
General Committee

Date: September 9, 2020
Time: 9:30 AM
Location: Council Chambers, Civic Centre, 2nd Floor
300 City Centre Drive, Mississauga, Ontario, L5B 3C1
And Online Video Conference

Members

Mayor Bonnie Crombie	
Councillor Stephen Dasko	Ward 1
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 (Chair)
Councillor Pat Saito	Ward 9
Councillor Sue McFadden	Ward 10
Councillor George Carlson	Ward 11

Participate Virtually and in Person

Advance registration is required to participate in person and/or to make comments in the virtual public meeting.

Any member of the public interested in speaking to an item listed on the agenda or interested in attending in person must register at stephanie.smith@mississauga.ca by Tuesday, September 8, 2020 before 12:00 PM.

Residents without access to the internet, via computer, smartphone or tablet, can participate and/or make comment in the meeting via telephone. To register, please call Stephanie Smith 905-615-3200 ext 3795 no later than Tuesday, September 8, 2020 before 12:00PM

Comments submitted will be considered as public information and entered into public record.

Contact

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

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1. **CALL TO ORDER**

2. **APPROVAL OF AGENDA**

3. **DECLARATION OF CONFLICT OF INTEREST**

4. **PRESENTATIONS**

5. **DEPUTATIONS**

5.1 Item 9.1 Kristina Zietsma, Director, Recreation

6. **PUBLIC QUESTION PERIOD - 15 Minute Limit**

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. **MATTERS PERTAINING TO COVID-19**

8. **CONSENT AGENDA**

9. **MATTERS TO BE CONSIDERED**

9.1 2020 Youth Plan for Recreation Final Report

9.2 Peel Climate Change Partnership – Terms of Reference Update

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

9.4 Election Administration Information Report: City of Mississauga Campaign Contribution Rebate Program and Consolidated Statistics

9.5 Election Administration Information Report: Ranked Choice Voting

9.6 Internet Voting Information Update

9.7 Surplus Declaration and Transfer to Overwood Developments Inc. of the City owned lands being the easterly extension of Slate Drive, all of PIN 13283-0210 together with all of PIN 13283-0247 (Ward 5)

9.8 Delegation of Authority- Acquisition, Disposal, Administration and Lease of Land and Property- January 1, 2020 to June 30, 2020

10. **ADVISORY COMMITTEE REPORTS - Nil**

11. **MATTERS PERTAINING TO REGION OF PEEL COUNCIL**

12. **COUNCILLORS' ENQUIRIES**

13. **OTHER BUSINESS/ANNOUNCEMENTS**

14. **CLOSED SESSION**

(Pursuant to Subsection (2) of the Municipal Act, 2001)

14.1 A proposed or pending acquisition or disposition of land by the municipality or local board; Authorization to Purchase 2171 Camilla Road for Park Purposes (Ward 7)

14.2 The security of the property of the municipality or local board; Rent Relief Program for Properties where the City is the landlord – COVID-19

14.3 A position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board; Pegasus Licence and Operation Agreement – COVID-19 Pandemic

15. **ADJOURNMENT**

City of Mississauga

Corporate Report



Date: August 14, 2020

To: Chair and Members of General Committee

From: Shari Lichterman, CPA, CMA, Commissioner of
Community Services

Originator's files:

Meeting date:
September 9, 2020

Subject

2020 Youth Plan for Recreation Final Report

Recommendation

That the recommendations outlined the corporate report entitled "2020 Youth Plan for Recreation Final Report" dated August 14, 2020 from the commissioner of Community Services be approved subject to the annual budget process.

Report Highlights

- Much progress has been made with the implementation of the 2009 Mississauga Youth plan.
- While several City departments continue to share responsibility for providing a variety and choice of programs and services for youth, the scope of this Youth Plan is on the Recreation Division.
- The 2020 Youth Plan for Recreation has 18 recommendations that will inform programming and service priorities over a five year planning horizon.
- The recommendations are centered on five focus areas that were developed through various research initiatives including stakeholder and staff engagement sessions and an online survey directed to youth ages 10-24 years old that garnered 850 responses.
- These focus areas include: use of space and new programming opportunities; inclusion, access and supportive environments; youth leadership and employment opportunities; communications targeted to youth; and role clarity between the City and its partners.
- The implementation is phased over a short (1-2 years), and medium (3-5 years) planning horizon and will consider emerging priorities, ongoing input from youth and other community stakeholders as well as available resources.

- Short term initiatives will incorporate COVID-19 recovery planning and impact, and the plan may be further adapted based on the ongoing pandemic.

Background

The Mississauga Youth Plan developed in 2009 has provided guidance to the City by identifying initiatives primarily focused on recreation, parks, library, and arts and cultural services. With its implementation over the past decade, the City has made progress in addressing needs and priorities that were contained in that plan. Key achievements of the 2009 Youth Plan included implementation of the Freedom Pass allowing youth to travel for free on Mississauga Transit while participating in recreation programs, expansion of the Sauga At Play Program, more affordable youth access to drop in programs, the establishment of Mississauga Youth Advisory Committee (MYAC), and attaining Youth Friendly Community Status.

The 2019 Future Directions Master Plan for Recreation recommended the development of a Recreation focused youth plan to further advance priorities for Mississauga's youth population which accounts for approximately one-fifth of the City's total population, and aligns with other provincial national priorities including those outlined in the Framework for Recreation in Canada.

2020 Youth Plan for Recreation

Monteith Brown Planning Consultants and Tucker Reid Associates were engaged to support the development of the 2020 Youth Plan for Recreation. This work was initiated in spring 2018 and included the following phases:

Timeframe	Project Phase
May 2018 – May 2019	Background Research & Initial Consultation
Jun – Oct 2019	Staff, Stakeholder and Youth Engagement
Nov – Dec 2019	Consultants Develops Draft Youth Plan
Jan – March 2020	City Internal Review of Draft Plan
September 2020	Final Plan to Council for Approval

The Background Research & Initial Consultation Phase included focus groups with youth, community stakeholders and staff as well as scans of relevant policies, frameworks, legislation and best practices; demographics and participation analysis, identification of trends; and an assessment of Recreation's role in delivering youth programs and services. In an effort to reach a broader base and gain further insight into youth needs for recreation programs and services in Mississauga, additional engagement was conducted in the Fall of 2019 through an online survey targeted specifically to youth ages 10-24 years old. The information gathered from the 850 responses helped to guide the focus and related actions of the Youth Plan. In addition to the online survey, a community engagement session was held with stakeholders representing the following categories: Government and System Partners, Newcomer Services, Youth Serving Agencies and Community Organizations.

While the 2020 Youth Plan for Recreation builds on the progress made with the 2009 Mississauga Youth Plan, the scope of the this plan is focused on the Recreation Division, its Community Development Unit and staff serving youth in the community centres. By identifying relevant issues for youth, the plan will support the Recreation Division's decision-making as how best to address the needs of Mississauga's youth through the delivery of programs and services as well as working collectively with community partners over the next 5 years.

Comments

Trend findings demonstrate that youth continue to constitute a key market to which recreation services will need to be provided in Mississauga. Increased 'screen time' has led to declining levels of physical activity and the growing interest in technology may impact types of programs requested. The 2020 Youth Plan has 18 recommendations that will inform programming and service priorities over a five year planning horizon that aim to increase youth engagement through meaningful recreation pursuits. The recommendations are centred on five focus areas that include: use of space and new programming opportunities; inclusion, access and supportive environments; youth leadership and employment opportunities; communications targeted to youth; and role clarity between the City and its partners (See Appendix 1 for further details).

The Implementation Guide included in the plan prioritizes the recommendations as high, medium and low significance based on community demand and resources available to the Recreation division. Timing for implementation has been organized into ongoing short-term (1-2 years) and medium-term (3-5 years) to help guide annual work plans. These annual work plans will consider emerging priorities, ongoing input from youth and other community stakeholders as well as available resources. Where additional funding changes and significant service level changes are required these items will be brought forward for Council's approval.

A key development that will impact the implementation of the 2020 Youth Plan for Recreation is the COVID-19 pandemic which resulted in the closure of City facilities and cancellation of non-essential programming including youth recreation programs and services, volunteer and employment opportunities since March 2020. As outlined in the City's Recovery Framework, the Recreation Division is taking a measured approach to returning service delivery in coordination with Peel Public Health and the Provincial Orders. As facilities re-open and services resume, youth can expect a different experience when visiting their local Community Centre which may not fully align with the needs and preferences identified in the 2020 Youth Plan for Recreation in the short term. For example, access to indoor facilities will require reservation or pre-registration, screening measures at the entrance and face coverings when moving throughout the building. Use of alternative spaces including outdoor amenities and alternative delivery formats such as virtual programs may therefore become a greater priority than initially anticipated.

While considerable engagement occurred to develop the 2020 Youth Plan for Recreation a key to success will be continued and targeted engagement with the community and youth residents

to ensure that annual work plans consider and respond to emerging priorities and the needs of Mississauga's diverse youth population and to hold ourselves accountable to achieve the vision outlined in this plan that "*Mississauga is a youth and young adult friendly city that is respectful, inclusive, and forward thinking; a City where youth are meaningfully engaged and thrive as equal members of the community*". Where possible, this engagement will align with other engagement activities undertaken by the City including those outlined in [Resolution 0207-2020 – Anti Black and Indigenous Racism](#) that was unanimously supported by Council in June 2020 and the City's Diversity and Inclusion Strategy.

Strategic Plan

The Youth Plan for Recreation is aligned to our strategic pillar of Belong. It supports building an inclusive community attractive to youth where they feel empowered and engaged to participate in recreation programs and services. Implementation will also align with and advance with the City's COVID-19 Recovery Framework.

Financial Impact

There is no financial impact from the recommendations in this report. The financial impact and detailed prioritization of the Youth Plan for Recreation recommendations will be identified through the annual budget and business planning process with substantiation that they remain reflective of local conditions and the changing needs of the community,

Conclusion

The 2020 Youth Plan for Recreation builds on the progress made with the 2009 Mississauga Youth Plan with a focused scope on the Recreation Division, its Community Development Unit and staff serving youth in the community centres. It provides an overarching framework to guide recreation program and service delivery over the next 3-5 years. It will consider and respond to emerging priorities and needs over time to ensure a positive contribution to the overall development of Mississauga youth.

Attachments

Appendix 1: 2020 Youth Plan for Recreation



Shari Lichterman, CPA, Commissioner of Community Services

Prepared by: Julia Giovinazzo, Business Advisor, Business Planning

YOUTH PLAN FOR RECREATION

APRIL 2020

Youth Plan for Recreation

Final Report

Submitted:
April 2020

Prepared for:
**Community Services Department
City of Mississauga**

Prepared by:



Acknowledgements

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Executive Summary

The Youth Plan for Recreation (“the Plan”) examines the 2009 Youth Plan and identifies priorities needed to move forward over the next 5 years. The scope of the Plan is focused on the Recreation Division and its Community Development Unit. The Plan is focused upon the Recreation Division’s program and service delivery practices specific to the youth market segment. The Plan’s service assessments and associated recommendations are organized into five key focus areas:

1

**Use of Space and New
Programming Opportunities**

2

**Inclusion, Access and
Supportive Environments**

3

**Youth Leadership and
Employment Opportunities**

4

**Communications
Targeted to Youth**

5

**Role Clarity Between the
City and its Partners**

Recommendations arising from the Youth Plan for Recreation are as follows.

Use of Space and New Programming Opportunities

1

In order to optimize recreation facility space, youth programming areas should come in the form of shared and/or integrated spaces within community centres rather than an area dedicated exclusively to youth. Existing centres and future redevelopments should have these spaces designed with the input of local youth.

2

Expand youth programming times to evenings and weekends to appeal to the 18-24 year age bracket and introduce more aquatics and fitness programs.

3

Explore emerging trends in recreation such as E-sports/gaming as an alternative option to traditional recreational activities.

4

Revisit the Youth Charter and role of the Youth Advisory Committees to ensure new programming ideas are explored.

Inclusion, Access and Supportive Environments

5

Ensure that Youth Councils reflect the population that they serve by striving for representation along the lines of gender identity, cultural and visible minority groups, income levels, abilities, and sexual orientation at a minimum.

6

Ensure that community centres and spaces are safe and welcoming to the LGBTQ+ community, and that program nomenclature respects gender identity.

7

Ensure the needs of youth are incorporated into the Inclusion Strategy.

8

Expand on the sponsorship model to fund additional no cost/low cost programs.



Youth Leadership and Employment Opportunities

9

Take a leadership role in communicating with youth serving agencies and organizations to support employment and volunteer opportunities.

10

Complete a review of the current LIT program to investigate the following: expansion into other areas of programming and other streams (i.e. admin and operations), course offering to year-round and opportunities for reducing cost barriers to take part in this program.

11

Develop a youth-focused marketing plan for employment and volunteer opportunities.



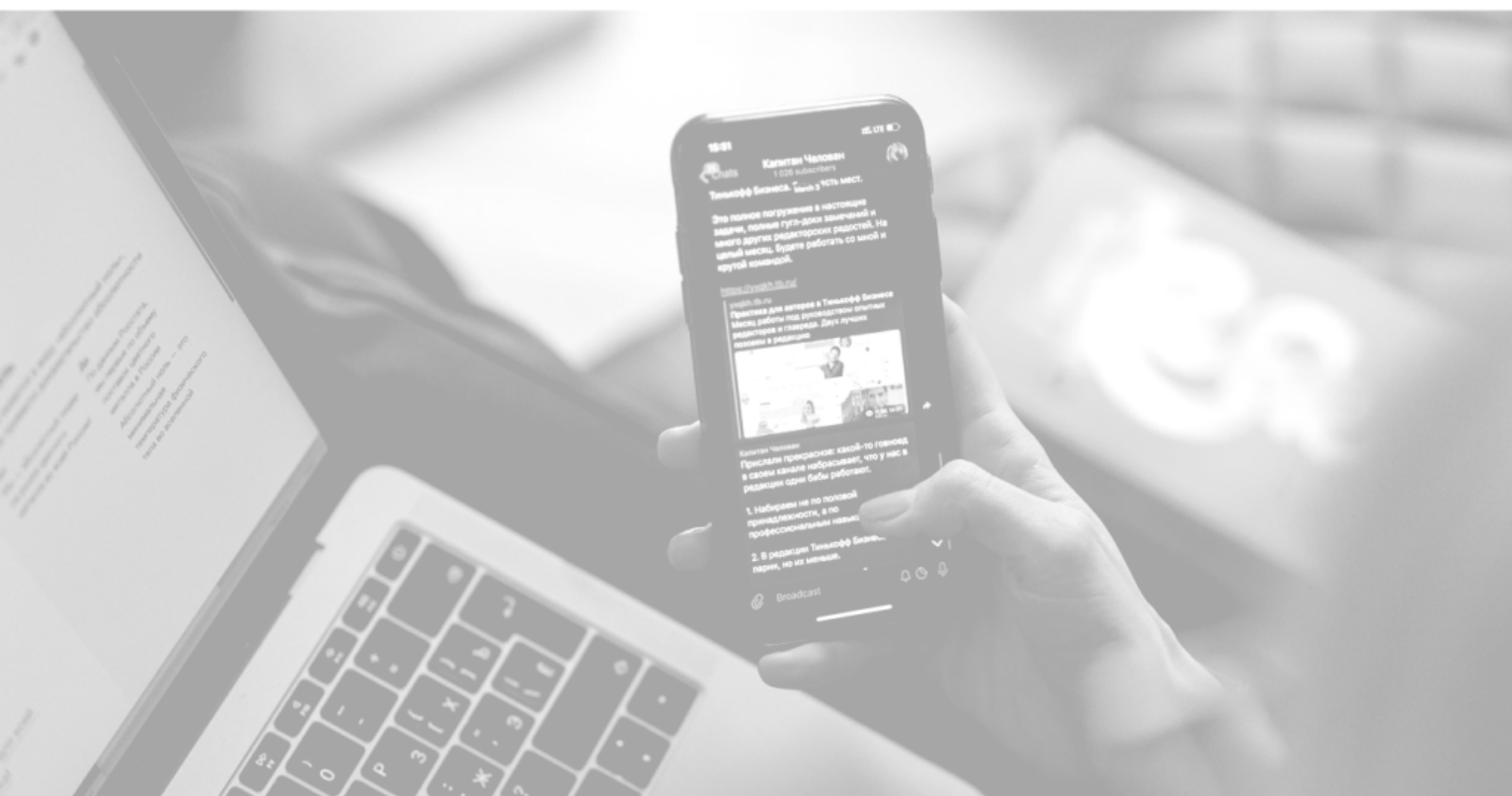
Communications Targeted to Youth

12

Ensure that communications with youth utilize technology and digital apps currently used by youth, and that designated staff are approved to capture opportunities and activities in real time. Track engagement results of each communication mechanism.

13

Develop a Communications Plan that serves to keep youth and youth serving organizations fully informed of opportunities for youth in the City of Mississauga and to promote the positive contributions that youth make to the community through recreation.



Role Clarity Between the City and its Partners

14

Improve communication and working relationships with external youth-serving agencies to increase organizational effectiveness and partnership opportunities.

15

Continue to work with partners to maintain Mississauga's status as a Youth Friendly Community.

16

Create School Board partnerships to co-facilitate after school programming, share program spaces, and improve communication and overall access to youth.

17

Clarify the role of the Youth Engagement Staff specifically by defining service levels, the resources needed to achieve the levels of service, developing consistent training, and formalizing connections with other youth service providers at the neighbourhood level.

18

Ensure the Recreation Division has the organizational structure to support the delivery of current and future youth programs, activities, processes and services.

1.0 Introduction

1.1 Purpose

Since 2009, the Mississauga Youth Plan! (the “Youth Plan”) has provided guidance to the City by identifying initiatives primarily focused on recreation, parks, library, and arts and cultural services. With its implementation over the past decade, the City has made progress in addressing needs and priorities that were contained in the Youth Plan. The 2019 Future Directions cycle provided an opportunity to review the Youth Plan with respect to recreation to align with current frameworks such as Future Directions, the Framework for Recreation in Canada, and others that have been developed over the past 10 years.

This Youth Plan for Recreation (the “Plan”) examines the 2009 Youth Plan and identifies priorities needed to move forward over the next 5 years. The scope of the Review is focused on the Recreation Division, its Community Development Unit and staff serving youth in the community centres. By identifying relevant issues for youth, the Review will support the Recreation Division's decision-making as how best to address the needs of Mississauga's youth through the delivery of programs and services as well as working collectively with community partners.

Within the scope of work defined in the City's Terms of Reference are:

- Assessment of Recreation's role is delivering youth programs, services, and leadership opportunities;
- Scan of relevant policies, frameworks, legislation, and best practices to highlight themes, issues and opportunities for Recreation;
- Identification of trends and methods to broaden youth customer base;
- Incorporation of principles, priorities and actions of the Framework for Recreation in Canada;
- Community engagement through an online survey, focus groups, and staff workshops;
- Identification of strategic goals, action items and funding priorities;
- Consideration of, and response to long-term youth program and service needs based upon a gap analysis; and
- Recommendations on key focus areas for Recreation.

1.2 Methodology

The Youth Plan for Recreation was initiated in April 2018 and is guided by a Terms of Reference that is overseen by a team of City Staff in conjunction with Monteith Brown Planning Consultants and Tucker-Reid & Associates. The planning process employed a background review of relevant national and provincial frameworks, a scan of promising practices in other jurisdictions, and consultations undertaken with Mississauga youth, staff and community stakeholders through workshops and a survey. The Plan has benefitted from selected reports that have been prepared by the City of Mississauga as well as utilization data provided through the City's Recreation Division.

The Plan is focused upon the Recreation Division's program and service delivery practices specific to the youth market segment. These are also relevant and have been recently examined through documents such as the City of Mississauga Recreation Indoor Facility Infrastructure Strategy (2017) and 2019 Future Directions for Recreation.

The Plan has been prepared in consideration of key municipal documents such as: Youth Plan (2009), Report on the Youth Plan (2015-2016), Youth Friendly Communities Application (2017), Market Assessment and Socio-Demographic Study (2018) and Mississauga's Future Directions for Recreation Master Plans (2014 & 2019). Other local, regional and provincial frameworks, and leading practices have also been analyzed for their relevance to this Plan.

1.3 Summary of 2009 Mississauga Youth Plan & City Achievements

2009 Mississauga Youth Plan

Mississauga's Youth Plan is designed to be far-reaching and respond to the full range of youth needs and interests. The plan development process included an environmental scan and thorough engagement program which was finalized in 2009. The Youth Plan established a strong vision statement as well as a set of guiding values and principles. The values of respect, opportunities, communication, youth voice, equality and shared leadership resonate throughout the document and shine through the work done by the City every day.

The Plan contains a total of 46 recommended actions, distributed across five overarching principles. The recommendations include a range of implementation opportunities; some focus on continuing with or expanding current practices, while others are larger-scale and require support and investment from both the municipality and community groups/organizations.

The original Youth Plan was developed for the entire Corporation of the City of Mississauga and was not exclusively focused on the Recreation Division. As a result, some of the recommended actions are not directly applicable within the scope of this Plan.

“Mississauga is a youth and young adult friendly city that is respectful, inclusive and forward thinking; a city where youth are meaningfully engaged and thrive as equal members of the community.”

~ Mississauga Youth Plan Vision

City Achievements

Since the implementation of the 2009 Youth Plan, it is clear that there is much capacity within the community to serve youth. The City of Mississauga has committed significant efforts to fulfilling the Plan's vision and recommendations, and demonstrated a commitment to local youth by investing and supporting youth-focused programs, services and facilities. Five clear principles have been used by the City to guide the Plan's implementation and are highlighted below to provide a snapshot of the municipal achievements and investments relating to youth-specific recreational services (noting that these are not intended to constitute a complete summary of implementation progress for all of the Plan's 46 recommendations).

1

Transportation

- Implementation of the Freedom Pass along with providing bussing to transport youth to Mississauga Valley basketball on a weekly basis, in line with Recommendation 5.
- 26 high schools participated in the MiWay Ambassador Program.
- 15 dedicated high school bus routes in place in addition to regular MiWay routes.
- 14 post-secondary marketing students were employed to support MiWay outreach.

2

Program Delivery

- Municipal programming was expanded in priority neighbourhoods by offering lunch time Sauga At Play in Malton and after school Sauga At Play in South Common, supporting Recommendation 6.
- Free drop-in programs and events supported by the Youth Plan were participated in annually by 100,000 youth between the ages of 10 to 24 years old, supporting Recommendation 7.
- The At Play program has expanded to operate at all 11 community centres, five days a week thus addressing Recommendation 8.
- The addition of community centre lobby furniture and games tables created youth friendly spaces.

3

Relationships

- Over 250 relationships have been forged in response to the Youth Plan with local schools, churches and youth-serving agencies to deliver programs/services and connect Mississauga's youth; supporting Recommendations 36, 38, 42, 43 (and others, indirectly).

4

Youth Engagement

- Mississauga Youth Action Committee (MYAC) has formed and hosts monthly Connects to support positive youth development. Additionally, almost 200 youth advisory meetings were held annually with 3,343 youth members of community centre and library youth teams, thereby fulfilling Recommendation 16.
- A variety of youth-focused annual and one-time events have been established in support of Recommendation 23. Examples include the Sauga Block Party, Pride Parade, and Rock the Coliseum; attracting over 5,000 youth attendees each.
- 11 part time Youth Engagement Staff were hired for each community centre/library to foster a youth friendly centre that is responsive to the needs of youth, addressing Recommendation 25.

5

Social Responsibility

- The Active Assist program provided service and financial assistance to a maximum number of clients (14,500) annually, supporting Recommendation 27. In addition, a review of the Active Assist program took place and improvements have been made to increase access.
- 216 youth agencies and groups received in kind support from the city, including program and event space as well as staff assistance to hold a wide range of youth related events, meetings and programs.

2.0 Foundation of the Youth Plan for Recreation

2.1 Definition of Youth

Today's youth are unlike any generation before – they are more diverse, connected, socially engaged and educated. Many youth are reaping benefits while others face challenges such as finding jobs, social exclusion, cyberbullying, mental health challenges and addiction, and a higher risk of being obese.¹

There is no single definition of youth but rather the terminology is often derived around a range of ages or a period in one's life. Some of Canada's and the world's most recognized youth-serving agencies employ varied definitions of youth. Governments, agencies and organizations tend to frame a definition of youth according to the services that they are providing to the specific segment of the youth population that they are serving.

Table 1 compares the youth age definition in municipalities surrounding or in close proximity to Mississauga. The City of Mississauga's definition of youth is consistent with other municipalities in terms of age range apart from Brampton where the age range does not extend past 17 years old.



Examples of Youth Definitions

Youth is the period between childhood and adult age.

~ Oxford English Dictionary

Youth is the time of life when one is young; especially the period of time between childhood and maturity.

~ Merriam Webster Dictionary

Adolescents as those people between 10 and 19 years of age.

~ World Health Organization

Youth is best understood as a period of transition from the dependence of childhood to adulthood’s independence and awareness of our interdependence as members of a community.

~ UNESCO Social and Human Sciences

Ages 15 to 34.

~ Statistics Canada, A Portrait of Youth in Canada

Youth are those between the ages of 12 and 25.

~ Government of Ontario, Stepping Up

Those aged 12 to 24, further broken down into the categories of 12-15, 16-18 and 19-24.

~ Mississauga Youth Plan!

Table 1: Comparison of Youth Age Definitions in Area Municipalities

Municipality	Youth Age Range Definition	Average Youth Definition Age Range
Brampton	14 – 17 years	12 – 22 years
Milton	12 – 24 years	
Mississauga	10 – 24 years	
Toronto	13 – 24 years	

Youth are defined in many ways by multiple organizations that use a variety of terms and standards. A review of definitions found that youth requires a fluid definition, allowing for differentiation among age ranges, activities, or life stages.

For the purposes of this Youth Plan for Recreation, youth are defined as persons between the age of 10 and 24 years. Overlapping and transitional age categories are applied for program delivery to recognize the level of physical and emotional development does not align with a specific age.

For the City of Mississauga Recreation Division, the term “youth” requires a flexible definition grounded with logical sub-sets for operational and programming purposes. The result of research and analysis is a recommendation that the City of Mississauga Recreation Services continue to define “youth”

as young persons between the ages of 10 and 24 years, consistent with the 2009 Youth Plan and in line with provincial and global agencies. An age-based component of the definition will also allow the City to easily apply a basis for registration and membership pricing.

2.2 Alignment with National, Provincial & Local Initiatives

The Framework for Recreation in Canada

The City of Mississauga's Terms of Reference for this Youth Plan for Recreation specifies the need to "incorporate the principles, priorities and actions of the Framework for Recreation in Canada (FRC) into the Youth Plan."

The direction from the City is to consider the respective goals of the FRC, and articulate the emerging issues as identified through the consultation phase of the Plan. The FRC is built on Canada-wide public consultation, national and international research and is grounded in experiences and data generated at the community, provincial/territorial and national level.

Recreation provides multiple pathways to well-being for individuals and communities, as well as for our built and natural environments. The FRC rejuvenates the definition of recreation and parks, articulates their economic impacts including the benefits, key goals and strategies that should be evident in each community across Canada. Recreation has the potential to address challenges and troubling social issues such as increases in sedentary living and obesity, decreased contact with nature, and inequities that limit

recreation opportunities for some population groups.

This renewed focus provides the rationale for investing in an evolved recreation strategy, and describes the need for collaboration with other initiatives in a variety of sectors. The FRC provides a new vision for recreation and suggests some common ways of thinking about the renewal of recreation, based on clear goals and underlying values.

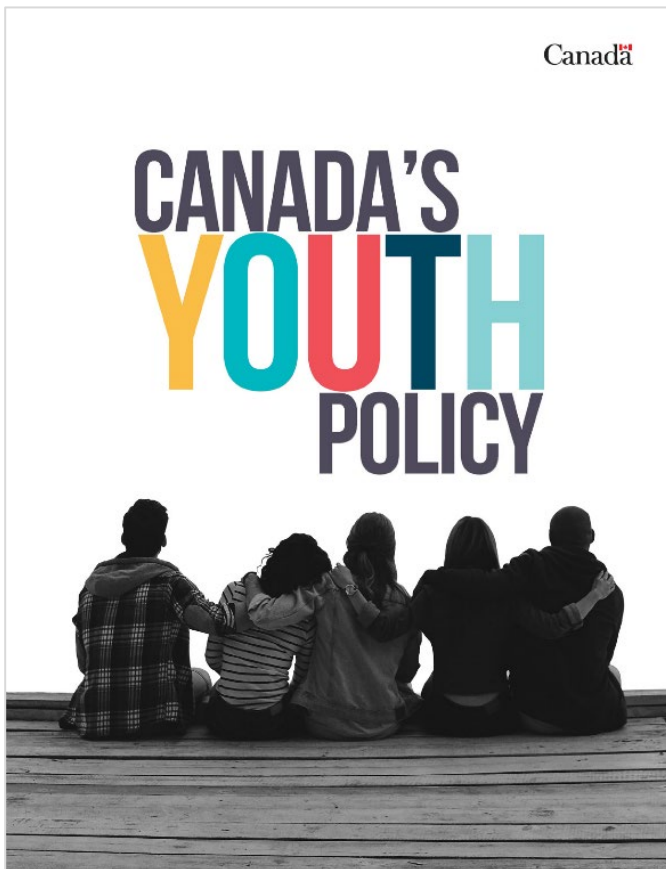
Three key messages emerged during the development of the FRC which have and will stand the test of changing demographics and environments in Canada.

- High quality, accessible recreation opportunities are integral to a well-functioning society;
- The recreation sector can be a collaborative leader in addressing major issues of the day; and
- All people and communities deserve equitable access to recreational experiences. Recreation must be accessible and welcoming to all

Canada's Youth Policy

The federal government launched Canada's Youth Policy² in 2018 through which its "Have Your Say" initiative collected information from Canadian youth through online submissions and over 60 roundtable discussions across the country. The consultation program discussed challenges and opportunities for Canadian youth and asked for thoughts regarding physical and mental health, education and

employment, reconciliation, environment and climate change, and a variety of other topics.



Subsequent phases of research and consultation helped to form Canada's Youth Policy, and established a vision for youth to guide the actions and priorities of governments and society. The Policy is an impactful tool to ensure that youth are supported, heard, and respected. The City of Mississauga should continually evaluate Canada's Youth Policy in relation to this Plan, Future Directions and other corporate policies and practices.

Ontario's "Stepping Up" Framework

The Ontario Ministry of Children, Community and Social Services developed a framework

titled "Stepping Up" to guide work in support of Ontario Youth. The document establishes a vision, guiding principles, and evidence-informed outcomes to help youth succeed. Twenty priority outcomes articulate the processes necessary to achieve the framework's vision. The framework is also built upon a holistic view of youth that is supported by an ecological model of development; meaning that youth themselves are the centre of the planning and all intra and inter-personal connections and experiences are influenced as such.

"Together, we will support all young people to become healthy, safe, hopeful, engaged, educated and contributing members of their communities and our province."

~ Stepping Up Vision

To help navigate the Stepping Up Framework, the narrative is organized across seven outcomes reflective of experiences that support youth development:

1. Health & wellness
2. Strong, supportive friends & families
3. Education, training & apprenticeships
4. Employment & entrepreneurship
5. Diversity, social inclusion & safety
6. Civic engagement & youth leadership
7. Coordinated & youth-friendly communities³

These outcomes resonate across all youth planning initiatives and have been considered

through the development of the Mississauga Youth Plan for Recreation.

Alignment with High Five principles of Healthy Child Development

Parks and Recreation Ontario's HIGH FIVE⁴ quality assurance framework was implemented in 1994 to ensure that people working with children in a recreation and sport setting were trained in child development. HIGH FIVE is grounded in research and developed by experts in child development in sport and recreation. The principles of HIGH FIVE in providing programs and services to children include:

1

Caring Adult

Children receive the benefit of a caring adult role model who ensures that safety is paramount.

2

Friends

Children get to know others in a group in a safe setting.

3

Participation

Children are empowered to have their say about the activities they participate in.

4

Play

Children are encouraged to use their imagination, can resolve their own conflicts and can be self-directed.

5

Skill Mastery

Children learn new and age appropriate skills in an encouraging environment.

The City of Mississauga Recreation Services has achieved and maintained accreditation status with HIGH FIVE since 2017. This is a significant accomplishment as Mississauga is one of the largest municipalities in Canada to receive this status. 1,800 front-line staff and 50 supervisors / managers were trained in the principles of healthy child development, while over 2,000 unique programs were assessed over a two-year period. The HIGH FIVE Framework requires assessment of four areas of organizational effectiveness including training and development, program assessments, policies and procedures and branding / promotion. The assessment resulted in improved policies, practices and processes in the delivery of service.



The best way to play™

Although HIGH FIVE focuses on programming for children between the ages of 6 and 12, the general principles and quality assurance measures can be applied with a modified lens for youth programs and services.

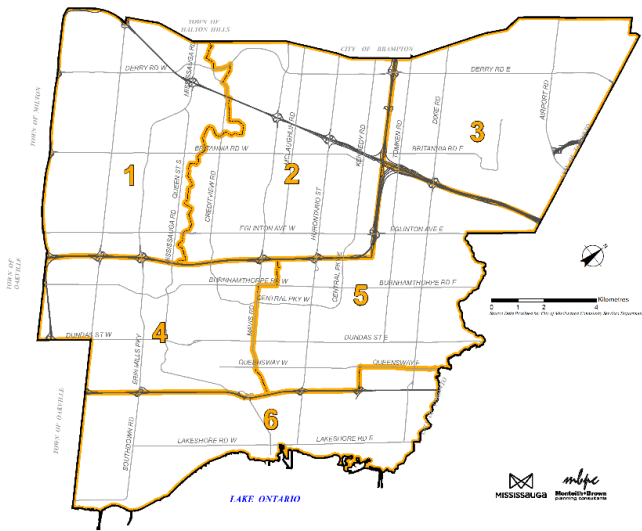
2.3 Mississauga’s Youth Population

According to Statistics Canada, there are 9 million youth across Canada falling between the ages of 15 and 34, representing about one-quarter of the country’s population which is lower proportion than in the 1970s when youth accounted for over one-third of the population.⁵ Based upon the Youth Plan for Recreation’s definition of youth falling between 10 and 24 years of age, Mississauga had nearly 147,000 persons in this age group in 2016 that accounted for one-fifth of the City’s population (this is a slightly greater proportion than the 18 per cent for the country as a whole under the 10-24 age grouping).⁶

The most recent age structure forecast available through the City counts nearly 150,000 youth between 10 and 24 years in Mississauga (that forecast includes net Census undercoverage).⁷ It is important to note that the population estimates referenced through these forecasts have not been updated to align with the City’s most recent set of growth projections that have been prepared as part of the ongoing Development Charges Study review. However, these remain the best source of age-specific population estimates available

at the time of writing and are thus used for the purposes of this Review.

The age structure forecasts project a significant decrease in City’s youth population, amounting to 13,000 fewer persons (-9 per cent) between the ages of 10 and 24 by the year 2031. The youth population is expected to rebound after 2031 to reach nearly 157,000 persons by the year 2041.



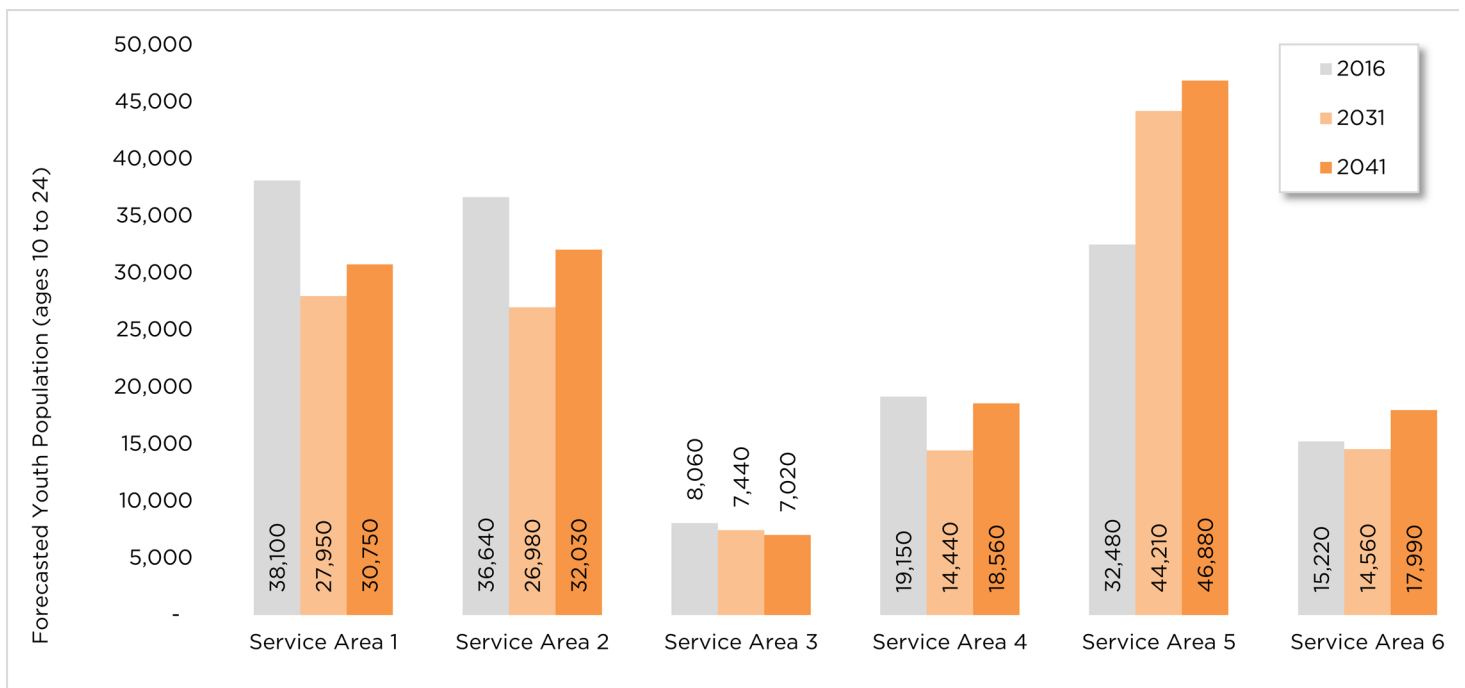
Based on the age structure forecasts, the greatest populations of youth are estimated to be residing in Service Areas 1, 2 and 5. Between the years 2016 and 2031, only

Table 2: Projected Population of Youth in Mississauga, 2016-2041

Age Group	2016	2031	2041	Δ 2016-2031	Δ 2031-2041
10-14 years	42,270	46,510	50,560	4,240 (+10)	4,050 (+9%)
15-19 years	48,840	48,110	53,040	-730 (-1%)	4,930 (+10%)
20-24 years	58,690	41,980	53,240	-16,710 (-28%)	11,260 (+27%)
Youth Total	149,800	136,600	156,840	-13,200 (-9%)	20,240 (+15%)

Source: City of Mississauga, Planning Strategies Division. Mississauga Age Structure Forecasts 2011-2041

Figure 1: Projected Population of Youth in Mississauga by Service Area, 2016-2041



Source: City of Mississauga, Planning Strategies Division. Mississauga Age Structure Forecasts 2011-2041

Service Area 5 is expected to experience an increase in its youth population. With youth populations expected to rebound City-wide after 2031, Service Areas 2 and 4 are projected to generate the most new youth residents between the years 2031 and 2041 though more moderate levels of population growth can also be expected in the other Service Areas except for Service Area 3.

looking at the age structure, the 10 to 19 age group generally has above average representation in the Meadowvale Village and Churchill Meadows (Service Areas 1 and 2) as well as centrally, in Service Area 6. Youth between the ages of 20 and 24 have greater representation throughout Service Area 2 as well as along the Burnhamthorpe Road corridor in Service Areas 4 and 5.

