dam Failure
- Energy Emergency (Supply)
- Explosion/Fire
- Hazard Materials Incidents/Spills:
  - Fixed Site Incident
  - Transportation Incident
- Nuclear Facility Emergency
- Oil/Natural Gas Emergency
- Radiological Emergency
- Transportation Emergency:
  - Air
  - Marine
  - Rail
  - Road

## 6 Plan Implementation

### 6.1 Activation Procedure

#### Step One: Plan Activation

Positions with authorization may activate the Plan to respond to any situation (see 2.3).

#### Step Two: Initial Notification

The Plan activation authority completes the initial notification to the applicable Incident Management Team (IMT) Commander, applicable Commissioner, and OEM Duty Officer. This involves providing at least a verbal briefing of the situation/incident.

#### Step Three: MCC/EOC Activation

The IMT Commander must consider the following when determining the appropriate level of activation (Partial or Full):

- Inadequate site resources?
- Site support or coordination required?
- Declaration of emergency (disaster) required?
- Evacuation alert/order needed?
- Significant information management/media issues present?

The OEM Duty Officer is responsible for activating the virtual emergency operations centre system and preparing the MCC/EOC facility.

The Commissioner, IMT Commander, and OEM Duty Officer should have a discussion as to whether there is a need to recommend that the Head of Council complete a declaration of emergency (see 6.4.4).

#### Step Four: Risk-Based Team Leadership Notification

The IMT Commander is responsible for ensuring the activated Command and General Staff are notified.

The Office of Emergency Management is responsible for sending the initial notification email to the City Manager and members of the EMPC.

#### Step Five: Risk-Based Team Notification

Section Chiefs are responsible for notifying the activated positions within their Section.

### 6.2 Prevention/Mitigation Phase

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

## 6.3 Preparedness Phase

Preparedness measures are to be taken to ensure that the City is able to effectively manage the most probable disasters based on the HIRA.

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

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

The CEMC in conjunction with the EMPC shall establish as part of disaster preparedness suitable locations for an EOC, which shall be equipped with the appropriate technological and telecommunications systems to ensure effective response and communication while responding to a large emergency and disasters. The City has designated two sites within the City to serve as an EOC. In the event that a situation grows beyond the capacity of the Municipal Command Centre, or it is adversely affected by the incident, one of the two alternate locations may be utilized.

### 6.3.2 Training and Exercises

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

### 6.3.3 Public Education

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

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

## 6.4 Response Phase

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

### 6.4.1 Incident Complexity & Monitoring Levels

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

## City of Mississauga Disaster Management Plan

### *Incident Complexity*

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

### **Monitoring Levels**

Due to the threat of an incident developing or the potential for an incident to change in severity over time, there are four different operational monitoring levels: Routine, Enhanced, Partial Activation, and Full Activation.

<b>ROUTINE MONITORING</b>	
<p>At this operational response level, the OEM continually monitors the City and other jurisdictions for potential or actual incidents or disasters from the Municipal Command Centre.</p> <p>During routine monitoring, business as usual continues however staff may proactively issue warnings, alerts and other public messaging as necessary.</p> <p>Examples of some of the activities that may occur during routine monitoring include:</p> <ul style="list-style-type: none"> <li>• Ongoing review of notifications from various stakeholders such as Peel Region, Environment Canada, Conservation Authorities, etc.</li> <li>• notify divisions, programs and stakeholders as necessary</li> <li>• Promote awareness &amp; distribute preparedness material for the prevention and or mitigation of damage caused by the potential risk(s) to the community being monitored, i.e. flooding.</li> </ul>	
<b>ENHANCED MONITORING</b>	
<p>At this operational response level, the Office of Emergency Management (OEM) staff will continually assess a developing situation from the Municipal Command Centre (MCC).</p> <p>Examples of activities that may occur during Enhanced Monitoring include:</p> <ul style="list-style-type: none"> <li>• preparing briefing material for the Command Staff, IMT, and/or Policy Group members, as appropriate</li> <li>• monitor &amp; assess situation(s) for possible further escalation or de-escalation</li> <li>• coordinate risk-based teams and other City staff to attend and support activities</li> <li>• designate and establish facilities to coordinate support for the incident</li> <li>• suspend or re-prioritize some routine City programs/activities</li> <li>• maintain active public messaging through various messaging channels</li> <li>• notify and update appropriate Departments &amp; Programs and external stakeholders, as required</li> </ul> <p>Enhanced Monitoring may also be adopted in situations where jurisdictions outside of the City are actively responding to a situation, an impending situation, or recovering from an emergency event. This includes events where the Region of Peel – Regional Emergency Management Team or the Ontario Office of the Fire Marshal and Emergency Management may be leading or assisting in emergency operations elsewhere in Peel Region or the Province of Ontario.</p>	
<b>ACTIVATIONS</b>	
<b>PARTIAL</b>	
<p>The EOC/MCC is staffed only by General Staff and members of the Incident Management Team, including external agency representation as required to meet the operational needs of the incident. All lead and support agencies are notified. A partial activation is primarily for simple incidents.</p>	
<b>FULL</b>	
<p>The EOC/MCC is staffed by the Command and General staff of the IMT as well as external agencies and stakeholders, as needed. General staff may activate the subsections of the IMS (see 7.4). All lead and support agencies are notified. A full activation is typical for a complex incident.</p>	



## 6.5 Evacuations

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

### 6.5.1 Types of Evacuations

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

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

### 6.5.2 Types of Temporary Accommodation

#### Assembly Point

An assembly point is a short term location where people can assemble for registration, family reunification and/or transportation to another location. It will be established either by the Site Commander or the MCC/EOC, if there is no incident site. Assembly points need to be near the evacuation area so these points will be identified as a first objective following the call for an evacuation. Due to the uncertain nature of incidents that trigger evacuations, the evacuees may be able to return directly to their residence or place of employment from the assembly point once it is safe to do so. Assembly points are typically well-known landmarks that have the capacity to handle large numbers of people, have bus access, and an indoor sheltering area. Assembly points should be properly controlled to ensure that

- people do not return to the disaster area
- transportation out of the area flows freely and effectively
- personnel can receive updates on the situation

For incidents of longer duration, these assembly points can serve as collection points to longer-term sheltering facilities.

#### Cooling Centre

A cooling center is a short term facility that operates when temperatures or a combination of humidex and temperature become dangerous to vulnerable persons. Their purpose is the prevention of death and injury related to exposure to the elements. This may include acute trauma from heat injuries. Cooling centers seek to prevent heat strokes, the risk for which is aggravated by factors such as age, alcohol consumption, and homelessness.

#### Evacuation Area

This is the designated evacuation zone the people or property are being moved from to avoid danger.

**Shelter**

Shelter is a post-disaster shelter where evacuees live temporarily when they cannot live in their previous residence. They include access to washrooms, showers, food, food preparation areas, bedding, cots, medicine, clothing, etc. Shelter facilities are structures or buildings normally used for another purpose, such as an arena, community centre, church, or school. Shelters are often referred to as group lodging or commercial lodging.

**Reception Centre**

A Reception Centre (RC) is a site where evacuees are received, and from which Emergency Social Services (ESS) are administered and provided. The Red Cross usually provides these services. It may consist of one or more than one building. The Reception Centre Manager (RCM), is responsible for the overall organisation and operation of the Reception Centre.

**Warming Centre**

A warming center is a short term facility that operates when temperatures or a combination of precipitation, wind chill, wind and temperature become dangerous to vulnerable individuals. Their primary purpose is the prevention of death and injury related to exposure to the elements. This may include acute trauma from falling objects such as trees, or cold weather injury to extremities due to frostbite. Warming centers seek to prevent hypothermia, the risk for which is aggravated by factors such as age, alcohol consumption, and homelessness.