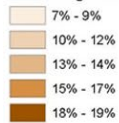
Figure 2 and Figure 3 geographically illustrate the density and percentage of Mississauga's youth population by Census Tract based upon 2016 Census data. The Lisgar and Churchill Meadows communities (Service Area 1) have substantial densities of 10- to 19-year-olds as do selected areas along the Hurontario Street, Burnhamthorpe Road and Eglinton Road corridors (Service Areas 2 and 5). When

Figure 2: Population Density of Youth by Census Tract, 2016

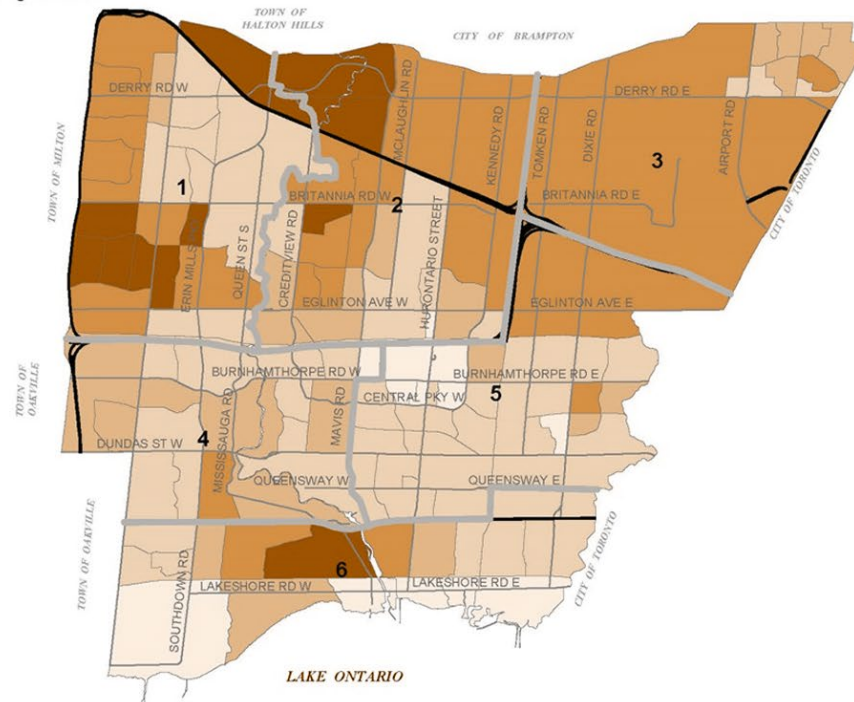


Figure 3: Youth as a Percentage of Census Tract Population, 2016

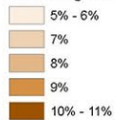
Percentage of the Population Age 10 to 19



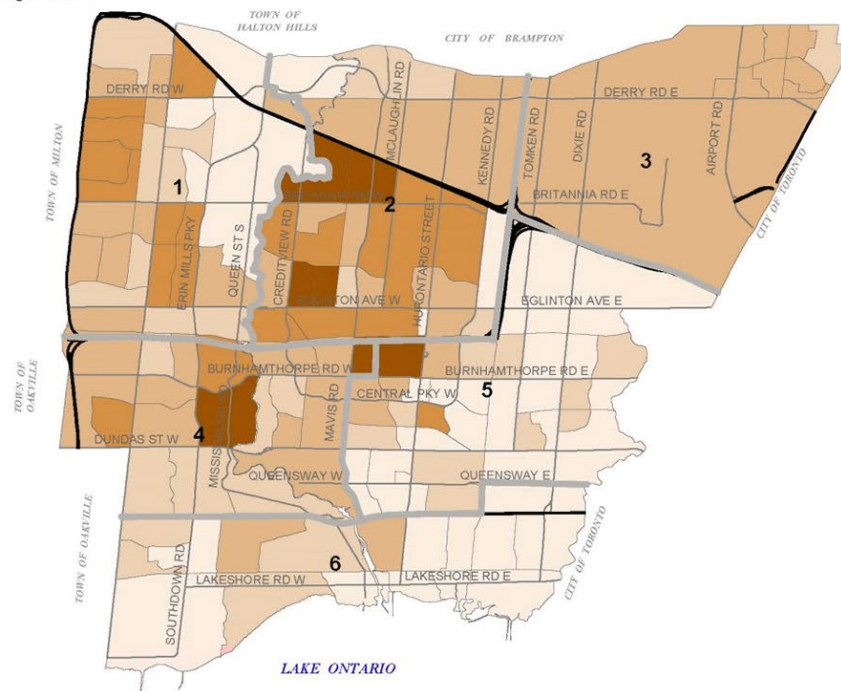
Percentage of the Population
Age 10 to 19 in the
City of Mississauga: 13%



Percentage of the Population Age 20 to 24



Percentage of the Population
Age 20 to 24 in the
City of Mississauga: 7.5%



2.4 Selected Trends in Recreational Services for Youth

Effective planning for Mississauga youth requires identification, understanding, and constant monitoring of existing and emerging trends that could potentially affect needs. The following summary of major trends in participation, emerging activities, and service delivery are largely based on information collected from recent provincial and national research, and work undertaken by the Consulting Team in a variety of communities.

Social and Economic Influences on Health and Recreation

A multitude of factors influence personal and public health, including those that are within an individual's control and those that are not. These determinants broadly describe the personal, economic, social, and environmental factors that influence overall health. The Public Health Agency of Canada has identified a collection of health determinants⁸ including:

- Income and social status
- Education and literacy
- Childhood experiences
- Physical environments
- Healthy behaviours
- Access to health services
- Employment and working conditions
- Social supports and coping skills
- Biology and genetic endowments
- Gender
- Culture

This concept of understanding health determinants is commonly explained using

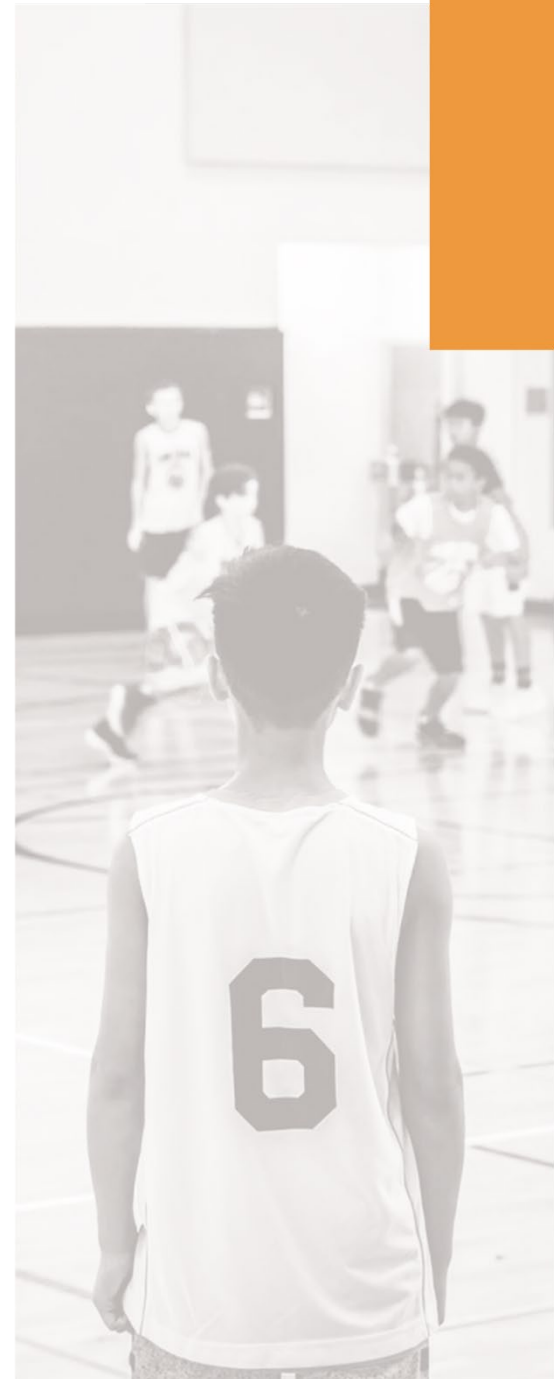
a socio-ecological model,⁹ very similar to the Wrap-Around Model for Youth described in Section 3.2. The socio-ecological model considers five spheres of influence, all of which influence youth's ability to participate in recreation, and should be considered when planning and providing for these populations:

- 1 Intrapersonal**
factors within an individual's control
- 2 Interpersonal**
factors dependent on family, friends, peers, support workers, etc.
- 3 Organizational**
considers factors such as access to and availability of health care, professional organizations, etc.
- 4 Community**
influence of workplace, school, community organizations, media, research, etc.; and
- 5 Policy**
global and local trends, laws and policies, professional supports and recommendations, etc.

As a result of recent societal shifts, there is a greater demand and expectation from the public for seamless services and support from municipalities, agencies, and other levels of government. This has generated a blurring of lines of responsibility, particularly in multi-use

community centre settings. The Recreation Division falls within the scope of Community Services Department, which some members of the public may perceive as social services. For the purpose of this Youth Plan for Recreation, the analysis and recommendations focus directly on Recreation, and attempts to clarify the delineation of responsibilities.

For this Plan, key recreation, social and economic trends impacting the lives of Mississauga's youth population are outlined in the tables that follow. The trends have been identified recognizing that youth's ability to participate in, be aware of, afford, and travel to recreation opportunities is influenced by their social and economic circumstance.¹⁰ While these trends do not exclusively focus on recreation, they help to illustrate specific issues and considerations with respect to youth access to recreation services, programs and facilities.



Recreation Trends Affecting Youth

Trend	Local Context / Potential Implications
<p>Youth will continue to constitute a key market to which recreation services will need to be provided.</p>	<ul style="list-style-type: none">▪ The City is forecasted to have between 136,000 and 157,000 youth residents between 2018 and the year 2041.▪ A focus on engaging youth and continuing to provide youth friendly services and programs will be important.
<p>Increased inactivity and ‘screen time’ (e.g., television, computer, video games, etc.) have led to declining levels of physical activity and higher instances of obesity.</p>	<ul style="list-style-type: none">▪ Youth mentioned spending time in front of screens (TV, computer, etc.) at the youth focus groups, as did stakeholders at the service provider focus group; participants at the staff and stakeholder focus groups suggested that this was a concern.▪ The City will require a concerted effort to provide interesting programs and services to “compete” with screens and sedentary activities, and make youth aware of such opportunities.▪ The 2018 ParticipACTION Report Card for Children and Youth finds that most children and teens are not active enough for healthy living.

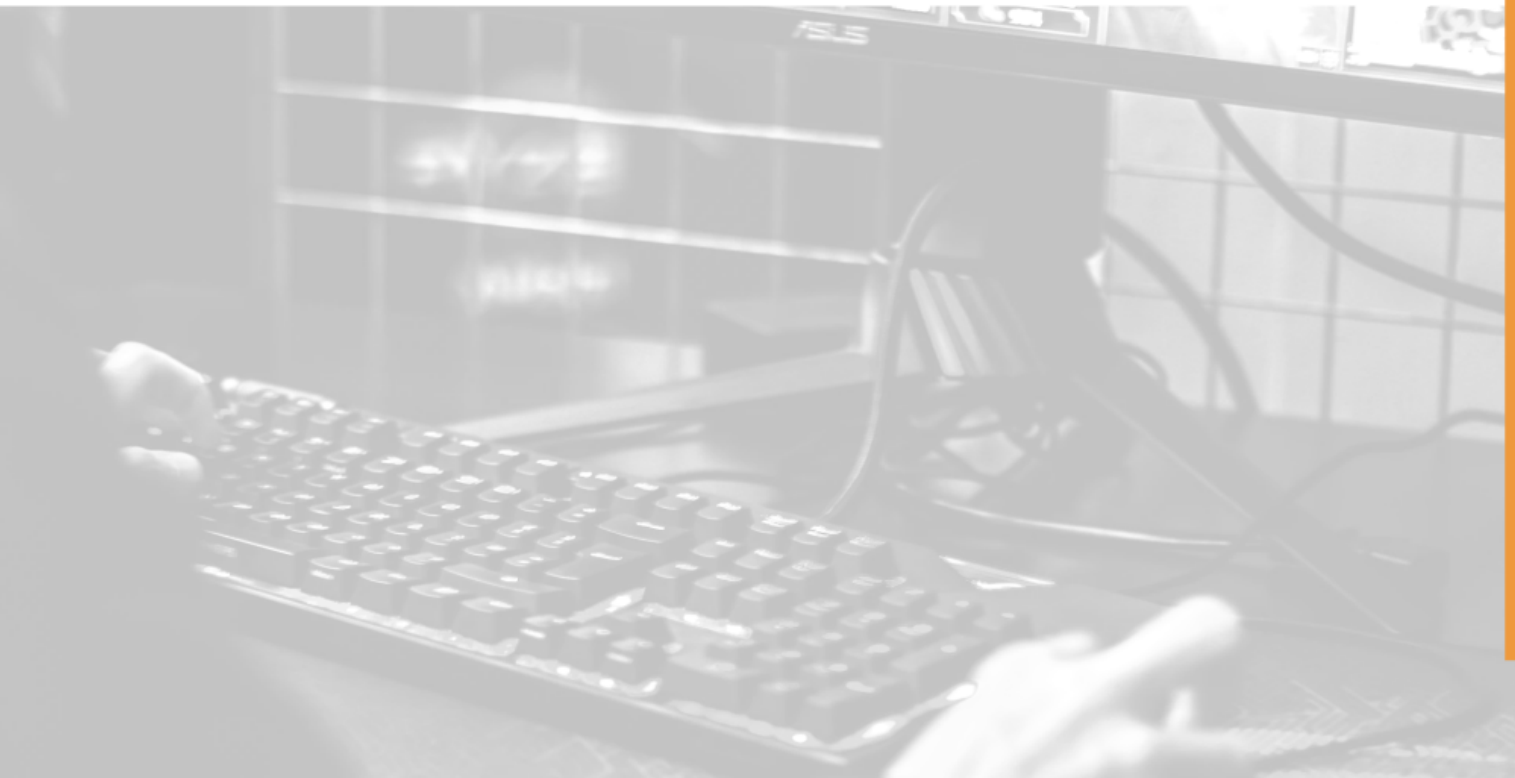


Trend

Youth are seeking **drop-in** and **self-scheduled** recreation opportunities.

Local Context / Potential Implications

- In the focus groups, many youths mentioned that they prefer to 'just hang out' during their free time and participate in drop-in or spontaneous activities such as basketball, rather than having to commit to a long-term program.
- Lack of free time and 'over-programming' means that some youth and their families have less time for play and unscheduled leisure, while income constraints for certain others result in being unable to afford organized activities.
- The City is cognisant of trends that promote play that encourages risk taking to enable confidence and development of fine motor skills.



Trend**Local Context / Potential Implications**

Diversity is increasing across all age groups, including youth, which can impact the types of programs offered and requested.

- Consistent with best practices in youth planning processes, youth participants in this Review’s consultation efforts have represented a diverse range of interests and socio-economic backgrounds.
- Newcomer youth often seek “traditional” Canadian recreational activities to integrate here, but also want to pursue the interests found where they (or their parents) previously lived.
- Members of the LGBTQ+ community are sometimes less willing to participate in recreation, with organizations such as OUTSPORT having found that homophobic environments exist within the sport community (though social acceptance is strengthening with openly gay professional athletes serving as role models and municipalities promoting “Safe Spaces” within their community centres and parks).¹¹
- Will require an integrated service delivery approach that works with multiple City Departments, youth-serving agencies and local partners to provide an inclusive spectrum of services.
- City staff are increasingly interacting with youth that have behavioural challenges, possibly as a result of challenging socio-economic backgrounds and youth with disabilities/special needs.

Trend**Local Context / Potential Implications**

Increased interest and expertise with **technology** may impact the types of programs offered and requested.

- Youth are becoming increasingly proficient with technology at earlier ages due to mobile devices, use of technology in schools and the home, etc. - youth and staff focus groups all touched on the need to be familiar with technology that youth are using, and optimally for the City to also use it.
- Local youth have expressed support for continued use of technology in the way that the City communicates with them and delivers programs (seeking digital interests such as e-sports, coding, STEM, etc.).



Youth Social & Economic Trends

Trend	Local Context
Each of the under-represented and marginalized populations described (to the right) and countless others are faced with critical issues and are often lacking essentials (i.e., food, shelter, etc.), therefore decreasing their focus on recreation and decreasing participation rates.	<ul style="list-style-type: none">▪ Homelessness is a growing concern in Mississauga and Peel Region. According to United Way Peel more than 222,000 people are struggling to afford housing across Brampton, Caledon and Mississauga. It was estimated that in 2015 almost 4,000 children and youth in Peel used a shelter or transitional housing.¹²▪ Newcomers and cultural groups represented in focus groups identified a strong desire to participate in culturally-focused programs and activities. According to the 2016 Census, 53.4% of Mississauga’s population are immigrants and 14% of those arrived in the past 5 years. One in five immigrants in Mississauga are between the ages of 15 to 24 years old.▪ LGBTQ+ populations often share that they feel uncomfortable or like they don’t belong in shared public spaces such as community centres. It is important to demonstrate authentic engagement with these populations and provide inclusive programs and facilities.¹³



Trend**Local Context****Healthy Community**

Objectives are a key focus for government, institution, and research-based bodies. This also includes a multi-service/function **community-hub model** for services.

- Public Health Agencies and Health Researchers consistently promote the benefits of: health promotion/education, injury prevention, healthy community design, partnerships with and access to hospitals, rehabilitation programs, etc.
- An example of this functioning well in Mississauga is the partnerships that have been established with local support agencies to provide mentorship programs for youth, particularly in high needs communities.
- A growing number of physicians in the GTA and across the country are writing prescriptions for exercise and “getting active” as opposed to focusing primarily on pharmaceuticals.

Mental Health has been a dominant focus of recent work by researchers, agencies, organizations and government bodies committed to public health and welfare (i.e., ParticipACTION Report Card, Mental Health Commission of Canada, etc.).

- Although overall self-reported physical and mental health rates were fairly high, the percentage of Mississauga youth who rated their mental health as excellent, very good, or good has decreased 5.4% since 2009/2010.¹⁴
- The most recent (summer 2018) Healthy Kids Community Challenge (HKCC) theme and targeted messaging was to “Power Off and Play”,¹⁵ encouraging children and youth to give their minds a break from screen time and promote healthy, active, outdoor recreation.
- Evidence suggests that physical activity may help lower feelings of anxiety or depression in children and youth, can bolster their resiliency when dealing with stress, and helps them recover from stressful situations faster.¹⁶

Trend	Local Context
<p>Contributors suggested a need for City support for skill development and continuing education. This could be presented as provision of targeted seminars, workshops, or programs focused on youth employment opportunities.</p>	<ul style="list-style-type: none"> ▪ Consultations with youth found that many feel pressured to help provide for their household (e.g., care for family members, contribute income, etc.). As a result of increased responsibilities, they are seeking opportunities to gain valuable work experience through volunteering, skill development, or on-going education. ▪ According to Statistics Canada youth unemployment (15 – 24 years old) is 19.8%, higher than both the province and country.
<p>Income Disparity is a phenomenon polarizing communities in the GTA and throughout Canada. The inequality of affordances greatly impacts youth's ability to recreate.</p>	<ul style="list-style-type: none"> ▪ The percentage of low and very-low income individuals in Peel Region has been growing since 1970, from almost 0% to more than 50% in 2015.¹⁷ There may be gaps in services, distribution, affordability, transportation, program delivery for populations depending on their ability to afford recreation. ▪ Youth in Mississauga living at or below the Low-Income Measure are overrepresented (21.2%) compared to youth in Ontario (18.4%) and Canada (17.0%). ▪ Active Assist and the range of no-cost and low-cost programs available through the City help to engage youth from low income backgrounds.

2.5 Summary of Consultations

A series of consultations were undertaken between June and July 2018 to inform the Youth Plan for Recreation. Consultations included:

- A survey of Mississauga youth between the ages of 10 and 24, resulting in 205 responses
- A workshop with the Mississauga Youth Action Committee and members of Community Centre Youth Advisory Committees
- A workshop with the Malton Youth Advisory Committee and frequent users of the Malton Community Centre/Paul Coffey Park
- A workshop with the City of Mississauga's Youth Engagement Coordinators
- Two agency and partner focus groups, one with youth-serving agencies operating in Mississauga and another with newcomer agencies
- Two workshops with management staff in the Recreation Division as well as program staff from various recreation units
- Two workshops with staff from various City of Mississauga departments whose responsibilities indirectly pertain to youth services

Each in-person workshop/focus group was scheduled for 60 to 90 minutes with discussion guides provided to attendees in advance to facilitate conversation around recreation services for youth. For non-staff sessions, incentives were provided in the form of food, recreation passes and MiWay fares.

The City of Mississauga undertook additional consultations with youth during the summer of 2019 when the Draft Youth Plan for Recreation was under internal review. City staff prepared and administered a second survey of youth and retained a third party consulting firm to facilitate a session with youth stakeholders.

The pages that follow summarize the key themes from each consultation initiative. See the Appendices for detailed reporting on the outcomes of each consultation initiative.

Mississauga Youth Surveys

Surveys requesting feedback on youth needs for recreation programs and services in Mississauga were administered to youth in the summers of 2018 and 2019. They had a combined total of 1055 responses with the majority of respondents representing the 13-18 year old age bracket.

The following points are notable from the survey findings:

- The most popular activities that youth participated in during their free time were hanging out at a friend's house, watching/streaming TV shows and movies, playing organized sports, visits to the library, and volunteer work.

- Majority of respondents in each survey indicated that nothing stops them from participating in Mississauga's recreation programs and facilities, and they are able to do everything that they wanted to do. Of those that do experience barriers to participation, the most common responses were too expensive, can't get there/too far, work or school commitments, inconvenient times and lack of awareness about what is available.
- Respondents indicated that Instagram, Snapchat, emails and messaging through the schools would be the best way for the City to communicate directly with youth about services that are available.
- When asked what would make youth want to use Mississauga recreation programs and facilities more often, commonly requested options included free WiFi, drop-in/free gym times, volunteer/leadership opportunities, and youth/teen nights.
- Responses to questions on interest in volunteer and employment activities through the Recreation Division included opportunities associated with the City's sports programs, children's programs and pool programs.

MYAC & Youth Advisory Committees Workshop

Much of the discussion about issues facing Mississauga youth centred on the lack of meaningful youth employment and volunteer

opportunities, difficulty travelling around the City, and the need for more resources and help with school-and life-related issues (including mental health and bullying). MYAC and the community centre advisory representatives stated that a lack of awareness was a major reason why many youth do not participate in programs and services. The youth participants recognized the positive outcomes that can be achieved when youth are engaged in positive and meaningful activities, whether related to sports, arts and culture, or simply socializing with each other in a positive way.

Employment was a high priority for many youth, either for career development/experience potential or for reasons of affordability, youth representatives identified a number of services they would like to start building their resume. Ideas included having the City provide mentorship and volunteer career education opportunities to students through ways such as formal youth job boards, job shadowing opportunities during school breaks, career pathway speakers, networking events, and mentor/resource support for youth to host their own events.

Malton Youth Workshop

Malton's youth indicated high demand for additional gym time for drop-in sports such as basketball and soccer. They suggested that the City look at balancing opportunities for both males and females, as some females mentioned they are less likely to play during times/activities dominated by male participants. Malton's youth made it clear that they are looking for role models, and to

ultimately mentor others as they grow. Whether by seeing others in the community that have made positive and successful life choices or from others in Mississauga that have knowledge and experiences to share, Malton's youth emphasized the importance of developing intergenerational relationships.

The workshop drew participants from households with different social, economic and cultural backgrounds. Youth felt that community centers and parks were generally safe during the daytime though some felt that there are some staff (such as security guards) that are not what they would consider to be friendly to youth. Youth felt most comfortable with staff that they saw as "champions" or those who understand and can empathize with youth such as the City's Youth Engagement Staff. A need was identified for more support for Newcomer Youth in recreation programs, facilities, and services. Youth believe that newcomer students are interested in learning traditional "Canadian" skills and habits but are overwhelmed with choice and require additional support as they acclimate.

Agency Focus Groups

Agencies would like to be well-connected with other youth-serving service providers and aware of what each other are doing but is difficult due to the complexities of issues and services. There was agreement that having at least one institution or agency be a lead (whether governmental, an educational institution, or a major non-profit) to coordinate others. The ability of youth-serving agencies and institutions to serve their clientele is largely predicated on grant funding received through government or other

agencies. The amount of funding that they have dictates the range of programs and services that they can deliver in any given year, and often funding can be variable or uncertain each year which can create challenges in terms of service continuity.

The attendees identified actions that the City could take to improve recreation and social activities for at-risk youth in Mississauga, including:

- partnering with universities to do research on youth and community centres
- partnering with the Region to find spaces/locations for services
- creating all-in-one facilities for youth and teens to access services (similar to Early ON Centres)
- training and offering recreation job opportunities to marginalized youth

Youth Stakeholder Engagement Session

An engagement session with youth stakeholders was facilitated on August 20, 2019 by KeepingPACE Consulting in order to gather input relating to recreation programs and services, and to identify gaps and opportunities for the next 5 to 20 years. There were a total of 37 people in attendance representing the following categories: Government and System Partners (5), Newcomer Services (9), Youth Serving Agencies (10) and Community Organizations (12). Opportunity for input was also available through phone and email consultations for those that were unable to attend the in-person

session. Two Community Organizations utilized this method of engagement.

These organizations currently offer a good variety of programs and services for youth in the City. It was noted that sometimes they do not have the space to deliver what they offer or the space available to them is not in the proper location. Some organizations are also limited in the amount of ways they can create awareness for their services and therefore seek the City's assistance in helping to connect youth in City of Mississauga facilities and programs to other community services.

The primary recommendation arising from the session is to continue to meet with stakeholders to discuss youth programs and services provided by the City so that all are aware of services and avoid duplicating efforts. A number of quick wins and policy considerations were identified throughout the session including (but not limited to): build relationships with agencies that also have space, host a job fair with a 3rd party partner showing youth what opportunities are available and create trendable hashtags to increase Search Engine Optimization and trending of posts.

City Staff Workshops

City staff with recreation and non-recreation responsibilities were engaged. Common topics of discussion centred upon barriers (income, transportation, and accessibility), clarifying the role of youth-serving staff (particularly with growing pressures for staff to address social challenges), ways in which the Plan could assist staff in their day-to-day and long-term

tasks, and how youth programs could be promoted more effectively.

¹ Statistics Canada. 2018. A Portrait of Canadian Youth.

² Government of Canada. 2019. Canada's Youth Policy.

³ Government of Ontario. 2013. Stepping Up: A Strategic Framework to Help Ontario's Youth Succeed. Ministry of Children, Community and Social Services. pp. 22 to 92.

⁴ High Five Principles of Healthy Child Development

⁵ Statistics Canada. 2018. A Portrait of Canadian Youth.

⁶ Statistics Canada Census of Canada. Figure is unadjusted for net undercoverage.

⁷ City of Mississauga, Planning Strategies Division. 2016. Mississauga Age Structure Forecasts 2011-2041. Note: the Planning Strategies Division is presently reviewing these forecasts in light of ongoing conformity exercises with the Region of Peel's review of its growth forecasts/allocations.

⁸ Public Health Agency of Canada, Social Determinants of Health and Health Inequalities. <https://www.canada.ca/en/public-health/services> accessed on October 3, 2018.

⁹ Sallis et al. 2006. An Ecological Approach to Creating Active Living Communities. Annual Review of Public Health.

¹⁰ Carson et al. 2016. Systematic Review of Sedentary Behaviour and Health Indicators in School-Aged Children and Youth: An Update. Applied Physiology, Nutrition, and Metabolism.

¹¹ Outsport Toronto. Making it Better Now: Ending Homophobia and Transphobia in School Athletics and Physical Education. Presentation at the Toronto District School Board FUTURES 2012 Conference, May 2012.

¹² United Way Greater Toronto. 2014. Homelessness Partnering Strategy. <https://www.unitedwaygt.org/homelessnessstrategy> Accessed on September 20, 2018.

¹³ National Recreation and Park Association, LGBTQ Teens in Recreation Programs (2015). <https://www.nrpa.org/parks-recreation-magazine> Accessed on October 4, 2018.

¹⁴ Community Foundation of Mississauga. 2018. Mississauga's Vital Signs.

¹⁵ Ministry of Health and Long-Term Care. 2015. Healthy Kids Community Challenge. <http://www.health.gov.on.ca> Accessed on September 29, 2018.

¹⁶ ParticipACTION. 2018. The ParticipACTION Report Card on Physical Activity for Children and Youth.

¹⁷ United Way Greater Toronto. 2017. The Opportunity Equation in the Greater Toronto Area: An Update on Neighbourhood Income Inequality and Polarization.

3.0 Future Directions for Youth

3.1 Strategic Framework for the Review

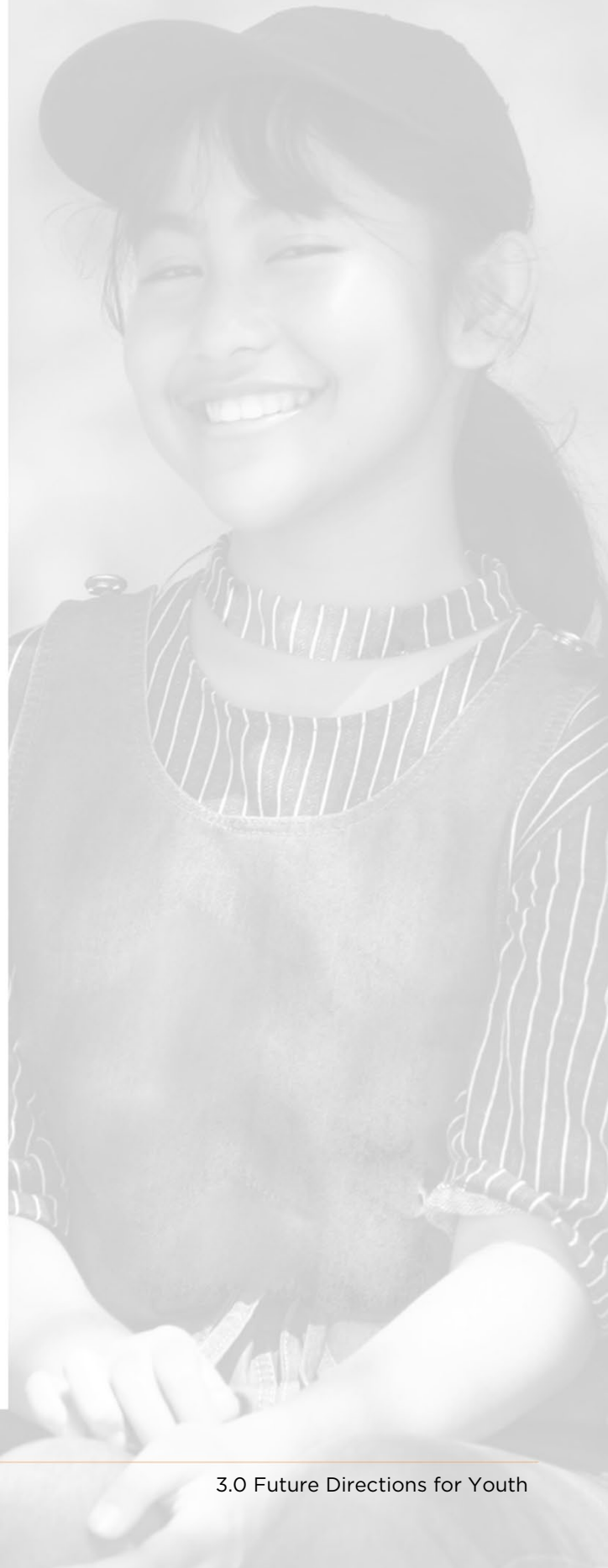
A Vision for Youth Recreation in Mississauga

The City of Mississauga's Recreation Division Vision and Mission statements help to provide a focused and coordinated approach to ensuring recreation goals are met. The Youth Plan for Recreation is aligned with the Divisional Vision.

More people, connected more often, through programs and services that reflect our communities' needs

The sentiments shared by youth, stakeholders, like-minded organizations, and staff during the development of the Plan acknowledged that:

- recreation is a life changing experience for youth;
- participation in recreation is paramount to building resilience in youth;
- there are a number of issues that currently youth face;
- there is a need to work towards building strong and resilient youth; and
- there is a whole city of supports for youth in Mississauga.



Mission

The Recreation Division's Mission statement speaks to who it is, who it serves, for what purpose, and how the Division goes about its work. The desired objective for both the Vision and Mission statements in relation to the Youth Plan for Recreation is to inspire all youth to be strong, active, confident, and understand the full extent of their potential every day.

“We keep Mississauga residents healthy, active and connected in partnership with the community.”

The Mission statement supports efforts will be made to work with all youth-serving agencies to achieve specific positive outcomes for Mississauga youth. While this is not a sweeping change for the Recreation Division, it recognizes that working collaboratively can provide a greater understanding of youth participation rates, penetration of the youth population, and the possibility of sharing of resources for the betterment of youth.

3.2 The City of Mississauga's Practices in Delivering Youth Services

Mississauga Youth Recreation Service Delivery Model

Understanding the needs of youth is central to the success of Mississauga's Recreation

Service Delivery Model. The development of the Youth Plan for Recreation engaged the voice of youth to a great extent, as do all ongoing efforts to develop and refine these programs and services. The analysis of participation rates in varying opportunities, satisfaction levels with youth services, and Youth Advisory Committees at community centres are all used to keep programs and services nimble and reflective of current trends.

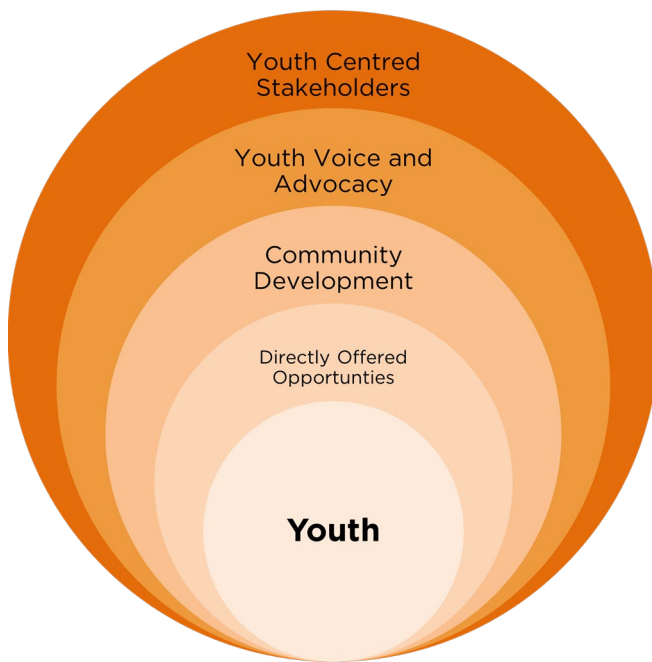
The Recreation Division employs numerous strategies and program offerings to attract and engage youth throughout the community, and within community centres. The plethora of opportunities allows youth to make choices around the types of activities and their level of participation. In most cases, quality experiences will lead to continued and increased participation. Encouraging youth to understand and engage in leadership opportunities enables greater employment levels through the varying recreation and sport service providers in Mississauga as youth age and mature into young adults. The overall goal is to maximize participation in recreation and sport to enable the benefits to the individual, family and community. Increasing participation in quality experiences is a key goal of the Review in building competent and resilient adolescents.

Mississauga “Wraps Around” Its Youth

The current Service Delivery Model can be described as a wrap-around model, whereby the Recreation Division provides many avenues for youth to become engaged and supported in recreation/sport, and ultimately to progress to become community leaders.

Figure 4 depicts the direct supports and active opportunities available to youth through recreation services available through the Division.

Figure 4: The “Wrap-Around” Model for Youth



Directly Offered Programs and Services

Directly offered programs and services are developed and enhanced to offer a full range of choices to a diverse population, as shown through the City’s range of offerings in Figure 5. Consideration is given to balancing choice based on gender equity along with active, cultural and general interest opportunities. Both structured programs and drop in casual experiences are provided, allowing a continuum of learning and an ability to participate based on preferences and personal circumstances. In 2019, there were more than 101,500 youth registrations in registered City

Figure 5: Directly Offered Youth Programs and Services



programs while there were 107,800 visits by youth in City drop-in programs. Staff consider barriers to participation and develop policies to reduce barriers in order to increase participation (Active Assist is an example). Participation data is useful to guide planning for the continued support of youth and ultimately provide/enable quality experiences over time.

The Community Development Team

The 2009 Youth Plan was a city-wide plan with leadership from a Community Development Coordinator, Youth. The Youth Plan was a catalyst for youth becoming greater priority for departments across the city, many of which now have dedicated approaches to engage and support youth and for community development in general.

Similarly many staff within the Recreation Division share responsibility when it comes to supporting youth. A number of assets have been developed, guided by the 2009 Youth Plan, that serve as a solid foundation for future service delivery including:

- After School Programming at all community centres during the school year (delivered by the Community Programs Team).
- Freedom Pass which provides free transit and fun swim for 12-14 year olds (administered by Facility Teams and promoted in partnership with MiWay).
- National Youth Week which is an annual campaign to celebrate and recognize Mississauga Youth by organizing activities and events hosted by multiple City Departments.

A key area of focus for the Recreation Community Development Team is to build skills and share tools and resources that support and empower community groups. This assists external providers to better respond to the needs and interests of Mississauga residents, including youth. This work includes five core services that benefit recreation and ensure a consistent approach across multiple business areas:

1. Community Group Registry Program
2. Community Events
3. Grants Administration
4. Community Engagement (youth, older adults, newcomers)
5. Community Partnerships

Within the context of this service delivery model, the Community Development Coordinator (Youth) supports ongoing engagement of youth and community organizations to engage more youth, more often in recreation programs and services that meet their needs.

Youth Voice and Advocacy

There is a commitment from the Mayor and members of Council to respond to youth concerns and meet youth where they live and play. The City provides many avenues for youth to voice their opinion including social media such as Instagram, Twitter, and Facebook. Participation in the Mississauga Youth Council and the 11 Youth Committees at Community Centres provide youth a voice and opportunities to participate in civic decision-making with respect to recreation services amongst other issues.

Youth Centred Stakeholders and Partnerships

Many other agencies, faith groups and the school boards provide youth opportunities and supports throughout Mississauga. Youth Centres such as the Merge 180 in Sheridan Mall, The Dam (two locations), Nexus Youth centre in the Central Library, Studio 89, Peel Youth Village, Creditmills and the Newcomer Centre of Peel all provide youth space and opportunities for recreation and support. The role of the City is to collaborate with these centres to explore where a shared vision and related actions might enhance the collective services available to Mississauga youth. The City also allocates recreational spaces and fields to organizations that provide sport and sport development opportunities to youth.

The service delivery model for youth recreation in Mississauga compares favourably to approaches used in other Canadian municipalities. Smaller municipalities place a greater reliance on other youth-serving agencies (Boys and Girls Clubs, YMCAs, Girls Inc., etc.) to augment municipal recreation offerings. Mid-sized to large municipalities often employ youth workers to reach out and engage youth in developing or delivering active, cultural and general interest programs and most often support youth committees.

A few municipalities are providing hubs with multi-services for youth within one location, typically in lower income areas. This approach builds in a collective approach where all youth serving agencies work together to collaborate and share in the work to address key issues facing youth where each agency can play their part. Considering youth hubs and working collectively with other youth serving agencies will further strengthen Mississauga's service delivery model.

Investing in Youth

The City of Mississauga has a high degree of commitment to youth engagement, development and positive outcomes. In 2017, the City approved \$382,000 for the provision of youth recreation and engagement, with an additional \$65,000 in sponsorships and donations. Based upon information contained in the Mississauga Youth Friendly Status Application, that dollar amount includes the provision of central staff support, funding for Youth Week and recreation youth specific programs and opportunities within community centres. This amount represents an annual investment of \$2.52 per youth resident (in 2017 dollars) over and above all other recreation costs. Excluded from the stated dollar amount is the cost of operating

community centres, arenas, pools, sport courts and parks/trails, as well as any indirect costs to promote activities, work with community partners, and registering youth. In addition to this investment, the City's Active Assist is another significant source of financial contributions to persons facing income-related barriers.

Maintaining Youth-Friendly Platinum Status

The City of Mississauga's Youth Friendly Community designation at the Platinum level is a major accomplishment. The Playworks Partnership, who evaluates and awards the Youth Friendly designation, was developed to ensure that youth have supportive environments and a voice in communities. The Playworks Partnership consist of six organizations and institutions that support youth development, engagement and leadership opportunities including 4H-Ontario, Ontario Physical Health Educators Association, Parks and Recreation Ontario, Boys and Girls Clubs of Canada – Central Region, and the YMCA of Ontario. This consortium completed extensive research as to what approaches will keep youth engaged and consider communities "youth friendly".