**6.5.3 Emergency Detour Routes**

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

**6.6 Recovery Phase**

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

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

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

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

#### 6.6.1 Recovery Services

Recovery services or functions are meant to be permanent, require planning, and may incur significant costs for the City. There are many stakeholders involved recovery, including all levels of government, utility companies, the business community, political leadership, non-profit organizations, community activists, and residents. Each group plays a role in determining how the recovery will progress. Recovery services include but are not limited to the following:

- Damage Assessments
- Security/Policing
- Human Services (Emergency Social Services)
- Health Services
- Animal Services
- Building Inspections
- Utility Restoration
- Debris Management
- Volunteers and Donations
- Communications (Public Information)

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

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

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

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

The disaster management process is cyclical in nature and constant review and revision of support documents to the Plan are undertaken to ensure the effective and efficient response to

incidents, and to safeguard and protect the life, property, environment, and economy of this growing and thriving City.

## 6.7 Continuity of Operations

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

### 6.7.1 Utilities and Critical Infrastructure

The *Emergency Management and Civil Protection Act* require every municipality to identify its critical infrastructure that is at risk of being affected by disasters. Critical infrastructure is defined by Ontario as:

*Interdependent, interactive, interconnected networks of institutions, services, systems and processes that meet vital human needs, sustain the economy, protect public health, safety and security, and maintain continuity of and confidence in government.*

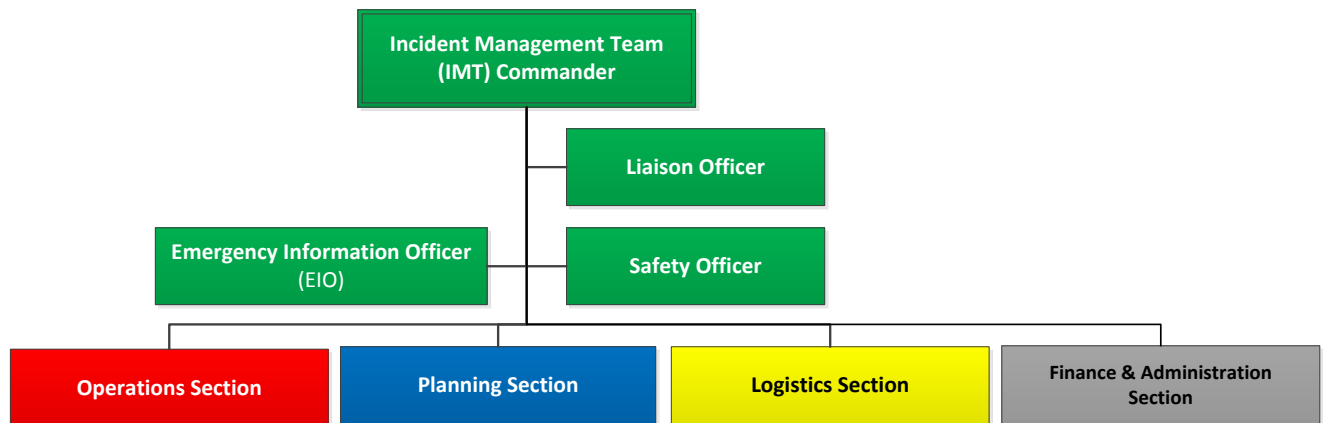
In other words, critical infrastructure is assets or systems essential to life safety, economy, and/or the functioning of government.

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

## 7 Incident Management System (IMS)

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

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



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

## **8 Emergency Declaration and Termination**

An Emergency declaration promotes a sense of urgency to residents regarding the severity of an incident and demonstrates that the City has recognized that it is a serious event. An emergency (disaster) declaration should be made if the City must take any extra-ordinary actions to protect the life, health, safety, and property of the residents and to formally engage the powers of the Emergency Management and Civil Protection Act, as required.

### **8.1 Actions Prior to Declaration of an Emergency (Disaster)**

When a disaster exists, but has not been declared to exist under the EMCPA, City employees may take such action(s) under this Plan as may be necessary to protect the lives and property of the residents and business of the City of Mississauga. It should be stressed that in any potential, imminent, or actual incident, members of the MCEG/IMT may be placed on standby or called together to make decisions without a formal declaration of emergency (disaster). A formal declaration is not required to use municipal resources to manage and mitigate the effects of a disaster situation.

### **8.2 Local Municipal Emergency (Disaster)**

The Mayor or designate of the City of Mississauga, as the Head of Council, has the authority to declare an emergency (disaster) to exist within the boundaries of the municipality. Any decision to declare an emergency will be done in consultation with the MCEG/IMT.

### **8.3 Regional Emergency (Disaster)**

Emergencies/disasters are the responsibility of the local municipalities. The following circumstances may warrant a Declaration of Emergency (Disaster) from the Region of Peel:

- The incident is beyond the capability of a local municipality and/or crosses boundaries of, or impacts a large part of two or more municipalities;
- The Mayor of the local municipality requests the Region to lead or coordinate the response; or
- The Provincial Chief Medical Officer of Health issues an Order under The Health Protection and Promotion Act (HPPA) that has wide reaching implications for the Region.

### **8.4 Notification of Emergency (Disaster)**

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

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

- Local media, as required; and
- The public, as required

## 8.5 Termination of Emergency (Disaster)

Once the situation has scaled down to a manageable incident, has ended, or progressed significantly in the Recovery Phase, the following officials may terminate the declaration of emergency at any time:

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

Upon termination of the Declaration of Emergency, the Mayor will coordinate with the Municipal Emergency Control Group/Incident Management Team to notify the:

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

## 9 Primary Roles and Responsibilities

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

### 9.1 Mississauga Residents

Disasters can happen at any time and occur anywhere, sometimes without warning. They can force the residents of Mississauga to evacuate their neighbourhood or confine them to their home or workplace (Shelter-in-Place). It can leave residents without basic services such as water, gas, electricity, or telephone service. Residents have a responsibility to themselves and their families to take the necessary steps to be prepared for disasters.

It is important that individuals and families prepare to take care of themselves by having a home disaster preparedness kit readily available. A complete list of items for a Kit can be found at [www.mississauga.ca](http://www.mississauga.ca) or by contacting the Office of Emergency Management.



## 9.2 Mississauga Businesses

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

It is important that business prepare a business continuity plan. A Business Continuity Plan is a plan that recognizes the threats and risks facing a business, with the intention of protecting personnel and assets in the event of a disruption. Creating a business continuity plan involves identifying potential risks, determining how those risks could impact operations, implementing procedures to mitigate those risks, testing these procedures, and continually reviewing the process to ensure it is up to date.

## 9.3 Other Stakeholders (e.g. Hospitals, Utilities, NGO's, etc.)

Organizations from across the City of Mississauga and beyond may have roles in support of the City's response to a large emergency or disaster. These organizations have a responsibility to ensure they are prepared for large emergencies and/or disasters and to ensure they have the necessary plans, policies, and procedures to support preparations for, response to, and recovery from an incident.

Additionally, they have a responsibility to provide the City's Office of Emergency Management with a copy of their current emergency/disaster management plan, contacts, and any other supporting documents. They should also ensure they have the most recent copy of this Plan and any other materials necessary to support their organizations involvement in an incident.

## 9.4 City Employees

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

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

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



## 9.5 The Mayor

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

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

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

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

## 9.6 Elected Officials

When there is an incident, residents will turn to the City’s elected officials for guidance and reassurance. Actions and statements by elected officials will influence the public response to a situation as well as public perception about how the municipality is handling it.

Elected officials affect the outcome of an incident and therefore participate in the emergency management system and know how to best communicate with citizens before, during, and after a disaster occurs.

Elected officials should have:

- individual and family plans in place,
- maintain a current list of contacts and phone numbers, and
- attend disaster management training for elected officials.

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

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

- Questions from the public should be documented for the MCC/EOC and then referred to the 311 Citizen’s Contact Centre, which will be operational during an incident and in constant contact with the MCC or Emergency Operations Centre.
- Elected officials, when receiving calls from their constituents, can compile issues and concerns to share with the Mayor that will be passed on to the EOC Director/IMT

Commander and Emergency Information Officer (EIO) to assist in providing future media releases with pertinent information for Mississauga's residents.