The City's Platinum status is a result of meeting all 16 Youth Friendly Community criteria at the time. Playworks has since refined its set of criteria which now include:

1. Youth have options for play
2. Youth are formally connected community-wide
3. It is easy for youth to find information about play activities in their community
4. The community recognizes and celebrates youth

5. The community formally commits funding for youth play
6. The community supports Positive Youth Development
7. Youth feel valued by their community
8. Schools and school boards support the Youth Friendly approach
9. Play is accessible to youth
10. Play is socially inclusive

Achieving Platinum status is a major achievement as only 10 per cent of Ontario municipalities have received a Youth Friendly Community designation at any one of the Bronze, Silver, Gold and Platinum levels since 2003. This demonstrates that the City has a commitment to youth within Mississauga and shows leadership by continuing to improve the provision of service through engaging youth to the extent that they have. Mississauga supports the provision and enabling of youth programs and services to keep this age group living, working and contributing to a vibrant community culture.

The development of the Youth Friendly Community criteria aligns with the Provincial Stepping Up Framework and other youth-specific plans such as the 2012 Ontario Youth Action Plan. Demonstrating alignment with evidenced-based initiatives such as these allows Mississauga to apply sound strategies and approaches within the community, while connecting more intentionally with youth-serving agencies and organizations. Having a common vision allows youth-centred organizations to each play their part in serving and engaging youth. The Playworks Partnership Youth Friendly application is a community application, thereby engaging youth and agencies serving youth to work better together. Alignment with these evidenced-based standards and continuing to work with other related organizations ensures

that Mississauga is employing the most current best practices in the provision of youth recreation services.

3.3 Key Focus Area #1: Use of Space & New Programming Opportunities

GOAL:

Optimize spaces to engage youth in meaningful activities with positive outcomes.

Current Approach

The City of Mississauga's community centres and parks are used for the delivery of municipal youth programs as well as those offered by certain youth-serving providers. Within community centres, multi-purpose rooms, chill zones, fitness centres, pools and common areas provide space for youth-specific programs.

Observations from Youth Input & Research

Selected observations uncovered through research and consultations included the following:

- **Welcoming Spaces to Hang Out**
Access to comfortable, safe and non-programmed areas are desired for youth interested in relaxing by themselves or with friends. Amenities such as free WiFi and space to hang out rated highly in surveys and in-person

discussions. Youth and City Staff participating in the engagement sessions indicated that the Chill Zones for youth require updating as well as possibly extending the Chill Zone or comfortable gathering space philosophy to the outdoors. This is an idea worth exploring to get youth connected to the outdoors and engage in physical activity more often.

- **More Drop-In & Volunteer Opportunities**

Youth responding to the 2018 and 2019 surveys indicated that they would participate more if there was more drop-in gym time. Many youth participating in the Youth Plan for Recreation process wanted more opportunities to volunteer (it is noted that many of the city's community centres have unfilled volunteer placements which could provide an opportunity to address the latter).

- **Interest in Sports**

Youth reported desires to play sports through drop-in activities as well as in the form of organized programs such as basketball, swimming and soccer.

- **Interest in the Arts**

Youth see community centres and parks for activities beyond traditional recreation and sport, and are seeking areas where they can be creative. Youth can be engaged in a greater extent if they are asked to help design or decorate spaces, or have their creative work showcased in a facility or youth

room.

- **Youth-Led Programming**

Conversations with local youth and stakeholders emphasized a youth-led approach to delivering programs, particularly to implement more things that youth say that they are looking for rather than adults delivering what they think youth need. The MYAC and Youth Advisory Committees in community centres help to address this desire.

- **Greater Exposure to other Places and Opportunities**

Some youth participants felt that they were seldom able to get away from their neighbourhoods and be exposed to new experiences. The participants felt that this would be an opportunity to expand their knowledge and horizons. There was a general desire to be exposed to different opportunities outside of their neighbourhoods, transportation was cited as a key barrier. Participants wanted to be connected to different opportunities away from the community centres and see other possibilities.

- **Inter-City Community Centre Leagues and Competitions**

Youth recognized that there are many sport leagues available for participation. While the City supports sports leagues for youth in 43 varying sports and activities,¹ the youth consulted felt that transportation kept them from participating on an ongoing basis. The predominant request centred on developing activities that could be

learned and practiced at the local community centre level, and then to share these experiences or compete with other youth from other community centres. Certain sports/activities such as a basketball competition, a dance competition, STEM developments are examples of activities for Mississauga youth to focus on throughout a season, and then to conclude the season with a showcase and an opportunity to meet youth in other parts of the City (and possibly boost neighbourhood pride through friendly “bragging rights”).

▪ **Outdoor Opportunities**

Youth generally recognized the need to be outdoors and recognized that they are indoors most of the time. Youth responded through the Youth Survey to support the Youth Plan for Recreation that they do spend much of their leisure time at home or at friends’ homes and mostly doing sedentary activities – 62 per cent of respondents. There was recognition that youth needed to be outdoors more often. Exposure to gardening, harvesting, food preparation, forest bathing, adventurous play, outdoor Chill Zones are all options for consideration.

▪ **Youth and Motivation**

57 per cent of youth survey respondents indicated that nothing stops them from participating in active pursuits. Canadian youth continue to have lower activity levels and resultant health issues. This might reflect the notion of self-motivation and what initiatives would motivate youth to be

more active and engaged.

▪ **Youth Hubs**

The idea of youth hubs to provide multi-services in one location was raised for discussion. The notion was advanced that some youth need many supports and often do not get them based on support and lack of transportation. Participants spoke to the fact that there are some hubs in Mississauga that provide some services and that investigating a more strategic approach might be more beneficial to youth.

Youth Participation in Recreation

Table 3 shows the following for youth participation in programs and drop-in activities from 2017 to 2019:

- Registration in directly offered programs declined by 6 per cent over the last three years;
- Free participation through ‘Sauga at Play increased by 17 per cent;
- Paid participation in drop-in and casual opportunities decreased by 12 per cent; and
- Community centre youth memberships increased by 4 per cent.

In summary, participation in all youth recreation opportunities over three years is showing declined participation in registered programs, and a decrease in drop-in opportunities for an overall decrease of 3,000 registrants/visits. With a collective decrease in

participation by approximately 21,300 registrants/visits between 2017 to 2019, the City should continue to monitor participation in registered and drop-in opportunities as well as satisfaction levels, as well as continuing to undertake detailed reviews on a centre-by-centre basis.

Assuming the current participation rate prevails over time, the City can expect additional participation from an approximately 4,400 youth in registered programs by the year 2041. The trend in participation is for no-cost and low-cost opportunities, thus there is a need to plan for additional participation while seeking sponsors to alleviate the costs associated with offering these opportunities.

opportunities to play. There are other agencies and providers of youth space to fill in certain gaps such as schools, non-profits, places of worship, and social service providers; therefore, building relationships with such providers of space and services can help fill gaps at the community and neighbourhood level.

Youth Plan for Recreation consultations held in 2019 yielded more discussion regarding stand-alone youth centres as opposed to integrated youth space. While there are selected municipal examples of strong stand-alone youth centres (such as in the Town of Newmarket and the Town of Ingersoll), stand-alone facilities tend to be more prevalent

Table 3: Youth Participation in Recreation, 2017-2019

Participation	2017	2018	2019	Δ 2017-2019
Registered Programs	104,308	103,289	101,504	- 6%
Sauga at Play (Free)	43,264	36,609	53,075	+ 17%
Drop-In/ casual (Paid)	119,311	107,856	107,818	- 12%
Community Centre Youth Memberships	6,584	6,342	7082	+ 8%

Source: City of Mississauga, 2019

Future Space Planning

Future Directions for Recreation has historically supported a neighbourhood-based approach to meeting the space-related needs of youth. In doing so, the City relies on its own assets such as community centres, libraries, activity centres, and parks to ensure youth have strong geographic access for

among community-based providers. Stand-alone centres can impart a sense of comfort to youth knowing that it is “their space” and staff working in those environments are more likely to empathize with youth-friendly principles in their day-to-day interactions. However, it is difficult for municipalities to operate multiple stand-alone centres to attain the geographic distribution required by youth due to the staffing and financial implications, as stand-

alone facilities cannot benefit from economies of scale found through integrated/shared spaces in multi-use community centres.

As a result, Mississauga's current model of delivering youth programs and assigning specific use by youth in certain rooms at certain times is consistent with the practice of a number of Ontario municipalities. As noted by certain individuals during Youth Plan for Recreation consultations, a space ultimately needs to be "youth-friendly" and be programmed appropriately for it to be successful regardless of whether it is a dedicated or multi-purpose facility. In this regard, co-location with other complementary amenities such as gymnasiums, fitness centres, pools, comfortable lobby areas, creative studios and libraries continues to be important provided that youth programming is either dedicated or prioritized within these multi-use complexes.

The programming of indoor and outdoor spaces, whether through structured or unstructured means, is a critical part of success. Youth interests and activity preferences evolve rapidly and thus ongoing monitoring of program-related trends is needed if the City is to remain responsive to serving the needs of this age group. An ability to heed input from youth and translate it into meaningful opportunities is necessary, while empowering individuals through youth-led programming takes responsiveness to the next level. Programs should be consistent with the mandate of the Recreation Division by advancing objectives such as physical activity and literacy, sustainability, creativity, etc. in a manner that is interesting to youth.

Youth engaged in the development of Youth Plan for Recreation had many suggestions regarding programs and activities, including through the youth survey where desires were expressed for:

- more drop-in and free gym time;
- creative opportunities including visual and performing arts;
- rehearsal and practise time for music and dance; and
- greater access to pools, walking tracks, weight rooms and fitness classes.

Youth identified additional program and service considerations during the youth engagement sessions:

- Expanding the hours of availability to later in the evenings and throughout the weekends;
- Expand the program choices to include less active and more creative opportunities including art, gaming, life skills and cooking.

These program suggestions are an indication that youth are looking for varied programs apart from active and sport choices. Staff should engage youth at the community centre level to discuss the interest in these varied choices. Including both users and non-users of programs and services should give an indication of what programs and opportunities would be successful in the area surrounding the centre.

Recommendations

Use of Space & New Programming Opportunities

1

In order to optimize recreation facility space, youth programming areas should come in the form of shared and/or integrated spaces within community centres rather than an area dedicated exclusively to youth. Existing centres and future redevelopments should have these spaces designed with the input of local youth.

2

Expand youth programming times to evenings and weekends to appeal to the 18-24 year age bracket and introduce more aquatics and fitness programs.

3

Explore emerging trends in recreation such as E-sports/gaming as an alternative option to traditional recreational activities.

4

Revisit the Youth Charter and role of the Youth Advisory Committees to ensure new programming ideas are explored.

3.4 Key Focus Area #2: Inclusion, Access and Supportive Environments

GOAL:

Increase inclusion and access to recreation for populations that face constraints to participation

Current Approach

The City of Mississauga is proud of the diverse makeup of its community. Diversity brings with it a wide range of perspectives that enrich the ability of the public service to consider various perspectives and interests as it develops a broader approach to service delivery. Specific and essential policies and practices that need to be in place in order to develop the foundation for programs and services representative of the community it serves include:

- An overall corporate and/or departmental inclusion policy;
- Affordable access to programs and services;
- Identification and building relationships with diverse groups and marginalized populations within the community;
- Opportunities for marginalized youth to participate, volunteer, gain leadership qualities and obtain employment;

- Development of opportunities with the Indigenous community;
- Welcoming and safe environments for the LGBTQ+ community; and
- Increase participation of those identifying as female on committees and in recreational pursuits.

The Recreation Division is broadly intentional in including diverse and marginalized populations. Thoughtful approaches include balancing genders on the Youth Advisory Committees at community centres, offering the Active Assist program to reduce barriers for low income families, developing and offering Therapeutic recreation programs for persons with decreased mobility, and working toward ensuring that volunteers and staff are representative of the community they serve. It is recognized that these and other approaches take time to ensure representation within the organization as well as within programs and services.

Observations from Youth Input & Research

- **Gender Equity in Recreation and Sport**
Comments made during youth, staff and partner engagement sessions led the Consulting Team to consider equitable engagement by gender identity. Staff indicated that many who identify as females do not engage in sports or physical activity during drop-in hours as there is a hesitancy for some girls to be active in front of males. Implementation of the Youth Plan should result in proactive approaches to

identify and support female interests since female youth participation in recreation and sport tends to decline during the teenage years.

- **Include Diverse Populations in all Youth Recreation Opportunities**

The Consulting Team witnessed a couple of homophobic comments during one youth engagement session. While this in no means represents a majority view, it invoked a sense that more work is needed in terms of education and awareness with respect to access and inclusion, in order for community centres to be completely welcoming.

- **Make Special Efforts to Include Under-Represented Populations**

There is full recognition that the City has implemented the Active Assist policy to include residents from low income backgrounds. Further, the range of no-cost and low-cost recreational opportunities has experienced a rise in participation. Therapeutic Recreation programs and supports for persons with disabilities are showing increases in participation, though there is limited involvement of individuals with a disability in universal program options and this requires review. The City has taken a thoughtful and market driven approach to positive results. Efforts thus far to include diverse populations such as newcomers and refugees have largely been successful. There will have to be continued proactive approaches to include certain populations by having deeper discussions about any potential

barriers and developing programs and initiatives to include them; specific populations include the LGBTQ+ community, Indigenous residents, as well as youth with disabilities when reviewing access to available opportunities.

- **Support for Newcomers**

Youth focus groups highlighted an increased need to support newcomer youth in recreation programs, facilities and services. Youth representatives believe that newcomer students are interested in learning traditionally Canadian sports and activities but are overwhelmed with choices and settling in a new country. Newcomers require additional support as they acclimate.

- **Support for Staff**

Staff identified a strong belief in including all marginalized populations and in the benefits that would be derived from participation not only to the participant but to the community at large. There was some confusion as to the role and responsibility of staff and the ability to reach diverse populations. Greater training in accessing representatives of diverse populations about what opportunities could be developed at both the departmental and the community centre level. Diversity training has been offered to staff and a more practical strategy in facilitating discussions and working out program opportunities would be beneficial.



Committees Need to Represent the Community that they Serve

Youth Advisory Councils at the community centre level engage youth that show an interest in leadership, want to contribute ideas about programs and services, and represent youth interests. This approach provides staff with the input needed to be nimble and address current concerns. Youth are also engaged in developing and facilitating active opportunities. While the Youth Advisory Councils are active and supported by staff, a general observation indicates that the Councils are not fully representative of the neighbourhoods that they serve. While visible cultures are present and gender equity is generally addressed, there seems to be a lack of youth with disabilities, the LGBTQ+ community and Indigenous youth. Having representation among a broad diversity of abilities and backgrounds will position youth committees to develop initiatives that are truly reflective and meaningful to all Mississauga youth.

Inclusion Data

The following Statistics Canada data regarding diversity and inclusion was summarized in a recent Toronto Star article:

- The Census counted 1.67 million Indigenous people in Canada in 2016, amounting to approximately 5 per cent of the Canadian population. This is a growth rate of 42.5 per cent over the last 10 years, which is four times the rate of the non-Indigenous population.
- About 21.9 per cent of the total population are foreign born. Statistics Canada indicates that this could reach 30 per cent by the year 2036.
- 61.8 per cent of immigrants arrived from the Middle East and Asia.
- 70 per cent of the population reported a mother tongue other than English.
- 37.5 per cent of all children under the age of 15 years are foreign.
- Five of the suburban cities around Toronto - Ajax, Mississauga, Richmond Hill, Brampton and Markham - have majorities of people who identify as visible minorities.²

Safe Spaces Training Module - The National Youth Advocacy Coalition

The National Youth Advocacy Coalition (NYAC) has developed an online training resource around developing safe spaces for LGBTQ+ youth. This training resource is accessed online and includes six modules via

YouTube. A moderator speaks to a set of power point slides and the sessions are augmented by a workbook that staff/volunteers utilize to capture points that will be of interest to them. The various sessions support topic areas such as attitudes, language, inclusivity and representation, resources and policies.

The Indigenous Network (Mississauga)

The Region of Peel is situated in the traditional territory of the Mississaugas of the New Credit. Peel Indigenous Network was established in 2003 by a group of local Indigenous residents. A formal Circle of Directors was formed in 2007, and in the following year the organization was incorporated as a non-profit organization. In 2009, a Cultural Centre was opened to provide a social setting to foster cultural awareness, education and provide services and support to the Indigenous community.

Indigenous Sport and Wellness Ontario (ISWO) is the designated Provincial/Territorial Sporting Body for Ontario and serves 113 First Nations, in addition to Inuit and Metis people, living on and off reserve in rural and urban settings. They have collaborated with the Ontario government to strengthen Indigenous sport in Ontario through Game ON - The Ontario Governments Sport Plan's Sport Pathway. The goals of the Pathway include:

- reduce barriers for Indigenous people to participate in organized sport;
- create opportunities for Indigenous athletes to train and compete within the Indigenous community to build competition preparedness; and

- build on the existing mainstream sport and recreation system to involve and develop Indigenous participants, athletes and coaches to achieve their full potential.³

Indigenous Cultural Competency Training

The Indigenous Cultural Competency program is provided by Indigenous organizations and businesses. The program provides organizations that work with Indigenous peoples and groups to obtain the skills, knowledge, and respect for the history, terminology, values and behaviours of Indigenous peoples. It is invaluable as communities begin to develop strong relationships built on respect.

IndigenACTION

The Assembly of First Nations (AFN) is a national organization representing First Nations citizens in Canada. The AFN has developed an IndigenACTION strategy which serves to develop partnerships with community level sport and recreation leaders to ensure First Nations youth can live healthy lifestyles and achieve overall well-being through recreation and sport.

Workforce Diversity and Inclusion

The City of Mississauga recognizes and respects the uniqueness and the diversity of the workforce; it is committed to creating and encouraging an accessible, fair, equitable and respectful work environment by recognizing and valuing personal characteristics such as race, religion, gender or sexual orientation.

The Workforce Diversity and Inclusion Strategy is a corporate wide initiative that was established in partnership with the Canadian Centre for Diversity and Inclusion in hopes to achieve higher levels of employee engagement and satisfaction, enhance communication with each other and customers, attract and retain talent, increase problem-solving and innovation and strengthen core values of Trust, Quality and Excellence. In addition to addressing the workforce, the Recreation division is expanding on the Inclusion Strategy to include areas of service delivery. This work being developed will provide an Inclusion framework for how the Recreation Division will continue to support and address the needs of special populations and/or persons with disabilities. Some of these needs identified may be supported through direct programming, partnerships, one-on-one support or a combination of the three.

Recommendations

Inclusion, Access and Supportive Environments

5

Ensure that Youth Councils reflect the population that they serve by striving for representation along the lines of gender identity, cultural and visible minority groups, income levels, abilities, and sexual orientation at a minimum.

6

Ensure that community centres and spaces are safe and welcoming to the LGBTQ+ community, and that program nomenclature respects gender identity.

7

Ensure the needs of youth are incorporated into the Inclusion Strategy.

8

Expand on the sponsorship model to fund additional no cost/low cost programs.

3.5 Key Focus Area #3: Youth Leadership & Employment Opportunities

GOAL:

Leadership programs and volunteer opportunities provide training to enable youth to be employed by the City and other employers.

Current Approach

The City of Mississauga engages hundreds of youth in leadership programs each year to enable them to apply for positions offered in arenas, camps, programs and aquatics. This continuum from being a participant in recreation programs to taking leadership courses that lead to employment within the Recreation Division (or within the community) serves youth well. The Recreation Division hires or rehires part-time staff for each session and as required throughout the year; therefore, the youth leadership to employment continuum serves the City in providing a pool of well qualified candidates for these positions.

Observations from Youth Input and Research

Awareness of Opportunities

There was a limited awareness by youth of the employment opportunities available to them within the Recreation Division. It is the perception that youth who can navigate the system and have a knowledge of leadership qualifications needed are more successful in obtaining employment with the City.

Youth Volunteer Interests

Respondents in both youth surveys expressed an interest in volunteering for specific opportunities within the Mississauga Recreation Division. The top five areas of interest included volunteering in sports programs, volunteer community service hours for school (in varied opportunities), children's programs, aquatic programs,

and training courses such as First Aid, High Five, etc.

- **Partners in Volunteerism**

Stakeholders suggested that the City strengthen its relationship with Volunteer Peel and Volunteer Mississauga BC to promote volunteer/leadership opportunities available to youth.

- **Cost Considerations**

There is a feeling amongst youth that the cost of leadership training is prohibitive (Aquatic Leadership, High Five and First Aid), and the online application process to be considered for employment is too cumbersome in obtaining a job with the City,

- **Employment Preparation Partners**

Youth-serving agencies could assist with the employment preparation process and content. The YMCA Next Steps program coordinates job shadowing and job preparation while other not-for-profit organizations could work in partnership to provide training and access for applying for positions. Job fairs held in priority neighbourhoods were suggested as a way to increase awareness of jobs and the supports available.

- **Leader In Training**

The Leader In Training (LIT) courses help develop leadership skills for youth interested in working in the field of recreation. Training is provided in the following areas: leadership and programming of children's activities,

inclusion, promoting positive behaviour, communication skills, and instructional techniques for leading arts, crafts and games. Level 1 consists of three days of in-class training followed by one week of full day (8 hrs) in-camp placement. Level 2 consists of five days of in-class training followed by two weeks of full day in-camp placement. Principles of Healthy Child Development (PHCD) is a prerequisite.

Recommendations

Youth Leadership & Employment Opportunities: Recommendations

9

Take a leadership role in communicating with youth serving agencies and organizations to support employment and volunteer opportunities.

10

Complete a review of the current LIT program to investigate the following: expansion into other areas of programming and other streams (i.e. admin and operations), course offering to year-round and opportunities for reducing cost barriers to take part in this program.

11

Develop a youth-focused marketing plan for employment and volunteer opportunities.

3.6 Key Focus Area #4: Communications Targeted to Youth

GOAL:

To increase engagement of youth in recreation pursuits through enhanced communication efforts.

Current Approach

The Mississauga Recreation Department expends significant effort to keep youth informed of youth-centric recreation opportunities. Ongoing efforts include the use of the City's website, social media, posters, and Youth Engagement Staff as examples. Communications are scheduled to highlight annual, sessional and seasonal opportunities. While these communications efforts are substantive, greater awareness is needed of recreation programs and services within the Mississauga youth population.

Observations from Youth Input & Research

▪ Promoting Youth Recreation

Suggestions with respect to improving communications included a promotional campaign that would get the message across that Mississauga youth opportunities are not simply about sport and physical activity but include broader youth interests including creativity and STEM. Awareness efforts would also serve to promote the wide variety of programs and services available in the community.

▪ Top Five Communications Channels

The youth survey asked what communications mechanisms are best in informing youth about Mississauga recreation programs and services. In order of importance, the top five responses were Instagram, the City of Mississauga website, email, poster or message at school, and Snapchat. Following closely were receiving texts and announcements from teachers. Two of the top ten communications mechanisms included the use of school communications systems.

▪ A Directory of Youth Serving Agencies and Programs

Communications Promising Practice: Documentaries can Create Change

Youth Documentary on Homelessness - The Collingwood Youth Centre was recently constructed with funding by a private donor who chose to give back to the community. Fundraising efforts and grants are used to program, staff and operate the youth centre.

One approach applied for youth engagement and development is to seek volunteers that have specific skills and competencies to empathize with youth and introduce them to different experiences. In one initiative, a volunteer assisted youth in creating a documentary about the local homelessness issue and how the youth centre has changed lives. The documentary highlighted local issues and supports, and was used to fundraise to assist homeless youth. This is an excellent example of the power of communication, community engagement and youth empowerment.

Stakeholders spoke to the need to work together and as a quick win, create a directory of all youth-serving agencies, programs and services available to them. It was felt that this initiative could be undertaken by youth themselves to develop an online directory that could be accessed by youth and other youth-serving agencies.

- **Leverage School Board Communication Systems**

One of the key comments, which was supported through the Youth survey findings, was to strengthen the relationship with the school boards as most youth attend school. The purpose would be to enlighten the faculty and student body of all opportunities available to youth in the community, and hopefully increase engagement through their communications channels.

- **Development of a Mississauga Youth App**

Many comments during the youth engagement sessions spoke to a lack of knowing what was going on in the community. There seemed to be a lot of opportunities, but the attendees wanted to know about what interested them in particular. Decisions to participate tend to be made relatively close to the date and time of an event, and youth tend to communicate using social media and texting. It was suggested that an app depicting youth opportunities being offered by service providers (e.g. the City, stakeholder groups and associations) would be helpful. Participants felt that the app

could streamline information based on promoting what appeals to each youth resident through an online screening process.

Recommendations

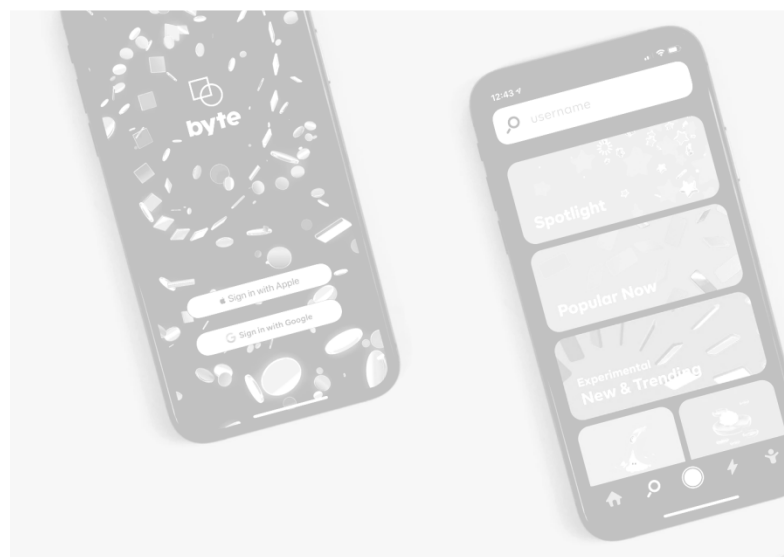
Communications Targeted to Youth: Recommendations

12

Ensure that communications with youth utilize technology and digital apps currently used by youth, and that designated staff are approved to capture opportunities and activities in real time. Track engagement results of each communication mechanism.

13

Develop a Communications Plan that serves to keep youth and youth serving organizations fully informed of opportunities for youth in the City of Mississauga and to promote the positive contributions that youth make to the community through recreation.



3.7 Key Focus Area #5: Role Clarity Between the City and its Partners

GOAL:

All youth serving departments and organizations work better together to play their part in supporting youth engagement, healthy development and lifelong choices.

Current Approach

Many agencies specialize in serving Mississauga youth by engaging them in recreation and sport as well as providing other needed physical, mental and emotional supports. Partner agencies provide meaningful services that require specialized training, resources and infrastructure. All agencies have a common goal in building the needed resiliency in youth to adopt healthy lifelong practices and skills. Mississauga recreation staff that work closely with youth place a focus on building lifelong skills and active lifestyles through engagement in programs and services. Often a relationship of trust is built by spending time together in active pursuits. These working relationships with youth often unearth other social issues that can affect their ability to manage in a pressurized environment. The challenge becomes how City staff become aware of other available community resources and provide more seamless services to youth. Each agency has an area of expertise that may or

may not be required and thus working together consistently would provide a more seamless and informed youth centred services.

Observations from Applicable Community/Staff Input & Research

Role Clarity with External Partners

- **Becoming More Strategic with Community Partners**
Many comments from community stakeholders centred on the need to work more effectively together to better serve youth. Youth-serving groups, including the City, have specific roles to play and mandates to meet. The difficulty in serving youth is that they have many needs and a seamless delivery method would serve them more effectively. City staff have developed a table (Table 4) that would serve as a discussion point with other providers to clarify the Recreation Division's role and begin to decipher the role of all community partners. Developing strategic partnerships should be aligned with the priorities in the Youth Plan for Recreation. Table 4 provides a starting point for these suggested discussions along with a sharing and promotion of opportunities.
- **Coordination of Youth Outreach Workers in Non-Municipal Settings**
Other youth-serving agencies have youth outreach workers active in various neighbourhoods, viewing this as a positive approach to support youth. Further, it was felt that a regularly scheduled networking opportunity

would lead to improved communications and possible sharing of information, training and resources.

- **Working Better Together**

Youth-serving agencies felt that greater communications amongst the various providers would enable improved coordination, focus on clear priorities, sharing of resources and the ability to measure the progress of the collective. Groups expressed a need to know what percent of the youth population were being reached, the importance of various approaches and the satisfaction levels of youth.

- **Space**

Many of the agencies representing lower income residents and newcomers indicated a lack of space to offer programs to youth. There was a desire to have ongoing dialogue with the City to determine if joint programming or shared space is a possibility in some centres or libraries.

Financial Barriers

Youth-focused agencies indicated that cost is often a barrier to participation. It was suggested that the City provide free opportunities or workshops on how to access no-cost and low-cost programs through the Active Assist policy.



Table 4: Role Clarity for Internal and External Provider

Mississauga Recreation Division Services	Internal and External Partner Driven Services
Safe youth centred spaces for hanging out with friends and socializing;	Social services - providing social supports to youth including:
Drop-in programs arts and sports;	Granting and Sponsorship partners: funding priority work initiatives and programs for youth;
Recreation and sport programs, fitness, and related activities;	Libraries: literacy, safe spaces, engagement in related activities;
Skill based programs with a continuum;	School Boards and Post-Secondary Education: access to youth population, primary goal is to educate youth and build the whole person;
Leadership development leading to volunteerism and/or employment opportunities; and	Culture: exposure and experience in visual and performing arts;
Building awareness and support of lifelong engagement in recreational pursuits.	Health Care Providers: addressing preventative care by providing information, awareness, referrals and patient care; and
	Inclusion and Accessibility Partners: agencies and groups supporting access for marginalized populations.

Internal Role Clarity

A common opinion offered from Youth Engagement Staff, Community Development Staff and Managers was that that the Mississauga Youth Plan for Recreation recommends that the City address role clarity in greater depth. There are many units that have a role in ensuring that youth are served well, and that the City bureaucracy should

strive to be a seamless operation. Oftentimes, youth visiting a community centre are looking for multiple services and connections, and it would be helpful if there was one easily accessible resource.

▪ Youth Challenges and Training

All focus groups were very forthcoming on the issues that youth face. Examples include unemployment, cyber-bullying, bullying, drug use, isolation, mental

health issues, violence at home, dependence on cell phones and difficulty interacting, sex trafficking, anger management, family structures, cultural and language barriers, and transportation. Staff mentioned that these issues make their way into the community centres and that they feel ill-equipped to deal with many of these challenges. More comprehensive training, partnerships with social agencies and social services were seen as important supports for staff.

- **Better Equipped Youth Engagement Staff (YES)**

Staff roles have grown beyond the recreational scope of the YES position given that youth have many needs that extend beyond physical activity and leisure pursuits. To address day-to-day situations relating to mental health and social issues, staff believe additional training (e.g. conflict resolution, crisis management, de-escalation, etc.) would be highly beneficial. Having job manuals that clearly articulate overarching goals, objectives and responsibilities of YES Coordinators would allow more consistency in how the City serves youth that are using community centres. Since there can often be turnover among YES Coordinators (due to their age or stage of their career, the part-time nature of the job, etc.), relationships that have been previously built with youth can cease to exist if a staff person they trust no longer works in that facility. It was suggested that the City review the need for full-time YES positions to add the continuity and trust

in staff that is needed. YES Coordinators also believe that other community centre and City staff workers would benefit from greater training so that they are youth-friendly (or at the very least can better empathize with youth).

- **Mandate of YES Staff**

Participants suggested that the current policy that bases YES staff exclusively within the community centres should be revisited. Although there are occasions where YES staff conduct intentional school visits scheduled with the school, there is opportunity for supplementary engagement. Many successful municipalities have youth workers that are based where youth hang out (malls, parks, etc.) to inform and attract them into the centres through continued interaction and the building of trust. Staff felt that the number of engaged youth would increase using this expanded approach.

- **Youth Friendly Designation**

There is great pride overall that the City of Mississauga received Platinum Status in the Youth Friendly Community initiative. To meet the highest standards developed to serve and engage youth in meaningful programs and services is a true achievement. It is important to continue to maintain this status and share this information that supports the application with Recreation staff, youth, and other community organizations.

Relevant Community Supports

The Community Group Registry Program

The City of Mississauga has most recently (March 2018) refined the Community Group Registry Program (CGRP) which outlines the benefits to non-profit community groups lead by a volunteer board of directors in accessing City services and space. The youth resident requirement is 70 per cent for local groups and 30 per cent for regional groups. An application process ensures that the City of Mississauga can support non-profit groups on a fair and equitable basis. For groups meeting the requirements, the benefits include priority booking of space, discounted rental rates, access to affiliate insurance and promotion of programs on city road allowances through the use of mobile signs at a minimum. There are also supports for newly formed groups. This approach addresses the concern by some non-profit and charitable groups in accessing affordable spaces and services.

The Playworks Consortium (Youth Friendly Community Designation)

As discussed in Section 3.2, the City should continue to maintain its Youth Friendly Community designation while leveraging the expertise of the Playworks Partnership in doing so.

YouthREX

YouthREX is an organization that has set about to provide resources, education and evaluative tools to youth service providers. Supported by York University in Toronto, YouthREX supports and is aligned with Ontario's Stepping Up Strategic Framework. YouthREX have produced a series of webinars that span research, practice and experience,

and are also aligned with the key result areas of the Framework for Recreation in Canada and would be useful for all staff engaged in youth recreation. Webinars developed and delivered to date include:

- Youth Centred Approaches to Meaningful Engagement
- Six ways to Strengthen Your Work with Youth
- Working Together Against Anti-Black Racism in Ontario's Youth Sector
- Youth and Substance Use: Engaging and Supporting Through Reflective Practice
- Understanding Inter-Generational Healing – Recovery Resilience and Wellness
- Engaging the Power of Technology for Youth Work
- Gender Identity and Gender Expression Tool Kit (developed by 519 Space for Change)

Recommendations

Role Clarity Between the City and its Partners

- 14 Improve communication and working relationships with external youth-serving agencies to increase organizational effectiveness and partnership opportunities.
- 15 Continue to work with partners to maintain Mississauga's status as a Youth Friendly Community.
- 16 Create School Board partnerships to co-facilitate after school programming, share program spaces, and improve communication and overall access to youth.
- 17 Clarify the role of the Youth Engagement Staff specifically by defining service levels, the resources needed to achieve the levels of service, developing consistent training, and formalizing connections with other youth service providers at the neighbourhood level.
- 18 Ensure the Recreation Division has the organizational structure to support the delivery of current and future youth programs, activities, processes and services.

¹ City of Mississauga Youth Friendly Community Application

² Toronto Star. A majority of Torontonians now identify themselves as visible Minorities. Article dated October 26, 2017.

³ Information derived from Government of Ontario and the Aboriginal Sport and Wellness Council websites

4.0 Implementation Plan

4.1 Moving Forward

The Mississauga Youth Plan for Recreation is a multi-year, phased plan to guide the actions, responsibilities and budget decisions of the Recreation Division with regard to youth programs and services. To assist in implementation, this Section summarizes the Plan's recommendations while offering a sense of priority and timing, as well as a process for monitoring and updating the plan.

The City should regularly review and assess, and periodically revise the recommendations of the Youth Plan for Recreation to ensure that they remain reflective of local conditions and responsive to the changing needs of youth living in Mississauga. This will require monitoring of activity patterns, tracking user satisfaction levels, consistent dialogue with community organizations, annual reporting on implementation and short-term work plans, and undertaking a detailed five-year update to the Plan. Through these mechanisms – or as a result of other internal or external factors – adjustment of resource allocations and priorities identified in this Plan may be required.

Reviewing the Youth Plan for Recreation requires a commitment from all staff involved in the delivery of youth programs and services. The following steps may be used to conduct an annual review of the Youth Plan for Recreation:

- review of the past year (recommendations implemented, projects undertaken, success/failure of new and existing initiatives, changes in participation levels, issues arising from the public and community groups, etc.);
- identification of issues impacting the Plan (anticipated financial and operational constraints, emerging opportunities, etc.);
- cursory review of the Plan for direction regarding its recommendations; and
- include actions in the annual Divisional work plan.

4.2 Implementation Table

The table that follows identifies the following elements to support the Recommendations:

Priorities

These are identified as high or medium priority based on community demand and resources available to the Division.

Timing

Given the five year nature of the plan, recommendations have been organized into short-term (1 to 2 years) and medium-term (3 to 5 years) timelines to help staff create work plans.



Key Focus Area & Recommendations

Key Focus Area One:

Use of Space and New Programming Opportunities

Priority

Timing

1

In order to optimize recreation facility space, youth programming areas should come in the form of shared and/or integrated spaces within community centres rather than an area dedicated exclusively to youth. Existing centres and future redevelopments should have these spaces designed with the input of local youth.

High

Medium-Term

2

Expand youth programming times to evenings and weekends to appeal to the 18-24 year age bracket and introduce more aquatics and fitness programs.

High

Short-Term

3

Explore emerging trends in recreation such as E-sports/gaming as an alternative option to traditional recreational activities.

Medium

Ongoing

4

Revisit the Youth Charter and role of the Youth Advisory Committees to ensure new programming ideas are explored.

High

Short-Term

Key Focus Area Two:

Inclusion, Access and Supportive Environments

5

Ensure that Youth Councils reflect the population that they serve by striving for representation along the lines of gender identity, cultural and visible minority groups, income levels, abilities, and sexual orientation at a minimum.

High

Ongoing

6

Ensure that community centres and spaces are safe and welcoming to the LGBTQ+ community, and that program nomenclature respects gender identity.

High

Ongoing

7

Ensure the needs of youth are incorporated into the Inclusion Strategy.

High

Short-Term

8

Expand on the sponsorship model to fund additional no cost/low cost programs.

Medium

Medium-Term

Key Focus Area Three: Youth Leadership and Employment Opportunities

9

Take a leadership role in communicating with youth serving agencies and organizations to support employment and volunteer opportunities.

High

Ongoing

10

Complete a review of the current LIT program to investigate the following: expansion into other areas of programming and other streams (i.e. admin and operations), course offering to year-round and opportunities for reducing cost barriers to take part in this program.

Medium

Medium-Term

11

Develop a youth-focused marketing plan for employment and volunteer opportunities.

High

Short-Term

Key Focus Area Four: Communications Targeted to Youth

12

Ensure that communications with youth utilize technology and digital apps currently used by youth, and that designated staff are approved to capture opportunities and activities in real time. Track engagement results of each communication mechanism.

High

Ongoing

13

Develop a Communications Plan that serves to keep youth and youth serving organizations fully informed of opportunities for youth in the City of Mississauga and to promote the positive contributions that youth make to the community through recreation.

High

Medium-Term

Key Focus Area Five: Role Clarity between the City and its Partners

14	Improve communication and working relationships with external youth-serving agencies to increase organizational effectiveness and partnership opportunities.	High	Medium-Term
15	Continue to work with partners to maintain Mississauga's status as a Youth Friendly Community.	High	Short-Term
16	Create School Board partnerships to co-facilitate after school programming, share program spaces, and improve communication and overall access to youth.	High	Ongoing
17	Clarify the role of the Youth Engagement Staff specifically by defining service levels, the resources needed to achieve the levels of service, developing consistent training, and formalizing connections with other youth service providers at the neighbourhood level.	High	Short-Term
18	Ensure the Recreation Division has the organizational structure to support the delivery of current and future youth programs, activities, processes and services.	High	Short-Term

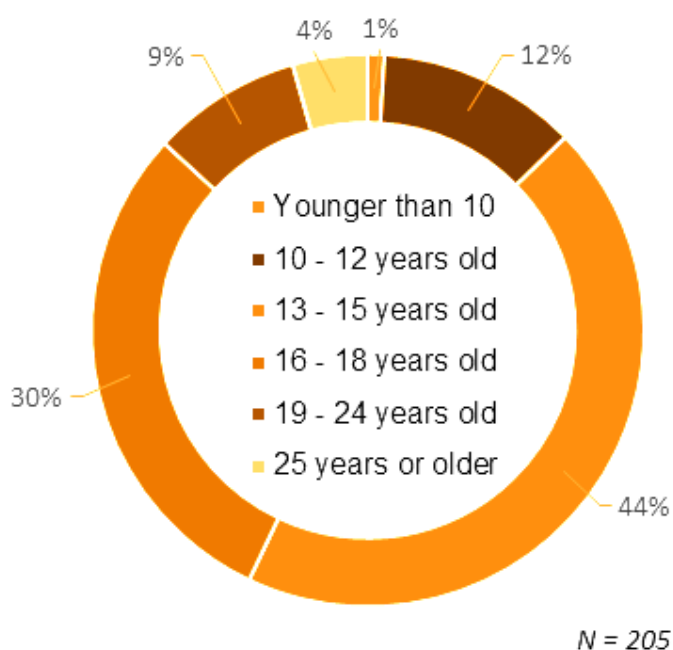
Appendix A

2018 Youth Survey Results

To inform the Review, a survey was made available between June 4 and July 6, 2018 in both online and print copy formats. Designed specifically for Mississauga youth, the survey included nine questions with a targeted completion time of five minutes (average completion time was six minutes). A scoped survey was selected to reduce the likelihood of respondent drop-out from a lengthy questionnaire. The intent of the survey was to help establish an understanding of: reasons that youth participate in recreation; popular activities and programs among youth; barriers to accessing programs, facilities, and services; and to quantify participation levels.