- The official spokesperson for Mississauga is the Mayor, or designate. If calls from the media are received by a Councillor then the information should be forwarded to Strategic Communications/Emergency Information Officer (EIO) and they will follow-up with the media to ensure consistent messaging is provided through the Mayor to media outlets.
- When the EOC/MCC is activated, it is important to note that information should not be posted on websites and social media that has not been approved for release by the EOC Director or IMT Commander.

## 9.7 Incident Management Team

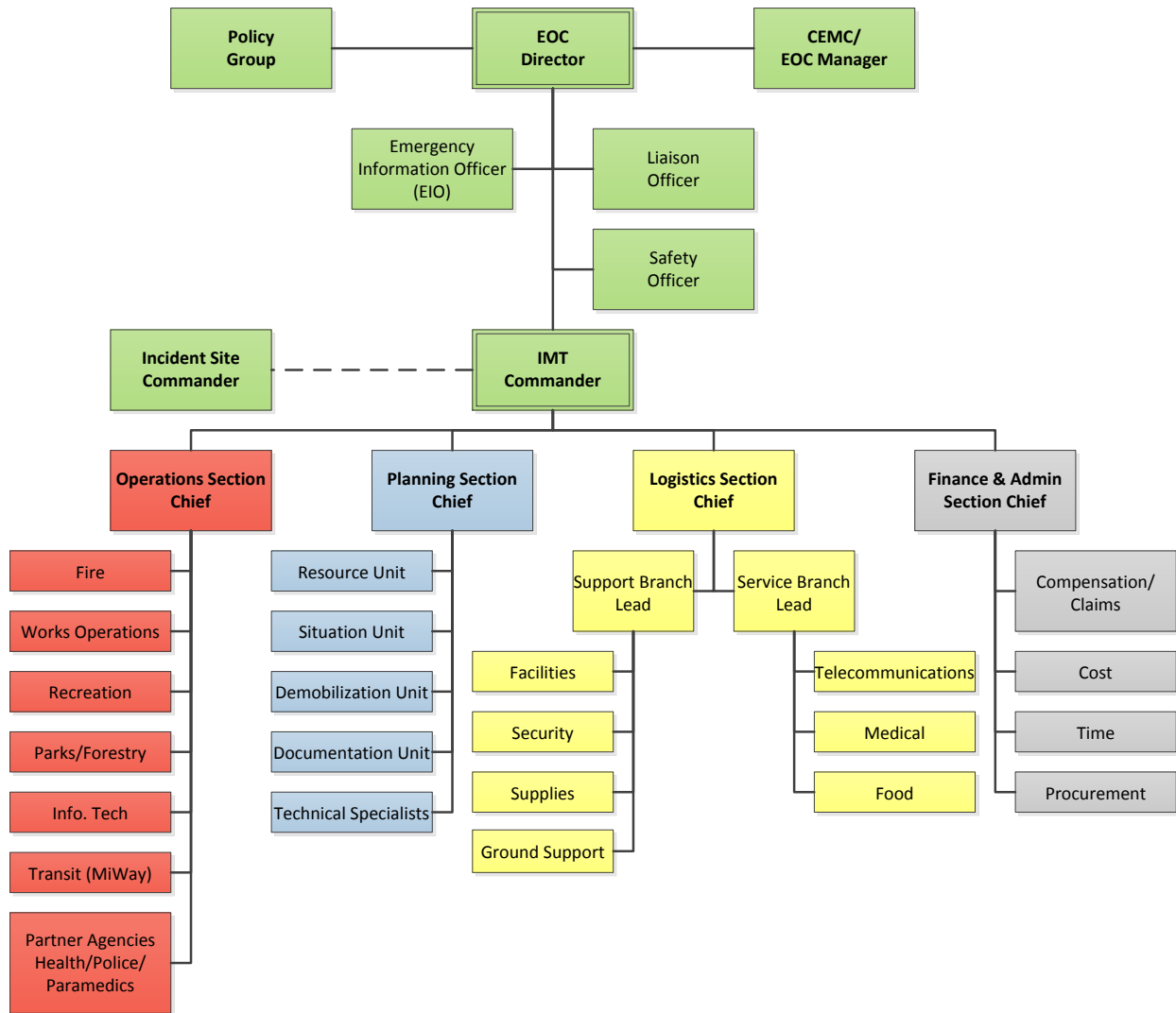
The Command Staff (EOC Director, IMT Commander, Liaison Officer, Safety Officer, and Emergency Information Officer), General Staff, and the Incident Management Team (IMT) are responsible for providing coordination and the necessary support during an incident, in order to minimize the effects. To be equipped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

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

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

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

## City of Mississauga Disaster Management Plan



## 10 Requests for Assistance

### 10.1 General

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

### 10.2 Assistance from the Region

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

Peel Region may provide assistance to the City without requiring implementation of the Region of Peel Emergency Plan. In the event that the situation is related to health, or other issues that are of regional jurisdiction, Peel Region may declare an emergency (disaster), without a municipal declaration. The City may provide support to the Region in this instance.

### 10.3 Assistance from the Provincial Government

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

During disasters, the Premier and Cabinet may declare a provincial emergency (disaster) and make special emergency orders to protect public safety.

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

To support municipalities during incidents, the Province maintains an extensive disaster management capacity that is coordinated through the Provincial Emergency Operations Centre (PEOC).

### 10.4 Assistance from the Federal Government

If the province requires specialized or large-scale assistance from the federal government, it will be requested through Provincial Emergency Operations Centre (PEOC).

## 11 Plan Maintenance and Revision

The Office of Emergency Management (OEM) shall be responsible for the maintenance, review, and distribution of the Plan. Any proposals for amendments to the Plan should be submitted to OEM directly for review by the Emergency Management Program Committee. The Office of Emergency have the ability to make administrative changes to this Plan however, all significant and/or structural changes must be approved by Council.

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

### 11.1 Risk-Based Response Plans

Each City Department, Division, or Section with a critical service or support function will contribute as appropriate to each applicable risk-based response plan, i.e., flooding, severe winter weather, etc. Each the City's risk-based response plans are dynamic documents and as such as continually reviewed and updated. All updates should be submitted to the Emergency Management Program Committee through the Office of Emergency Management.

## **11.2 Critical Support Documents**

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

## **11.3 Business Continuity, Disaster Recovery, and Crisis Management Plans**

Each City Department, Division, or Section with a critical service or support function will contribute as appropriate to each applicable Business Continuity, Disaster Recovery, or Crisis Management Plan.

## **11.4 Testing of the Disaster Management Plan**

The Plan will be tested in whole or in part at a minimum of once per year in accordance with the Act. It is the responsibility of the CEMC to organize and implement the testing of this plan.

Testing of Risk-Based Response Plans, Business Continuity Management/Continuity of Operations Plans, Disaster Recovery Plan, Crisis Management Plans, and Critical Support Documents may be done separately or in conjunction with this Plan.

# City of Mississauga

## Corporate Report



Date: 2019/09/25

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:  
2019/11/13

### Subject

**2020 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 September 25, 2019 entitled "2020 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 2020 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 2020 interim levy for residential properties enrolled in the due date plan be payable in three instalments on March 5, April 2 and May 7, 2020.
4. That the 2020 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 5, 2020.
5. That the 2020 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 1<sup>st</sup>, 8<sup>th</sup>, 15<sup>th</sup>, or 22<sup>nd</sup> of the months of January, February, March, April, May and June, 2020.

### Report Highlights

- Section 317 of the *Municipal Act, 2001*, allows municipalities to levy interim taxes.
- An interim levy is required so that the City of Mississauga can meet its financial obligations.
- 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.

## Background

The *Municipal Act, 2001* provides municipalities with the ability to levy interim taxes in order to meet financial obligations. The City of Mississauga annually enacts two interim tax 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 taxpayers utilizing other methods of payment based on the tax levy due dates.

This report is to establish the interim levy requirements for the taxpayers on a PTP plan. Property owners can enroll in the program throughout the year, for a monthly plan with a January withdrawal of the 2020 interim levy the deadline to enroll is November 1, 2019. There are currently 29 per cent of residential and 27 per cent of non-residential properties enrolled in one of the City's PTP plans.

The report on the interim levy for all other properties will be presented to Council in January 2020.

## Comments

Section 317 of the *Municipal Act, 2001* 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 tax impact resulting from reassessment and phase-in along with budgetary increases are applied on the final bill.

An interim levy allows 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 2020 interim tax bills must be issued by December 11th, 2019 and a by-law enacted prior to this date.

It is proposed that the 2020 interim levy for residential properties enrolled in the pre-authorized due date plan be payable in three instalments on March 5, April 2, and May 7, 2020 and that the 2020 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 5, 2020. 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 1<sup>st</sup>, 8<sup>th</sup>, 15<sup>th</sup> or 22<sup>nd</sup> of the months of January, February, March, April, May and June, 2020.

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For taxpayers not on one of the pre-authorized payment plans, March 5, April 2, and May 7, 2020 will be the due dates recommended for residential properties and March 5, 2020 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 2020.

## Financial Impact

Not Applicable

## Conclusion

A 2020 interim levy is required so that the City can meet its financial obligations. Pursuant to Section 317 of the *Municipal Act, 2001*, the 2020 interim levy will be calculated as 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 5, April 2 and May 7, 2020. The instalment due date for non-residential properties enrolled in the due date plan will be March 5, 2020.

All properties enrolled in the monthly due date plan will have instalments due on the taxpayer's selected withdrawal date of either the 1<sup>st</sup>, 8<sup>th</sup>, 15<sup>th</sup> or 22<sup>nd</sup> of the months of January, February, March, April, May and June 2020.




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

Prepared by: Louise Cooke, Manager, Revenue and Taxation



# City of Mississauga

## Corporate Report



Date: 2019/10/24

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:  
2019/11/13

### Subject

**Strike-Off of Taxes Deemed Uncollectible**

### Recommendation

1. That the report of the Commissioner of Corporate Services and Chief Financial Officer dated October 24, 2019 entitled Strike-Off of Taxes Deemed Uncollectible be received.
2. That unpaid taxes, fees, penalties and interest totalling \$264,511.53 as outlined in the corporate report dated October 24, 2019 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

- \$264,511.53 of uncollectible property taxes on 13 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. This includes properties that have been vested to the City following a failed tax sale and tenanted properties located within Pearson International Airport.

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City staff meet quarterly with representatives from the Greater Toronto Airport Authority (GTAA) and the Municipal Property Assessment Corporation (MPAC) to review and address outstanding property taxes on leased properties located at Pearson International Airport. Unpaid taxes for tenants of Crown Land cannot be recovered through the tax sale process leading to a greater risk of loss to the City. Unpaid taxes can result from tenants leaving without notice, filing bankruptcy, ceasing to operate, etc. These meetings are conducted to ensure that all parties remain informed of the status of these accounts, of any changes in the tenants occupying the properties and collection efforts on the outstanding balances. Through the efforts of staff and the representatives from the GTAA and MPAC there has been a significant reduction in the number of accounts in arrears. The accounts below are being recommended for write-off as all avenues for collection have been exhausted.

Typically 0 address properties that do not sell through the tax sale process are small non-buildable parcels such as small portions of land not included in the lot division for a new development. These parcels are not suitable for any future development. Once the tax sale has failed the property can be vested to the City. Once vested, 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 an abutting owner.

Roll No.	Ward	Address	Tax Year(s)	Amount
05-01-0-014-07505	1	0 South Service Road	2008-2019	\$27,139.21
05-01-0-014-07510	1	0 South Service Road	2008-2019	\$22,788.67
05-04-0-096-02663	11	0 Rayah Court	2013-2019	\$15,749.31
05-04-0-096-02664	11	0 Rayah Court	2013-2019	\$16,937.98
05-04-0-096-02666	11	0 Second Line West	2013-2019	\$16,829.36

This property was offered for tax sale by the City on November 16, 2017 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.

Roll No.	Ward	Address	Tax Year(s)	Amount
05-04-0-200-07290	7	2101-156 Enfield Place	2014-2019	\$246.38

MPAC created the subject roll for a parking space as of January 2011 and then duplicated the parking space in the roll for the unit since January 2014. Tax appeals were not submitted for 2014 and 2015 but have been processed for 2016-2018 and the roll has been expired in 2019. 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.

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Roll No.	Ward	Address	Tax Year(s)	Amount
05-05-0-113-16122	5	0 Convair Drive	1998-2000, 2003	\$33,040.06

This is a property located at Pearson International Airport owned by the Federal Government. When federal property is leased to or occupied by a tenant, the land is assessed as if the tenant is the owner and the tenant is then responsible for the payment of property taxes. The tenant left the space in 2000. The account was assigned to the Bailiff and Legal for collection. Bailiff attempted collection in 2001, 2002, 2014 and 2016. 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
05-05-0-113-16274	5	0 Airport Road	2007, 2015-2019	\$13,765.19

This property was a leased space at Pearson International Airport. The tenant left the space in 2011. The account was assigned for several years to the Bailiff for collection. The corporation has ceased to exist. 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
05-05-0-113-16275	5	0 Airport Road	2007-2011, 2015-2019	\$76,286.26

This property was a leased space at Pearson International Airport. The tenant left the space in 2011. The account was assigned for several years to the Bailiff for collection. The corporation has ceased to exist. 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
05-05-0-113-16329	5	0 Airport Road	2008-2012, 2015-2019	\$4,686.03

This property was a leased space at Pearson International Airport. The tenant left the space in 2013. The account was assigned for several years to the Bailiff for collection. They corporation has ceased to exist. All collection efforts have been exhausted. The balance of taxes, fees and late payment charges should be written-off.

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Roll No.	Ward	Address	Tax Year(s)	Amount
05-05-0-113-16343	5	0 Airport Road	2008-2010, 2015-2019	\$6,965.15

This property was a leased space at Pearson International Airport. The account was assigned to the Bailiff from 2012 to 2016 for collection. The company filed for bankruptcy in 2013. 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
05-15-0-085-04223	10	0 Margarita Crescent	2012-2019	\$2,049.91

This roll has been expired and consolidated with another property; the consolidation for the 2012 and 2013 tax years was not processed within the legislated deadlines. The balance of taxes, fees and late payment charges should be written-off.

Roll No.	Ward	Address	Tax Year(s)	Amount
05-15-0-090-16100	10	0 Grossbeak Drive	2013-2019	\$28,028.02

This property was offered for tax sale by the City on May 10, 2018 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.

## Financial Impact

The write-off of \$264,511.53 when approved will be charged back as follows:

City	\$63,484.70
Region	\$92,895.95
Education – English Public	\$76,764.21
Education – English Separate	\$30,651.85
Education – French Public	\$170.09
Education – French Separate	\$544.73

General Committee

2019/10/24

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**Conclusion**

Taxes totalling \$264,511.53 have been deemed uncollectible and should be removed from the tax roll pursuant to section 354(2)(a) of the *Municipal Act, 2001*.



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

Prepared by: Mouzelle Higgs, Supervisor, Collections

City of Mississauga

# Corporate Report



Date: 10/30/2019

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:  
11/13/2019

## Subject

**Recommendation for Single Source Procurement with Active Network, Ltd. for a Recreation Enterprise Software Solution**  
**File Ref: PRC001897 and FA.49.340-14**

## Recommendation

1. That the Purchasing Agent or designate be authorized to execute the contract with Active Network Ltd. for the supply of product licensing, software maintenance, support services, and associated consulting services for the existing CLASS system from January 1, 2018 to December 31, 2020 ("M&S Contract", File Ref: FA.49.340-14) for an estimated amount of \$564,000 exclusive of taxes, in accordance with the City's Purchasing By-law 374-06, as amended.
2. That the Purchasing Agent or designate be authorized to execute the necessary amendments to extend the term of the existing Maintenance and Support (M&S) Contract as deemed necessary by City staff and to increase the value of the M&S Contract subject to budget approval.
3. That Council approve the new purchase on a single source basis for products, professional services, software licensing, payment processing, maintenance and support for a period of ten (10) years, with the option to extend for an additional five (5) years, as detailed in the Recommendation for Single Source Procurement with Active Network, Ltd. for a Recreation Enterprise Software Solution Corporate Report, dated October 30, 2019, by the Commissioner of Corporate Services and Chief Financial Officer (the "Purchase", File Ref: PRC001897).
4. That the Purchasing Agent or designate be authorized to execute all contracts and related ancillary documents with respect to the Purchase between the City and Active Network, Ltd., in accordance with the City's Purchasing By-law 374-06, as amended.