The survey timing coincided with other consultation initiatives undertaken for the Review so that it could be promoted through discussions with key stakeholders and targeted populations. As an incentive, participants completing the entire survey were eligible for a draw to win one of three \$100 City of Mississauga recreation gift cards. Unless otherwise noted, totals for each question may not add due to rounding, skipped questions, or a “don’t know/prefer not to answer” response.

The survey received a total of 205 responses, with nearly three out of four surveys received (74 per cent) being completed by youth between the ages of 13 to 18 years of age. Ten (10) of the respondents representing 5 per cent of the total initial sample, dropped out of the survey after the first question and have not been included throughout the remaining analysis. Therefore, a sample of 195 youth survey respondents are described below.



Participation

The most popular activities that youth participated in during their free time were: chill at a friend’s house (62 per cent), watch TV/movies/streaming (60 per cent), and play organized sports (53 per cent). Just over two-thirds of survey respondents (68 per cent) indicated that they participate in City of Mississauga youth programs and activities.

Barriers to Participation

Interestingly, over half of respondents (57 per cent) indicated that nothing stops them from participating in Mississauga’s recreation programs and facilities. Of those who do experience barriers to participation,

the most common responses were: too expensive (20 per cent), do not know what is available (19 per cent), and can't get there/too far (16 per cent).

The majority of respondents (68 per cent) indicated that there are activities they want to do but are not able to. Basketball, soccer, and swimming were the top three activities that youth respondents would like to see offered or expanded in Mississauga.

Future Needs

When asked what would make youth want to use Mississauga recreation programs and facilities more often, three preferred options were identified by most. Three out of four youth (75 per cent) would like opportunities for drop-in/free gym time, 69 per cent of respondents desired public Wi-Fi, and just over half (52 per cent) would like additional work/volunteer opportunities.

Sample Demographics

One out of four survey respondents (25 per cent) lived within the L5M postal code (Churchill Meadows/Central Erin Mills/South Streetsville), one out of five (20 per cent) indicated a home residence within the L5N postal code (Lisgar/Meadowvale), and 13 per cent were located within the L5A postal code (Mississauga Valley/East Cooksville). Other City of Mississauga postal codes were represented by less than 5 per cent of survey respondents.



2018 Youth Survey Results

The following is a detailed summary of the results from the youth survey. Please note that the results exclude respondents who said 'Don't Know' or did not respond.

Q1 How old are you?

Answer Choices	Number	Percent
Younger than 10	2	1%
10 - 12 years old	24	12%
13 - 15 years old	91	44%
16 - 18 years old	61	30%
19 - 24 years old	18	9%
25 years or older	9	4%
Answered	205	
Skipped	0	

Q2 What do you like to do in your free time?

Answer Choices	Number	Percent
Chill at home or a friend's house	121	62%
Watch tv/movies/streaming	117	60%
Play organized sports (soccer, basketball, hockey)	104	53%
Play music	77	39%
Play video games	75	38%
Hang out in a park	71	36%

Answer Choices	Number	Percent
Visit a library or community centre	68	35%
Participate in unstructured activities (skateboarding, swimming, pick-up ball)	67	34%
Volunteer in the community	64	33%
Reading/writing	58	30%
Go to a restaurant or coffee shop	51	26%
Painting/drawing/designing	44	23%
Participate in arts or cultural programs and events (dance, theatre, art, choir)	34	17%
Group/club activities (books, chess, graphic novel, STEM, glee)	26	13%
Other (please specify)	9	5%
Answered	195	
Skipped	10	

Q3 Do you participate in City of Mississauga youth programs and activities?

Answer Choices	Number	Percent
Yes	133	68%
No	46	24%
Answered	195	
Don't Know	16	
Skipped	10	

Q4 Is there anything that stops you from using City of Mississauga parks and recreation programs and facilities?

Answer Choices	Number	Percent
Nothing stops me from participating	112	57%
Too expensive	39	20%
Don't know what's available	37	19%
Can't get there/too far	31	16%
Not interested	14	7%
Uncomfortable vibe	10	5%
Language/cultural barriers	1	1%
Accessibility for persons with disabilities	1	1%
Other (please specify)	8	4%
Answered	195	
Skipped	10	

Q5 Are there things you want to do that you're not able to?

Answer Choices	Number	Percent
Yes	133	68%
No	46	24%
Answered	195	
Don't Know	16	
Skipped	10	

Q6 What programs or activities would you like to see offered in Mississauga? (list up to 3)

Top 3 Activities

Basketball

Soccer

Swimming

Q7 What would make you want to use Mississauga's recreation programs and facilities more?

Answer Choices	Number	Percent
Drop-in/free gym time	141	75%
Public Wi-Fi	129	69%
Volunteer/work opportunities	98	52%
Youth or teen nights/events	87	46%
Youth Spaces or Chill Zones	74	39%
Bright/comfortable spaces and furniture	72	38%
Friendly and welcoming staff	70	37%
Promotion of youth programs and activities through social media	57	30%
Partnerships with youth-serving organizations and agencies (disability, Aboriginal, LGBTQ+, newcomers)	27	14%
Other (please specify)	141	75%
Answered	188	
Skipped	17	

Q8 What area of the City do you live in? (identify by your postal code)

Answer Choices	Number	Percent
L5M (Churchill Meadows/Central Erin Mills/South Streetsville)	46	25%
L5N (Lisgar/Meadowvale)	36	20%
L5A (Mississauga Valley/East Cooksville)	24	13%
L4T (Malton)	9	5%
L5L (Erin Mills/Western Business Park)	9	5%
L5B (West Cooksville/Fairview/City Centre/East Creditview)	7	4%
L5V (East Credit)	7	4%
L5J (Clarkson/Southdown)	5	3%
L4Z (West Rathwood / East Hurontario / SE Gateway / Sandalwood)	4	2%
L4X (East Applewood / East Dixie / NE Lakeview)	3	2%
L5C (West Creditview/Mavis/Erindale)	2	1%
L5E (Central Lakeview)	2	1%
L5R (West Hurontario/SW Gateway)	2	1%
L5W (Meadowvale Village/West Gateway)	2	1%
L4W (Matheson / East Rathwood)	1	1%
L4Y (West Applewood / West Dixie / NW Lakeview)	1	1%
L5G (SW Lakeview/Mineola/East Port Credit)	1	1%
L5H (West Port Credit/Lorne Park/East Sheridan)	1	1%
L5P (YYZ - Airport)	1	1%
L4V (Wildwood)	0	0%

Answer Choices	Number	Percent
L5K (West Sheridan)	0	0%
L5S (Cardiff/NE Gateway)	0	0%
L5T (Courtney Park/East Gateway)	0	0%
Other (please specify)	2	1%
Answered	182	
Don't know/Prefer not to answer	17	
Skipped	23	

Q9 Is there anything else we should know about youth in Mississauga?

Detailed open-ended responses are considered throughout the Youth Plan for Recreation but verbatim comments have not been included in this summary file.

Appendix B

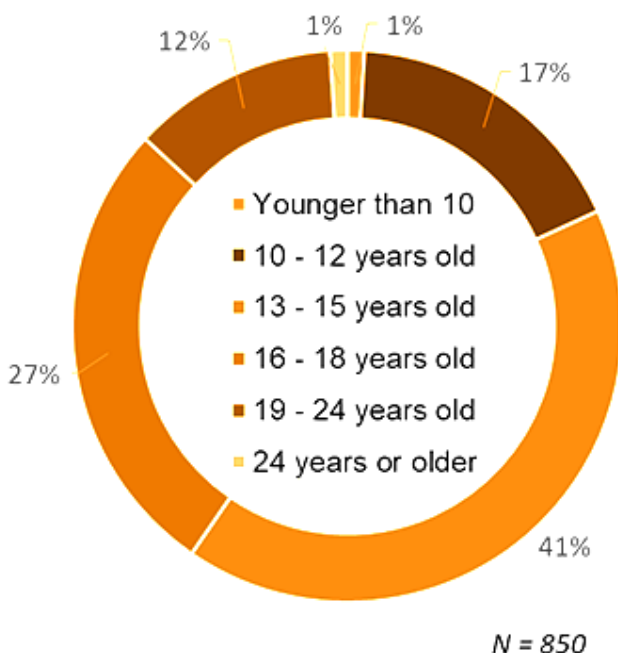
2019 Youth Survey Results

The City of Mississauga administered an online survey in the summer of 2019 to further test participation and preferences for recreation programs and facilities. The survey received a total of 850 responses, with more than two out of three surveys received (74 per cent) being completed by youth between the ages of 13 to 18 years of age.

Participation

The most popular activities that youth participated in during their free time were: play on a school sports team (32 per cent), volunteer (32 per cent), visit the library (31.5 per cent), and be a part of school clubs (27 per cent). One out of five survey respondents (20 per cent) indicated that they participate in City of Mississauga At Play after-school programs, another 20 per cent participate in the City's public swimming, and 17 per cent participate in City-run drop-in programs.

Most respondents prefer to participate in activities or events after school between 3pm and 6pm during the school year, and in the afternoons during the summer holidays.



Barriers to Participation

Two out of five respondents (40 per cent) indicated that nothing stops them from participating in Mississauga's recreation programs and facilities. Of those that do experience barriers to participation, the most common responses were: work or school commitments (32 per cent), do not know what is available (24 per cent), times are not convenient (20 per cent), and too expensive (16 per cent).

As noted above, the second-most prevalent barrier related to lack of awareness regarding available activities and services. When asked for thoughts regarding the best way for the City to tell youth about programs and services that are available, 55 per cent reported Instagram and 44 per cent would

look to the City of Mississauga website. Other popular means of communication included email (39 per cent), Snapchat (28 per cent) and posters/messages distributed through the schools (28 per cent).

The “Ideal” Community Centre

Survey respondents valued many features in the community centre setting, the most popular being free WiFi with 81 per cent support. Also highly sought amenities included a pool (69 per cent), chill space to hang out with friends (61 per cent), a gymnasium (57 per cent) and drop-in/free gym time (51 per cent).

Volunteering and Employment at the City

38 per cent of survey respondents were interested in obtaining their 40 hours of volunteer community service through the City’s Recreation Division. 41 per cent reported an interest in volunteering with sports programs, 38 per cent with children’s programs and 27 per cent with pool programs.

With respect to paid employment opportunities with the Recreation Division, 45 per cent would be interested in jobs related to sports programs, 40 per cent in children’s programs, and 28 per cent would like to work in pool programs.

Sample Demographics

More than one out of every five survey respondents (22 per cent) lived within the L4T postal code (Malton), 15 per cent resided within the L5A postal code (Mississauga Valley/East Cooksville), 11 per cent were located within the L5B postal code (West Cooksville/Fairview/City Centre/East Creditview), and 9 per cent lived in the L4X postal code (East Applewood/East Dixie/NE Lakeview). Other City of Mississauga postal codes were represented by 5 per cent or less survey respondents.

The sample was equally represented by male and females at 49 per cent each, with youth identifying as transgender and non-binary making up approximately 2 per cent. Approximately 6 per cent identify as a visible minority, 4 per cent immigrated to Canada in the past five years, and 4 per cent belong to the LGBTQ+ community.

2019 Youth Survey Results

Q1 How old are you?

Answer Choices	Number	Percent
Under 10 years old	10	1.18%
10-12 years old	146	17.18%
13-15 years old	345	40.59%
16-18 years old	228	26.82%
19-24 years old	100	11.77%
Over 24 years old	16	1.88%
I do not wish to answer this question	5	0.59%
Answered	850	

Q2 What area of the city do you live in? (Identify by your postal code or neighbourhood).

Answer Choices	Number	Percent
L4T (Malton)	179	21.88%
L4V (Wildwood)	1	0.12%
L4W (Matheson/East Rathwood)	3	0.37%
L4X (East Applewood/East Dixie/NE Lakeview)	74	9.05%
L4Y (West Applewood/West Dixie/NW Lakeview)	16	1.96%
L4Z (West Rathwood/East Hurontario/SE Gateway/Sandalwood)	23	2.81%
L5A (Mississauga Valley/East Cooksville)	121	14.79%
L5B (West Cooksville/Fairview/City Centre/East Creditview)	93	11.37%

Answer Choices	Number	Percent
L5C (West Creditview/Mavis/Erindale)	28	3.42%
L5E (Central Lakeview)	25	3.06%
L5G (SW Lakeview/Mineola/East Port Credit)	5	0.61%
L5H (West Port Credit/Lorne Park/East Sheridan)	6	0.73%
L5J (Clarkson/Southdown)	16	1.96%
L5K (West Sheridan)	6	0.73%
L5L (Erin Mills/Western Business Park)	30	3.67%
L5M (Churchill Meadows/Central Erin Mills/South Streetsville)	61	7.46%
L5N (Lisgar/Meadowvale)	41	5.01%
L5P (YYZ – Airport)	0	0%
L5R (West Hurontario/SW Gateway)	10	1.22%
L5S (Cardiff/NE Gateway)	0	0%
L5T (Courtney Park/East Gateway)	3	0.37%
L5V (East Credit)	14	1.71%
L5W (Meadowvale Village/West Gateway)	8	0.98%
Don't know/prefer not to answer	24	2.93%
Other (please specify)	31	3.79%
Answered	818	

Q3 Tell us a little bit about yourself

Answer Choices	Number	Percent
I identify as a male	405	49.33%
I identify as a female	404	49.21%
I identify as transgender	6	0.73%
I identify as non-binary	6	0.73%
I identify as a visible minority	52	6.33%
I identify as an Indigenous person	2	0.24%
I identify as a person with a disability	10	1.22%
I identify as a member of the LGBTQ+ community	32	3.90%
I immigrated to Canada within the last 5 years	36	4.39%
I am a parent/guardian of a child under 18	4	0.49%
I do not wish to answer this question	9	1.10%
I speak a first language other than English	128	15.59%
Please Specify Other language	68	8.28%
Answered	1162	

Q4 What activities do you participate in during your free time?

Answer Choices	Number	Percent
City of Mississauga "At Play" after-school programs	162	19.85%
City of Mississauga fitness centre	74	9.07%
City of Mississauga public skating	136	16.67%
City of Mississauga public swimming	164	20.10%
City of Mississauga drop-in programs	139	17.03%
Fitness membership at a private gym	58	7.11%
Community sports team	116	14.22%
School sports team	261	31.99%
School clubs	222	27.21%
Dance lessons	72	8.82%
Music lessons	72	8.82%
Painting/drawing/designing	119	14.58%
Visit the library	257	31.50%
Volunteer	264	32.35%
Work	125	15.32%
None	73	8.95%
Other (Please describe)	48	5.88%
Answered	2362	

Q5 What does your ideal community centre include?

Answer Choices	Number	Percent
Pool	557	68.77%
Walking track	227	28.03%
Weight room	355	43.83%
Fitness classes	322	39.75%
Gymnasium	465	57.41%
Chill space/space to hang around with friends	492	60.74%
Rehearsal/practice space for music/dance	206	25.43%
Space to host activities with groups/clubs that I belong to	253	31.24%
Volunteer or leadership opportunities	369	45.56%
Employment opportunities	313	38.64%
Drop-in/free gym time	416	51.36%
Drama programs	142	17.53%
Drawing/art programs	219	27.04%
Youth or teen nights/events	338	41.73%
Free WiFi	658	81.24%
Programs to learn new sports	178	21.98%
Space to play sports	275	33.95%
Other (please describe)	36	4.44%
Answered	5821	

Q6 When do you prefer to attend activities and/or events?

During the school year:	Number	Percent
Before school	83	10.32%
During lunch	127	15.80%
After school between 3-6pm	538	66.92%
Monday to Thursday evenings after 6pm	257	31.97%
Friday evenings after 6pm	252	31.34%
Saturday morning	170	21.14%
Saturday afternoon	241	29.98%
Saturday evening	172	21.39%
Sunday morning	146	18.16%
Sunday afternoon	202	25.12%
Sunday evening	140	17.41%
Answered	2328	

In the summer:	Number	Percent
Weekday mornings	252	35.54%
Weekday afternoons	428	60.37%
Weekday evenings	313	44.15%
Saturday morning	172	24.26%
Saturday afternoon	275	38.79%
Saturday evening	209	29.48%

In the summer:	Number	Percent
Sunday morning	164	23.13%
Sunday afternoon	223	31.45%
Sunday evening	181	25.53%
Answered	2217	

Q7 Is there anything that stops you from using the City of Mississauga Recreation programs & facilities?

Answer Choices	Number	Percent
Nothing stops me from participating	327	40.72%
Too expensive	126	15.69%
Don't know what's available	194	24.16%
Work or school	254	31.63%
Time is not convenient	162	20.17%
Can't get there/too far	81	10.09%
Not interested	81	10.09%
Uncomfortable vibe	67	8.34%
Language/cultural barriers	10	1.25%
Accessibility issues for persons with disabilities	10	1.25%
Other (please describe)	17	2.12%
Answered	1329	

Q8 What is the best way to tell you about programs and services available at the City of Mississauga?

Answer Choices	Number	Percent
City of Mississauga Website	349	43.73%
Email	314	39.35%
Text	172	21.55%
Facebook	65	8.15%
Twitter	109	13.66%
Instagram	435	54.51%
Snapchat	221	27.69%
Poster or messages at my school	226	28.32%
From my teachers	161	20.18%
From my parents	115	14.41%
From my settlement worker	15	1.88%
Paper flyer	147	18.42%
Other (please describe)	7	0.88%
Answered	2336	

Q9 What types of volunteer and/or leadership opportunities at the City of Mississauga Recreation Division would you be interested in?

Answer Choices	Number	Percent
Volunteer with pool programs	212	26.73%
Volunteer with fitness programs	169	21.31%
Volunteer with sports programs	332	41.87%
Volunteer with administration/office area	186	23.46%
Volunteer with maintenance/cleaning	84	10.59%
Volunteer with children's programs	300	37.83%
Volunteer with adult programs	94	11.85%
Volunteer with persons who have a disability	96	12.11%
40 hrs of volunteer community service required for school	304	38.34%
Volunteer for career development	164	20.68%
High school co-op placement	152	19.17%
Apprenticeship	86	10.85%
Post-secondary internship or co-op placement	106	13.37%
Training courses (such as First Aid, High Five, etc.)	189	23.83%
I am not interested in volunteer and/or leadership opportunities	69	8.70%
Other (please describe)	8	1.01%
Answered	2551	

Q10 What types of employment opportunities at the City of Mississauga Recreation Division would you be interested in?

Answer Choices	Number	Percent
Work in pool programs	221	28.48%
Work in fitness programs	192	24.74%
Work in sports programs	350	45.10%
Work in administration/office area	222	28.61%
Work in maintenance/cleaning	85	10.95%
Work in children's programs	314	40.46%
Work in adult programs	102	13.14%
Work with persons who have a disability	92	11.86%
I am not interested in employment opportunities	113	14.56%
Other (please describe)	22	2.84%
Answered	1713	

Appendix C

Youth Focus Group Summaries

Session	Date	Number
Focus Group #2: Youth Representatives	June 5, 2018	20
Focus Group #4: Malton Youth Representatives	June 6, 2018	38

MYAC & Youth Advisory Committees Workshop

Date:	June 5, 2018, 5:00 PM – 6:30 PM
Location:	Mississauga Civic Centre (300 City Centre Drive)
Attendees:	20 Mississauga Youth including Mississauga Youth Action Committee (MYAC) as well as representatives from the Community Centre Youth Advisory Committees

The discussion with MYAC and advisory committee representatives began with a conversation as how to define Mississauga's youth. Workshop participants focused their definitions largely around age (generally between 14 and 24) but also based on whether an individual is a student, whether at the secondary or post-secondary level. The conversation proceeded the following topic areas:

- Issues facing Mississauga youth
- Initiatives and services that youth are seeking
- A need to publicize and promote services and events to increase awareness
- Inclusion of youth from diverse backgrounds
- Continued youth engagement and involvement in municipal planning and decision-making

Issues Facing Mississauga Youth

Most of the discussion about issues facing Mississauga youth centred on the lack of meaningful youth employment and volunteer opportunities, difficulty travelling around the City, and the need for more resources and help with school- and life-related issues (including mental health and bullying). Other issues included: peer pressure, financial literacy, drugs in schools, low levels of physical activity, and a disconnect between motivated and underserved youth.

The youth representatives spent a considerable amount of time explaining how such barriers affect them and others that they know. The youth participants recognized the positive outcomes that can be achieved when youth are engaged in positive and meaningful activities, whether related to sports, arts and culture, or simply socializing with each other in a positive way. They noted that income is a barrier to many youth and results in them either not being able to afford to participate in positive activities or not having the time to pursue them because their time is spent looking for employment (higher priority than doing “fun” things) or working at their jobs. Simply put, youth mentioned that barriers, whether physical or societal, make it a challenge to participate in recreation activities.

New Youth-Related Initiatives

Building upon the discussion that employment was a high priority for many youth, either for career development/experience potential or for reasons of affordability, youth representatives identified a number of services they would like to start building their resume. Ideas included having the City provide mentorship and volunteer career education opportunities to students through ways such as formal youth job boards, job shadowing opportunities during school breaks, career pathway speakers, networking events, and mentor/resource support for youth to host their own events. There was some interest in creating Innovation Hubs in Mississauga libraries (similar to Toronto and Brampton).

Youth suggested Teen Nights, low-cost competitive and recreational sports leagues and charity runs be held. Basketball, football, dodgeball, and soccer were popular while attendees suggested that the City should host different types of events to appeal to a variety of youth interests.

Promoting Services and Events

MYAC and the community centre advisory representatives stated that a lack of awareness was a major reason why many youth do not participate in programs and services. They indicated that there are many service providers offering countless programs yet either service providers do not communicate using the same tools as youth or it is confusing to navigate through all that is available in terms of what a program or service entails, who provides the service and who is eligible to participate, when it is offered, etc. especially when trying to navigate between multiple providers.

To encourage greater participation among youth, a centralized source for information was desired which could be advertised to increase awareness. Attendees said that word-of-mouth is the most effective way to promote events, but the City should also publicize events online and through partnerships with student organizations and schools. Snapchat and Instagram are the best platforms for the City to advertise recreation and youth events. They suggested that every community centre should have a separate social media account, with a centralized website for all event postings. A few attendees suggested that the City should also offer an e-newsletter for youth and parents. Other advertising venues include religious institutions, schools, and the MYAC volunteer fair.

Including Diverse Populations

Low-income or newcomer youth may not trust (or are scared of) government representatives, and such individuals may be reluctant to attend City recreation programs as a result. In these cases, connections between trusted community leaders and community centres may help bridge that gap. Attendees also suggested creating advertisements in different languages (especially Urdu and Punjabi) and reaching out the Muslim Student Association to attract youth from different cultures or communities.

Involving Youth in Planning & Decision-Making

The attendees expressed interest in having more meetings like this one, so youth can speak to problems in their communities. They also suggested that youth should be involved in all aspects of the planning process for the Youth Plan.

Malton Youth Workshop

Date:	June 6, 2018, 4:00 PM – 5:00 PM
Location:	Malton Community Centre (3540 Morning Star Drive)
Attendees:	38 Mississauga Youth including the Malton Youth Advisory Committee and frequent users of the Malton Community Centre/Paul Coffey Park

As with the discussion with MYAC and advisory committee representatives, the youth workshop in Malton began with a conversation as how to define Mississauga's youth. Workshop participants again focused their definitions largely around age, again highlighting that youth extends beyond the teenage years. The conversation proceeded to focus upon a number of topic areas as follows:

- A desire for more drop-in and youth-focused programming

- Seeking out intergenerational opportunities and relationships
- Supports for newcomers
- Wanting to feel safe and welcome in City parks and facilities

Drop-in and Youth-focused Programming

Malton's youth indicated high demand for additional gym time for drop-in sports such as basketball and soccer. They suggested that the City look at balancing opportunities for both males and females, as some females mentioned they are less likely to play during times/activities dominated by male participants. Youth also suggested that the City could work to include more youth-specific general interest and lifestyle programs such as photography, cooking, and media arts.

Malton is an isolated area of Mississauga that creates challenges for youth living there to travel to other areas of the City and the rest of the GTA (particularly those living in households without regular access to a vehicle). Focus group participants suggested that they would be interested in getting out of their community to experience other events and learn new skills in other communities. While this had happened on a couple occasions, they would like to increase the number and type of opportunities.

Building on the theme of seeing other parts of the City, Malton youth were also interested in friendly competitions, whether through intercity leagues or occasional events. For example, competitions for sport, dance, and STEM topics were all cited and youth suggested competitions could be organized within and between community centres. They saw this as a way to encourage youth to participate in activities, hone their skills, and establish positive relationships with other youth across Mississauga.

Intergenerational Opportunities

Malton's youth made it clear that they are looking for role models, and to ultimately mentor others as they grow. Whether by seeing others in the community that have made positive and successful life choices or from others in Mississauga that have knowledge and experiences to share, Malton's youth emphasized the importance of developing intergenerational relationships.

Youth are looking for opportunities to collaborate with one another and learn from their elders. Many participants indicated an interest in attending workshops to learn skills to assist them with education, use of tools, carpentry, cooking and employment. They identified additional interest in a mentorship program with older adults in the City whereby youth can share technology skills and in return older adults can share their culture and skills.

Support for Newcomers

A need was identified for more support for Newcomer Youth in recreation programs, facilities, and services. Youth believe that newcomer students are interested in learning traditional “Canadian” skills and habits but are overwhelmed with choice and require additional support as they acclimate.

Feeling Safe and Welcome

It was apparent that the Malton youth workshop drew participants from households with different social, economic and cultural backgrounds. A topic of discussion centred on whether youth feel comfortable coming into the City’s community centres and parks, and participating in programs. Youth felt that daytime use of these spaces was generally safe though some felt that there are some staff (such as security guards) that are not what they would consider to be friendly to youth. Youth felt most comfortable with staff that they saw as “champions” or those who understand and can empathize with youth such as the City’s Youth Engagement Staff. There were also some conversations about how parks and the facilities within them could be designed to minimize vandalism and destruction of property that would then go unfixed for a long period of time (such as basketball hoops), and providing lighting for facilities in the park beyond just the sports fields (e.g. for sport courts and skateboard areas).

Appendix D

Agency & Partner Focus Groups

Session	Date	Number	Agencies
Focus Group #1: Youth Serving Agencies	June 5, 2018	6	Erin Mills Youth Centre YMCA Greater Toronto University of Mississauga Toronto Region of Peel Transitional Shelter Region of Peel Housing and Homelessness Strategy Peel Youth Village
Focus Group #3: Newcomer Agencies	June 6, 2018	4	Dixie Bloor Neighbourhood Centre Indus Community Services Newcomer Centre of Peel Peel Newcomer Strategy

Agency & Partner Focus Groups

Youth Serving Agencies & Institutions

Date:	June 5, 2018, 12:00 PM – 1:00 PM
Location:	Mississauga Valley Community Centre (1275 Mississauga Valley Boulevard)
Attendees:	Representatives from Erin Mills Youth Centre, YMCA Greater Toronto, University of Toronto Mississauga, Region of Peel Transitional Shelter, Region of Peel Housing & Homelessness Strategy, and Peel Youth Village

Each participant described how their respective organization defines a “child”, “youth”, and “young adult” to open the discussion. Some organizations must align with legislation or governing standards such as in the case of child care providers while others had multiple definitions depending upon the program or service that was being offered (e.g. a definition for recreation service would be different than for an employment service or a social service). A couple of providers also talked about delivering their programs and services based upon the grade level of a youth either as a

specific grade or more broadly categorized based on being in middle school, high school or a post-secondary institution.

The agencies recognize that in an ideal situation, they would be well-connected with other youth-serving service providers and aware of what each other are doing. Clearly, this is difficult due to the complexities of issues and services specific to youth though there was agreement that having at least one institutional or agency (whether governmental, an educational institution, or a major non-profit) lead to coordinate others could further mutual understandings between agencies. In such an instance, the coordinating agency or agencies must have sufficient resources to lead the undertaking.

The ability of youth-serving agencies and institutions to serve their clientele is largely predicated on grant funding received through government or other agencies. The amount of funding that they have dictates the range of programs and services that they can deliver in any given year, and often funding can be variable or uncertain each year which can create challenges in terms of service continuity.

The workshop attendees also identified a number of other barriers that some of their clientele experience when trying to access recreation and social activities in Mississauga. Examples of barriers included program cost, ability to travel to the programs, lack of awareness of what is available, attitudes of staff that deliver services (prejudice and bias), and stigma against LGBTQ+ communities from certain cultural communities. The attendees identified actions that the City could take to improve recreation and social activities for at-risk youth in Mississauga, including:

- partnering with universities to do research on youth and community centres
- partnering with the Region to find spaces/locations for services
- creating all-in-one facilities for youth and teens to access services (similar to Early ON Centres)
- training and offering recreation job opportunities to marginalized youth

Attendees noted that services that are not specifically for at-risk youth should still have facilitators trained to recognize challenges of at-risk youth (e.g. homelessness services in libraries). They underscored the need to talk to at-risk youth, not just facilitators or other professionals. They discussed a need for “made-in Mississauga” solutions, instead of trying to take solutions from other jurisdictions and apply them without considering the local context.

Newcomer Agencies Workshop

Date:	June 6, 2018, 12:00 PM – 1:00 PM
Location:	Mississauga Valley Community Centre (1275 Mississauga Valley Boulevard)
Attendees:	5 Representatives from the Dixie Bloor Neighbourhood Centre, Indus Community Services, Newcomer Centre of Peel, and Region of Peel Newcomer Strategy

Agencies attending the workshops represented diverse cultural groups, each stating that their members form strong “familial” bonds based upon culture and shared interest. In many cultural groups, newcomers find solace and a feeling of belonging through their interaction with people with similar backgrounds. While not necessarily providing physical activity as a source of recreation, the newcomer services and agencies identified the value of social activity. All participants stated their members feel at home when in their programs and find the health benefits and social encouragement allows them to thrive. They believe that having newcomers to Canada participate in their respective programs reduces the chances of people feeling socially isolated, including newcomer youth. Many newcomer service agencies identified that their customers are highly interested in recreation and the benefits it provides but find it difficult to attain because of cost. Attendees suggested that perhaps the City could offer workshops or targeted programs at little-to-no cost to help alleviate the financial barrier associated with participation.

Representatives from newcomer agencies in Mississauga identified a lack of space or program capacity as a dominant issue in their organizations. Many of their programs and services are limited by their ability to find adequate space in which to operate, partially because of the types and locations of spaces that they need. For example, agencies are ideally looking for facilities that are accessible for persons with disabilities as well as located along major transit routes and ideally within neighbourhoods as newcomers may not have their own vehicle or are still learning to navigate the City. Some were of the opinion that Mississauga community centres are optimal locations for their services but it can be difficult to gain access to multi-purpose rooms due to allocation policies regarding rental and booking (regarding the number of people that are using the room and historic allocations, as cited examples).

It is noted that this workshop explored topics related to both the Youth Plan for Recreation and the concurrent Older Adult Plan for Recreation.

Appendix E

Staff Workshop Summaries

Session	Date	Number	Agencies
Workshop #1: Youth Engagement Coordinators	June 5, 2018	8	YES Staff from various City of Mississauga Community Centres
Workshop #2: Non-Recreation Staff I	June 5, 2018	7	Environmental Outreach, Transportation, Planning, Culture, Human Resources, Security
Workshop #3: Managers	June 6, 2018	9	City of Mississauga Line of Business Managers, Community Development Coordinators, and FMT Representatives, representing: fitness, aquatics, older adults, youth, facilities, volunteers, sport development, and community programs
Workshop #4: Program Staff	June 6, 2018	10	City of Mississauga Fitness, Inclusion, Aquatics, Community Development, Customer Service, and Community Programs
Workshop #5: Non-Recreation Staff II	June 12, 2018	9	Active Transportation, Libraries, Transportation (MiWay), Parks Operation, Park Development, Sport Development, Special Projects (Culture)

Youth Engagement Coordinators

Date:	June 5, 2018, 12:30 PM – 2 PM
Location:	Mississauga Valley Community Centre (1275 Mississauga Valley Boulevard)
Attendees:	8 Youth Engagement Staff (YES) Coordinators

A workshop with the City’s Youth Engagement Coordinator Staff (YES staff) provided valuable insights from people working on the front-lines with Mississauga youth. It became apparent that YES staff are not simply facilitators of recreation because youth are facing many critical challenges including unemployment, peer pressure, isolation, finances and socio-economic status, cyberbullying, social media pressures, dependence on cell phones (and difficulties interacting in in-person groups), sex trading, family structure and single-parent homes, cultural and language challenges (including for newcomer parents), and transportation difficulties.

The discussion centred upon the following themes:

- Role clarity and support for YES Staff
- Youth advancement opportunities
- Space and service delivery opportunities

Role Clarity and Support for YES Staff

The workshop began with a conversation on how the 2009 Mississauga Youth Plan has assisted them in their work and what the Review can do to further it. YES Coordinators hope that the Review will provide greater clarity for their role and articulate the City’s expectations for the responsibilities of YES staff. Staff roles have grown beyond the recreational scope of the YES position given that youth have many needs that extend beyond physical activity and leisure pursuits. To address day-to-day situations relating to mental health and social issues, staff believe additional training (e.g. conflict resolution, crisis management, de-escalation, etc.) would be highly beneficial as would greater support from other City staff working in operations, customer service, etc.

YES Coordinators recommended that job manuals be created to clearly articulate overarching goals, objectives and responsibilities of YES Coordinators, and would allow more consistency in how the City serves youth that are using community centres. It was noted that different approaches were employed by YES staff depending upon the community centre in which they work, and although sometimes this differentiation is necessary given the facilities serve youth with different social or

economic circumstances, there should be a baseline set of responsibilities and a defined common role.

Furthermore, there is substantial turnover among YES Coordinators (due to their age or stage of their career, the part-time nature of the job, etc.) which can result in inconsistent approaches being applied when serving youth. More importantly, the staff turnover often results in relationships that have been previously built with youth ceasing to exist if staff that youth trust no longer work in the community centre. To address the latter, workshop participants suggested that the City would benefit from having full-time YES positions to encourage staff to remain in those positions and add the continuity and trust that many youth seek. YES Coordinators also believe that other community centre and City staff workers would benefit from greater training so that they are youth-friendly (or at the very least can better empathize with youth).

Participants suggested that the current policy that exclusively places YES staff at community centres needs to be revisited. Many successful municipalities have youth workers that are based where youth hang out (malls, parks etc.) and draw them into the centres through continued interaction and the building of trust. It is felt that the number of engaged youth would increase using this expanded approach.

Youth Advancement Opportunities

The YES Coordinators noted that barriers to employment are constraining many youth that are actively looking for career development and advancement opportunities. They suggested that the City expand leadership, volunteering, and job opportunities at community centres to be more accessible and accommodating, particularly for at-risk or marginalized youth. For example, many youth cannot afford the cost of training courses for required certifications (e.g. HighFIVE, aquatics) while others may not qualify for volunteer or employment if they have a past criminal record.

Building on that idea, YES staff suggested that the City could consider how other services could be delivered alongside recreation services (e.g. homelessness prevention). Attendees also recommended that the Youth Plan include a monitoring and evaluation component, similar to the YouthREX model.

Space and Service Delivery Opportunities

Youth need spaces to hang out, but there was a consensus that the “Chill Zones” are not effective in their current form. The spaces need to be more welcoming and youth need to have things to do (e.g. vocational activities, karaoke machines, arcade rooms). Attendees strongly recommended that Community Centres should be promoted through Snapchat and Instagram in order to reach youth.

In regard to programming and policies, YES Coordinators suggested: creating more non-competitive or therapeutic programs; partnering with existing community agencies to avoid program duplication; celebrating cultural events throughout the year; improving LGBTQ+ inclusion;

and adjusting rules and regulations to make it easier to work with marginalized youth (e.g., “zero-tolerance” policies). Staff should continue to engage and respond to youth feedback and incorporate it into programming.

Non-Recreation Staff Sessions (2)

Date:	June 5, 2018, 2:30 PM – 3:30 PM and June 12, 2018, 2:00 PM – 3:30 PM
Location:	Mississauga Valley Community Centre (1275 Mississauga Valley Boulevard)
Attendees:	16 representatives from various City of Mississauga departments including Sport Development, Park Development, Parks Operations, Environmental Outreach, Transportation Planning, MiwWay, Culture, Human Resources, Security, and Special Projects (Culture)

Recognizing that there are City Departments and Divisions beyond Recreation whose services affect youth, two workshops were held with non-Recreation staff. Given the wide range of responsibilities and services provided through these departments and divisions, discussion topics were diverse. It is noted that these workshops also explored topics related to the concurrent Older Adult Plan Review, however, only youth-specific themes are presented as follows.

Each Department views youth differently and do not necessarily have a formal definition for the age group. Some indicated that their informal definitions align with a 16 to 30 years age range used when they submit grant applications for external funding. The Culture and Transportation staff mentioned that their respective Divisions have considered the previous Youth Plan to inform certain works undertaken, noting that the greatest ability for them to implement recommendations is when they are clearly identified for a specific Departmental Division or Unit. Otherwise there can be confusion or ambiguity in terms of who will lead an action and support it using within their respective budget or funding sources. Other Departments do not actively refer to the document but were generally aware of the Youth Plan’s overarching principles and intent.

Staff suggested assigning a designated departmental contact for the Youth Plan so everyone knows who is responsible for implementation (perhaps suggesting they are unaware of the current Youth Coordinator’s role in this regard). To strengthen the coordinated approach and avoid duplicating efforts between multiple Lines of Business, managers should explore initiatives surrounding community outreach, coordinated program schedules, and joint promotion of activities and events. Various departments should also support intergenerational opportunities where youth and older adults work together even when responsibilities span more than one Department or Division. One cited example was to view parks as an extension of libraries (meet at the library and then walk to a park) or trip planning for MiWay on library computers with youth volunteers. Another successful program that could be built off of is one that presently exists between the Parks & Forestry Division

and local high schools whereby parks staff provide the school with wood while the shop classes construct rink boards and art classes paint murals on the boards. At the end, parks staff pick up and install the finished project resulting in an excellent partnership where all parties benefit from experience and cost savings.

Staff continued on the topic of an intergenerational approach to programming. This would involve offering opportunities to interact with others as frequently and seamlessly as possible. In doing so, older adult participants could avoid social isolation and allow youth to learn from their peers and elders. An example that is in place in Mississauga is through the Library system where residents of any age can sign up for computer assistance and youth provide tutorials to gain their mandatory volunteer hours.

City staff identified the lack of affordable housing as a challenge facing youth in Mississauga, largely in the context that youth may have to live at home for longer periods of time or young adults may not be able to live in Mississauga if their jobs do not provide sufficient means. Transportation choices are also limited for this age group due to affordability and the time it would take to travel across the city using transit or active transportation, and most areas of the city are not designed to be walkable. Therefore, accessing recreation services or events can be a challenge for youth without a vehicle. The upcoming Transportation Master Plan will focus on providing transportation options (cycling, walking, and transit) for people aged eight to 80+, rather than focusing specifically on “youth” transportation needs. MiWay offers a targeted program for youth by way of free summer transit passes for students. The Transportation Department is working with the planning department to support walkable neighbourhoods and suggested encouraging participation/ minimizing barriers through promotion of cycling routes, Active and Safe Routes to School, and bicycle safety blitzes.