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5. That Council authorize the Purchasing Agent to execute necessary future amendments with respect to the Purchase, to increase the value of the contract between the City and Active Network, Ltd. for products, professional services, software licensing, payment processing and maintenance and support; including additional features, modules and systems from Active Network, Ltd., for the purpose of accommodating growth, if the funding for such contract increase has been approved by Council.
6. That Council approve Active Network, Ltd. as a City Standard:
  - a. Until the earlier of: (i) the expiration or termination of the M&S Contract; or (ii) the contract execution for the Purchase; and
  - b. For a period of ten (10) years from the date of contract execution for the Purchase, with an option to extend for an additional period of five (5) years should the City execute its option to extend the contract, in accordance with the City's Purchasing By-law 374-06, as amended.

## Report Highlights

- In June 2016, a Corporate Report recommendation was put forth to Council for a single source contract to be awarded under Procurement File Ref. FA.49.107-16, subject to successful negotiations with Active Network, Ltd.
- During contract negotiations, it was identified that the Active Network, Ltd. solution, "ACTIVE Net Recreation Management Software", had functional gaps that needed to be resolved by City's Go Live date of Q1 2018. Active Network, Ltd. could not commit to addressing the City's requirements contractually within the timeline and therefore, Procurement FA.49.107-16 was cancelled and closed with no contract awarded.
- Since the close-out of Procurement FA.49.107-16 in December 2016, the City has continued to research and maintain knowledge of the vendor market.
- The City project team has concluded that ACTIVE Net Recreation Management Software is the only software solution in the marketplace capable of meeting the City's complex functional requirements.
- Active Network, Ltd.'s Computerized Leisure Activity Software System (CLASS), the City's current software solution for Recreation. Active Network, Ltd., will end system support by December 31, 2020. To avoid service disruptions, the City is required to acquire and implement a replacement system by December 31, 2020 when the current contract will expire. Should Active Network, Ltd. be unable to implement a replacement system by December 31, 2020, the City will negotiate maintenance and support for CLASS until the replacement system is ready for production.

- Staff are requesting authority to single source purchase Active Network, Ltd. products, professional services, software licensing, payment processing and maintenance and support for a period of ten (10) years, with the option to extend for an additional five (5) years.

## Background

Active Network, Ltd.'s Computerized Leisure Activity Software System (CLASS) is the City's current software solution for Recreation's registration, booking, membership and payment processing.

In 2018, the CLASS system processed: 166,331 program registrations, 23,453 rental contracts, 165,830 booking events and 50,122 membership passes sold, for total revenue of \$52,361,289.

In December 2014, the City conducted a competitive procurement process that started with a Request for Prequalification and Expression of Interest (RFPQ&E) followed by a Request for Negotiated Proposal (RFNP). The vendors did not sufficiently meet the City's key functional requirements, resulting in the conclusion of the procurement without a successful vendor.

Following the procurement close-out, the City conducted an exploratory phase with Active Network, Ltd. to evaluate the capability of their Recreation solution "ACTIVE Net Recreation Management Software". The evaluation concluded that ACTIVE Net Recreation Management Software was the closest to meeting the City's functional requirements, compared to the other recreation software solutions available.

In June 2016, a Corporate Report recommendation was put forth to Council for a single source contract to be awarded, subject to successful negotiations, with Active Network, Ltd. (File Ref: FA.49.107-16). Council approved the recommendation through GC-0439-2016.

During contract negotiations, it was identified that ACTIVE Net Recreation Management Software had some functional gaps that needed to be resolved by the City's Go Live date of Q1 2018. Active Network, Ltd. could not commit to meeting the City's timeline and therefore, Procurement FA.49.107-16 was cancelled and closed with no contract executed. As a result, the associated recommendation to establish CLASS as an IT City Standard requires approval under this report, to ensure sufficient authority is in place to maintain the current CLASS system maintenance and support obligations.

In 2017, Active Network, Ltd. announced that the "End of Life" for CLASS system support would be extended from the end of December 2017 to the end of December 2020. In February 2017, the City executed a single source contract extension with Active Network, Ltd. for the Master Maintenance & Support (M&S) Agreement for the period of 2018 through 2020.

For complete background detail, see Appendix 2: GC-0439-2016



## Comments

Since the close-out of Procurement FA.49.107-16 in December 2016, the City has continued to research and maintain knowledge of the vendor market by attending conferences, forums, demos, and meetings with other Canadian Municipalities. The City project team has concluded that the ACTIVE Net Recreation Management Software is the only solution in the marketplace capable of meeting the City's complex functional requirements.

Active Network, Ltd. has developed most of the critical requirements that were identified during the last contract negotiation for Procurement FA.49.107-16. The outstanding critical requirements have been scoped by Active Network, Ltd. Where Active Network, Ltd. is committed to developing the outstanding requirements, execution of these enhancements will be included in the final contract.

The current CLASS system is a traditional on premise technology solution where the City of Mississauga provides the hardware and data centre capabilities to support the compute and transaction processing of the CLASS Software, requiring investment in hardware and lifecycle replacement of the hardware every 4 to 5 years and annual maintenance and support costs for the use of the CLASS software license. The proposed solution by Active to replace the CLASS system is a cloud-based solution, which will eliminate the need for local hardware and data centre processing. The Cloud solution will be subscription-based for hosting, along with the related payment and bank processing fees.

### Purchasing By-law Authorization

Pursuant to section 18(2)(d) of the Purchasing By-law 374-06, as amended, Council approval is required to amend contracts for High Value Acquisitions if the value of one or more amendments is greater than 20% of the original contract value and greater than \$100,000, or over \$1,000,000. Given the long term and high value of the expected contract, this report seeks authority for the Purchasing Agent to execute amendments as required.

The Purchasing By-law also requires Council approval for Single/Sole Source contracts having a value of \$100,000 or more, for contracts having a term of 10 years or more, and for authorizing City Standards.

The recommendation in this report for the Purchase is made in accordance with Schedule "A" of Purchasing By-law 374-06, item 1(b)(i), which states that a Single/Sole Source procurement method may be applied when, "An attempt to acquire the required Goods and/or Services by soliciting competitive bids has been made in good faith, but has failed to identify a willing, capable and compliant supplier".

Information Technology, Legal Services and Materiel Management staff will collaborate to establish the detailed requirements, negotiate the final arrangements and prepare the contracts.

## Financial Impact

The master Maintenance and Support contract with Active Network Ltd. includes the supply of product licensing, software maintenance, support services, and associated consulting services for the CLASS system from January 1, 2018 to December 31, 2020 ("M&S Contract", File Ref: FA.49.340-14), for an estimated amount of \$564,000. The contract is funded as follows:

Item	Budget	Budget Number
Maintenance & Support January 1, 2018 to December 31, 2020	\$414,000	24620
Consulting Services	\$50,000	PN 15507
Product Licensing	\$100,000	PN 19272

The Capital budget allocated to the project to acquire and implement the CLASS replacement system is \$1.29 million. The budget is cash flowed over the following years:

Year	Budget	Budget Number
2015	\$90,000	PN15507
2019	\$200,000	PN19552
2020	\$250,000	Subject to Approval
2021	\$750,000	Subject to Approval

The transition from the CLASS on premise solution to the proposed Active Network, Ltd. cloud solution will see a shift from paying maintenance and support to a Cloud subscription cost model. This model moves the data centre compute and processing from the City data centre to the Cloud, with costs that include the software as well as the cloud hosting fees. It is anticipated that the annual cloud costs will be substantially more than the current software maintenance and supports costs as follows:

Current CLASS System	2019 Operating Budget	Future Cloud Hosted System Estimate 2021 Operating Budget	
CLASS Software Maintenance & Support	\$168,000	Estimated Cloud Hosting Fees	\$500,000
Payment and Processing Fees	\$769,500	Estimated Payment and Processing Fees	\$800,000
<b>Total</b>	<b>\$937,500</b>	<b>Estimated Total (2021)</b>	<b>\$1,300,000</b>

The future cloud-hosted system estimate for 2021 is for budgetary purposes, with final costs to be established through the Active Network, Ltd. contract and is subject to budget approvals.

## Conclusion

The City has conducted and completed in-depth research into the recreation software market. Active Network, Ltd. and its ACTIVE Net Recreation Management Software was still found to be the only and best fit solution, currently available to meet the City's functional requirements compared with other recreation software solutions on the market.

Staff are requesting authority to single source purchase Active Network, Ltd. products, professional services, software licensing, payment processing and maintenance and support, for a period of ten (10) years, with the option to extend for an additional five (5) years. This report recommends that the Purchasing Agent or designate be authorized to execute the contract for the Purchase and all related ancillary documents with Active Network, Ltd. for products, professional services, software licensing, payment processing and maintenance and support, subject to successful negotiation of the contract (which will be in a form satisfactory to the City Solicitor) and annual budget approval.

## Attachments

Appendix 1: Statement of Work – Active Network, LTD.

Appendix 2: Agenda Item CR146 2016



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

Prepared by: Andy Nguyen, Project Manager, IT Culture & Recreation Services, Information Technology Division

### **Statement of Work – Active Network, LTD**

Single Source Recommendation with Active Network, LTD Procurement PRC001897

The following outlines the solutions and services that will be negotiated with Active Network, LTD and City's Materiel Management, Legal Services and Information Technology as part of establishing the contract and pricing model for the next ten year period with an option to extend for additional five year period.

#### **1. Functional Requirements**

- a. Program Registration (including on-line self-registration)
- b. Facility Booking (on-line and in-person)
- c. Point-of-Sale (POS) with inventory
- d. User Account Setup (including on-line self-registration)
- e. Membership/Pass sales (on-line and in-person)
- f. On-line payments
- g. Subsidy Programs
- h. Financial Accounting
- i. Reporting and Dashboards
- j. Security Privileges setup and maintenance
- k. All on-line functionalities (as listed above) have mobile capabilities and are mobile-friendly
- l. Provide a full Training/Test environment available with our own data
- m. To customize system functional gaps to meet the City's business requirements
- n. Protection of personally identifiable information including health information

#### **2. Business Assurance**

- a) Payment processing should meet all financial and audit controls. Should provide a third party audit certificate for Controls at a Service Organization (CSAE 3416) SOC1 & SOC 2, Type1 and Type 2

#### **3. Technical Requirements**

- a. Provide warranty, maintenance, ongoing support and professional services as required on a continuous basis under a life-cycle contract.
- b. Solution(s) shall be a fully hosted IT infrastructure that is Payment Card Industry (PCI) compliant and includes unlimited staff and customer access.
- c. For a cloud-based system Solution(s), database storage shall reside in Canada with real-time access to City's data

#### **4. Project Implementation/Professional Services**

- a. Initiate Project and prepare detailed Plan
- b. Manage and administer the Project and provide quality assurance throughout
- c. Design and engineer the System
- d. Integrate, test, transition and commission
- e. Convert and migrate data
- f. Supply required software and documentation
- g. Replace the existing CLASS Recreation Enterprise System
- h. Manage the transition to the new Solution
- i. Provide training and documentation

# City of Mississauga Corporate Report



Date: 2016/05/23

To: Chair and Members of General Committee

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

Originator's files:

Meeting date:  
2016/06/15

## Subject

**Single Source Contract Negotiations and Award to Active Network, LTD. for a Recreation Enterprise System Solution**

**File Ref: FA.49.107-16**

## Recommendation

1. That the report from the Commissioner of Corporate Services and Chief Financial Officer dated May 23, 2016 entitled Single Source Contract Negotiations and Award to Active Network, LTD. for a Recreation Enterprise System Solution be received.
2. That the Purchasing Agent be authorized to initiate contract negotiations with Active Network, LTD. for the Fully Hosted Recreation Management Software Solution, "ActiveNet"
3. That the Purchasing Agent be authorized to execute the contract and all related ancillary documents with Active Network, LTD., on a single source basis for products, professional services, software licensing and maintenance & support of a Fully Hosted Recreation Management Software Solution, subject to successful negotiations, the City Solicitor's approval and annual budget approval.
4. That the ActiveNet solution offered by Active Network, LTD. be designated a "City Standard" for the ten year period January 1, 2018 to December 31, 2027 with an option to extend for an additional five year period ending December 31, 2032.
5. That the Purchasing Agent be authorized to increase the value of the contract where necessary to accommodate growth where the amount is approved in the budget and to issue contract amendments to add any future Recreation Management Software Solution features, functionalities, modules and systems from Active Network, LTD as required, where the amounts are approved in the budget.

## Report Highlights

- Active Network, LTD. Computerized Leisure Activity Software System (CLASS) system is the City's current vendor for Recreation and will end system support by December 31, 2017. To avoid service disruptions, the City is required to acquire and implement a replacement system by December 31, 2017 when the current contract will expire.
- In December 2014, the City issued a Request for Prequalification and Expression of Interest. Three vendors were pre-qualified:
  1. Active Network, LTD.
  2. Legend Club Management Systems (UK) Limited
  3. Leisure Management Services America, Inc.
- In March 2015, the City issued a Request for Negotiated Proposal FA.49.070-15 to which Legend Club Management Systems (UK) Limited and Leisure Management Services America, Inc. submitted responses. The submission from Active Network, LTD was received late resulting in a major irregularity that required the rejection of their bid.
- The project evaluation team concluded that the Legend Club Management (UK) Limited and Leisure Management Services America, Inc. systems did not sufficiently meet the City's key functional requirements, resulting in the conclusion of the procurement process without a successful vendor.
- The City then conducted an exploratory phase with Active Network, LTD. to evaluate the capability of their new recreation system "ActiveNet" Fully Hosted Solution and found it to be the closest fit to meet the City's functional requirements with minimal customization compared with other recreation software solutions currently available.
- This report recommends that a Single Source contract be awarded, subject to successful negotiation with Active Network, LTD. to guarantee that the system will meet all of the City's functional, technical and business assurance requirements and that the ActiveNet solution be deemed a "City Standard" for an initial period of ten years, with the option to renew for a further five year period.

## Background

In 1999, the City purchased the CLASS application suite consisting of Internet Registration (Connect2Rec), IVR Registration (TTR), Program Registration, Facility Booking and Membership & Pass Management for its Community Services Recreation operations.

In May 2007 (as per GC-03952007), Council approved the expansion of the Class POS (Point of Sale) within Recreation to include Community Centre Front Desks and Concession Operations. The CLASS system has since expanded to other City services and businesses (Fire & Emergency Services, Culture, Parks & Forestry) for bookings, registrations and payments.

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In 2014, Active Network, LTD announced the “End of Life” for CLASS system support by the end of December, 2017. The City executed a Single Source contract renewal to Active Network, LTD. for the Master Maintenance & Support (M&S) Agreement for the period of 2015 through 2017.

The City is using the contract extension period to acquire and implement a CLASS Replacement system that meets the City’s strategic and operational objectives for its Recreation operations by the end of 2017. The system must be a best-fit IT System Solution that is Payment Card Industry (PCI) compliant.