Attendees discussed a general tendency to be reactive, rather than proactive, in addressing youth issues. An example cited included the fact that the City is challenged to fill certain positions and job recruitment efforts are not resolving the issue. If barriers to employment could be reduced for youth (e.g. professional fees, certification costs, etc.), perhaps more job vacancies – emergency services and lifeguarding were mentioned in particular – could be filled across the Corporation. They spoke about the need to empower people to contribute to the community in positive ways (e.g. improving parks, painting murals, cultural inclusion) and highlighted the need for youth engagement during most planning processes.

Security staff mentioned that they often receive calls regarding youth in parks and community centres that are not always representative of true security threats. Security is working with City staff to reduce the number of security calls made in regard to youth in public spaces by educating staff what constitutes a threat or potential ways that disruptions (such as loud noise) may be resolved without Security’s interference. Security staff are also in the process of revising their own policies and tools to see if they can solve teen-related security issues in more creative ways, instead of banning youth from City facilities.

Managers Workshop

Date:	June 6, 2018, 9:00 AM – 10:00 AM
Location:	Mississauga Valley Community Centre (1275 Mississauga Valley Boulevard)
Attendees:	9 City of Mississauga Line of Business Managers, Community Development Coordinators and FMT Representatives (represented: fitness, aquatics, older adults, youth, facilities, volunteers, sport development, and community programs)

A workshop was held with Recreation Division Managers of the various line of business. Given the range of responsibilities and services provided through these units, discussions topics were diverse. It is noted that this workshop also explored topics related to the concurrent Older Adult Plan Review, however, only youth-specific themes are presented as follows.

Line of Business Managers discussed how the Youth Coordinator position seems to be a corporate level position since being Youth Friendly extends beyond the Recreation Division, but there is little authority for that staff person to influence holistic decision-making that is needed to guide the City's overarching youth objectives. Managers commonly identified a lack of role clarity as their positions and departments respond to the evolution of "recreation" and the youth market, including a "grey area" where recreation services seem to be blending with social services. Attendees reflected that social services such as emergency relief and support programs are becoming commonplace in their facilities and wondered if there might be opportunities to partner with other organizations and agencies to supplement those services. In this way, the City should determine what the appropriate "pathway" is to providing such services to youth. Recreation Staff through its YES workers should be able to find the balance between what they can provide recreationally versus referral services for social needs whereby they can direct youth to the appropriate agency. This would take the pressure off the City for social service requests and establish paths for youth and the City's agency partners.

Workshop attendees also discussed the value of information and resource sharing in their Line of Business roles. The City offers a vast amount of programming and services as do many other private and not-for-profit organizations in Mississauga. It was stated that managers would feel better equipped to support their customers if they had more information on other programs, resources, services and facilities available throughout the City. With such information in hand, they could be a resource for youth and disseminate information beyond recreation which would be beneficial since youth are often the link between agencies and their parents.

The Managers discussed the fact that many youth are in recreation programs, not because of interest but rather out of necessity because they have nowhere else to go. This exacerbates gaps in programming, particularly for youth over 12 years of age when they are no longer eligible for camps

and thus “aged out of programs.” They discussed that perhaps this is where recreation needs to look at how to address these gaps or if recreation still has a place for older youth who may be looking at different service needs (e.g. employment, volunteering, arts and culture, etc.).

Managers also identified a need for more streamlining through process, policies, and information. For example, many customers find it difficult to distinguish the City’s ability to provide entry-level “learn-to” programming versus elite training facilities. Discussion focused on the need to improve communication and information sharing to streamline business services. If both staff and customers have a greater understanding of what is available and how it functions, they will be better able to provide for one another.

Program Staff Workshop

Date: June 6, 2018, 10:30 AM – 11:30 AM

Location: Mississauga Valley Community Centre (1275 Mississauga Valley Boulevard)

Attendees: 10 City of Mississauga Program Staff (representing fitness, inclusion, aquatics, community development, customer service, and community programs)

A workshop was held with Recreation Division staff from various lines of business and program/service units. Given the range of responsibilities and services provided through these units, discussions topics were diverse. It is noted that this workshop also explored topics related to the concurrent Older Adult Plan Review, however, only youth-specific themes are presented as follows.

Workshop attendees were hopeful that the Review could help Lines of Business establish timelines, priorities and determine appropriate allocation of resources. Additionally, the Youth Plan for Recreation should be aligned with the Older Adult Plan Review as well as Future Directions as a whole, but they should be structured such that the City of Mississauga’s overarching goals may be achieved. Additionally, program staff would like for the Review to help identify the role of Recreation in service provision. Echoing a common theme from other workshops, program staff questioned where the true responsibility of City of Mississauga Recreation Division lies (as it relates to the balance between recreation and social services).

Program staff noted some strategic planning opportunities that focus on maximizing access to, and participation in City of Mississauga Recreation programs and services. Ideas included coordinating schedules so that youth are not competing for space within community centres, aligning program start and end times with public transportation schedules, and offering a wide variety of program options to target a wide range of interests and abilities.

Strategies oriented to staff training, transition, and retention were identified as opportunities to improve programs though it was acknowledged that this may be difficult to implement given the part-time or seasonal nature of many recreation employees. For example, youth participants often develop a level of trust and comfort with certain staff (who become their “champions”) and often lose that comfort when that person leaves. Where possible, the City should consider succession planning and help support staff as they transition to various roles and programs.

One of the commonly discussed opportunities to employ a more holistic approach is to review the membership passes offered by the City of Mississauga. Program staff indicated that residents frequently ask why the passes are not able to be used City-wide and have difficulty understanding the various membership types. In order to better serve the residents of Mississauga, program staff suggested that youth memberships should be applicable across the City, and that programs and services should be distributed to reflect the needs of the various demographic groups within Mississauga.

To offer a holistic approach to programs and services, all involved Lines of Business should coordinate offerings and encourage participation by all residents. Some of the methods suggested to help encourage participation include reaching out to faith-based organizations where residents gather; offering culturally-diverse programming; and providing information in a variety of formats and languages.

Appendix F

Youth Stakeholder Engagement Session Summary

The purpose of the session was to gather input from external stakeholders relating specifically to recreation programs and services. The intent was to gather information to identify gaps and opportunities to formulate direction for the next 5 to 20 years under the Recreation Division's Youth Plan.

The key issues as identified in the Engagement Plan were:

- Role Clarity Between the City and its Partners in Delivering Programs and Services to Youth
- Use of Space/Dedicated Space
- Inclusion and Access/Affordability/Safe and Supportive Physical and Social Environments
- Youth Leadership and Employment Opportunities in Recreation
- Communication to Youth/Awareness of Programs Services and Opportunities

Process:

Table recorders were assigned a set of questions that related to one of the key issues and spent 15 minutes at each table talking to the representatives from the agencies and organizations in attendance. All notes were taken and summarized in their entirety and are included here as Appendix A for reference and record.

Follow - up:

Review of the notes taken was completed with a summary under each key issue. This summary includes 4 main areas:

Key messages are a summary of important repeat messages from the table notes. These messages could have appeared in notes for other tables as none of the issue areas stand alone.

Quick wins are things that the City could consider that would require minimal resources and have immediate impacts on service delivery for youth

Policy considerations are those things that should be considered from a program service management perspective and is more about how the City provides their services or creates their own barriers with policies.

Youth Friendly Community Criteria connections have been identified as it is important for the City to continue to be recognized as a Youth Friendly Community. The 2018 Criteria are attached as Appendix B.

Next Step Recommendation:

The number one recommendation is to continue to meet with Stakeholders to discuss Youth programs and services provided by the City so that they are aware of services and the City avoids duplicating. The feedback was that the meeting was valued and they want to see the results of their input built into the Youth Plan. Working with others is a key requirement of Youth Friendly Communities.

Role Clarity Between the City and its Partners in Delivering Programs and Services to Youth

There was a lot of information given related to who is best suited to deliver which services, challenges faced and duplications, gaps in services and recommendations for working together. As a Key Issue area this is one that regular conversations with organizations can create a more fluid look at what is going on in the City. This was touched on in all table discussions as it is a huge focus area.

Key messages from all question areas related to role clarity:

The lack of media sources in Mississauga causes confusion in itself for who does what. The City could play a role in being a reliable source within youth “channels” and networks.

The want and desire to co-facilitate and work together to combine resources is evident throughout many of the table discussions. The City needs to look at more partnerships, sharing resources and keeping lines of communication open with youth service providers.

There is a lack across the board of “youth-led” programs and services. The City and the other stakeholders need to consider not offering what they think is needed and start letting youth be truly engaged in program development from concept to implementation.

Recreation is often considered physical activity and sport. The City needs to think about connecting with and expanding opportunities in the artistic community to engage those youth who have that as an interest or skill set.

There is constant conversation about new comers, LGBTQ+2, culturally different, social economic and non-engaged youth and outreach/services to and for them. Conversations around providing programs where they are, considering their varying barriers and working with their agency providers is a key direction for the City to consider.

Quick wins that the City could consider for instant impact:

Consider things that can be done to get the word out there about youth services provided by the City and by the other stakeholders. A couple of suggestions include:

Create a city directory of youth services available – could be a page on a website created by youth as part of their 40 hours community service

Connect with Joe G who attended the meeting and is the instructional Leader at the Peel District School Board. He can work with the City to get access to staff meetings and share available services and links to teachers for them to share with the youth

Reach out to Volunteer Peel and Volunteer MBC to promote Leadership/Volunteer opportunities throughout more of the community.

Policy considerations that are impacting this key issue area:

Branding of services available. Recreation is not just physical activity sport and exercise. Is there messaging that can be created to promote other opportunities available.

Costs/Accessibility – Costs are a barrier for service .

- Can consideration be given to share spaces/services or offer a discount for services that compliment City run services.
- Can the City consider in kind support for use of space as part of community grants?
- Can the city consider family discounts for multiple children - cost is not just about low income as per LICO

School Board relationship for use of space. Is there a way to “stream-line” relationship so planning for use of space can be done together and avoid the “queue”, while opening direct connections with access to schools/students for the City?

Youth Friendly Community Criteria that are directly impacted by this key issue area include:

Criteria #1 – Youth have options for Play

Criteria #2 – Youth are formally connected community -wide.

Criteria #3 – It is easy for youth to find information about play activities in their community

Criteria #5 – The community formally commits funding for youth play

Criteria #7 – Youth feel valued by their community

Criteria #8 – Schools and School Boards support the Youth Friendly Approach

Criteria #9 – Play is accessible to youth

Criteria #10 – Play is socially inclusive

Use of Space/Dedicated Space

Key messages from all question areas related to space:

There was much discussion about multi-purpose vs dedicated space and the concept of what makes space youth friendly. If a space can be dedicated it is way easier to make youth friendly.

There was also discussion about timing of programs for youth and although 3-6 pm is a key time for after school opportunities many older youth in the City commute to school, depend on transit systems, have responsibilities, jobs and school activities so are looking for safe places later in the evening activities, especially on weekends and during school breaks.

Barrier of cost for community agencies using spaces was a consistent message.

Attention needs to be drawn to ensuring that space/equipment is appropriate for the age grouping that is utilizing. Full size outdoor court are needed, as is space for traditional games like fooseball and board games.

Ensuring that spaces are welcoming with art work, lots of colour and appropriate signage is a key factor for youth. Wifi and access to food is a requirement.

There are not enough outdoor washrooms and/or gender neutral identified ones.

Quick wins that the City could consider for instant impact:

Offer more outside activities. Youth like the idea of being outside after being IN school all day.

Build relationships with the agencies that also have space – churches, DAM, DBN etc.

Let the youth help “decorate” a space with an art competition or juried art show with the winner being hung in a space.

Policy considerations that are impacting this key issue area:

Gender Neutral washrooms are a must for all youth to feel welcome and safe.

Costs/Accessibility – Costs are a barrier for service.

Can consideration be given to share spaces/services or offer a discount for services that compliment City run services.

Can the City consider in kind support for use of space as part of community grants?

Youth Friendly Community Criteria that are directly impacted by this key issue area include:

Criteria #1 – Youth have options for Play

Criteria #5 – The community formally commits funding for youth play

Criteria #7 – Youth feel valued by the community

Criteria #8 – Schools and School Boards support the Youth Friendly Approach

Criteria #9 – Play is accessible to youth

Criteria #10 – Play is socially inclusive

Inclusion and Access/Affordability/Safe and Supportive Physical and Social Environments

Key messages from all question areas related to access:

Many of the messages have already been reflected in the other table discussions with discussion about dedicated space for youth, cost as a barrier and gender-neutral washrooms.

Discussion about inclusion vs specialized programs and the ideal being a balance of both for parent/youth choice. Specialized for specific cohorts to give an experience is also an ideal – newcomers, females, black males

Staff set the tone – regardless of what the space is the leader is the one who makes it youth friendly.

Youth need a stronger voice in the planning, implementation and delivery of programs and services.

Quick wins that the City could consider for instant impact:

Name Tags with more reference and depth ie: My name is Lisa Pronoun They/Them I speak English, Arabic

Alter the Sterile feel of Community Centres by adding art and making brighter more homey.

Share participation numbers if collected with service agencies so they know who are coming and what is available. If not collecting the data find a way to even if just random start to create a basic understanding of who is coming.

Policy considerations that are impacting this key issue area:

What is the City definition of Youth Friendly Space and who is the target audience to attract to that space?

Active Assist review to ensure that the working poor can access services without cost barrier.

Partner relationships – what can the City share with others, what determines a real relationship with other service providers

Staff training requirements related to creating safe spaces, leadership skills required by staff to be welcoming and enforcement of keeping spaces safe.

Youth Friendly Community Criteria that are directly impacted by this key issue area include:

Criteria #1 – Youth have options for Play

Criteria #3 – It is easy for youth to find information about play activities in their community

Criteria #7 – Youth feel valued by their community

Criteria #9 – Play is accessible to youth

Criteria #10 – Play is socially inclusive

Youth Leadership and Employment Opportunities in Recreation

Key messages from all question areas related to leadership and employment:

It is obvious that there is limited awareness from attendees related to the opportunities available for youth in the recreation division.

There is an impression in the community that the City does not have good hiring practices – on line is too long, its about who ya know, it's tough to get the jobs.... and the jobs are only seasonal anyways.

The cost to complete required training is not reachable by many of the youth (High Five, First Aid etc)

3rd party partnerships may be able to assist with recruiting and provide candidates with readiness training.

Communication channels don't exist and need to be created t have youth serving agencies working together.

Quick wins that the City could consider for instant impact:

Host a job fair with a 3rd party partner showing youth what opportunities are available. Create postings that encourage specific skills, locations and details. Avoid being too broad.

Connect with Lori Carrera at YMCA/Next Steps who can help with Job Shadow and Job Prep Programming

Policy considerations that are impacting this key issue area:

Consider required training, recommended training and working with partner agencies to consider cost savings and alternative training for transferable skills.

Ensure that notation around equal opportunity employer is clearly communicated.

Youth Friendly Community Criteria that are directly impacted by this key issue area include:

Criteria #2 – Youth are formally connected community-wide.

Criteria #7 – Youth feel valued by their community

Criteria #8 – Schools and School Boards support the Youth Friendly Approach

Communication to Youth/Awareness of Programs Services and Opportunities

Key messages from all question areas related to communication:

Social Media is a key factor for communicating with youth. It is important that these channels project youth style messaging and have a tone that hollers youth so they will seek it out and review it. Don't just limit to facebook and twitter – think Instagram too. Website is not easy to use.

Do not eliminate traditional methods of spreading messages – not all household have access to computers and wifi - think about school communications, flyers, transit messages etc. and make them have a brand or certain style so youth know what to look for

Working with settlement or specific population organizations as conduits for sharing of information to youth cohorts will help spread the word.

Create an Advisory Group or Youth Committee that can help with sharing information, act as a catalyst for engagement and ensure that youth are hearing about what is going on.

Quick wins that the City could consider for instant impact:

Host an orientation to City services available with a settlement or specific population agency that explains available services, how to register and all things the recreation division offers.

Do a promotion on available wifi spots in Community Centres and other City facilities to attract youth to them and see what is happening there.

Create trendable hashtags and tags that youth will not hesitate to use to increase Search Engine Optimization and trending of posts.

Recruit a “mentor” or spokesperson that could be considered a “celebrity” to youth and have them share messages about the value of recreation and the services available.

Policy considerations that are impacting this key issue area:

Social Media Policies – who can post, how often what barriers are within own policies

Partnership agreements – who can you work with , how can you work with them, what info can you share?

Youth Friendly Community Criteria that are directly impacted by this key issue area include:

Criteria #1 – Youth have options for Play

Criteria #2 – Youth are formally connected community -wide.

Criteria #3 – It is easy for youth to find information about play activities in their community

Criteria #7 – Youth feel valued by their community

Criteria #8 – Schools and School Boards support the Youth Friendly Approach

Recreation Programs and Services Additional Issues

These tables were a great chance for allowing participants to voice any other recommendations or issues they felt the City should hear. The list of new program ideas generated is full of depth and should be reviewed by program staff teams for new initiative considerations.

Key messages from notes taken at the tables:

There are definitely organizations that want to and need to have a larger presence and consideration. These include and are not limited to LGBTQ+2, new comers, youth with disabilities.

There was a lot of discussion around improving drop in – from facility and programming perspectives – especially for older youth at times that work better for them.

Working with the youth serving agencies was continuously reinforced during these discussions. Everything from helping to recruit participants to delivering more specialized programs can be done if everyone is sharing their resources. Communication and a platform for sharing needs to be considered.

Youth have to have a chance to speak, implement and be actively engaged in the programs for them. From sharing their own ideas to creating roles for youth Ambassadors there are many ways to engage youth in the process and ensure they are participating.

Discussion about actual role of YEC (Youth Engagement Coordinators) How much outreach can they actually do if not outside of CC – most attending didn't know the role existed.

Quick wins that the City could consider for instant impact:

Share these responses directly with programming staff teams and consider adding some new concepts – less “active” like knitting, art, life skills, cooking etc.

Review timing of programs and transit schedule. Is it easy for youth to access programs without cutting it too short or having to leave before it’s over?

Consider the potential partners in attendance and relationships that can be developed to make youth program delivery more diversified.

Policy considerations that are impacting this key issue area:

Roles and Responsibilities of YEC position. Could they be doing more to work together with others and reaching out in their communities?

Red Tape barriers including but not limited to: permits and special insurance for potential partners, cost for other agencies to provide cool programs like filming with Art Council and City wanted \$2k per day

Youth Friendly Community Criteria that are directly impacted by this key issue area include:

All 10 of the Criteria!

Appendices

What are the Youth Friendly Community Criteria?

Youth Friendly Community Criteria

A community that meets a minimum of 7 of the following 10 criteria will be recognized as Youth Friendly.

A community must meet Criteria 2 to be recognized as a Gold or Platinum Youth Friendly Community.

Each criteria links to at least one of the themes and outcomes of **Stepping Up**, the Ontario governments' strategic framework to help Ontario's youth succeed.

A community meets this criteria through services, programs and support provided by local government (parks and recreation departments), health, police services, education, clubs, youth agencies, non-profit and charitable organizations, service clubs, local businesses, the faith community, and any other groups operating that offer 'play' (as defined in Criteria 1).

Criteria 1: Youth have options for play

Play is any activity that has elements of choice, leads to satisfaction and encourages progressive learning.

A Youth Friendly Community offers a variety of play opportunities for youth ages 13 to 19. Play Works defines 'play' as recreation, sports, arts/culture, drama/dance/music, volunteerism, and leadership development.

Criteria 2: Youth are formally connected community-wide

Note: This criteria must be met to achieve Gold or Platinum Youth Friendly Community recognition.

Connecting youth to the community creates opportunities for the youth voice to be heard in a continuous, formal and public way.

The community encourages engagement and activism by youth ages 13 to 19 and supports them in speaking out about their need for play.

Youth are connected to the community through a formal youth advisory committee or action group that is attached to and recognized by local government.

The youth voice is heard through such vehicles as presentations or through officially recorded reports to the local governing body.

There is clear evidence that youth have a way to advocate for play and that changes are made because the youth voice is heard.

Youth also participate on community agency boards/committees and other civic engagement structures, and may host and/or participate in youth forums and summits.

Criteria 3: It is easy for youth to find information about play activities in the community

Information is publicized through a variety of media and communication outlets, making it easy for youth ages 13 to 19, to find out about play activities.

A variety of media and communication tools are used to reach youth, including social media portals (Facebook, Twitter, Snapchat, Instagram, text, IM), websites as well as more traditional routes of print sources, radio, TV, posters, brochures and leisure guides.

There is tangible evidence youth are using these outlets to access information (e.g. evidence through web analytics, liking, retweeting, sharing, etc.).

Criteria 4: The community recognizes and celebrates youth

A Youth Friendly Community recognizes and celebrates youth ages 13 to 19 in a variety of ways.

Youth are recognized for their accomplishments through vehicles such as: local media coverage (print, radio, television, web-based); dinners and awards ceremonies; agency websites; and scholarship and bursary programs that recognize their contribution to the community.

Organizations and businesses value their youth and are keen on celebrating their successes.

There is evidence youth are aware of these opportunities, are taking advantage of them, and are often involved in various aspects of the events (e.g. planning, delivery, evaluation).

Criteria 5: The community formally commits funding for youth play

A Youth Friendly Community has a variety of funding sources that support play for youth ages 13-19.

The local government/governing body has some formal and committed funding line designated for youth play.

Funds may cover costs for program staff, programs and services, facilities, special events and/or youth advisory councils.

Youth play is also funded by community agencies, faith communities, local businesses, other independent service providers, not for profit agencies and service clubs.

Where one-time grant funding supports youth play, plans are in place to sustain needed programs and services.

Criteria 6: The community supports Positive Youth Development

Positive Youth Development (PYD) is a formal process that engages youth along with their families, communities and governments in empowering young people to reach their full potential. PYD approaches build skills, assets and competencies; foster healthy relationships; strengthen the environment; and transform systems.

Staff and volunteers are trained in PYD approaches, such as the 40 Developmental Assets, 7 Developmental Needs and 6 C's (competence, confidence, character, connection, caring, and contribution), and the use of these approaches are reflected in programs and marketing tools.

Service providers have clearly defined policies, procedures and practices that promote PYD.

Criteria 7: Youth feel valued by their community**A Youth Friendly Community listens to and acts on the needs expressed by youth ages 13 to 19.**

Youth know they are valued by their community.

They provide testimonials confirming there are play opportunities that meet their needs in both formalized ways (registered programs) and informal ones (access to parks, community space, etc.).

Community organizations and businesses have adopted youth friendly approaches in their interactions with young people and, as a result, youth from a variety of walks in the community see it as youth friendly.

Youth confidently affirm they feel respected within the community.

Youth themselves can identify who the adult champions of youth play are in their community.

Criteria 8: Schools and school boards support the Youth Friendly approach

In a Youth Friendly Community, schools and school boards actively support and promote play for youth ages 13 to 19 outside of regular school hours, both inside and outside of the school facility.

The Community Use of Schools favours youth groups through dedicated youth programming hours and discounted rates.

School Boards have reciprocal agreements with other service providers to share their physical resources and maximize the use of space during non-school hours.

Schools and their staff support youth by sitting on community committees.

School announcements/bulletins connect are presented in a youth friendly manner.

Flexible bus programs are offered to support before/after school activities.

Criteria 9: Play is accessible to youth

A Youth Friendly Community supports play that is physically, geographically and financially accessible to youth ages 13 to 19 and works on reducing barriers to participation.

Facilities used for play are physically accessible for those with physical and/or developmental disabilities.

Facilities are intentionally accessible during the times that youth are able to participate (after school, evenings, weekends).

Play is geographically accessible, available where youth regularly convene or where youth can access public transportation, lighted bike/walking trails, taxis and/or car pools.

Youth play is financially accessible, with programs available free and/or at low cost and/or where community groups fund, offset or provide program subsidies (e.g. Canadian Tire Jump Start).

Criteria 10: Play is socially inclusive

Play is socially inclusive and considerate of and sensitive to the needs of all youth ages 13 to 19.

Inclusion has clear and intentional policies, procedures and practices that align with provincial and federal human rights protections.

These protections acknowledge youth intersectionality, prevent discrimination and promote inclusion and engagement of youth who experience: racialization; lower socio-economic status; homophobia, biphobia or transphobia; gender-based discrimination; mental health issues; diverse

physical and developmental needs, and other forms of exclusion or harassment based on their diverse lived experience.

Staff/volunteers are regularly trained in social inclusion approaches.

Staff are aware of agency policies and procedures that promote social inclusion.

Groups reach out to all manner of unengaged youth to create opportunities for inclusion.

City of Mississauga Corporate Report



Date: July 3, 2020

To: Chair and Members of General Committee

From: Shari Lichterman, CPA, Commissioner of Community Services

Originator's files:

Meeting date:
September 9, 2020

Subject

Peel Climate Change Partnership – Terms of Reference Update

Recommendation

That the City of Mississauga's continued participation, as a member of the Peel Climate Change Partnership, be endorsed and that the Peel Climate Change Partnership Terms of Reference (2018-2022) (attached as Appendix 1) also be endorsed.

Report Highlights

- Since 2009, the City of Mississauga has participated as a member of the Peel Climate Change Partnership (PCCP). Member organizations include City of Brampton, Town of Caledon, Credit Valley Conservation, Toronto and Region Conservation Authority, and the Region of Peel.
- Partnership activities align with the City of Mississauga's Climate Change Action Plan and support shared priorities to accelerate climate action across the geographic region of Peel.
- The Partnership recently completed an update of its Terms of Reference (2018-2022) to refresh its mandate and purpose, confirm ongoing value to members, review scope of priority work, increase accountability, and provide a detailed account of governance, roles and responsibilities, and communications.
- The updated Terms of Reference (2018-2022) calls for endorsement by all member organizations' Councils or Boards to ensure accountability for the Partnership to meet its stated mandate, achieve the defined purpose associated with each Partnership term, and report back to appropriate Councils or Boards at the end of each Partnership term.

Background

Since 2009, the City of Mississauga has participated as a member of the Peel Climate Change Partnership (PCCP). The PCCP is composed of six member organizations, including: City of Brampton, Town of Caledon, Credit Valley Conservation, City of Mississauga, Toronto and

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Region Conservation Authority and the Region of Peel. Partnership activities support the City of Mississauga's Climate Change Action Plan and the collective ambition of all member organizations to pursue shared priorities and accelerate climate action across the geographic region of Peel.

Comments

For the past decade the PCCP's work has been coordinated and has delivered key outputs to advance collective climate impact. However, the more recent and amplified message that the next decade is critical for limiting global warming to 1.5°C has spurred the review of the Partnership's Terms of Reference with the goal of increasing ambition and influence, and to enable the Partnership to meet its full potential towards accelerating needed action.

The Partnership's Terms of Reference review occurred over several months throughout 2019 and was completed as a collective undertaking and guided by a Working Group of executive leaders across the Partnership. The Partnership's mandate, purpose and value to each Member Organization are stated below and captured within the updated Terms of Reference for the 2018-2022 term (Appendix 1).

The updated Terms of Reference and current Governance Structure (Appendix 2) were unanimously approved in principle by the Partnership's Steering Committee in December 2019 and by Regional Council on February 27, 2020. The updated Terms of Reference calls for endorsement by all member organizations' Councils or Boards to ensure accountability for the Partnership to meet its stated mandate, achieve the defined purpose associated with each Partnership term, and report back to appropriate Councils or Boards at the end of each Partnership term.

1. Mandate

Governed by pre-existing mandates of each Member Organization, the mandate of the Peel Climate Change Partnership is to courageously lead, communicate, and work collaboratively with key stakeholders to drive local climate action and secure investment that enables the rapid and equitable transformation of municipalities and broader community, within the Region of Peel, to become low carbon and resilient.

2. Purpose

In the current term of the Peel Climate Change Partnership (2018 – 2022), the purpose of the Partnership is to influence policy reform and develop and implement best practices to:

- Accelerate the reduction of community Greenhouse Gas (GHG) emissions within the portfolios of buildings and vehicles to support the GHG reduction targets of Member Organizations' climate change plans;
- Be better prepared for extreme weather and changing climate, specifically as it relates to increased flood risk and intense heat; and

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- Measure, report, and communicate progress towards achieving GHG reduction targets and increasing resiliency.

3. Current Term (2018-2022) Priorities

The current Partnership term has three priority strategies that are currently in the implementation phase.

Low Carbon Communities Strategy

Implementation Highlight: The electric vehicle charging station infrastructure network is being expanded. A joint grant application was made to Natural Resources Canada Zero Emission Vehicle Infrastructure Program for partial funding to install 43 electric vehicle charging stations throughout the Region of Peel over the next 18 months. By working through the PCCP, minimum requirements for grant eligibility were exceeded. Approval for funding (\$510,739) has been received and the Region has recently submitted the signed funding contribution agreements with Natural Resources Canada and each Member Organization, which allows for agreement execution to proceed in a timely manner. As part of this initiative, 12 electric vehicle public charging stations will be installed in two locations in Mississauga (Downtown and Streetsville).

Green/Natural Infrastructure Strategy

Implementation Highlight: Tree planting in heat vulnerable neighbourhoods is being enhanced. Planting of street trees and stewardship efforts are underway, targeting communities within Mississauga (Derry Rd E/Airport Rd), Brampton (Mavis/Hwy 407), and Caledon (Mayfield Rd/Hwy 50).

Flood Resiliency Strategy

Implementation Highlight: A new tool to determine the risk and return on investment of flood mitigation measures will be available to Partners and shared with other municipalities. The tool is in phased-development and prioritizes investments based on risk-mapping and opportunities to mitigate existing and increased flood risks due to climate change. Specific information from one of Mississauga's watershed was used as input to create this tool.

4. Value for the City of Mississauga

Through the review of the Terms of Reference, each member organization was asked to confirm and articulated the ongoing value of participation in the Partnership with the dominant themes being:

- Accelerated climate change actions;
- Influence and alignment;
- Shared knowledge;
- Enhanced capacity; and
- Regional coordination.

5. Future Topics of Interest

The Partnership has begun to explore future areas of shared priority. These include:

- a) Ensuring consistent climate related messaging for use by, and to raise profile and presence of, the Partnership;
- b) Identifying existing projects that achieve multiple benefits and support one or more of the PCCP Strategies in preparation of a federal stimulus package, should it be released;
- c) Reviewing other climate change-specific funding opportunities with the objective of submitting co-applications to increase regional impact and ensuring a shared approach (e.g. FCM/GMF); and,
- d) Sharing knowledge and progress on District Energy initiatives, as appropriate.

Future reporting about the Partnership will include both progress of current strategies and the impact the Partnership has had on addressing climate change in the geographic region of Peel.

Strategic Plan

The Peel Climate Change Partnership (PCCP) supports four pillars of the City's Strategic Plan:

- Move: the PCCP supports the strategic goal to Develop Environmental Responsibility.
- Connect: the PCCP supports the strategic goal to Provide Mobility Choices.
- Prosper: the PCCP supports the strategic goal to Create Partnerships for Innovation.
- Green: the PCCP supports the strategic goals to Lead and Encourage Environmentally Responsible Approaches; Conserve, Enhance and Connect Natural Environments; and Promote a Green Culture.

Financial Impact

The Region of Peel provides dedicated budget to support the PCCP's Secretariat through the Office of Climate Change and Energy Management. Additionally, Conservation Authorities leverage the special levy climate change funding provided by the Region, and local municipalities provide in-kind resources through staff participation as well as contribute funds on a project-by-project basis.

Continued participation in the Partnership will be built into existing work plans. Should additional and specific project or initiative budget be required, budget requests would be channeled through the City of Mississauga's existing budget planning and approval processes.

Grant applications, ancillary to Partnership activities, are encouraged and can be pursued by any single or multiple Member Organizations to augment approved resources. As such, the pursuit of grants would be for initiatives within the Council-approved budget.

Conclusion

The issue of climate change is urgent and complex; and will require renewed investment in collaborative solutions. Networks of major cities, like the PCCP, are coming together to expedite the transfer of knowledge and work together to increase influence in pursuit of shared climate change priorities. Council's endorsement of the City of Mississauga's continued participation in the PCCP and of the updated Terms of Reference is critical to galvanizing collective climate change leadership, action, and influence across the region of Peel.

Attachments

Appendix 1: Terms of Reference

Appendix 2: Governance Structure



Shari Lichterman, CPA, Commissioner of Community Services

Prepared by: Leya Barry, Climate Change Specialist



Peel Climate Change Partnership

Terms of Reference – Updated December 2019
2018 - 2022

1-9-2020

Peel Climate Change Partnership Terms of Reference

2018 - 2022

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2018 - 2022

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Peel Climate Change Partnership Terms of Reference

2018 - 2022

1 Context

The Peel Climate Change Partnership (PCCP or Partnership) is designed to build and accelerate innovative climate solutions in the geographic region of Peel. By leveraging resources and expertise from the six (6) member organizations, the Region of Peel, Town of Caledon, City of Brampton, City of Mississauga, Toronto and Region Conservation Authority and Credit Valley Conservation, the Partnership embraces the opportunity to align with, and accelerate the outcomes of Member Organizations' climate change plans and initiatives; as well as pursue strategic actions that transcend political boundaries and collectively produce greater results.

In June of 2011, the Partnership produced a key document, the Peel Climate Change Strategy, a Strategic Plan for Climate Change for the geographic region of Peel. The strategy recognized the urgent need to respond to climate change at the local level and the importance of the leadership of all our Member Organizations to ensure that the Strategic Plan becomes reality. Over the past eight (8) years, significant outputs of the Strategic Plan's collective implementation include an inventory of greenhouse gas (GHG) emissions for the geographic region of Peel as well as analysis of vulnerability of various systems to climate change to guide priority actions.

In more recent years, the PCCP has developed three (3) key strategies/priorities to focus our shared efforts given the limited resources supporting the Partnership activities. They are: GHG emissions reduction through low carbon communities; increasing flood resiliency; and, increasing green infrastructure. Each strategy has a corresponding and Partnership-approved work plan. During this time, Member Organizations have also made significant progress on accelerating climate action by finalizing their own climate change plans¹ and recently declaring climate change emergencies locally and at the regional level².

While each Member Organization may have projects that also address these three (3) areas of activity, the specific actions under each of the three (3) are being pursued as shared priorities across the region. Increasing climate change knowledge and awareness of the public is an ongoing area of interest and will be an important consideration when the Partnership reviews its communication objectives and priorities in early 2020.

The PCCP has been guided throughout its tenure by a Steering Committee comprised of decision makers for each Member Organization and Technical Implementation Teams that develop and undertake the various strategies and actions. It has been several years since the Terms of Reference for the Steering Committee was developed and the PCCP recognized it was important to renew the document and

¹ City of Brampton: Community Energy and Emissions Reduction Plan

Town of Caledon: Community Climate Change Action Plan

City of Mississauga: Climate Change Action Plan

Region of Peel: Climate Change Master Plan

² Climate change emergencies have been declared by the City of Mississauga, City of Brampton and Region of Peel

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further articulate the roles and responsibilities of the members in the context of the Partnership as a whole.

2 Mandate

Governed by pre-existing mandates of each Member Organization, the mandate of the Peel Climate Change Partnership is to courageously lead, communicate and work collaboratively with key stakeholders to drive local climate action and secure investment that enables the rapid and equitable transformation of municipalities and broader community, within the Region of Peel, to become low carbon and resilient.

3 Scope

The PCCP has developed the following three (3) key strategies/priorities to focus shared activities:

1. Reducing community GHG emissions;
2. Increasing flood resiliency; and
3. Increasing green infrastructure*.

4 Purpose

In the current term of the Peel Climate Change Partnership (2018 – 2022), the purpose of the PCCP is to amplify influence on policy reform and develop/implement best practice to:

1. accelerate the reduction of community GHG emissions within the portfolios of buildings and vehicles to support the GHG reduction targets of Member Organizations' climate change plans;
2. be better prepared for extreme weather and changing climate, specifically as it relates to increased flood risk and intense heat; and
3. measure, report and communicate progress towards achieving GHG reduction targets and increasing resiliency.

5 Membership

Member organizations of the Peel Climate Change Partnership are:

- City of Brampton;
- City of Mississauga;
- Town of Caledon;
- Region of Peel;
- Credit Valley Conservation; and
- Toronto and Region Conservation Authority

* Green Infrastructure, as employed by the PCCP, is defined in the PCCP's *Green and Natural Infrastructure Strategy*.

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The Partnership will regularly assess the organizational composition to determine if broader representation from other sectors such as business, utility, not-for profit, broader public sector, etc. would be beneficial.

5.1 Value for Each Member

Region of Peel: *Influence and Alignment* - The PCCP offers the opportunities for elected or executive leadership participation in the celebration of milestones that inspires greater commitment and accelerates the shared climate change agenda; and that the PCCP pursues activities that cannot effectively be undertaken by any single member and are in clear alignment with achieving priorities of the Region's Climate Change Master Plan.

City of Brampton: *Share Knowledge and Accelerate Climate Change Actions* – The Partnership can support the development of municipal strategies, programs and plans through sharing knowledge and best practices in climate change adaptation and mitigation. The Partnership will also support local action through identifying opportunities and establishing partnerships to accelerate municipal climate change adaptation and mitigation actions that align with regional strategies.

Credit Valley Conservation: *Increased Technical Capacity* – A strategic venue to further protect watershed resources from flooding impacts; accelerate the transition from carbon-based fuel and reduce GHGs in order to slow the impacts of climate change on watershed resources; and further protect watershed resources and watershed residents from heat impacts associated with climate change.

City of Mississauga: *Support and Accelerate Local Climate Change Priorities* – To support the implementation of actions within Mississauga's Climate Change Action Plan that have regional opportunities: collective efforts that support research, strategies and shared services that cross boundaries (e.g. ZEV Strategy); create opportunities for bulk green procurement purchases (e.g. fleet, equipment); strengthen funding opportunities by taking regional approach and partnership model (multi-municipal and conservation authorities as applicants); and, for building a climate community of practice to share knowledge and influence.

Town of Caledon: *Enhanced Capacity* - This strategic Partnership allows the Town to enhance its ability to reduce community greenhouse gas emissions and adapt to changing climate patterns. Specifically, this Partnership allows for the development of consistent approaches that can be adopted across member organizations to decarbonize the transportation and buildings sector, fostering strategic decisions that increase impact Regionwide. In addition, the Partnership allows the Town to leverage the technical skills to inform climate change adaptation efforts, such as the development of stormwater and flood management programs.

TRCA - *Regional coordination to support and accelerate climate action* - Partnership offers a mechanism to support municipal partners with evidence-based science, policy development, and implementation

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mechanisms to accelerate collective impact on climate action. Facilitate connections on climate action work between Peel Region, CVC and other municipalities in the TRCA Region.

6 Governance

6.1 Structure

The PCCP shall be comprised of a Steering Committee, a Secretariat and an Implementation Team: Strategy Champions, Strategy Leads and Technical Support Teams. **See Appendix 1.** Updates to staff representation within the Partnership structure will be made, as needed.

6.1.1 Steering Committee

Includes one (1) Chairperson (see section 6.1.1.1) and one (1) or two (2) executive leadership representatives from each PCCP Member Organization as primary Steering Committee members.

Alternates for primary Steering Committee members are the Strategy Champions (see below).

It is expected that PCCP Steering Committee members are decision makers within their respective Member Organizations.

Each PCCP Member Organization may replace and/or substitute PCCP Steering Committee members at any time.

6.1.1.1 PCCP Chairperson

The Chairperson for the PCCP shall be one (1) of the primary Steering Committee members and will count as one (1) of the two (2) Steering Committee members from that Member Organization.

The Chairperson of the PCCP Steering Committee will rotate between the Member Organizations and each Chairperson will serve for one (1) year, starting each October, based on the following schedule:

Organization	Year
Town of Caledon	2019
Region of Peel	2020
City of Mississauga	2021
City of Brampton	2022
Credit Valley Conservation	2023
Toronto and Region Conservation Authority	2024

6.1.2 Secretariat

Includes one (1) Director and select staff from the Office of Climate Change and Energy Management at the Region of Peel.

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6.1.3 Strategy Champions

One (1) senior staff person from each of the PCCP Member Organizations; alternates to Steering Committee members.

6.1.4 Strategy Leads

One (1) staff from a PCCP Member Organization for each strategy in any given PCCP term.