In 2015, the CLASS system processed: 164,739 Program Registrations, 20,200 Facility Booking contracts consisting of 155,549 individual events and 45,587 fitness memberships sold for total revenue of \$46,019,228.00.

## Comments

In December 2014, the City issued a Request for Prequalification and Expression of Interest (RFPQ&E) in which three vendors were prequalified:

- Active Network, LTD.
- Legend Club Management Systems (UK) Limited
- Leisure Management Services America, Inc.

In July 2015, the City issued a Request for Negotiated Proposal (RFNP) by invitation to the three Prequalified Vendors. Submissions were received from two Vendors; Legend Club Management Systems (UK) Limited and Leisure Management Services America, Inc. The late submission from Active Network, LTD. was a major irregularity requiring the rejection of their bid.

The project evaluation team reviewed and evaluated the submissions and system demonstrations in accordance with the City's needs and requirements and concluded that Legend Club Management Systems (UK) Limited and Leisure Management Services America, Inc. systems overall did not sufficiently meet the City's key functional requirements. As a result Procurement FA.49.070-15 was closed with no contract awarded.

Following the closure of Procurement FA.49.070-15, under the guidance of Materiel Management and Legal Services, the City conducted an exploratory phase with Active Network, LTD. to evaluate the capability of their recreation system, “ActiveNet”. Active Network, LTD. was requested to provide a response to the City’s requirements and to provide a system demonstration.

After the system demonstration, evaluation and review of the Active Network, LTD. response, the City’s project team concluded that the ActiveNet Solution will:

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- Sufficiently meet the City's essential business requirements consisting of Program Registration, Facility Booking, Membership, Subsidy Programs, and Integrated POS that will improve and modernize the customer experience while automating current manual processes and maximizing staff efficiencies.
- Provide a complete and secured fully hosted solution that is Payment Card Industry (PCI) compliant and sufficiently meets the financial and audit controls of the City's business assurance requirements. Secured financial transactions are processed in the United States of America.
- Store all data in Canada, therefore meeting the privacy protection for Personal Health Information Act (PHIPA)

The City's current CLASS solution is an on premise solution requiring ongoing annual operational expenses for Software Maintenance and Support, Data Storage, Payment Processing (credit card & debit processing fees) and Capital expenses for Additional Licenses, Software Upgrades and maintaining a PCI Compliant Infrastructure that requires a Hardware Replacement every fourth year.

The ActiveNet Fully Hosted solution is a transactional based cost model that will include all the current PCI Infrastructure, Software Upgrades, Support & Licensing, Data Storage and Payment Processing services that are in the current CLASS system. The move to the CLOUD solution will eliminate recurring costs for the Infrastructure Hardware Replacement. This cost will be transferred to the system's annual operational cost.

In April 2016, the City issued a Single Source Request for Negotiated Proposal (SS RFNP) to Active Network, LTD. that included the Legal Master Agreement in addition to the Statement of Work (functional, technical, business assurance requirements).

The City has identified potential cost and functionality gaps between the due to be non-supported and discontinued CLASS system (after December, 2017) and the new ActiveNet solution. These will need to be addressed, negotiated and agreed upon before contract award.

#### Purchasing By-law Authorization

The recommendation in this report is made in accordance with Schedule A of the Purchasing By-law #374-06, items 1(b) (xi) which states that a single source procurement method may be applied when, "An attempt to acquire the required Goods and/or Services by soliciting competitive Bids has been made in good faith, but has failed to identify a willing, capable and compliant supplier".

Information Technology, Legal Services and Materiel Management staff are collaborating to establish the detailed requirements, negotiate the final arrangements and prepare the contract.



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## Financial Impact

The Capital budget was approved in 2015 with \$1.58 million allocated in PN15507 to replace the CLASS system.

The total yearly average ongoing Operational and Capital life cycle cost for the current CLASS system is \$1.2 million over ten years.

The ActiveNet Fully Hosted Solution is forecasted to cost \$1.3 million annually based on a ten year average which will be offset by the existing operating budget of \$750,000 for the current CLASS system and will eliminate lifecycle hardware replacement cost of \$4 million over the ten year period.

## Conclusion

The City has conducted and completed in-depth procurement and research processes with financial impact analysis for all vendors who have submitted proposals. The ActiveNet fully hosted solution was found to be the closest fit currently available to meet the City's functionalities with minimal customization compared with other recreation software solutions on the market.

This report recommends that the City negotiates a Single Source contract in which Active Network, LTD. will guarantee the completion of the functional gaps and to execute the contract and all related ancillary documents with Active Network, LTD., for products, professional services, software licensing and maintenance and support of a fully hosted PCI compliant infrastructure (servers, network, and payment processor), subject to successful negotiation of the contract, the City Solicitor approval and annual budget approval. The contract value is estimated and budgeted at \$1.3 million annually based on a ten year forecasted growth and any additional growth stipulated in the annual planning budget review.

## Attachments

Appendix 1: Statement of Work – Active Network, LTD.




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Gary Kent, Commissioner of Corporate Services and Chief Financial Officer

Prepared by: Andy Nguyen, Project Manager, IT Culture & Recreation Services,  
Information Technology Division

**REPORT 6 - 2019**

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Traffic Safety Council presents its sixth report for 2019 and recommends:

TSC-0070-2019

1. That the warrants have not been met for the placement of a school crossing guard at the intersection of Lions Gate and Tea Garden Circle for the students attending Corpus Christi Catholic Elementary School.
2. That the Principal of Corpus Christi Catholic Elementary School be requested to remind parents and students to cross Lions Gate with the Crossing Guard at Lions Gate and Elora Drive.

(Ward 4)

(TSC-0070-2019)

TSC-0071-2019

That Transportation and Works be requested to paint zebra markings on the south leg of the intersection of Havenwood Drive and Haven Glenn for the students attending St. Sofia Catholic Elementary School and Glenhaven Senior Public School.

(Ward 3)

(TSC-0071-2019)

TSC-0072-2019

1. That the warrants have not been met for the placement of a school crossing guard at the intersection of Truscott Drive and Buckby Road for the students attending Hillside Public School and St. Helen Catholic Elementary School.
2. That Transportation and Works be requested to replace the school crossing double lines with zebra markings on the west leg of the intersection of Truscott Drive and Buckby Road.

(Ward 2)

(TSC-0072-2019)

## TSC-0073-2019

1. That the Dufferin-Peel Catholic District School Board be requested to review the operation of the Kiss and Ride located at St. Basil Catholic Elementary School in the Morning.
2. That Transportation and Works be request to review signage on Golden Orchard Drive and Greybrook Crescent (south leg), in respect to the inadequate no stopping zones.
3. That Traffic Safety Council be requested to re-inspect St. Basil Catholic Elementary School once the review of the Kiss and Ride has taken place.

(Ward 3)

(TSC-0073-2019)

## TSC-0074-2019

1. That the warrants have not been met for the placement of a school crossing guard at the intersection of Church Street and Old Pine Street for the students attending St. Joseph Catholic Elementary School.
2. That Transportation and Works be requested to review and clarify the Parking Prohibitions signage in the school zone opposite St. Joseph Catholic Elementary School.
3. That Parking Enforcement be requested to enforce “No Parking/No Stopping” between the peak times of 8:15 – 8:45 AM, once signage is in place at St. Joseph Catholic Elementary School.
4. That Transportation and Works be requested to create a “No U-Turn” zone in front of St. Joseph Catholic Elementary School.

(Ward 11)

(TSC-0074-2019)

## TSC-0075-2019

1. That the school crossing guard located at the IPS at Bromsgrove Road and Sheridan Creek for the students attending Hillside Public School and St. Louis Catholic Elementary School be removed at the Christmas break effective December 20, 2019, as the warrants are not met for the retention of the crossing guard.
2. That the Principals of Hillside Public School and St. Louis Catholic Elementary School be requested to advise parents and students prior to the Christmas Break on December 20, 2019, that the school crossing located at Bromsgrove Road and Sheridan Creek will be permanently closed.

(Ward 2)

(TSC-0075-2019)

## TSC-0076-2019

1. That the warrants have not been met for the placement of a school crossing guard at the intersection of Golden Orchard Drive and Grand Forks Road for the students attending Burnhamthorpe Public School.
2. That Transportation and Works be requested to review and replace faded signage and install "No U-Turn" Signs in the area of Burnhamthorpe Public School.
3. That Parking Enforcement be requested to enforce No Stopping/No Parking between the peak times of 8:40 - 9:15 AM and 3 30 - 3:45 PM for the students attending Burnhamthorpe Public School.
4. That the Peel District School Board be requested to review the kiss and ride at Burnhamthorpe Public School.
5. That the Peel District School Board be requested to review the feasibility of installing "No Left Turn" Signs for buses to ease congestion in front of Burnhamthorpe Public School.

(Ward 3)

(TSC-0076-2019)

## TSC-0077-2019

1. That the Principals of Edenwood Middle School and Meadowvale Secondary School be requested to remind their students to walk bikes and scooters, always press the pedestrian button and walk on the walk signal, not when it is flashing or solid.
2. That the Principal of Edenwood Middle School and Meadowvale Secondary School be requested to contact Peel Regional Police to talk to students in regards jaywalking in the area.
3. That Sushil Kumra, Traffic Safety Council Representative, Road Safety Committee, be requested to bring this issue of jaywalking to the next Road Safety Committee meeting to discuss possible solutions and campaign strategies.
4. That the Members of Council who sit on the Traffic Safety Council be requested to bring forward the concerns of jaywalking on Winston Churchill Boulevard at the next available Council meeting.

(Ward 9)

(TSC-0077-2019)

## TSC-0078-2019

1. That the warrants have not been met for the placement of a school crossing guard at 6675 Montevideo Road for the students attending St. Teresa of Avila Catholic Elementary School.
2. That Parking Enforcement be requested to enforce No Parking/No Stopping between the peak times of 8:15 – 8:35 AM and 2:50 – 3:15 PM for the students attending St. Teresa of Avila Catholic Elementary School.
3. That Transportation and Works be requested to review the signage in the school zone of St. Teresa of Avila Catholic Elementary School.
4. That the Principal of St. Teresa of Avila Catholic Elementary School be requested to remind parents to utilize the Kiss and Ride.

(Ward 9)

(TSC-0078-2019)

## TSC-0079-2019

That Traffic Safety Council supports the coordinated implementation of 40 km/h Neighbourhood Area Speed Limits, 30 km/h school zone speed limits, and Community Safety Zones within the City of Mississauga.

(TSC-0079-2019)

## TSC-0080-2019

1. That the resignation email from Michael Russo, Citizen Member, Traffic Safety Council be received.
2. That due to the resignation of Michael Russo, a vacancy exists on the Traffic Safety Council, and that the City Clerk be directed to fill the vacancy in accordance with the Corporate Policy #02-01-01 on Citizen Appointments to Committees, Boards and Authorities.

(TSC-0080-2019)

## TSC-0081-2019

1. That the resignation email from Michael Matthew, Citizen Member, Traffic Safety Council be received.
2. That due to the resignation of Michael Matthew, a vacancy exists on the Traffic Safety Council, and that the City Clerk be directed to fill the vacancy in accordance with the Corporate Policy #02-01-01 on Citizen Appointments to Committees, Boards and Authorities.

(TSC-0081-2019)

## TSC-0082-2019

That the Parking Enforcement in School Zone Report for September 2019 be received for information.

(TSC-0082-2019)

TSC-0083-2019

That the Transportation and Works Action Items List for September 2019 be received for information.

(TSC-0083-2019)

TSC-0084-2019

That up to two (2) Traffic Safety Council members be authorized to attend the Ontario Traffic Council School Zone Safety Workshop, on November 8, 2019 in Burlington, Ontario, and that the registration of up to \$243 per attendee and mileage be allocated in the 2019 Council Committees budget.

(TSC-0084-2019)

TSC-0085-2019

That the verbal update from Megan Piercey, Legislative Coordinator in regards to the Traffic Safety Council Annual Appreciation Dinner at Peter's on Eglinton be received.

(TSC-0085-2019)

TSC-0086-2019

1. That the email dated October 30, 2019 from Sheelagh Duffin, Supervisor, Crossing Guards, requesting support from the Traffic Safety Council provide funding for the thirtieth annual crossing guard appreciation Banquet/Christmas Dinner.
2. That the amount of up to \$3300.00 from the Council Committees budget be approved to fund the thirtieth annual crossing guard appreciation banquet/Christmas dinner.

(TSC-0086-2019)

TSC-0087-2019

That the Site Inspection Statistics report for October 2019 be received for information

(TSC-0087-2019)

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## **REPORT 3-2019**

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Governance Committee presents its third report for 2019 and recommends:

GOV-0008-2019

That the report dated September 4, 2019, from the City Manager and Chief Administrative Officer: Council Strategic Direction Setting Workshop Debrief, be received and referred to staff to obtain feedback from Members of Council and report back to Governance Committee.  
(GOV-0008-2019)

GOV-0009-2019

That the Council Code of Conduct Discussion Draft be received and referred back to the Integrity Commissioner for review and report back to General Committee on December 4, 2019.  
(GOV-0009-2019)

GOV-0010-2019

That Governance Work Plan Items be received and that item #25 entitled, "Governance Subcommittee – Municipal Governance Leadership Challenge", be amended to establish milestones.  
(GOV-0010-2019)

GOV-0011-2019

That the report dated October 28, 2019 from the Commissioner of Corporate Services and Chief Financial Officer: Proposed Amendments to the Council Procedure By-law (By-law193-13), be deferred.  
(GOV-0011-2019)

**REPORT 10 - 2019**

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Heritage Advisory Committee presents its tenth report for 2019 and recommends:

HAC-0080-2019

That the structures, known as the Foreman's Residence and the Owner's Residence located at 1200 Old Derry Road, be designated under the Ontario Heritage Act for the physical/design, historical/associative and contextual value of the structures and that the appropriate City officials be authorized and directed to take the necessary action to give effect thereto.

(Ward 11)

(HAC-0080-2019)

HAC-0081-2019

That the property at 1414 South Service 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, as per the Corporate Report from the Commissioner of Community Services, dated October 15, 2019.

(Ward 1)

(HAC-0081-2019)

HAC-0082-2019

That the request to alter the heritage designated property at 299 Queen Street, as per the Corporate Report from the Commissioner of Community Services, dated October 15, 2019 be approved.

(Ward 11)

(HAC-0082-2019)

HAC-0083-2019

That the Memorandum dated October 15, 2019 from Paul Damaso, Director, Culture Division, entitled "Alteration to a Property adjacent to Listed Property: 956 Bexhill Road (Ward 2)" be received for information.

(Ward 2)

(HAC-0083-2019)

HAC-0084-2019

That the Memorandum dated October 15, 2019 from Paul Damaso, Director, Culture Division, entitled "Alteration to a Listed Heritage Property: 869 Whittier Crescent (Ward 2)" be received for information.

(Ward 2)

(HAC-0084-2019)



**REPORT 7 - 2019**

To: CHAIR AND MEMBERS OF GENERAL COMMITTEE

The Road Safety Committee presents its seventh report for 2019 and recommends:

RSC-0037-2019

1. That Council Resolution 0237-2019, dated October 23, 2019, be received.
2. That the Road Safety Committee supports the coordinated implementation of 40 km/h Neighbourhood Area Speed Limits, 30 km/h school zone speed limits, and Community Safety Zones within the City of Mississauga.

(RSC-0037-2019)

RSC-0038-2019

That the Road Safety Committee authorizes the Road Safety Promotional Subcommittee to approve the design and purchase of promotional bags and reflective tags and that approval be obtained via email.

(RSC-0038-2019)

RSC-0039-2019

That the Work Plan and Social Media Calendar reviewed by the Road Safety Committee at its meeting on November 5, 2019, be approved.

(RSC-0039-2019)