6.1.5 Technical Support Teams

Staff from various organizations, mainly, but not necessarily limited to, PCCP Member Organizations.

6.2 Decision Making Process

Decisions of the PCCP Steering Committee will be based on consensus of Member Organizations, with each Member Organization having one (1) vote. The aim will be to have general agreement from all Steering Committee members or alternates, and Secretariat Director and Strategy Champions, if present at Steering Committee meetings, on matters and direction of the Partnership. If there is no general level of agreement, a vote will be called to reflect the majority based on the following continuum:

- a) Fully support the matter;
- b) The matter is acceptable;
- c) More information or discussion is still warranted;
- d) Can neither support or accept the matter.

After this voting process, if there is no majority, the final decision will be determined by the PCCP Steering Committee or alternates **only** and reflect the majority based on the above exercise. Specifically, (a) fully support the matter, (b) the matter is acceptable, will be considered votes to proceed, and (c) more information or discussion is still warranted, and (d) can neither support nor accept the matter, will be considered votes to not proceed with the matter.

6.3 Quorum

Quorum for PCCP Steering Committee shall be based on a majority of Member Organizations (50% representation from Member Organizations plus one). For greater clarity, quorum will be achieved when at least four (4) Steering Committee members or alternates from different Member Organizations are in attendance.

PCCP Steering Committee members are expected to attend all regularly scheduled meetings or send an alternate on their behalf. In the event that a Committee member or alternate is unable to attend a meeting, the member must contact and advise the PCCP Secretariat. If a Committee member or their alternate has been absent for three (3) consecutive regularly scheduled meetings and has failed to advise the PCCP Secretariat in advance, the member shall be deemed to have abandoned his or her membership on the PCCP Steering Committee and the membership shall be considered vacant.

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If a member of the PCCP Steering Committee abandons their membership, the Committee may continue to operate with a minimum of four (4) Member Organizations. If membership is reduced to less than four (4) Member Organizations, all PCCP meetings shall be cancelled until the minimum membership criteria can be met.

6.4 Delegated Authority

There is no delegated authority to the PCCP. Some PCCP recommendations may require approval from the corresponding Council/Board before the recommendation is implemented and/or funded.

Accordingly, consensus decisions of the PCCP Steering Committee will not dictate the work of any one (1) member or Member Organization, but rather the preferred approach to taking climate action. Member Organizations will support the decided priority action(s) as they are able to and see fit.

6.4.1 Funding/Grant Applications

Funding/grant opportunities, which support the mandate and purpose of the PCCP and are decided priorities of the Steering Committee, can be pursued by any single or multiple Member Organization(s) acting on behalf of the Partnership while adhering to the principles of transparency and accountability. Processing of any single or joint funding/grant application on behalf of the Partnership would leverage and adhere to the existing and proper processes within participating Member Organization(s).

6.5 Meeting Schedule

Steering Committee Meetings: The PCCP Steering Committee will meet quarterly. Additional meetings may be called as required. PCCP Strategy Champions are invited to attend Steering Committee meetings.

Implementation Team Meetings: The PCCP Strategy Champions AND Strategy Leads/Co-Leads will meet bi-monthly. Participation of Strategy Leads/Co-Leads or delegate is required. Participation by one or all Strategy Champions will be subject to agenda.

Additional meetings of the PCCP Strategy Champions Group OR Strategy Leads/Co-Leads may be called as required.

The PCCP Technical Support Teams will join the bi-monthly Implementation Team meetings or meet as required.

Meeting locations will rotate amongst the Member Organizations.

6.6 Compensation/Remuneration

All members of the PCCP will serve without remuneration and will not be reimbursed for any expenses by the PCCP. Remuneration and business expense reimbursements, if any, will be handled by the Member Organizations in accordance with each organization's policies and procedures.

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Periodically, consultants and vendors may be used to supplement implementation teams. Financing decisions will be made independently through Steering Committee meeting agenda items and on a project basis. This will be subject to approval by the Steering Committee.

7 Accountabilities

The updated Terms of Reference for the PCCP will be brought to Member Organizations' Councils or Boards, as appropriate, seeking resolution to endorse the Terms of Reference, direct staff participation, meet the stated mandate, achieve the defined purpose during the timelines associated with each PCCP term, and report back on progress at the end of each Partnership term.

Upon receiving endorsement by appropriate Councils and Boards, the PCCP Steering Committee members hold the accountability for meeting the PCCP mandate, achieving the purpose during the term timelines and reporting progress to appropriate Councils and Boards.

8 Roles and Responsibilities

8.1 Principles of Engagement

Partners are expected to represent the Partnership in a positive and supportive manner at public events. Furthermore, Partners are expected to promote the mandate and purpose of the Partnership when speaking at public events.

8.2 Steering Committee

The Steering Committee is a governance body that oversees the work of the Partnership. The Steering Committee will ensure that the Member Organizations are on board/supportive with/of the work and will allocate resources to it as appropriate. The responsibilities of the Steering Committee are to:

8.2.1 Champion, Represent and Influence

1. Proactively target and effectively influence policy makers and staff within the Partnership Member Organizations to secure the required investments and commitments
2. Represent the Partnership internally with each organization and externally in panels or other events
3. Broadly share knowledge and educate others on the Partnership and its activities
4. Assume the responsibilities of the Chair, when required

8.2.2 Strategically Plan and Drive Change

1. Establish common understanding of our shared purpose
2. Engage in long-term strategic planning to establish the Partnership's future priorities
3. Provide strategic direction and guidance to the Secretariat and Implementation Teams established to undertake defined activities
4. Receive recommendations and decide clear joint priorities and outcomes
5. Receive recommendations and decide shared targets and performance metrics

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6. Receive and approve proposals for new activities/initiatives, including consideration for alignment, timelines, budget, resources

8.2.3 Find Resources

1. Ensure there is internal capacity within each organization to support the Steering Committee
2. Ensure effective organization of work and allocation of resources from the Partners to achieve the desired outcomes
3. Pursue, highlight and help influence the securing of funding opportunities to support shared actions and to facilitate the implementation of the actions at the local level
4. Receive and provide direction on recommendations from Champions or Strategy Leads to pursue joint funding/grant applications

8.2.4 Communicate

1. Approve and use timely, strategic and consistent climate change messaging
2. Communicate with respective staff, Boards of Directors or Councils regarding the priorities and achievements of the Partnership
3. Approve and deliver reports, briefs and memos to Boards and Council on results achieved
4. Endorse communications material for distribution

8.2.5 Special Events

1. Attend special events, including the stakeholder forum, workshops, professional sessions and participate on panels, where appropriate
2. Secure acceptance of invitations from peers to events
3. Help recruit speakers to events

8.3 Chairperson

The Chairperson is a member of the Steering Committee and presides over the Partnership to ensure the planning of Partnership activities is effective and aligns with its mandate and purpose. In addition to the responsibilities as a Steering Committee member, the responsibilities of the Chairperson are to:

8.3.1 Steering Committee Meetings

1. Meet with PCCP Secretariat Director to develop and confirm Steering Committee meeting dates and agendas, as needed
2. Preside over Steering Committee meetings by calling them to order, adjourning them, announcing items on the agenda as they come up and recognizing when members have the floor
3. Determine if quorum is present
4. Oversee the decision-making process, including calling votes to establish consensus
5. Ensure that meetings are planned effectively
6. Ensure that matters are dealt with in an orderly, respectful and efficient manner
7. Convene and cancel Steering Committee meetings, as required

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8. Delegate Chairperson responsibility to other Steering Committee members, as needed

8.3.2 Communications

1. Represent the Partnership and serve as the media spokesperson during his/her term
2. Delegate the role of media spokesperson to other Steering Committee members as necessary

8.3.3 Facilitation

1. Guide Partnership members to make decisions through consensus building
2. Encourage input and collaboration between members
3. Seek commitments from Steering Committee members to support the mandate and purpose of the Partnership

8.4 Implementation Team: Strategy Champions, Strategy Leads and Technical Support

The Steering Committee is supported by individuals in each of their respective organizations who are themselves senior leaders and/or subject matter experts and/or technical staff with responsibilities to undertake the planning and execution of the priority strategies and actions on behalf of the Partnership. With support from the Secretariat, the Implementation Team will identify the resources and decision points needed and engage with key stakeholders from within the Member Organizations, to ensure effective implementation. The responsibilities of the Implementation Team are to:

8.4.1 Strategy Champions: Make Recommendations, Engage Other Leaders, Provide Oversight and Expertise

1. Make recommendations to the Steering Committee on new priorities and appropriate strategies and actions to undertake on behalf of the PCCP, including pursuing joint grant/funding applications or introducing new in-year initiatives
2. Monitor and update the Steering Committee on high-level progress in relation to priorities and outcomes
3. Make recommendations to the Steering Committee on when to move from planning to coordinated collective implementation of priorities
4. Participate in Steering Committee meetings (as regular attendees with decision making authority and/or alternates)
5. Participate, as appropriate, in bi-monthly Implementation Team meetings to receive progress updates, and provide feedback on idea generation and strategic approaches to implementation
6. Lead the engagement with key internal stakeholders from respective Member Organizations, such as Directors, Managers or other program leaders that are impacted by Partnership initiatives to support strategy implementation and help draw appropriate resources for achieving Partnership mandate and purpose
7. Maintain technical or expert knowledge
8. Endorse communications material for distribution, as needed

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8.4.2 Strategy Leads/Co-Leads: Direct Technical Work

1. Lead and/or carry out the technical tasks in support of the strategy(ies) being pursued by ongoing engagement with key individuals/decision-makers across Member Organizations
2. Identify resources needed to carry out the tasks and seek through PCCP or individual organizational budgets or other grants
3. For approved projects requiring funding:
 - a. Obtain resource/funding commitments, in writing, from participating Member Organizations;
 - b. Undertake all procurement, tracking, financial reconciliation, invoice payments in accordance with his/her Member Organizations policies and procedures; and
 - c. Ensure that there shall be no award of contracts/external expenditures until all funding committed by participating Member Organizations is actually received.
4. Report on progress in completing tasks in support of the strategy(ies) at monthly Strategy Leads meetings
5. Provide data to inform the metrics and indicators of the Partnership's strategies and priorities as identified in approved workplans
6. Provide updates and make recommendations on the Partnership's strategies to the Strategy Champions
7. Provide updates to the Steering Committee, upon request
8. Draft reports, briefs and memos for Steering Committee approval
9. Act as alternate to Strategy Champion, as required

8.4.3 Technical Support Teams: Undertake Technical Work

1. Undertake technical work as assigned by Strategy Leads/Co-Leads
2. Assist with the drafting of reports, briefs and memos

8.4.4 All Implementation Team Members: Communicate and Champion

1. Seek opportunities to communicate with internal and external audiences/stakeholders about the work of the PCCP
2. Provide results in communication briefs, using clear language that allows others to understand and convey messages
3. Identify gaps/issues and provide options for resolutions
4. Communicate Steering Committee comments, direction, decisions to the technical support teams, as appropriate.

8.4.5 All Implementation Team Members: Special Events

1. Attend the special events, including the Stakeholder Forum
2. Provide support to the Secretariat with the planning and delivery of events

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8.5 Secretariat

The Secretariat is situated within the Region of Peel's Office of Climate Change and Energy Management. The Secretariat's role is to facilitate and support the strategic and operational work of the Partnership and ensure effective administration of group activities.

8.5.1 Secretariat Director

The responsibilities of the Secretariat Director are to:

8.5.1.1 Strategic Operations

1. Lead the development or update of PCCP Terms of Reference and other operating documents as required
2. Support all members understanding of the role and function of the Partnership as a whole and individual members
3. Support the selection and onboarding of all members and the Partnership's Chair

8.5.1.2 Steering Committee Support

1. Liaise with Partnership Chair and support quarterly Steering Committee meeting agenda setting and meeting minute approval
2. Liaise with members of the Steering Committee to provide support, as needed
3. Attend and participate in quarterly Steering Committee meetings
4. Organize, coordinate and facilitate long-term strategic planning discussions with the Steering Committee
5. Lead the development of a Terms of Reference Implementation Guide for Steering Committee members

8.5.1.3 Implementation Teams Support

1. Chair the bi-monthly Champions/Strategy/Co Leads meetings
2. Liaise with Strategy Champions and assist with preparation for quarterly Steering Committee meetings, as needed

8.5.2 Secretariat Staff

The responsibilities of the Secretariat staff are to:

8.5.2.1 Administration

1. Establish meeting dates and locations and coordinate meeting logistics
2. Prepare and distribute meeting agendas and packages in a timely manner
3. Record and share meeting minutes; seek approval of quarterly Steering Committee meeting minutes from Partnership Chair
4. Upload documents on the shared file storage system
5. Create templates for communications material to ensure that information is communicated to the Steering Committee consistently and in the appropriate amount of detail

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8.5.2.2 *Communications*

1. Provide support with media relations, inquiries and marketing
2. In coordination with appropriate members, develop and/or share updates about strategies and priorities of the Partnership with all members
3. Review Partnership documents to ensure that language is consistent with agreed-upon terminology and branding
4. In coordination with appropriate members, create communication briefs and other strategic documents for broad dissemination to external stakeholders
5. Lead summary reporting of special events, including the Stakeholder Forum
6. Lead the drafting of the Partnership's achievement reports to member organizations' Councils or Boards at the end of each Partnership term

8.5.2.3 *Special Events*

1. Support the Partnership in developing goals and objectives for special events
2. Support the Partnership with the creation of special event budget(s) and manage budget(s), as appropriate
3. Choose and secure a venue and date, as appropriate
4. Identify collaboration opportunities with other organizations or industry partners
5. Research speakers and panelists, as appropriate
6. Develop and deploy a marketing campaign, as appropriate
7. Create agenda and schedule
8. Provide funding resources to cover venue (if needed), essential materials and light refreshments

9 Communications

9.1 Internal

Internal communications refer to communications that occur between individual members of the Partnership (i.e., Steering Committee members, Strategy Champions, Strategy/Co-Leads, Secretariat members).

9.1.1 Platform

Partnership documents for internal use will be managed via a secure platform for Member Organizations.

9.1.2 Meeting Minutes

Minutes from the quarterly PCCP Steering Committee meetings will be taken, approved and distributed in a timely manner to all Partnership members.

In order to ensure the timely communication of decisions and directions to the Implementation Team, PCCP Steering Committee members have two (2) weeks following the distribution of the minutes to note any corrections before decisions are communicated to the Implementation Team.

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Formal meeting minutes of other Partnership-related groups or matters will be at the discretion of the participants. At a minimum, actions will be recorded, and action register(s) will be created and maintained.

9.1.3 Communication Briefs

Communication briefs will be used to explain Partnership activities (existing and proposed), process information and provide strategic analysis and context of meeting outcomes.

9.1.4 Reports to Council and Boards

The Partnership will update member organizations' Councils or Boards at the beginning of the Council Term on progress and future strategic priorities. Efforts should be taken by Member Organizations to coordinate the scheduling of communications to ensure consistency in messaging and enhance alignment.

The preferred approach for updating Councils or Boards is for the Region of Peel to update Regional Council first, followed by the conservation authorities updating their Boards and finally local municipalities updating their local Councils.

9.2 External

External communications refer to communications that occur between the Partnership Member Organizations and external non-member parties.

9.2.1 Platform

There is no current Partnership-specific platform to support external or general public access to Partnership information. The Partnership will periodically assess if a digital communication platform or equivalent would be beneficial.

9.2.2 Branding and Logos

When a document is supportive of Partnership objectives, all logos of Member Organizations shall be represented with the following statement:

"This work is in support of the Peel Climate Change Partnership's Mandate and Purpose."

9.2.3 Templates

Templates will be developed to ensure that the Partnership's external communications are consistent and audience appropriate.

9.2.4 Communication Briefs

Communication briefs that are audience appropriate will be used to share or explain Partnership achievements, activities and priorities (existing and future).

9.2.5 Media

Media refers to any print, broadcast (radio or television) or online source (website or social media site) that provides news and information to the general public or specific audiences.

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9.2.6 Advocacy

The Partnership will develop unified advocacy communications for consideration by each Member Organization; any use or sending of such communications would be at the discretion of and via existing processes and protocols of each Member Organization.

9.2.6.1 Time-Sensitive Advocacy and Communications

At the discretion of the Chair, meetings will be convened, with representation from all Member Organizations, for the purpose of crafting time-sensitive, strategic and unified advocacy and communications content.

9.2.7 Special Events

The Partnership will host special events, subject to Steering Committee approval, to facilitate strategic and targeted engagement with the broader community in order to strengthen influence, share knowledge, showcase milestone achievements or profile an issue or opportunity to further the Partnership mandate and purpose. Included in the roster of special events is the Stakeholder Forum, which may be hosted one or more times per Partnership term as relevant initiatives and opportunities for deeper collaboration evolve, and resources allow. Invitation to special events, including the Stakeholder Forum, will be broad and present a key opportunity for elected leadership to participate.

10 Risks

While acknowledging the various benefits and potential to accelerate shared goals and impacts through the Partnership, participation also exposes Member Organizations to risks. Potential risks associated with participation in the Partnership are categorized as Shared Risks and Individual Risks.

10.1 Shared Risks

1. Implementation challenges: The Partnership is not achieving its desired outcomes and level of influence required to enable the changes needed to address the urgency of climate change.
2. Lack of support from Senior Leadership/Council: The Partnership does not command the support of senior leaders in each Member Organization or members of Council.
3. Future uncertainty: The future state of climate science, local, provincial and federal political climate, and the economy is unknown, unpredictable and uncontrollable and can therefore lower confidence in decision making.

10.2 Individual Risks

1. Conflicts of interest: Where a decision or action is right for the interests of the Partnership but does not align with the interests or priorities of Member Organizations.
2. Drain on resources: Commitment of time and energy of staff in addition to any additional financial or other resource contributions.
3. Negative reputation impact: If the Partnership does not meet its mandate, it could cause damage to the reputation of Member Organizations by association and their credibility as climate change leaders.

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11 Review Process

Review of the PCCP is the process through which the Member Organizations seek to re-approve its collaborative commitment.

The review process shall be conducted prior to the end of the Member Organization's term (yearly) and in alignment with the start of a new Term of Council (every four (4) years).

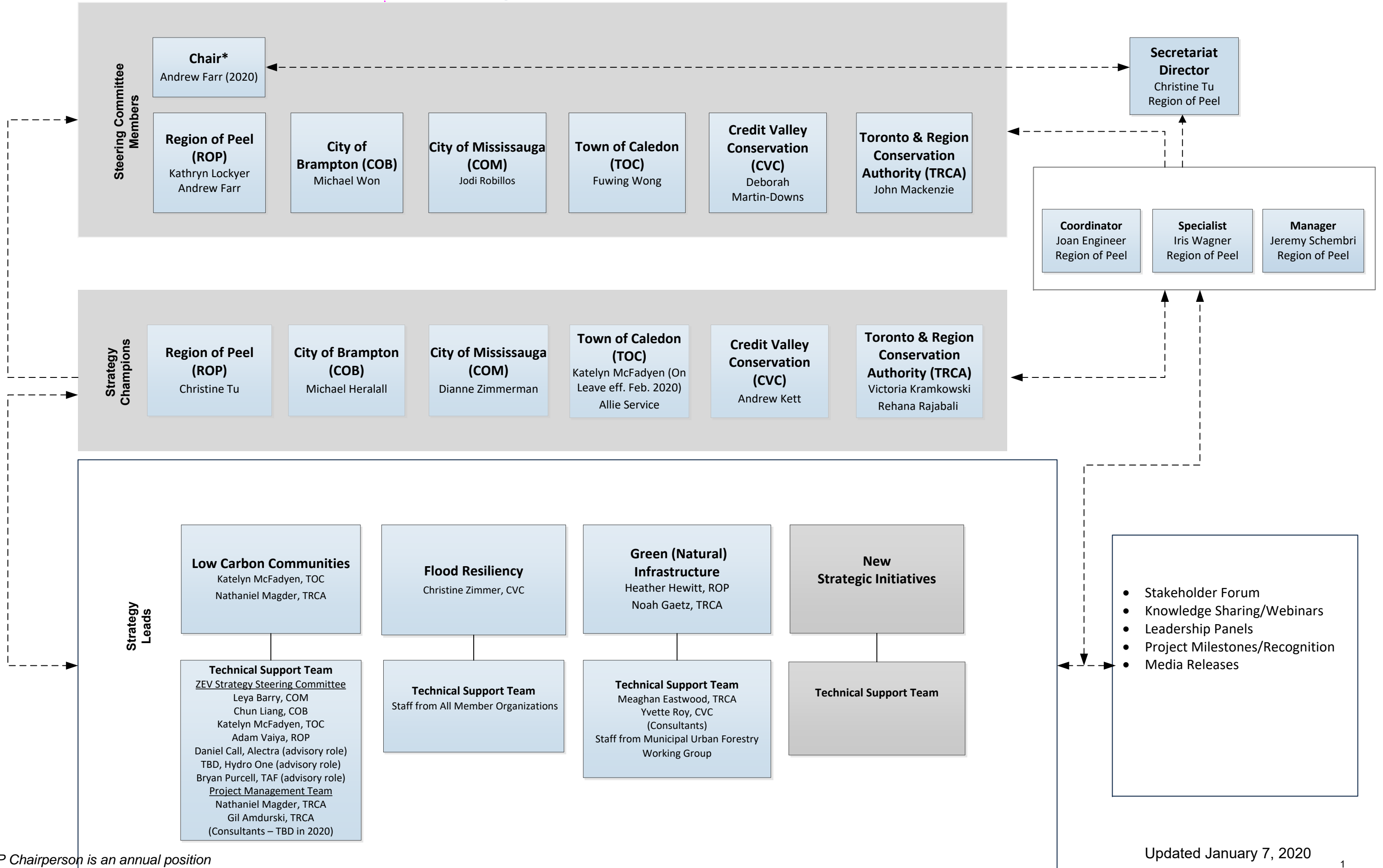
The review process shall include both retrospective and prospective context in that it provides an opportunity for all Member Organizations to reflect upon the administration, function and progress of the Partnership and to also consider future priorities. While the emphasis is on the strategic direction of the Partnership, in reaching a consensus of re-approval, the review process will consider the management of the collaboration that anchors the efforts of the Partnership.

The review process is discrete from the annual monitoring and progress reporting procedures. It considers the operation of the Partnership at a higher level than that of the implementation team strategy development.

The review shall consider the following:

1. Whether the basis for the collaboration remains valid;
2. Potential impacts of upper level government decision-making that revises, cancels or introduces relevant policies and priorities;
3. The future of the Partnership in the light of Partners' strategic priorities;
4. Whether the collaboration remains appropriate in the context of the Partners' commitments;
5. Whether it continues to command the support of senior leaders in each Member Organization;
6. Whether it is achieving the desired outcomes and level of influence; and,
7. Whether the Member Organizations continue to recognize the value of the PCCP.

2018-2022 Peel Climate Change Partnership – Governance Structure





City of Mississauga

Corporate Report



<p>Date: July 10, 2020</p> <p>To: Chair and Members of General Committee</p> <p>From: Geoff Wright, P.Eng, MBA, Commissioner of Transportation and Works</p>	<p>Originator's files:</p> <hr/> <p>Meeting date: September 9, 2020</p>
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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.
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.

Report Highlights

- MiWay has identified vendors (ref Appendix 1) that meet its requirements for the supply and delivery of many replacement parts and repair services for MiWay buses from Original Equipment Manufacturers (OEM) and vendors who maintain inventories for the prompt supply of OEM and generic bus parts and who can undertake sublet repairs.
- MiWay is updating its vendor of record previously approved under GC No.610-2019 due to anticipated usage demands and with three (3) additional vendors for approval (ref. Appendix 1)
- It will be cost effective and efficient to establish these vendors as vendors of record.

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. 0610-2019.

The City continues to require the supply and delivery of many replacement parts for MiWay buses to ensure timely maintenance and repairs. Original Equipment Manufacturers (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 part 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.

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.

This report is to update the list of vendors of record previously approved under GC No.610-2019 due to an increase in anticipated usage demands and with three (3) additional vendors for approval (ref. Appendix 1).

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 minimize 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 executive 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 with 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 \$15,416,000 excluding taxes. Funds for this purpose are available in the below operating and Capital accounts:

Operating accounts:

Cost centre	Cost Element
23619 TRANSIT BODY SHOP	715353 VEHICLE MTCE RELIEF
23619 TRANSIT BODY SHOP	715358 VEHICLE-SUBLET-OTHER
23620 TRANSIT VEHICLE REPAIR CENTRAL PARKWAY	715353 VEHICLE MTCE RELIEF
23620 TRANSIT VEHICLE REPAIR CENTRAL PARKWAY	715355 VEHICLE MTCE/OTHER
23620 TRANSIT VEHICLE REPAIR CENTRAL PARKWAY	715358 VEHICLE-SUBLET-OTHER
23621 TRANSIT VEHICLE REPAIR-MALTON	715353 VEHICLE MTCE RELIEF

Capital accounts:

Project	Cost Element
20203 Transit Cap Bus Maintenance - Major Component Rehab/Replacement	715356 VEHICLE-SUBLET-ENGINES
20203 Transit Cap Bus Maintenance - Major Component Rehab/Replacement	715357 VEHICLE-SUBLET-TRANSMISSIONS

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. MiWay is updating its vendor of record previously approved under GC No.610-2019 due to anticipated usage demands and with three (3) additional vendors for approval (ref. Appendix 1)

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

Attachments

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



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

Prepared by: Darren Ridings, Manager, Transit Maintenance

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

Vendor	Spot Buy or Single Source	Description (SOW)	Approved Annual Amount	Increase/ Decrease to Estimated Upset Limit
Aftermarket Parts (formerly New Flyer)	Single Source / Spot Buy	New Flyer Bus Parts (OEM) / Bus Parts	\$ 2,500,000	\$ 500,000
Baker Transit Parts	Spot Buy	Bus Parts	\$ 700,000	\$ 200,000
City View Bus & Truck	Single Source	Bus Parts / Sublet Repairs	\$ 1,500,000	\$ 200,000
Cummins Eastern Canada LP	Single Source	Bus Parts / Sublet Repairs	\$ 750,000	\$ (50,000)
Mississauga Bus, Coach & Truck	Single Source	Bus Parts / Sublet Repairs	\$ 4,000,000	
(Mississauga Truck & Bus Inc.) Revised to MTB Transit Solutions Inc.	Single Source	Sublet Repairs	\$ 100,000	\$ 266,000
Mohawk	Spot Buy	Bus Parts	\$ 200,000	\$ 20,000
Natsco	Spot Buy	Bus Parts	\$ 650,000	\$ 100,000
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	\$ 750,000
Tarten Equipment	Single Source	Bus Parts / Sublet Repairs	\$ 100,000	
Thermo King Ontario	Single Source	Bus Parts / Sublet Repairs / Annual Inspections	\$ 350,000	\$ 150,000
Voith Turbo Inc.	Single Source	Bus Parts / Sublet Repairs	\$ 100,000	
Wajax Power Products	Single Source / Spot Buy	Bus Parts / Sublet Repairs	\$ 200,000	\$ (50,000)

Added new Vendors	Spot Buy or Single Source	Description (SOW)	Approved Annual Amount	Estimated Upset Limit for New Vendors
Luminator Technology Group	Single Source	Bus Parts / Sublet Repairs	n/a	\$ 100,000
United States Seating (USSC) in US\$	Single Source	Bus Parts / Sublet Repairs	n/a	\$ 120,000
American Seating Co. (Amseco) in US\$	Single Source	Bus Parts / Sublet Repairs	n/a	\$ 110,000
		Sub Total	\$ 13,000,000	\$ 2,416,000
Total Revised Estimated Annual Contract Value			\$ 15,416,000	

City of Mississauga

Corporate Report



Date: June 22, 2020

To: Mayor 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:
September 9, 2020

Subject

Election Administration Information Report: City of Mississauga Campaign Contribution Rebate Program and Consolidated Statistics

Recommendation

1. That the Corporate Report dated June 1, 2020 from the Director of Legislative Services and City Clerk titled *Election Administration Information Report: City of Mississauga Campaign Contribution Rebate Program and Consolidated Statistics* be received.
2. That Council provide direction to staff regarding the rebate formula to be used for the City of Mississauga's 2022 Election Campaign Contribution Rebate Program.
3. That a by-law be established to authorize the formula for the 2022 City of Mississauga Election Campaign Contribution Rebate Program.
4. That, once a by-law is passed establishing the formula for the City of Mississauga's Election Campaign Contribution Rebate Program, the appropriate amount of funds be transferred into the Election Cost Centre to cover the cost of the City of Mississauga's Election Campaign Contribution Rebate Program going forward.

Report Highlights

- At the January 28, 2020 Governance Committee meeting, the committee requested that staff report to General Committee on the following topics:
 - The financial impact of a new formula for the City of Mississauga's Election Campaign Contribution Rebate Program
 - Statistics related to municipal elections in the Greater Toronto Area and beyond

Background

At the January 28, 2020 Governance Committee meeting, Elections Administration staff submitted three Corporate Reports from the Director of Legislative Services and City Clerk. The first; dated January 13, 2020, was titled *Ranked Ballot Elections – Review of the City of London's Experience* (Appendix 1) the second; dated January 13, 2020 was titled *2018 City of Mississauga Municipal Election Information Overview* (Appendix 2) and the third; also dated January 13, 2020 was titled *City of Mississauga's 2022 Election Campaign Contribution Rebate Program*.

At the meeting, Governance Committee directed staff to report back to General Committee on the following three topics:

- Information related to Ranked Choice Voting (RCV). This information is included in the Corporate Report dated May 1, 2020, titled *Election Administration Information Report: Ranked Choice Voting*
- The financial impact of various rebate formulas associated with the City of Mississauga Election Campaign Finance Rebate Program (rebate program)
- Consolidated statistics related to municipal elections

A separate report has been prepared for Ranked Choice Voting and is included on the July 8, 2020 Council agenda.

Appendix 4 provides detailed information on potential rebate program formulas and Appendix 5 provides consolidated municipal election statistics.

Comments

City of Mississauga's Election Campaign Contribution Rebate Program

Governance Committee recommended that the rebate program be updated for the 2022 election to set \$100 as the minimum contribution eligible for a rebate and that a total of 50% of a contribution be eligible for a rebate, however staff were directed to report back on options related to the maximum rebate one contributor could receive. Appendix 4 of this report provides options for the maximums rebate allowable based on the above noted criteria. Once approved, staff will prepare a by-law to authorize implementation of the rebate program formula.

Consolidated Statistics

At the January 28, 2020 Governance Committee meeting, the committee directed staff to consolidate various statistics found in Corporate Report dated January 13, 2020 from the Director of Legislative Services and City Clerk titled *City of Mississauga Municipal Election Information Overview*. Appendix 5 expands the information originally provided in the January 13, 2020 report.

Financial Impact

The Financial impact of the rebate program is included in Appendix 4 of this report. With the information shown in Appendix 4 in mind, and using the eligible campaign contribution numbers from 2018, staff estimate that changes to the rebate program may cost approximately \$100,000. Once a by-law is passed establishing the formula for the rebate program, approximately \$100,000 will need to be added to the Election Cost Centre (715885-22450) to cover the cost.

Conclusion

The election campaign contribution rebate program was implemented for the 2018 election at a cost of \$35,700. Based on Council's direction to review the option of increasing the amount of possible rebates, it is estimated that with a maximum rebate of \$1500 per contributor the cost of the rebate program would grow to approximately \$100,000 based on 2018 contributions. Staff are seeking direction on the rebate formula to be used for 2022 Municipal Election.

Attachments

Appendix 1: Ranked Ballot Elections – Review of the City of London's Experience

Appendix 2: 2018 City of Mississauga Municipal Election Information Overview

Appendix 3: City of Mississauga's 2022 Election Campaign Contribution Rebate Program

Appendix 4: City of Mississauga Campaign Contribution Rebate Program Rebate Program Options

Appendix 5: Consolidated Statistics



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

Prepared by: Gus Mangos, Elections Officer

City of Mississauga Corporate Report



Date: 2020/01/13

To: Chair and Members of Governance Committee

From: Diana Rusnov, Director, Legislative Services and City Clerk

Originator's files:
File names

Meeting date:
1/28/2020

Subject

Ranked Ballot Elections - Review of the City of London's Experience

Recommendation

That the Corporate Report dated January 13, 2020, from the Director of Legislative Services and City Clerk, entitled Ranked Ballot Elections - Review of the City of London's Experience be received.

Report Highlights

- This report looks at the City of London's experience with implementing Ranked Choice Voting (RCV) in the 2018 municipal election.
- In the City of London's experience, voter turnout did not increase with the use of RCV.
- The use of RCV did not change the outcome of the election; the winning candidate in all 15 races in the City of London would have been the same winning candidate had the first past the post system of voting been used.

Background

At the November 4, 2019 Governance Committee meeting it was requested that staff report back to the committee regarding RCV. This report looks at the City of London's experience and the outcomes related to implementing RCV.

Comments

Overview

Prior to the 2018 Municipal Election, Bill 181, the *Municipal Elections Modernization Act, 2016*, amended the *Municipal Elections Act, 1996*, to allow municipal Councils to implement Ranked Choice Voting (RCV) for municipal elections. In accordance with Ontario Regulation 310/16, RCV, if implemented, would apply to races for municipal council only.

In the City of Mississauga's current first-past-the-post method of voting, voters are allowed to

pick one candidate from each race and the candidate with the most votes wins. There is no requirement for the percentage of votes a candidate must get in order to win a race.

Alternatively, in a RCV election, voters are given the option to rank candidates in order of preference for each race. A candidate must obtain 50% + 1 of the vote to win. Initial results are tabulated based on the first choices of voters. If no candidate obtains 50% + 1 of the vote, a runoff occurs.

In a runoff:

- the candidate with the lowest number of votes is eliminated from the contest
- the first choice votes that originally went to the eliminated candidate are set aside
- the second choices on those ballots are counted

Runoffs continue until a candidate receives 50% + 1 of the vote. There is no legislated requirement regarding how many choices a voter can be given.

The intention of RCV is to:

- Provide more choice for voters
- Discourage negative campaigning
- Eliminate vote splitting
- Reduce strategic voting
- Ensure the candidate with the most support wins

Implementation Summary of Outcomes

During the 2018 Municipal Election the only municipality in Ontario to implement RCV was the City of London. The City of London produced a report entitled “2018 Municipal Election” which summarises their experience with implementing RCV.

<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=59976>

In their report, the City of London notes the following:

- RCV did not increase voter turnout. The historical voter turnout in the City of London is as follows:
 - 2010 turnout = 42.93%
 - 2014 turnout = 43.2%
 - 2018 turnout = 39.46%
- The winning candidate in all 15 races would have been the winning candidate had the election been a first-past-the-post election; RCV did not change the outcome
- For the Mayoral race:
 - 47% of voters made three choices
 - 22% marked their first and second choice
 - 30% ranked one candidate

Challenges Related to RCV Implementation

A summary of the challenges related to the implementation of RCV as reported by the City of London and the City of Kingston, which also produced a report on the City of London's experience with RCV, include:

Vote Counting Technology

- As the City of London was the first municipality to implement RCV, they requested that the Province consider certifying the vote-counting equipment, the Province declined
- The City of London requested funding from the Province to pay for an auditor to monitor a review the RCV process, this request was also declined
- As it was the first year that RCV was permitted, the City of London hired their own independent auditor to review the City's RCV procedures

Results Reporting

- On election night, only the first choice votes were tabulated
- For races requiring a runoff, additional rounds of ballot counting began at 10am the next day and unofficial results were announced by 3pm.
- Generally, it is anticipated that in an RCV election results will take longer to post. On election night, poll by poll results are irrelevant until all results are added since all results must be counted to determine the 50%+1

Voter Education

- The City of London felt that education and communication was vital to ensure that voters were aware of the change in how to vote and how the votes would be calculated
- The City of London spent \$141,000 on community outreach related to RCV to communicate to their 248,000 voters
- In their "2018 Municipal Election" report the City of London notes:

The enhanced communication protocols... was very labour intensive, with all the Elections staff and Managers in the City Clerk's Office working evenings and weekends attending events, including festivals, community meetings and meetings of organizations

- To communicate to voters, City of London staff:
 - held two candidate information sessions
 - attended 160 community events
 - increased communication over social media platforms
 - conducted voting demonstrations for the media
- The City of London's website, billboards and bus shelters were used to help with communication

Expenses

- The additional cost of implementing RCV for the City of London was \$515,446
- A comprehensive breakdown of the expenses related to the City of London's implementation of RCV is included on page 8 of their Report, but highlights include:
 - \$147,752 spent on an independent auditor
 - \$41,000 spent on additional election workers
 - \$82,686 spent on staff resources, including a full time communications staff

City of Kingston

As previously noted the City of Kingston produced a report entitled "*City of London Experiences with Ranked Choice Voting*" which also explores the City of London's experience with implementing RCV.

https://www.cityofkingston.ca/documents/10180/35286121/City-Council_Meeting-17-2019_Report-19-165_City-of-London-Experiences-with-Ranked-Choice-Voting_UPDATED.pdf/a754749e-cb6d-4dcb-95f6-e0bd2bcecacb

The City of Kingston's City Council have directed staff to implement RCV for the 2022 Municipal Election.

Financial Impact

The financial impact of implementing RCV is dependent on:

- If the City of Mississauga determines it necessary to hire an independent auditor
- Communications initiatives employed
- Additional staffing costs required to provide I.T. and administrative support
- Additional election workers required at the voting locations to assist and explain the process

Other possible dependencies include potentially having to upgrade the vote counting equipment and software.

Conclusion

Staff will continue to research and review new technology with the intention of making voting easier and more convenient for voters while upholding the principles of the *Municipal Elections Act, 1996*.

Governance Committee

2020/01/13

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Originatorsfiles: File names

Diana Rusnov, Director, Legislative Services and City Clerk

Prepared by: Laura Wilson, Elections Officer

City of Mississauga Corporate Report



Date: 1/13/2020

To: Chair and Members of Governance Committee

From: Diana Rusnov, Director, Legislative Services and City Clerk

Originator's files:

Meeting date:
1/28/2020

Subject

2018 City of Mississauga Municipal Election Information Overview

Recommendation

That the Corporate Report dated January 13, 2019, from the Director of Legislative Services and City Clerk, titled *2018 City of Mississauga Municipal Election Information Overview* be received.

Report Highlights

- At the January 30, 2019 General Committee meeting, committee members made comments in relation to the 2018 and upcoming 2022 municipal elections. This report is provides information in response to those comments.
- Results of the 2018 candidate survey are included as an attachment.
- With the introduction of Vote Anywhere 26% of voters voted outside their ward on advanced polling days and 30% of voters voted at a different location other than the one they would have voted at during the 2014 Municipal Election.

Background

The Corporate Report dated January 15, 2019 from the Commissioner of Corporate Services and Chief Financial Officer titled *"The 2018 City of Mississauga Election – New Initiatives and Election Summary"* was included on the January 30, 2019 General Committee Agenda (Appendix 1). Committee members provided comments in relation to the report and the 2018 and upcoming 2022 Municipal Elections. This report is in response to those comments. At the January 30, 2019 meeting, staff were requested to develop a survey for candidates who ran in the 2018 election. The survey was intended to gather information on possible improvements to election administrative processes. The results are included as Appendix 2.

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Although General Committee members discussed election signs at the January 30, 2019 meeting, information with respect to the Sign By-law is not included in this report. Sign By-law information will be provided by the Planning and Building Department. In addition, staff were requested to report to Governance Committee regarding internet voting. However, due to the complexity of implementation, staff will report back at a later date.

Comments

Voters List

General Committee raised concerns about the accuracy of the Voters' List. Staff recognize that the inaccuracies are frustrating for candidates and voters. In addition, staff is aware that when voters have to correct Voters' List information, completing an Application for Revision to the Voters' List can slow down the voting process.

In 2018 there were approximately 20,000 revisions made to the Voters' List. As the Municipal Property Assessment Corporation (MPAC) manages the Voters' List for all municipalities across Ontario, individual municipalities have little control over the quality of the data. The Provincial Government has proposed that Elections Ontario manage municipal Voters' Lists instead of MPAC. In a News Release dated October 25, 2019 from the Ministry of Municipal Affairs and Housing the Province states:

Our government is proposing to eliminate duplication by combining the provincial and municipal voters lists, giving Elections Ontario the responsibility of managing the updated list and taking the burden off of municipalities.

Due to the passing of Bill 5 which reduced the City of Toronto's Wards from 47 to 25, Toronto's City Clerk entered into a data sharing agreement with Elections Ontario's Chief Electoral Officer. This allowed the City of Toronto to use the Province of Ontario's Voters' List information. In their 2018 Municipal Election Report, Toronto notes:

Access to the Provincial voters' list added 150,000 additional eligible electors and reduced the number of revisions by 45% compared to 2014 (219,897 in 2014 to 119,611 in 2018).

With these statistics in mind, staff are hopeful that if the municipal Voters' List is managed by Elections Ontario, the quality of the list will improve.

Voter Turnout

General Committee raised concerns with respect to voter turnout for the 2018 Municipal Election. The information provided below shows the voter turnout in Mississauga dating back to 1997:

Historical City of Mississauga Voter Turnout			
Year	Eligible Voters	Ballots Cast	Voter Turnout Percentage
1997	347,271	72,996	20.9%
2000	384,350	98,397	25.6%
2003	416,456	83,241	19.99%
2006	445,964	110,248	24.72%
2010	417,919	143,501	34.34%
2011*	42,704	11,536	27.01%
2014	444,755	162,655	36.57%
2015**	42,786	8,995	21.02%
2018	451,333	119,567	26.49%

**2011 Ward 5 By-election*

***2015 Ward 4 By-election*

The average Voter Turnout is 26.29%. Spikes in voter turnout could have a variety of reasons, for example, the higher turnout in 2014 may be due in part to the long standing Mayor retiring and a new Mayor being voted in.

The information below shows a comparison of voter turnout in municipalities throughout the GTA and beyond. The average voter turnout amongst these municipalities over the last three general elections is 37.95%.

Voter Turnout Comparison			
Municipality	2010 Voter Turnout	2014 Voter Turnout	2018 Voter Turnout
Brampton	33.13%	36.2%	34.5%
Burlington	37.6%	25.3%	39.79%
Caledon	43.26%	34.9%	32.29%
Hamilton	40.45%	34.02%	38.36%
London	42.93%	43.2%	39.46%
Milton	32.62%	33.35%	37%
Mississauga	34.34%	36.57%	26.49%
Oakville	40%	33%	37%
Ottawa	44%	39.92%	42.55%
Toronto	50.55%	54.7%	40.9%

The City of Mississauga falls under the average voter turnout amongst the above municipalities, and with this in mind a communications plan is developed before every election.

Communications completed a comprehensive, multi-channel, year-long campaign to ensure all audiences received timely, consistent and relevant information. The approach to communicating with voters and candidates align with the approach of other municipalities.

Paid advertising for the 2018 election was included in/on:

- MiWay Buses
- MiWay Bus Shelters
- Mobile street signs
- City of Mississauga owned assets
- The Mississauga News
- InSauga
- The Peel Weekly News
- Active+
- Modern Mississauga

In addition, advertising was translated and placed in 10 multicultural outlets through the Diverse Communities Promotions Program. The City of Mississauga also issued 11 media releases/advisories and Communications staff attended five community events throughout the

summer of 2018. Community groups were also provided with an elections toolkit that included printable posters, key information, a Frequently Asked Questions document and digital assets to engage voters.

Social media was also utilized to help promote the election. The following chart shows how social media platforms were used:

Platform	Posts	Impressions*	Engagements**
Twitter	36	178,040	6,295
Facebook	22	63,224	39,593
LinkedIn	4	14,729	361

**Impression refers to the number of times the post was displayed*

***Engagements refers to the number of times the post was clicked on*

For context, analytics show that the 2018 municipal election received significant media coverage. This included 312 articles that had a potential circulation/reach of 38,000,000.

Elections and Communications staff will continue to partner to communicate to voters. Elections staff will also continue to review ways to make the voting process easy for voters while protecting the security and integrity of the vote.

Vote Anywhere

From a customer service perspective the Vote Anywhere (VA) model is positive in that it provides voters with more options for where they vote. Below is a comparison chart showing the increase in voting location options for voters between the 2014 and 2018 Municipal Elections:

	2014 Voting Location Options for Voters	2018 Voting Location Options for Voters
Advance Poll Days	1	22 throughout the municipality
Election Day	1	10 on average

Analysis conducted by the City of Mississauga's Geospatial Analysis and Visualization team shows that approximately 26% of voters voted outside of their Ward on Advance Poll Days. On Election Day, approximately 30% of voters voted at a location that was different from where they would have been required to vote if VA was not implemented and voters were restricted to a polling subdivision. These statistics demonstrate that voters are taking advantage of the flexibility provided through VA.

In addition to providing more voting location options, VA allows any voter to be served by any Deputy Returning Officer (DRO) which can help reduce wait times. This is because voters are not restricted to one polling subdivision and can be served by the next available DRO, similar to a lineup at a bank.

As an example, during the last Federal Election, City of Mississauga staff observed that because VA was not implemented and voters were restricted to one DRO, a lineup would occur in front of one DRO, while other DROs did not have any voters to serve. The Vote Anywhere (VA) model helps address this problem because any DRO can serve any voter.

In addition to the above, VA helps keep the City of Mississauga up to date with current trends. The table below shows the municipalities in the surrounding area that used a VA model in 2018.

Municipality	Advance Poll Days		Election Day	
	Vote Anywhere in the City	Vote Anywhere in your Ward	Vote Anywhere in the City	Vote Anywhere in your Ward
Ajax	Yes		Yes	
Brampton	Yes			Yes
Burlington	Yes			Yes
London	Yes		Not offered	
Markham	Yes		Yes	
Milton	Yes		Not offered	
Mississauga	Yes			Yes
Oakville	Yes			Yes
Ottawa	Yes		Not offered	
Toronto* see note	Yes		Not Offered	
Vaughan	Yes		Not offered	
Whitby	Yes		Yes	

**On Advance Poll Days Toronto had a voting location at City Hall at which any voter could vote. In addition, on Advance Poll Days, 2 locations in each Ward were available.*

As voting technology evolves, Elections staff are committed to researching and identifying the technology that will be most beneficial for voters while ensuring the security and integrity of the vote.

Voter Notification Letters

Concerns were raised by General Committee regarding the use of letters to notify electors about their voting options rather than more traditional Voter Notification Cards. The challenge to using the more traditional card is fitting the many voting location options (in some cases up to 37 locations were available over Advance Poll and Election Days), the multiple voting dates and differing voting times etc. into a limited space and in a design that meets accessibility

requirements. The information below shows what other municipalities used to communicate election information:

Municipality	Communication Type
Ajax	Voter Notification Letters – provides security required for information related to internet voting
Brampton	Voter Notification Cards & a cover letter - sent to each household; cards were two to a page and attached by a perforation that could be detached when voters went to vote
Burlington	Voter Notification Letters – allowed room for information related to internet voting
Caledon*	Voter Notification Cards – cards were sent to each elector
Hamilton*	Voter Notification Cards with up to five voters listed on each card – cards were sent per household
London	Voter Notification Cards – cards were bundled and sent per household attached by a perforation that could be detached when voters went to vote
Markham	Voter Notification Letters – letters were sent to each individual voter which kept each voter's PIN used for online voting, private
Milton*	Voter Notification Cards – cards were bundled and sent per household
Mississauga	Voter Notification Letters to each household
Oakville	Voter Notification Cards & a cover letter sent to each household
Ottawa	Voter Notification Letters sent to each voter
Toronto**	Voter Notification Cards
Vaughan	Voter notifications are bundled and sent per household with two Voter Notification Cards per sheet; cards can be separated along a perforated edge
Whitby	Voter Notification Cards sent to each voter

**These municipalities did not offer Vote Anywhere*

***Offered Vote Anywhere on Advance Poll days only*

Staff are committed to working with the Communications Divisions and Print and Mail Services to find a solution that will be easily identifiable to voters. Options include designing an envelope that closely resembles a traditional Voter Notification Card (VNC), or designing a VNC that folds out.

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Mandatory Location Process

General Committee raised questions about communication to long term care facilities and hospitals. Under section 45(7) of the *Municipal Elections Act, 1996*, the Clerk is required to provide voting locations at various institutions. Staff communicate with these locations about voting and voting times. However, the Elections Office will work with the Communications Division to increase awareness within these facilities.

Using Schools as Polling Locations

Having a Professional Activity Day (PA) so that students are not in school on Election Day would eliminate security concerns related to the safety of students. In addition, a PA day would address issues related to traffic in the school area and parking on school grounds potentially making it easier, in some instances, for voters to access the voting location. Elections staff have requested that the School Boards consider scheduling a PA day on Election Day, but so far, this request has not been fulfilled. Following the January 30, 2019 General Committee meeting, a letter was sent by the Mayor on behalf of Council making a similar request that a PA day be scheduled for Election Day. So far no response has been received with respect to this request.

Candidate Survey

General Committee requested that staff create a Candidate Survey for those that ran in the 2018 municipal election, requesting feedback about key election administration processes. The survey included questions related to:

- effective ways to communicate information
- additional information candidates require
- the candidate information session
- common questions candidates received from voters
- the Voters' List
- Vote Anywhere
- when voters are saying they are most likely to vote
- the Campaign Contribution Rebate Program
- election Sign rules
- the Financial Filing System

The survey results are attached as Appendix 2 of this Corporate Report. Staff will consider the information provided through the survey when planning for the 2022 Municipal Election.

Financial Impact

As staff plan for the 2022 municipal election, Business Cases and Budget Requests will be submitted if funding is required.

Governance Committee

2020/01/13

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Conclusion

This report is intended to provide information in response to questions and concerns raised at the January 30, 2018 General Committee regarding the 2018 Municipal Election. It is very early in the planning process for the 2022 Municipal Election, but elections staff will continue to work closely with stakeholders and partners such as the Information Technology and Communication Divisions to ensure a fair election that upholds the principles in the *Municipal Elections Act, 1996*.

Attachments

Appendix 1: The 2018 City of Mississauga Election – New Initiatives and Election Summary

Appendix 2: Report – 2018 Municipal Election Candidate Survey



Diana Rusnov, Director, Legislative Services and City Clerk

Prepared by: Laura Wilson, Elections Officer

City of Mississauga Corporate Report



Date: 1/13/2020

To: Chair and Members of Governance Committee

From: Diana Rusnov, Director, Legislative Services and City Clerk

Originator's files

Meeting date:
1/28/2020

Subject

City of Mississauga's 2022 Election Campaign Contribution Rebate Program

Recommendation

1. That Governance Committee provide direction to the City Clerk on the following items related to the City of Mississauga's Election Campaign Contribution Rebate Program:
 - a. the percentage amount an eligible contributor can receive as a rebate on their contribution
 - b. the minimum campaign contribution eligible for a rebate; and
 - c. the maximum rebate an eligible contributor can receive on their contribution
2. That any necessary changes be made to the City of Mississauga's Election Campaign Contribution Rebate Program by-law, By-law numbers 0067-2017 and 0063-2018.
3. That the necessary funds be transferred into the Election Reserve to cover the cost of the 2022 Election Campaign Contribution Rebate Program payouts and that the amount required to cover the cost of the program be transferred into the Election Reserve for future General Elections and By-elections until such time that Council adopts a new formula.

Report Highlights

- The City of Mississauga's Election Campaign Contribution Rebate program (rebate program) was established by By-law 0067-2017 (Appendix 1) and By-law 0063-2018 (Appendix 2) ahead of the 2018 Municipal Election.
- The current rebate program rules allow eligible contributors that contribute \$25 or more to receive a rebate of 25% percent of their contribution up to a total amount of \$150.
- The City Clerk is seeking direction on the rebate formula to be used for the rebate program for the 2022 Municipal Election.
- The City Clerk is responding to comments and suggestions received with respect to the administrative processes related to the rebate program.

Background

In 2017, under the authority of section 88.11 of the *Municipal Elections Act, 1996* (MEA), By-law 0067-2017 established the City of Mississauga's Campaign Contribution Rebate Program. Candidate and contributor eligibility requirements and responsibilities are as follows:

- candidates had to:
 - be running for office of Ward Councillor or Mayor
 - enroll in the rebate program by completing a registration form
 - follow the campaign finance rules in the MEA
 - complete an Contribution Rebate Receipt for each contribution received that was eligible for a rebate
 - provide a copy of the receipt to the contributor
 - retain a copy of the receipt for their campaign records
 - provide a copy of the receipt to the Office of the City Clerk by the deadline noted on the receipt
- contributors had to:
 - be eligible to vote in the 2018 Mississauga Municipal Election
 - be a resident of the City of Mississauga
 - not be a candidate or the spouse or child of a candidate
 - follow the contribution rules in the MEA
 - sign the Contribution Rebate Receipt
 - request their rebate by submitting a copy of their receipt to the Office of the City Clerk in person, via post or via email by the deadline

Following the 2018 Municipal Election, approximately \$36,000 in rebates was paid out to contributors that met the requirements

The following statistics, comments and suggestions have been gathered through the 2018 Municipal Election Candidate Survey related to the rebate program:

Did you participate in the Campaign Contribution Rebate Program?		
Yes	32.43%	12 response total
No	67.57%	25 response total

Do you think the Campaign Contribution Rebate Program improved your ability to raise campaign funds?		
Yes	24.32%	9 response total
No	16.22%	6 response total
I did not participate	59.46%	22 response total

Would you like the City of Mississauga to continue offering the Campaign Contribution Rebate Program?		
Yes	70.27%	26 response total
No	29.73%	11 response total

Comments and suggestions made by survey respondents included:

- eliminating the carbon copy receipts in favour of electronic receipts
- making the process easier
- increasing the rebate amount that a contributor can receive
- making the rebates available through a federal or provincial income tax rebate

Staff took the above comments and suggestions into account when reviewing the rebate program rules and processes.

Comments

Rebate Formulas

Currently the City of Mississauga's rebate program allows rebates of 25% on campaign contributions of \$25 or more up to a total rebate of \$150. The following information has been gathered regarding the rebate formula used in other municipalities:

Municipality and Summary of Eligibility Rules	Minimum Contribution	Rebate Formula	Max. Rebate
Ajax -Limited to residents of the town of Ajax -Cannot be a candidate or the spouse or child of a candidate	\$20	75% of the total contribution	\$225
Markham -Limited to residents of the	\$50	\$50 — \$300: 75% of contribution to a maximum contribution rebate of	\$350

Province of Ontario		<p>\$225</p> <p>\$301 — \$550: \$225 plus 50% of the difference between the total contribution and \$300 to a maximum contribution rebate of \$350</p> <p>\$551 — \$1,200: \$350 rebate</p>	
<p>Mississauga</p> <p>-Limited to residents of the City of Mississauga</p> <p>- Cannot be a candidate or the spouse or child of a candidate</p>	\$25	25% of the total contribution	\$150
<p>Oakville</p> <p>-Limited to residents of the Town of Oakville</p> <p>-A candidate for an office on municipal council or their family member are not eligible to receive a rebate for contributions to that individual candidate's campaign</p>	\$100	50% of the total contribution	\$2,500
<p>Ottawa</p> <p>-Limited to residents of the Province of Ontario</p> <p>-Cannot be a candidate or the candidate's spouse or the candidate's dependent child</p>	\$25.01	<p>\$25.01 – \$100: 50% of the total contribution</p> <p>\$100 or more: \$50 plus 25% of the amount by which the contribution exceeds \$100</p>	\$75
<p>Toronto</p> <p>-Limited to residents of the Province of Ontario</p> <p>-Candidates must file an audited financial statement and a copy of the receipt issued for the contribution and a copy of all campaign expense invoices</p>	\$25.01	<p>Total contributions between \$25.01 and \$300: total contribution amount x 75%</p> <p>Total contributions over \$300 but not more than \$1,000: total contribution amount minus \$300 x 50% + \$225</p> <p>Total contributions over \$1,000: total contribution amount minus \$1,000 x 33 1/3% + \$575</p>	\$1,000
<p>Vaughan</p> <p>-Limited to residents of the City of Vaughan</p>	\$50	The lesser of 75% of the contribution or \$150	\$150

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-Cannot be the candidate or the spouse, sibling, grandparent, parent, child or grandchild of the candidate			
Whitby -Limited to residents of the Town of Whitby	\$25.00	25% of the total contribution	\$150

The following is the total amount municipalities paid out or, would pay out if the deadline for requesting a rebate had passed at the time this report was written:

Municipality	Amount <i>(numbers rounded)</i>
Mississauga	\$35,735
Ajax	\$20,000*
Markham	\$500,000
Oakville	\$100,000
Ottawa	\$100,000*
Toronto	Unavailable**
Vaughan	\$75,000
Whitby	\$7,800

**This number may increase as the deadline for requesting a rebate had not passed when the benchmarking was conducted.*

***2014 payout was \$4,000,000*

When comparing total payouts it's important to consider the impact of eligibility requirements related to residency on the total amount being paid. For example, formulas applied in municipalities where residents of the Province of Ontario are eligible for a rebate may result in a lower payout when applied in the City of Mississauga where the eligibility requirements are limited to residents of the municipality.

Staff are seeking direction from Governance Committee regarding the rebate formula that should be used going forward. The financial impact of the formulas is discussed in the Financial Impact section of this report.

Administrative Processes

As part of the rebate program review process and because of comments and suggestions received, the rebate program administrative procedures are being reviewed. Information related to other municipalities rebate program administrative processes is noted below:

Municipality	Receipt Type	Administrative Process for a Rebate to be Issued
Ajax	Carbon copy receipts	<ul style="list-style-type: none"> -Candidates provide a copy of the receipt to the contributor; and -Candidates retain a copy of the receipt for their records; and -Candidates provide a copy of the receipt to the Clerk's Office
Markham	Carbon copy receipts	<ul style="list-style-type: none"> -Candidates are required to provide a spreadsheet of their contributors when they file their Financial Statement and may be required to produce a copy of the contribution receipt; and -Candidates issue a carbon copy receipt to their contributors; and -Contributors apply for a rebate in person, via mail or via an electronic application receipt
Oakville	Carbon copy receipts	<ul style="list-style-type: none"> -Candidates keep a copy of the receipt; and -Candidates provide a copy of the receipt to the Clerk's Office; and -Candidates return any unused or voided receipts to the Clerk's Office; and -Contributors keep a copy of the receipt; and -Contributors provide a copy of the receipt to the Clerk's Office
Ottawa	Paper copies	<ul style="list-style-type: none"> -Candidates provide a paper copy of the rebate receipt to the Clerk's Office; and -Contributors provide a paper copy of the rebate receipt to the Clerk's Office; and -The two copies must match
Toronto	Uses both a three part hard copy receipt or an electronic receipt	<ul style="list-style-type: none"> -Candidates provide two copies of a completed receipt to their contributor -Candidates submit a copy of the rebate receipt when filing their Financial Statement; and -Contributors keep a copy of the receipt for their records; and -Contributors provide a copy of the receipt to the Clerk's Office
Vaughan	Carbon copy receipts	<ul style="list-style-type: none"> -Candidates provide contributors with two copies of the

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		receipt; and -Contributors submit one copy of the receipt along with a signed application receipt to the Clerk's Office; and -Candidates log their receipt numbers in their electronic financial filing which is checked with the contribution applications
Whitby	Paper form	-Candidates are provided with paper copies of the receipt form; and -Candidates submit all rebate forms to the Clerk's Office

Based on the processes used in other municipalities and the feedback received about the City of Mississauga's rebate program, staff are considering the following changes:

- eliminating the requirement that a contributor must apply for a rebate. This means only candidates would be required to submit the rebate receipt to the Elections Office although under section 88.22(1)(f) candidates would still be required to issue a contribution receipt to the contributor
- once a new Election information management system is procured, working with the vendor to potentially add an electronic rebate program receipts component
- if electronic receipts are possible, staff are considering the continued use of carbon copy receipts in addition to the electronic receipts, so that in instances where candidates need to issue a receipt and do not have access to a computer, they are still able to do so

Financial Impact

The financial impact that changes to the rebate program will have is dependent on a variety of factors. These factors include:

- the number of candidates that participate in the program during the 2022 election
- how many contributions participating candidates receive that are eligible for a rebate
- the amounts of the eligible contributions given to candidates

In the following chart, the rebate formulas used in other municipalities have been applied to the total number of contributions that were eligible for a rebate in the City of Mississauga. This is intended to provide an idea of the potential financial impact changing the rebate formula may have:

Municipality	Minimum Contribution	Formula Applied Based on City of Mississauga Eligibility Criteria	Rebates Payable when applied to the City of Mississauga
Ajax	\$20	75% of the total contribution To a maximum rebate of \$225	\$66,000
Markham	\$50	\$50 — \$300: 75% of contribution to a maximum contribution rebate of \$225 \$301 — \$550: \$225 plus 50% of the difference between the total contribution and \$300 to a maximum contribution rebate of \$350 \$551 — \$1,200: A \$350 contribution rebate is issued To a maximum rebate of \$350	\$90,000
Oakville	\$100	50% of the total contribution To a maximum rebate of \$2,500	\$99,000
Ottawa	\$25.01	\$25.01 – \$100: 50% of the total contribution \$100 or more: \$50 plus 25% of the amount by which the contribution exceeds \$100 To a maximum rebate of \$75	\$24,300
Toronto	\$25.01	Total contributions between \$25.01 and \$300: total contribution amount x 75% Total contributions over \$300 but not more than \$1,000: total contribution amount minus \$300 x 50% + \$225 Total contributions over \$1,000: total contribution amount minus \$1,000 x 33 1/3% + \$575 To a maximum rebate of \$1,000	\$117,600

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Vaughan	\$50	75% of the total contribution to a maximum rebate of \$150	\$47,500
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The final financial impact will be dependent on the rebate formula adopted and the factors noted above.

Conclusion

The Clerk is seeking direction regarding the rebate formula that should be used for the 2022 Municipal Election. Once the formula is approved by Council, the associated by law will be updated accordingly.

Attachments

Appendix 1: By-law 0067-2017 A by-law to Authorize the Implementation of a City of Mississauga Municipal Election Campaign Contribution Rebate Program for the 2018 Municipal Election

Appendix 2: By-law 0063-2018 A Housekeeping by-law to amend the Corporation of the City of Mississauga By-law 0067-2017 being a by-law to authorize the implementation of a City of Mississauga municipal election campaign contribution rebate program for the 2018 Municipal Election



Diana Rusnov, Director, Legislative Services and City Clerk

Prepared by: Gus Mangos, Elections Officer



THE CORPORATION OF THE CITY OF MISSISSAUGA

COUNCIL RESOLUTION NO. 2017-07-07

A by-law to authorize the implementation of a City of Mississauga
Municipal Election Campaign Contribution Rebate Program for the
2018 Municipal Election

WHEREAS subsection 88.11(1) of the *Municipal Elections Act* 1996, provides that a municipal council may pass a by-law authorizing the payment of rebate to individuals who make contributions to candidates for office on the municipal council;

AND WHEREAS subsection 88.11(3) of the *Municipal Elections Act* 1996, provides that the by-law enacted according to 88.11(1) shall establish the conditions under which an individual is entitled to a rebate;

AND WHEREAS on February 22, 2017 Council for the Corporation of the City of Mississauga approved General Committee recommendation GC-OQ51201 which recommends the implementation of a Municipal Election Campaign Contribution Rebate Program for the 2018 Mississauga Municipal Election;

NOW THEREFORE the Council of the Corporation of the City of Mississauga hereby ENACTS as follows:

DEFINITIONS

1. For the purposes of this By-law, *Municipal Election* shall mean the regular election according to the *Municipal Elections Act*, 1996 as amended that takes place in 2018 in the City of Mississauga.

ELIGIBILITY FOR A REBATE

2. Notwithstanding Section 88.5 of the *Municipal Elections Act*, 1996, for the purposes of this By-law, only a contribution of money will be eligible for rebate.
3. In order to qualify for a rebate, an individual who makes a contribution must:
 - (a) reside in the City of Mississauga;
 - (b) be a Canadian citizen;
 - (c) be at least 18 years old;
 - (d) not be prohibited from voting according to subsection 17(3) of the *Municipal Elections Act*, 1996; and
 - (e) contribute between the time the candidate files his or her nomination and the day the candidate's campaign period ends.
4. Notwithstanding Section 3 of this By-law, the following are ineligible for a rebate:
 - (a) a candidate in the Election;
 - (b) any person who contributes to a candidate in the Election where the person contributing is the spouse or child of the candidate; and/or
 - (c) corporations.

APPLICATIONS TO CITY CLERK

5. An individual who makes a contribution to a candidate during the Election may apply to the City Clerk for a rebate.
6. Candidates must register for the Municipal Election Campaign Contribution Rebate Program by completing the registration form and agreeing to the terms and conditions of the Municipal Election Campaign Contribution Rebate Program in order for individuals who contribute to the candidate's campaign to be eligible for a rebate.
7. The City Clerk shall establish forms and procedures for the administration of this Municipal Election Campaign Contribution Rebate Program which shall include but not be limited to the timelines for when candidates and contributors shall register with the City Clerk to be eligible for participation in the Municipal Election Campaign Contribution Rebate Program.

ISSUANCE OF A REBATE

8. The City Clerk shall issue a rebate to an individual in accordance with Schedule "A" of this By-law if the following conditions are met:
 - (a) the individual has not been found to be in contravention of the *Municipal Elections Act, 1996*;
 - (b) the candidate to whom the contribution was made has been enrolled in the Municipal Election Campaign Contribution Rebate Program with the City Clerk;
 - (c) the candidate to whom the contribution was made has filed all documents and paid all amounts as required under the *Municipal Elections Act, 1996* by the prescribed dates;
 - (d) the City Clerk is satisfied that the receipt for the contribution in question filed by the candidate to whom the contribution was made is bona fide and
 - (e) the City Clerk is satisfied that the candidate to whom the contribution was made has not contravened the *Municipal Elections Act, 1996*.
9. In addition to section 8 of this By-law, the City Clerk shall issue a rebate:
 - (a) if the candidate to whom the contribution was made files his or her financial statement in accordance with the *Municipal Elections Act, 1996* and no compliance audit request is received for the candidate to whom the contribution was paid:
 - (i) after the compliance audit request deadline has passed following the primary financial filing deadline; or
 - (ii) if the candidate to whom the contribution was made extends his or her campaign period, after the compliance audit request deadline has passed following the supplementary financial filing deadline.
 - OR
 - (b) if a compliance audit request is received and:
 - (i) the Election Campaign Finances Committee finds that the candidate was not in contravention of the *Municipal Elections Act, 1996* and no forensic audit is ordered; or
 - (ii) the Election Campaign Finances Committee orders a forensic audit and the audit finds that the candidate was not in contravention of the *Municipal Elections Act, 1996*.
10. The amount of the rebate shall be calculated as per Schedule 'A' attached hereto and forming part of this By-law.
11. The City Clerk may delegate any and all duties available according to this By-law.

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City Solicitor

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Date 2017T05

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Bonnie Crombie MAYOR

Cynthia Green CLERK

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SCHEDULE "A"

CALCULATION OF REBATE

Rebates for contributions to a candidate running for the offices of ward councillor or mayor in the City of Mississauga will be calculated as follows:

1. A minimum contribution of \$25.00 is required to be eligible for a rebate.
2. A contributor shall receive 25% of their total contribution(s) over \$25.00, up to a maximum rebate of \$150.00.
3. An individual who makes multiple contributions over \$25 within the contribution limits of the *Municipal Elections Act, 1996* may receive a rebate in respect to the total of the contributions but is not entitled to receive a total rebate amounting to more than the maximum allowable amount under Schedule "A".
4. If a contributor makes multiple donations of less than the minimum requirement of \$25.00, but the total contribution for the multiple donations is equal to or greater than the \$25.00 minimum, the contributions are eligible for rebate.



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A Housekeeping by-law to amend the Corporation of the City of Mississauga By-law 0067-2017 being a by-law to authorize the implementation of a City of Mississauga municipal election campaign contribution rebate program for the 2018 municipal election

WHEREAS on February 22, 2017, Council for the Corporation of Mississauga approved General Committee recommendation 0051-2017 to implement a municipal election campaign contribution rebate program for the 2018 municipal election based on a minimum contribution of 25 dollars;

AND WHEREAS on May 24, 2017 Council for the Corporation of Mississauga enacted and passed a by-law to authorize the rebate program (the "Rebate By-law");

AND WHEREAS Council wishes to enact a housekeeping by-law to amend the Rebate By-law to clarify the contribution eligibility for the rebate program according to General Committee recommendation 0051-2017;

NOW THEREFORE the Council for The Corporation of the City of Mississauga hereby ENACTS as follows:

THAT By-law 0067-2017 is hereby amended as follows.

- I. That section 2 of Schedule "A" is hereby amended by deleting the words "over \$2500" and replacing it with "of \$2500 or more".
2. That section 3 of Schedule "A" is hereby amended by deleting the words "over \$2500" and replacing it with "of \$2500 or more".

ENACTED AND PASSED this 11 day of April, 2018.

APPROVED AS TO FORM City Solicitor MISSISSAUGA
<i>R. Genuary</i>
Date 12/04/2018

Barrie Crambre
MAYOR

W. H. H. H.
CLERK

Appendix 4 – City of Mississauga Campaign Contribution Rebate Program Options

Background

At the January 28, 2020 Governance Committee meeting the Committee discussed the Corporate Report from the Director of Legislative Services and City Clerk, dated January 13, 2020 entitled *City of Mississauga's 2022 Election Campaign Contribution Rebate Program* (Appendix 3). The Report discussed and provided details on the City of Mississauga's Election Campaign Finances Rebate Program (rebate program). The committee requested that staff report back on the cost of the preferred rebate formula with increasing maximum rebates a contributor can receive.

Comments

For the 2018 Municipal Election, the rebate program allowed rebates of 25% on campaign contributions of \$25 or more up to a total rebate of \$150. The total rebate payout following the 2018 Municipal Election was \$35,700.

Governance Committee proposed that the rebate program be changed for the 2022 election. The preferred formula is as follows:

- Minimum rebate of \$100
- Eligible contributors would be entitled to a rebate of 50% of the total contribution
- The maximum rebate is yet to be determined

The eligibility requirements, other than the minimum eligible contribution, would not change from the 2018 rebate program by-law. To be eligible for a rebate, an individual who makes a contribution must:

- Reside in the City of Mississauga
- Be a Canadian Citizen
- Be at least 18 years old
- Not be prohibited from voting according to subsection 17(3) of the Municipal Elections Act, 1996

In addition, the following individuals would be ineligible for a contribution:

- A candidate in the election
- Any person who contributes to a candidate in the election where the person contributing is the spouse or child of the candidate; and/or
- Corporations

Financial Impact

The financial impact of changes to the rebate program depends on a variety of factors:

- The number of candidates that participate in the program during the 2022 election
- The number of contributions that are eligible for a rebate
- The amounts of the eligible contributions

As per direction from Governance Committee, staff have applied the preferred rebate formula noted above, to maximum rebate amounts in increments of \$250 (below) to model the possible cost of the rebate program.

Rebate Program Cost Modelling	
Maximum Rebate per Contributor	Total Rebate to be Paid Out*
\$500	\$59,500
\$750	\$89,000
\$1,000	\$95,500
\$1,250	\$97,500
\$1,500	\$99,000
\$1,750	Maximum rebate reached**
\$2,000	Maximum rebate reached
\$2,250	Maximum rebate reached
\$2,500	Maximum rebate reached

**Based on eligible contributions received during the 2018 Municipal Election. Numbers rounded.*

***This cost modelling was based on the 2018 rebate program formula and eligible contributions received. Because the highest contribution eligible for a rebate in 2018 was \$2,850, there is no scenario where a contributor could receive more than \$1,425.*

With the above information in mind, and using the eligible campaign contribution numbers from 2018, staff estimate that changes to the rebate program may cost approximately \$100,000. This number may increase or decrease depending on the variables noted above.

Conclusion

The City Clerk is seeking direction regarding the rebate formula that should be used for the 2022 Municipal Election. Once the formula is approved by Council, the associated by law will be updated accordingly.

Appendix 5 – Consolidated Statistics

Voter Turnout Comparison							Vote Anywhere				Communication Type
							Advance Poll Days		Election Day		
Municipality	2010 Voter Turnout	# of races without an incumbent (Mayor, Councillor and Trustees)	2014 Voter Turnout	# of races without an incumbent (Mayor, Councillor and Trustees)	2018 Voter Turnout	# of races without an incumbent (Mayor, Councillor and Trustees)	Vote Anywhere in the City	Vote Anywhere in your Ward	Vote Anywhere in the City	Vote Anywhere in your Ward	
Ajax	25.40%	0 of 13	30.42%	0 of 13	32.91%	2 of 13	Yes		Yes		Voter Notification Letters – provides security required for information related to internet voting
Brampton	33.13%	4 of 21	36.20%	11 of 21	34.50%	8 of 21	Yes			Yes	Voter Notification Cards & a cover letter – sent to each household; cards were two to a page and attached by a perforation that could be detached when voters went to vote
Burlington	37.58%	1 of 14	34.14%	1 of 14	39.79%	3 of 14	Yes			Yes	Voter Notification Letters – allowed room for information related to internet voting
Caledon	32.29%	2 of 9	34.90%	3 of 13	32.29%	4 of 13	Did not offer Vote Anywhere				Voter Notification Cards – cards were sent to each elector
Hamilton	40.50%	5 of 31	34.02%	5 of 37	38.36%	4 of 38	Did not offer Vote Anywhere				Voter Notification Cards with up to five voters listed on each card – cards were sent per household
London	39.91%	3 of 25	43.20%	5 of 25	39.46%	4 of 25	Yes		Not offered		Voter Notification Cards – cards were bundled and sent per household attached by a perforation that could be detached when voters went to vote
Markham	35.55%	7 of 18	37.09%	5 of 18	38%	8 of 18	Yes		Yes		Voter Notification Letters – letters were sent to each individual voter which kept each voter's PIN used for online voting, private
Milton	32.00%	0 of 14	30.00%	0 of 14	37.00%	2 of 14	Yes		Not offered		Voter Notification Cards – cards were bundled and sent per household
Mississauga	34%	5 of 27	37%	9 of 27	26%	7 of 27	Yes			Yes	Voter Notification Letters to each household
Oakville	40%	1 of 21	33.00%	0 of 21	37.00%	5 of 23	Yes			Yes	Voter Notification Cards & a cover letter sent to each household
Ottawa	44.38%	17 of 45	39.92%	21 of 61	42.55%	4 of 61	Yes		Not offered		Voter Notification Letters sent to each voter
Toronto	50.55%	24 of 84	54.67%	22 of 84	41.00%	17 of 65	Yes		Not offered		Voter Notification Cards
Vaughan	40.55%	1 of 13	30.28%	0 of 16	26.89%	2 of 16	Yes		Not offered		Voter notifications are bundled and sent per household with two Voter Notification Cards per sheet; cards can be separated along a perforated edge
Whitby	31.05%	1 of 10	26.88%	2 of 11	26.32%	3 of 11	Yes		Yes		Voter Notification Cards sent to each voter

City of Mississauga Corporate Report



Date: June 22, 2020

To: Mayor 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:
September 9, 2020

Subject

Election Administration Information Report: Ranked Choice Voting

Recommendation

That the Corporate Report dated June 22, 2020 from the Commissioner of Corporate Services and Chief Financial Officer titled Election Administration Information Report: Ranked Choice Voting (RCV) be received.

Report Highlights

- In 2016 Bill 181, the *Municipal Elections Modernization Act* enabled municipalities to implement Ranked Choice Voting for municipal elections
- In 2018, the only municipality in Ontario to implement ranked choice voting was the City of London
- This report looks at various aspects of ranked choice voting, including the costs, legislated requirements and roll out
- Ontario Regulation 310/16, directs municipal Council's to consider the costs related to ranked choice voting, the availability of equipment and software and the impact implementation would have on election administration

Background

At the January 28, 2020 Governance Committee meeting, the committee reviewed a Corporate Report from the Director of Legislative Services and City Clerk, dated January 13, 2020 titled *Ranked Ballot Elections - Review of the City of London's Experience*. (Appendix 1)

The Corporate Report provided information on the impact of Ranked Choice Voting (RCV) in the City of London. The committee directed staff to report back to General Committee on the possible impact of RCV if it were implemented for the City of Mississauga's 2022 Municipal Election.

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Comments

General

In accordance with section 5(1) of *Ontario Regulation 310/16*:

Before passing a by-law with respect to ranked ballot elections, the council of a single-tier or lower-tier municipality shall consider the following matters:

- 1. The costs to the municipality of conducting the elections.*
- 2. The availability of technology, such as voting equipment and vote-counting equipment and software, for conducting the elections.*
- 3. The impact the proposed by-law would have on election administration.*

History

Prior to the 2018 Municipal Election, Bill 181, the *Municipal Elections Modernization Act, 2016*, amended the *Municipal Elections Act, 1996*, to allow municipal councils to implement RCV. The only municipality that implemented RCV during the 2018 Municipal Election was the City of London. The City of Kingston is working toward implementation for the 2022 municipal election.

Differences between First Past the Post (FPTP) and RCV Elections

In the City of Mississauga's current FPTP method of voting, voters choose one candidate from each of the three races on a ballot. The three races on a City of Mississauga ballot are:

- Mayor
- Ward Councillor
- School Board Trustee

The candidate with the most votes wins. There is no minimum requirement for the percentage of votes a candidate must receive in order to win a race.

Alternatively, in a RCV election, voters are given the option to rank candidates in order of preference for two of the three races noted above. In accordance with Ontario Regulation 310/16, which provides direction on how to conduct a RCV election, Trustee races cannot be determined by the RCV system of voting. A winner for Trustee races would be determined via the FPTP system.

A candidate in a race subject to RCV must obtain 50% + 1 of the vote to win. Initial results are tabulated based on the first choices of voters. If no candidate obtains 50% + 1 of the vote, a runoff occurs.

In a runoff:

- The candidate with the lowest number of votes is eliminated from the contest
- The first choice votes that originally went to the eliminated candidate are set aside
- The second choices on those ballots are counted

Runoffs continue until a candidate receives 50% + 1 of the vote. There is no legislated requirement regarding how many choices a voter can be given.

Before passing a by law to implement RCV, City Council must hold a consultation process which includes:

- Providing information to the public about:
 - how the RCV election will be conducted
 - an estimate of the cost
 - a description of the voting and vote counting equipment being considered
 - a description of any alternative voting methods being considered
- Holding at least one open house to provide information to the public about RCV. This open house is intended to give the public the ability to review and ask questions about the information above
- Holding a legislated public meeting at which information about RCV will be provided and feedback from the public will be heard

The consultation process must be complete before the by-law to proceed with RCV can be passed. The by-law must be passed by May 1, 2021.

When applying the RCV principle to past City of Mississauga Elections, 75% (9 out of 12 races) in each election were won with 50% + 1 of the vote in the first round (see below).

Of the 12 races in the last four elections that would require runoffs, five of the races were won with more than 40% of the vote. Four races were won with 30% or more of the vote, and only one was won with less than 30%. Noted below are the past elections races that would have required runoffs:

	2006	2010	2014	2018
Mayor	91.41%	76.4%	63.49%	76.68%
Ward 1	79.24%	49.71% - Runoff(s)	71.14%	47.59% - Runoff(s)
Ward 2	78.22%	85.97%	28.03% - Runoff(s)	92.77%
Ward 3	58.08%	70.08%	78.13%	74.28%
Ward 4	80.94%	59.15%	70.88%	52.71%

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Ward 5	45.77% - Runoff(s)	66.75%	39.18% - Runoff(s)	63.87%
Ward 6	48.54% - Runoff(s)	51.78%	59.47%	36.24% - Runoff(s)
Ward 7	65.64%	60.04%	60.48%	41.25% - Runoff(s)
Ward 8	79.43%	75.41%	43.89% - Runoff(s)	79.69%
Ward 9	70.74%	67.22%	65.20%	77.93%
Ward 10	32.44% - Runoff(s)	35.64% - Runoff(s)	77.24	90.11%
Ward 11	66.86%	47.65% - Runoff(s)	68.20%	68.98%

While Mississauga does not have statistics related to the use of RCV in a Mississauga Election, it's possible to look at the City of London's experience to get an idea of how voters may respond. The City of London notes:

- RCV did not increase voter turnout; turnout decreased from 43.2% in 2014 to 39.46% in 2018
- The winning candidate in all 15 races would have been the winning candidate had the election been a first-past-the-post (FPTP) election
- For the Mayoral Race:
 - 47% of voters made three choices
 - 22% of voters marked their first and second choice
 - 30% ranked only one candidate

The City of London will continue to use RCV for the 2022 Municipal Election. More information about the City of London's experience with implementing RCV can be found in the City of London's Report titled [2018 Municipal Election](#) and the City of Kingston's Report titled [City of London's Experiences with Ranked Choice Voting](#).

Vote Counting Equipment

The City of Mississauga owns 201 M100 Optical Scan Units (vote tabulators) that cannot accommodate RCV. Renting 250 of DS200 optical scan units for the 2022 Municipal Election at a cost of \$225,000 to accommodate wireless transmission of voting results is in the 2022 budget proposal. The DS200s that staff intended to rent can be used for RCV, but if RCV is implemented, staff propose adding a second or, in high traffic locations, a third tabulator at each voting location. Additional tabulators are intended to help manage lineups that could potentially form as voters may take longer to mark their ballots correctly. Staff will have to work with Elections Systems and Software (ES&S), which provides the vote counting equipment to ensure that this amount of equipment can be rented.

A detailed list of costs is included in the Financial Impact section of this report.

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Results Reporting

The results reporting process for RCV is as follows (based on the City of London experience) and best practices:

Election Night

- The first round results will be tabulated and reported
- The RCV algorithm can only be applied once all results are received from every polling location
- Those races not won with 50%+ 1 of the vote will be identified
- The first round results will be reported

Day 1 Following Election Day

- Elections staff, I.T. and the vendor will conduct runoffs and apply the RCV algorithm to races not won by 50% + 1 of the vote
- Runoffs will occur until a candidate wins with 50% + 1 of the vote for each race
- The time it takes to report the results will depend on how many races require runoffs, and how many runoffs are required for a candidate to win 50% + 1 of the vote

Day 2 Following Election Day

- An audit of the results will be conducted

Election Workers

Staff has reviewed the current election worker structure that has been used at voting locations. As the process for voting will change, staff feels that educating the voters and providing opportunities for education before voters mark their ballots is important. This will hopefully reduce under and over voting. If RCV is implemented, it is suggested that the following additions to the election worker structure be made:

- Create RCV ambassadors to help answer questions at the polls
- Add one or two Deputy Returning Officers at each location (ballot issuing election workers)
- Add an Operator at each location to manage the extra vote tabulator(s)

The intention for the RCV ambassadors is to relay the process of RCV to voters as they come into the voting location and/or wait in line to receive their ballot. The ambassadors would have information and materials to aid voters and would be available to assist voters who are unclear of the directions.

As this is the first time we would use a ranked ballot, voters would require more time with the ballot issuing election workers. To ensure that voters can take the time they need it is suggested that more ballot issuing election workers be added.

The cost of adding election workers is estimated at \$251,000 but is dependent on:

- The number of Advance Poll Days held
- The number of voting locations offered during Advance Poll Days
- The number of voting locations offered during Election Day
- The number of election workers added at each location; currently the following is suggested:
 - One RCV ambassador be hired for each Advance Poll Day voting location
 - Two RCV ambassadors be hired for each Election Day voting location as voter turnout tends to be higher on election day
 - One additional ballot issuing election worker be hired for each Advance Poll Day voting location
 - Two additional ballot issuing election workers be hired for each Election Day voting location as voter turnout tends to be higher on Election Day
 - One additional Operator to monitor the vote tabulators for each Advance Poll and Election Day voting location

Communications and Community Outreach

Because RCV would be a significant change to the way electors cast their vote, the Communications Division will ensure that there is a fulsome communications plan in place.

The City of London reports that their communications costs related to RCV totalled \$202,108 (updated costs) to communicate to just over 248,000 voters. Their outreach and education included:

- 2 candidate information sessions
- attendance at over 160 community events
- demonstrations for media
- enhanced media relations
- website updates
- billboards
- bus ads

The City of Kingston has estimates that their RCV related communication costs would be approximately \$100,000 or more for just under 84,000 voters.

Considering the high number of voters in Mississauga and the breadth of communication tactics and outreach required, staff estimate an additional communications cost of \$200,000 to communicate to over 451,000 voters.

The following additional communication initiatives and costs are suggested:

Initiative	Cost
Advertorial placement in local publications	\$50,000
Print, digital and social media advertising	\$30,000
Surveys and research to gauge baseline for voter knowledge	\$35,000
Partnerships with community groups and influencers	\$20,000
Host Information Sessions / Mock Elections, attend community events	\$30,000
Creative materials including videos, ads/posters, images etc.	\$25,000
Additional resources for social media platforms and 3-1-1	\$10,000
Total	\$200,000

Financial Impact

The financial impact of implementing RCV is dependent on a variety of factors including:

- The number of Advance Poll Days held
- The number of vote tabulators that are required for each voting day at each voting location
- The number of additional Election Workers hired to accommodate for RCV roll out at voting locations
- The number of vote tabulators at each voting location – it is recommended that two or three machines be placed at each location on Election Day

- Additional Election Administration and I.T. staffing costs required to support the rollout of RCV

With the above in mind, staff has compiled an estimate of the potential costs associated with RCV:

Item	Cost
I.T. and Election Administration Staffing	\$535,000
Machines	\$234,000
Location Prep and Set Up	\$15,000
L&A Testing	\$120,000
Additional Funding for Ballots	\$13,000
Additional Advance Poll Day and Election Day workers	\$251,000
Mock Election Total	\$25,000
Communications	\$200,000
	\$1,393,000

**Staff are working toward using laptops from the City of Mississauga's lifecycle replacement program to provide laptops to the additional ballot issuing election workers on voting days. In the event that additional laptops cannot be provided, an additional \$300,000 may be required to purchase laptops.*

There is no current budget available for this cost. If implemented, a net budget of approximately \$1.65M will be requested for cost center 22450 (Elections) for 2022.

Conclusion

Staff will continue to research and review new technology with the intention of making voting easier and more convenient for voters while upholding the principles of the Municipal Elections Act, 1996.

Attachments

Appendix 1: Ranked Ballot Elections – Review of the City of London’s Experience



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

Prepared by: Gus Mangos, Elections Officer

City of Mississauga

Corporate Report



Date: 2020/01/13

To: Chair and Members of Governance Committee

From: Diana Rusnov, Director, Legislative Services and City Clerk

Originator's files:
File names

Meeting date:
1/28/2020

Subject

Ranked Ballot Elections - Review of the City of London's Experience

Recommendation

That the Corporate Report dated January 13, 2020, from the Director of Legislative Services and City Clerk, entitled Ranked Ballot Elections - Review of the City of London's Experience be received.

Report Highlights

- This report looks at the City of London's experience with implementing Ranked Choice Voting (RCV) in the 2018 municipal election.
- In the City of London's experience, voter turnout did not increase with the use of RCV.
- The use of RCV did not change the outcome of the election; the winning candidate in all 15 races in the City of London would have been the same winning candidate had the first past the post system of voting been used.

Background

At the November 4, 2019 Governance Committee meeting it was requested that staff report back to the committee regarding RCV. This report looks at the City of London's experience and the outcomes related to implementing RCV.

Comments

Overview

Prior to the 2018 Municipal Election, Bill 181, the *Municipal Elections Modernization Act, 2016*, amended the *Municipal Elections Act, 1996*, to allow municipal Councils to implement Ranked Choice Voting (RCV) for municipal elections. In accordance with Ontario Regulation 310/16, RCV, if implemented, would apply to races for municipal council only.

In the City of Mississauga's current first-past-the-post method of voting, voters are allowed to

pick one candidate from each race and the candidate with the most votes wins. There is no requirement for the percentage of votes a candidate must get in order to win a race.

Alternatively, in a RCV election, voters are given the option to rank candidates in order of preference for each race. A candidate must obtain 50% + 1 of the vote to win. Initial results are tabulated based on the first choices of voters. If no candidate obtains 50% + 1 of the vote, a runoff occurs.

In a runoff:

- the candidate with the lowest number of votes is eliminated from the contest
- the first choice votes that originally went to the eliminated candidate are set aside
- the second choices on those ballots are counted

Runoffs continue until a candidate receives 50% + 1 of the vote. There is no legislated requirement regarding how many choices a voter can be given.

The intention of RCV is to:

- Provide more choice for voters
- Discourage negative campaigning
- Eliminate vote splitting
- Reduce strategic voting
- Ensure the candidate with the most support wins

Implementation Summary of Outcomes

During the 2018 Municipal Election the only municipality in Ontario to implement RCV was the City of London. The City of London produced a report entitled “2018 Municipal Election” which summarises their experience with implementing RCV.

<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=59976>

In their report, the City of London notes the following:

- RCV did not increase voter turnout. The historical voter turnout in the City of London is as follows:
 - 2010 turnout = 42.93%
 - 2014 turnout = 43.2%
 - 2018 turnout = 39.46%
- The winning candidate in all 15 races would have been the winning candidate had the election been a first-past-the-post election; RCV did not change the outcome
- For the Mayoral race:
 - 47% of voters made three choices
 - 22% marked their first and second choice
 - 30% ranked one candidate

Challenges Related to RCV Implementation

A summary of the challenges related to the implementation of RCV as reported by the City of London and the City of Kingston, which also produced a report on the City of London's experience with RCV, include:

Vote Counting Technology

- As the City of London was the first municipality to implement RCV, they requested that the Province consider certifying the vote-counting equipment, the Province declined
- The City of London requested funding from the Province to pay for an auditor to monitor a review the RCV process, this request was also declined
- As it was the first year that RCV was permitted, the City of London hired their own independent auditor to review the City's RCV procedures

Results Reporting

- On election night, only the first choice votes were tabulated
- For races requiring a runoff, additional rounds of ballot counting began at 10am the next day and unofficial results were announced by 3pm.
- Generally, it is anticipated that in an RCV election results will take longer to post. On election night, poll by poll results are irrelevant until all results are added since all results must be counted to determine the 50%+1

Voter Education

- The City of London felt that education and communication was vital to ensure that voters were aware of the change in how to vote and how the votes would be calculated
- The City of London spent \$141,000 on community outreach related to RCV to communicate to their 248,000 voters
- In their "2018 Municipal Election" report the City of London notes:

The enhanced communication protocols... was very labour intensive, with all the Elections staff and Managers in the City Clerk's Office working evenings and weekends attending events, including festivals, community meetings and meetings of organizations

- To communicate to voters, City of London staff:
 - held two candidate information sessions
 - attended 160 community events
 - increased communication over social media platforms
 - conducted voting demonstrations for the media
- The City of London's website, billboards and bus shelters were used to help with communication

Expenses

- The additional cost of implementing RCV for the City of London was \$515,446
- A comprehensive breakdown of the expenses related to the City of London's implementation of RCV is included on page 8 of their Report, but highlights include:
 - \$147,752 spent on an independent auditor
 - \$41,000 spent on additional election workers
 - \$82,686 spent on staff resources, including a full time communications staff

City of Kingston

As previously noted the City of Kingston produced a report entitled "*City of London Experiences with Ranked Choice Voting*" which also explores the City of London's experience with implementing RCV.

https://www.cityofkingston.ca/documents/10180/35286121/City-Council_Meeting-17-2019_Report-19-165_City-of-London-Experiences-with-Ranked-Choice-Voting_UPDATED.pdf/a754749e-cb6d-4dcb-95f6-e0bd2bcecacb

The City of Kingston's City Council have directed staff to implement RCV for the 2022 Municipal Election.

Financial Impact

The financial impact of implementing RCV is dependent on:

- If the City of Mississauga determines it necessary to hire an independent auditor
- Communications initiatives employed
- Additional staffing costs required to provide I.T. and administrative support
- Additional election workers required at the voting locations to assist and explain the process

Other possible dependencies include potentially having to upgrade the vote counting equipment and software.

Conclusion

Staff will continue to research and review new technology with the intention of making voting easier and more convenient for voters while upholding the principles of the *Municipal Elections Act, 1996*.

Governance Committee

2020/01/13

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Originatorsfiles: File names

Diana Rusnov, Director, Legislative Services and City Clerk

Prepared by: Laura Wilson, Elections Officer

City of Mississauga Corporate Report



Date: June 24, 2020

To: Mayor 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:
September 9, 2020

Subject

Internet Voting Information Update

Recommendation

That the Corporate Report dated June 24, 2020 from the Commissioner of Corporate Services and Chief Financial Officer, titled Internet Voting Information Update be received.

Report Highlights

- Internet voting may provide additional accessibility for voters with internet access, making it more convenient for voters to vote online
- The secrecy of voting online cannot be controlled or monitored as well as it can be in a polling location staffed with election workers
- IT staff have identified security and performance considerations related to the technology and the authentication of voters
- The ability to recount physical ballots for votes cast online is not available

Background

At the November 4, 2019 Governance Committee meeting it was requested that staff report back to the committee on the subject of internet voting.

Internet voting can occur in a supervised (controlled) environment via a kiosk or in an unsupervised (uncontrolled) environment via any personal computer or mobile device. The latter is the method most commonly understood as remote internet voting. Generally, in Ontario, an elector is required to register for remote internet voting and then they are provided with a unique personal identification number (PIN) by mail to use along with personal information (e.g. date of birth) for validation to access the online.

Comments

Benefits and Drawbacks

The benefits to using internet voting include:

- Convenience as voters' do not have to go to a voting location
- The ability for voters to cast their vote 24 hours a day during the internet voting period
- Accessibility for voters' who cannot go to a voting location and do not want to appoint a proxy to vote on their behalf
- Given the current COVID19 outbreak it may present as a benefit for physical distancing, for those with compromised immune systems and provides an option for those in the community who may not feel safe to participate in the election process
- Provides some relief for traffic congestion and parking congestion at polling locations as well as some benefit to reducing vehicle related carbon emissions

The drawbacks to internet voting may include:

- Alienating those voters who do not have internet access or accessibility devices to access these services online; in these cases voters may be able to go to a designated public location such as a library or community center to cast their vote, however this eliminates the benefit to those who find it difficult to physically attend a voting location
- The method of remote internet voting provides little or no opportunity for election staff to ensure the integrity of the voter vetting process when the voter logs in to vote
- Staff cannot prevent coercion when the elector goes to vote
- Staff cannot ensure that voter privacy is maintained
- Staff cannot ensure that legislated requirements related to identification and access are not compromised
- Scrutineers are unable to fully observe the ballot issuing process to help ensure the integrity of the process
- Staff does not have the ability to manually verify the integrity of the information transmitted
- Without paper ballots the ability to conduct a manual recount is not an option
- It is difficult to determine whether or not internet voting has a significant impact on voter turnout if any. Academic sources have reported that implementing Internet Voting has no major effect on voter turnout in the majority of municipalities nor does Internet Voting seem to significantly impact youth interest in voting
- Technology Cyber risks and impacts could result in a loss of internet voting service during scheduled polling times and in the worst case scenario could result in a privacy breach and/or invalidation of casted internet votes

If internet voting is approved and implemented, staff recommends the use of paper ballot voting simultaneously. This would mean added costs to the overall election budget, but would be necessary to accommodate voters who do not have access to internet or who, for security reasons, would prefer to vote in person. Should there be a desire to use internet voting it is recommended that this be piloted for Advance Polls only.

Electors Skills, Knowledge and Security Awareness

Individuals with more experience and confidence in using technology are more likely to be able to vote online. Because of this, developing and implementing a change management and communication program would play a large part in improving digital literacy of the electors in regards to internet voting.

For example, election administrators are not able to control the security of the internet devices used by electors to vote remotely. An elector must be made aware of the risks and take measures to secure their own devices. This is because an elector may unknowingly be using a device that has been compromised with illicit software that could direct them to a fraudulent election site, duplicate their personal information and/or change their vote. Ultimately, elections staff have no control over the environment or devices that electors use and therefore rely on individuals to ensure the security of their devices.

I.T. Security and Audit

Information Technology and election administration staff has identified security concerns surrounding internet voting. It is important to note that security breaches, while unlikely, can only be mitigated rather than eliminated. Security attacks could occur via breached personal computers, mobile devices or attacks on the internet voting system itself. A hacker could block access, corrupt voting information and gain access to the voter registration website and in effect, compromise the privacy and integrity of the election process.

As previously mentioned, these risks can be mitigated but not eliminated entirely. Mitigation measures include:

- Conducting independent security tests of the vendor's systems
- Ensuring that industry standards and procedures regarding privacy and security are in place

Presently, no national technical standards exist for certifying online voting systems, auditing or verifying the results produced. As far as staff are aware none of the current internet voting systems produces an accompanying physical trail and provides little or no online equivalent for a risk limiting audit.

Another point of concern for staff is that there is no mechanism for a manual recount because there are no paper ballots to verify the vote. Unlike with the use of paper ballots, there is no mechanism that allows the voter or election official to confirm that the votes are legitimate. Even if a breach is detected, the risk exists that we may not be able to determine with complete certainty which ballots are valid.

Additionally, unlike with paper ballots and vote tabulators, a physical audit of the results cannot be conducted. Following each election, staff conducts an audit to ensure that results were not compromised during transmission. It is the use of paper ballots and vote counting machines that allow for this process. With Internet Voting, both in a controlled and uncontrolled environment, this is not possible.

Secrecy and Identification

In a remote internet voting scenario, ensuring the secrecy and privacy of the vote during the voting process poses challenges. In a paper ballot election, election workers monitor voting areas to ensure that electors have the ability to mark their ballots in complete secrecy. However, with remote internet voting, the voting environment is unsupervised. Directions, rules and possible penalties for non-compliance would be provided to electors, who are voting from remote locations, but ultimately they are voting in an unmonitored environment. Electors would have to provide for their own secrecy and privacy. Additionally, there is concern that there may be more opportunity for situations to arise where undue influence or coercion can be placed on voters.

In a paper ballot election, election workers use a prescribed list of identification from the Ministry of Municipal Affairs and Housing to vet voters before giving them a ballot. This process is not as seamless with remote internet voting. To reduce the risk of identity fraud, and people voting on the behalf of others, a combination of a personal identification number (PIN) and personal information, such as birthdate, are typically used to verify identity. However, this does not eliminate the risk. An individual who has intimate knowledge of the elector and/or a part of the household may have access to the elector Voter Notification Card and hence their PIN and could potentially vote on behalf of others.

Financial Impact

The financial impact of implementing Internet Voting is dependent on a variety of factors including:

- Additional staffing costs required to provide I.T. and administrative support
- Technology costs related to Internet Voting
- Additional mailing costs to issue a PIN to electors
- Communications and education initiatives


Online Voting Project costs		Cost
Staffing	Project Coordinator	\$141,000
	Business Analyst – Technical	\$165,000
	Elections Officer	\$80,000
	2 Technicians – Call centre	\$95,000
Software	e-Voting licence	\$428,000
	Election Night Results	\$13,000
Validation	Security and Performance Test	\$95,000
Mailing	Voter cards for PINs and instructions	\$90,000
	Secrecy envelopes (PIN)	\$72,000
	Postage cost (PIN)	\$419,000
Communications	Increase in communications support	\$65,000
	Additional resources on election day	\$10,000
TOTAL		\$1,673,000

These costs are estimates. Vendors may include additional costs which will be identified through the procurement process.

Currently there is no budget to fund this cost. If approved, we will require the full amount of this cost to be added as part of the total Election budget for 2022.

Conclusion

Although internet voting is an option for the 2022 Municipal Election, a dual process of a paper ballot election and internet would be recommended which would increase the cost of the election significantly. The convenience of internet voting must be considered along with the cost, security and administrative constraints concerns raised in this report. Staff will continue to monitor the opportunity for internet voting for future elections beyond the 2022 municipal election.



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

Prepared by: Gus Mangos, Elections Officer

City of Mississauga

Corporate Report



Date: August 19, 2020

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:
PO.11.SLA

Meeting date:
September 9, 2020

Subject

Surplus Declaration and Transfer to Overwood Developments Inc. of the City owned lands being the easterly extension of Slate Drive, all of PIN 13283-0210 together with all of PIN 13283-0247 (Ward 5)

Recommendation

1. That the Corporate Report titled "Surplus Declaration and Transfer to Overwood Developments Inc. of City-owned lands being the easterly extension of Slate Drive, all of PIN 13283-0210 together with all of PIN 13283-0247 (Ward 5), dated August 19, 2020 from the Commissioner of Corporate Services & Chief Financial Officer, be received.
2. That City-owned lands extending easterly from Slate Drive and containing a combined area of approximately 7,590.72. square metres (1.87 acres, more or less), be declared surplus to the City's requirements for the purpose of sale to Overwood Developments Inc. ("Overwood") at nominal value, for the inclusion in a future development application, and legally described under PIN #13283-0210(LT) as part of Lot 10, Concession 2, East of Hurontario Street, in the City of Mississauga, Regional Municipality of Peel, designated as Parts 6,7,8 and 18 on Reference Plan 43R-25807, together with PIN 13283-0247 more particularly described as part of Lot 10, Concession 2, East of Hurontario Street, in the City of Mississauga, Regional Municipality of Peel designated as Part 9 on Reference Plan 43R-31947, in Ward 5.
3. That all steps necessary to comply with Section 2(1) of the City Notice by-law 215-08 be taken, including giving notice to the public by posting a notice on the City of Mississauga's website for a two week period, where the expiry of the two week period will be at least one week prior to the execution of an agreement for the sale of the subject lands.
4. That Realty Services Staff be authorized, on first having received approval of the Commissioner of Transportation and Works as to all terms and conditions, to execute an

Agreement of Purchase and Sale in a form acceptable to Legal Services, including all other ancillary documents, or amending agreements necessary to facilitate the transfer of part, or all of Parts 6, 7, 8 and 18 on Reference Plan 43R-25807, being all of PIN 13283-0210(LT), together with Part 9 on Reference Plan 43R-31947 being all of PIN 13283-0247, to Overwood, all at nominal value.

5. That all necessary by-laws be enacted.

Report Highlights

- Overwood entered into Servicing Agreements with the City in 2002 and 2007, respectively. As part of their development application, Overwood was required to dedicate Parts 6, 7, 8 and 18 on Plan 43R-25807 to the City as the future extension of Slate Drive.
- It has now been determined that the anticipated configuration of Slate Drive to include Parts 6, 7, 8 and 18 on Plan 43R-25807 and Part 9 on Plan 43R-31947, is no longer required and the lands may be declared surplus to City needs. Overwood consequently approached the City requesting that the subject lands be conveyed back to Overwood in order that they may be incorporated into one large contiguous property for development purposes.
- Overwood has constructed Slate Drive to its current limit to service the existing development. The final configuration and construction of Slate Drive, including any extension, if necessary, will be subject to prior approval by the Commissioner of Transportation and Works and the Region of Peel (the "Region") in accordance with acceptable servicing agreements and securites.
- The conveyance of the lands to Overwood at nominal value will result in benefits to the City, such as encouraging economic development, the creation of jobs and increasing the tax assessment to the corporation.

Background

As a condition of its original development application, Overwood was required to transfer a number of property rights to the City, including dedicating future roadway lands identified as Parts 6, 7, 8 and 18 on Reference Plan 43R-25807 and Part 9 on Reference Plan 43R-31947. Overwood also entered into Servicing Agreements with the City and Region to see that the construction of the extension of Slate Drive was completed to service future development.

As their development plans for the adjacent land are changing, Overwood had proposed reacquiring Parts 6, 7, 8 and 18, Plan 43R-45807 in order to facilitate construction of a larger

building. Staff had determined that the original road alignment is not required and was open to recommending transferring the lands back to Overwood, provided protections are secured for the servicing of all lands to the satisfaction of the City, the Region and the commenting agencies (Ministry of Transportation, Toronto and Region Conservation Authority) as originally prescribed in the existing servicing agreements.

For clarity, Overwood had constructed Slate Drive to its existing limits. The City will maintain the existing Servicing Agreements and all securities thereto, until such time as the ultimate road configuration is determined and new Servicing Agreements or such other arrangements are made for the completion of Slate Drive, to the satisfaction of the Commissioner of Transportation and Works and the Region, and in a form acceptable to Legal Services.

Overwood had also informed the City that it wished to sell its lands to a new corporation (the "Purchaser"), being a joint venture for the future development of the adjoining lands. Transfer of the road would facilitate construction of a building of a greater size than would be achievable under the previous road configuration. Overwood has been advised that the precise lands to be transferred shall be identified by a new reference plan to be provided by Overwood and subsequently approved by the Commissioner of Transportation and Works and the Region.

More recently, at its meeting of July 8, 2020, Council authorized execution of an Assumption Agreement necessary to transfer all obligations of the Servicing Agreement identified as SP 241 01 to the future purchaser, on terms and conditions agreeable to Commissioner of Transportation and Works, and in a form acceptable to the City Solicitor, and subject to concurrence from the Region. In addition, Council also authorized granting consent to the transfer and take such other steps as necessary to facilitate the transfer of Overwood's property, on a one time only basis, with the intent being that the restrictions remain on title, and continue to bind the lands, and subject to concurrence from the Region.

Comments

In order to transfer the lands to Overwood, Council must first declare the lands surplus to the City's requirements. This report recommends that the portions of the un-constructed future extension of Slate Drive identified as Parts 6, 7, 8 and 18 on Reference Plan 43R-25807 and as Part 9 on Reference Plan 43R-31947, be declared surplus in accordance with City policy, and that Realty Services Staff be authorized to pursue the necessary agreement of purchase and sale to transfer a part of, or all of the lands declared surplus. The actual parts, or part, to be transferred will be subject to the approval of the Commissioner of Transportation and Works and the Region, inclusive of all terms and conditions of sale. It is incumbent upon Overwood to provide the necessary draft reference plan depicting the lands to be conveyed for approval, together with assurances acceptable to Transportation and Works and the Region, which may require entering into new or amended servicing agreements.

The lands in question were dedicated to the City at nominal consideration from Overwood as a condition of a development application and subject to the Servicing Agreements, on the understanding that they would be required for road purposes.

Whenever a municipality enters into a commercial agreement with a for profit enterprise, it must take care not to violate the anti-bonusing provisions contained in s. 106 of the *Municipal Act* (the “Act”) and as such, the City’s Acquisition and Disposal of Interests in City Property policy requires that the sale of surplus City lands be completed at market value. In order to avoid violating the anti-bonusing provisions contained the Act, the City must therefore receive fair market value for the lands it transfers. However, in certain cases the City is permitted to convey lands at less than fair market value and not violate the bonusing provisions of the Act if the City can demonstrate that the concomitant benefits accruing to the City from the sale of the land is far more important than receiving fair market value for the lands. In this case, staff is recommending that the lands be conveyed to Overwood at nominal consideration as the transfer will provide the City with the following benefits:

- The subject lands are within the Gateway Employment Area, identified in Schedule 9 of the City’s Official Plan. The lands are designated for Industrial/Business Employment uses as set out in policies 11.2.11 and 11.2.12 of the City’s Official Plan. The conveyance of the subject lands is anticipated to facilitate and accelerate development in accordance with the underlying Industrial/Business Employment designations while contributing to the City’s developed employment land, thereby supporting economic development and increasing overall competitiveness of the Gateway Employment Area. The Gateway Employment Area forms a part of the provincially significant employment zones; are strategically located to provide stable, reliable employment across the Greater Golden Horseshoe region and bringing them on-line sooner, increases the overall competitiveness of the City, Region, and Province within the North American market.
- The conveyance will optimize the abutting lands thereby enabling an industrial/employment building to be built at a scale that prospective tenants are seeking in the market. Bringing these lands to market in the short-term will alleviate a current shortage of industrial/employment buildings; create jobs as well as increase the tax assessment to the corporation.
- Transfer of the road will have the benefit of completing agreements and obligations which have been frustrated for some years, promote the use of adjacent land and result in a larger development for business currently in demand over and above more modest square foot developments.

Transportation and Works staff have advised that as a condition of the sale, the Purchaser of the Overwood property will be required to enter into an Assumption Agreement whereby the Purchaser will agree to all the obligations of the existing Servicing Agreements, provide replacement letters of credit and all securities necessary to make the City and Region whole. The Agreement of Purchase and Sale (the “APS”) shall be negotiated to the satisfaction of Legal Services and the Commissioner of Transportation and Works. At a minimum, the APS shall remain conditional until the City and Region are satisfied that the ultimate servicing requirements have been adequately addressed and protected including receiving and approving all of the required engineering drawings and design details for any new development proposal and entering into a new agreement with securities.

The proposed sale of the lands has been circulated to external utilities and prior to the transfer, all necessary easement protections identified are to be accommodated.

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

Financial Impact

There is no financial impact to the City from (a) declaring the lands surplus and (b) conveying the lands described in this report at nominal consideration.

Conclusion

It is reasonable to recommend that the subject lands identified as Parts 6, 7, 8 and 18 on Reference Plan 43R-25807 and as Part 9 Reference Plan 43R-31947, be declared surplus to the City’s requirements and that on achieving terms and conditions acceptable to the City, to complete an agreement of purchase and sale for the conveyance of the lands to Overwood for nominal consideration for development purposes.

Attachments

Appendix 1: Sketch showing the parcel of land to be declared surplus

Appendix 2: Plan 43R-25807

Appendix 3: Plan 43R-31947

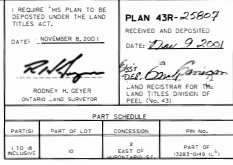


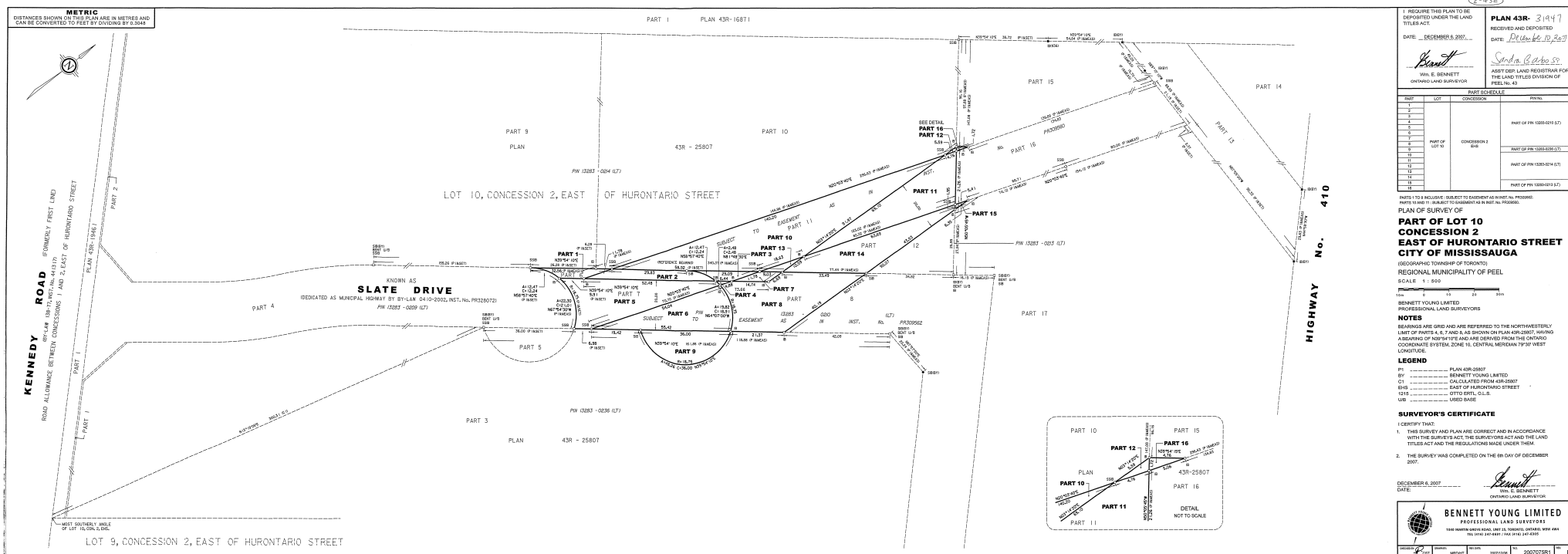
G. Kent.

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

Prepared by: Bill Moffatt, Supervisor, Capital Acquisitions, Facilities and Property Management







City of Mississauga Corporate Report



Date: July 23, 2020

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:
CA.11.DEL

Meeting date:
September 9, 2020

Subject

**Delegation of Authority- Acquisition, Disposal, Administration and Lease of Land and Property-
January 1, 2020 to June 30, 2020**

Recommendation

That the report dated July 23, 2020 from the Commissioner of Corporate Services and Chief Financial Officer entitled, "Delegation of Authority- Acquisition, Disposal, Administration and Lease of Land and Property – January 1, 2020 to June 30, 2020", be received for information.

Background

The Delegation of Authority By-law 0148-2018, approved by Council on July 4, 2018, provides delegated authority for the approval and execution of real estate agreements. Sections 3 and 4 of the by-law provides delegated authority to approve and conclude real property transactions at four staff levels; Manager, Director, Commissioner and City Manager, depending on the value of the transaction.

Delegated authority to approve and conclude real estate transactions is subject to the provisions outlined in Corporate Policy No. 05-04-01, Acquisition and Disposal of Real Property. Prior to the completion of any real estate transaction, all criteria of the Policy and Delegation of Authority By-law must be met. Sections 3.5 and 4.6 of the Delegation of Authority By-law 0148-2018, require that the exercise of Delegated Authority be reported to Council on a semi-annual basis. This report covers the real property transactions which were completed under this delegation by-law in the first half of 2020.

Comments

During the period of January 1, 2020 to June 30, 2020, a total of 38 real estate matters were approved under Delegated Authority By-law 0148-2018. A breakdown of these matters is as follows:

- Disposals- Land: 2
- Acquisitions- Easements: 1
- Disposals - Easements: 3
- Leases, Licenses and Other Agreements (City Use): 11
- Leases, Licenses and Other Agreements (Third Party Use): 20
- Administration Agreements: 1

In addition to the above noted transactions, one (1) easement transaction was completed with the Region of Peel under the Easement Protocol By-law 0296-2007, and two (2) encroachment agreements were executed pursuant to the Encroachment By-law 0057-2004.

Financial Impact

A breakdown of the financial implications of the real estate transactions for the period of January 1, 2020 to June 30, 2020 is shown on Appendices 1-5 of this report.

Prior to transaction approval, where applicable, Realty Services staff has confirmed with Financial Services staff that the appropriate funds are available in the budget. The availability of funds is a condition and requirement for approval under delegated authority.

Conclusion

This report is forwarded for information pursuant to Delegation of Authority By-law 0148-2018. Realty Services confirms that all transactions approved under delegation of Authority for the period of January 1, 2020 to June 30, 2020 are in compliance with the Delegation of Authority By-law 0148-2018, Corporate Policy No. 05-04-01, and the Notice By-law 215-2008, as amended, where applicable.

Attachments

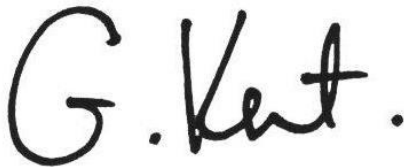
Appendix 1: Acquisition of Land and Easements- January 1, 2020 to June 30, 2020

Appendix 2: Disposition of Land and Easements- January 1, 2020 to June 30, 2020

Appendix 3: Leases, Licenses and other Agreements (City use) - January 1, 2020 to June 30, 2020

Appendix 4: Leases, Licenses and other Agreements (Third Party Use) - January 1, 2020 to June 30, 2020

Appendix 5: Administrative Agreements - January 1, 2020 to June 30, 2020



A handwritten signature in black ink that reads "G. Kent." with a period at the end.

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

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

Appendix 1
Acquisition
File: CA.11.DEL

Acquisition of Land and Easements ~ January 1, 2020 to June 30, 2020				
File Number	Approved By	Date of Approval	Report	Total Consideration
PO.12.TOR	Manager, Realty Services	June 11, 2020	Authority to Execute a Temporary Easement Conveyance Agreement between 7550 Torbram Road Investments Inc. as the Grantor and The Corporation of the City of Mississauga as the Grantee – Torbram Road Grade Separation Project (Ward 5)	\$54,700.00 plus payment of reasonable legal fees
PO.12.TOR	Manager, Realty Services	July 13,2020	Authority to Execute a Temporary Easement Conveyance Agreement between 1554517 Ontario Inc. as the Grantor and The Corporation of the City of Mississauga as the Grantee – Torbram Road Grade Separation Project (Ward 5)	\$41,670.00
po.12.tor	Manager, Realty Services	July 13,2020	Authority to Execute a Temporary Easement Conveyance Agreement between Real Alloy Canada Limited as the Grantor and The Corporation of the City of Mississauga as the Grantee – Torbram Road Grade Separation Project (Ward 5)	\$21,000.00
po..12.tor	Director, FPM	July 14, 2020	Authority to Execute a Temporary Easement Conveyance Agreement between Mak Realty Inc. as the Grantor and The Corporation of the City of Mississauga as the Grantee – Torbram Road Grade Separation Project (Ward 5)	\$114,912.00

Appendix 2
Disposals
File: CA.11.DEL

Disposition of Land and Easements ~ January 1 2020 to June 30, 2020				
File Number	Approved By	Date of Approval	Report	Total Consideration
PO.12.ARB	Manager, Realty Services	February 4, 2020	Transfer Release and Abandonment Agreement between the Corporation of the City of Mississauga and Amacon Development (City Centre) Corp., for City easements on lands located at the corner of Parkside Village Drive and Arbutus Way (Ward 4)	Legal fees \$859.00 plus HST, and the Nominal Sum Real Estate Agreement Transaction fee of \$2,123.00 plus HST
PO.12.BUC	Manager, Realty Services	February 26, 2020	Transfer Release and Abandonment Agreement between the Corporation of the City of Mississauga and 1855 & 1875 Buckhorn Gate GP Inc. Newvest Realty Corporation (Newvest Realty Corp.), for City easements on lands located at 1855 & 1875 Buckhorn Gate, Mississauga (Ward 3).	Legal fees \$859.00 plus HST, and the Nominal Sum Real Estate Agreement and Transaction fee of \$2,123.00 plus HST
PO.12.INN	Manager, Realty Services	February 27, 2020	Transfer Release and Abandonment Agreement between the Corporation of the City of Mississauga and A.C.F. Property Inc. (ACF), for City easements on lands located at 6610 Innovator Drive (Ward 5).	Legal fees \$859.00 plus HST, and the Nominal Sum Real Estate Agreement Transaction fee of \$2,123.00 plus HST
PO.11.PIN	Director, FPM	March 5, 2020	Waiver of Right of First Refusal – MTO –owned lands adjacent to Mary Fix Park (Ward 1)	Nominal

PO.11. HUR	Director, FPM	April 17, 2020	Agreement of Purchase and Sale between The Corporation of the City of Mississauga and Metrolinx to dispose of lands on the west side of Hurontario Street, north of the CNR tracks for the purpose of the HuLRT project (Ward 1)	Nominal
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Appendix 3

Leases, Licenses and other Agreements (City Use)

File: CA.11.DEL

Leases, Licenses and Other Agreements, City Use – January 1, 2020 to June 30, 2020				
File Number	Approved By	Date of Approval	Report	Total Consideration
PO.13.VIS	Manager, Realty Services	February 7, 2020	Fourth Supplemental Agreement granting the City of Mississauga permission to License GTAA owned lands at 6100 Viscount Road to operate City of Mississauga public transit services (Ward 5).	Nominal
PO.13.SYN	Manager, Realty Services	March 18, 2020	Authority to execute a Consent to Enter Agreement with the Ministry of Transportation of Ontario (“MTO”) to grant MTO access to City lands identified as 2180 Syntex Court, PIN 13216-0172 (Ward 9)	Nominal
PO.13.NIN	Manager, Realty Services	March 18, 2020	Permission to Enter Agreement between the City of Mississauga and Sun-Canadian Pipe Line Company Limited granting the City permission to carry out construction activities over an easement in favour of Sun-Canadian (Ward 8 & Ward 10)	Nominal
PO.13.HUR	Manager, Realty Services	April 1, 2020	Consent to Enter Agreement to Access the City of Brampton Lands in Connection with the Fletcher’s Creek Multi-Use Trail Project (Wards 5 & 11)	Nominal
PO.13.ISL	Commissioner, Corporate Services and Chief Financial Officer	April 28, 2020	License Extension and Amending Agreement for MiWay’s Use of Bus Platforms ,at the Toronto Transit Commission’s Islington Subway Station (All Wards)	Total license and maintenance fee of \$421,712.00 plus HST.

Appendix 3

Leases, Licenses and other Agreements (City Use)

File: CA.11.DEL

PO.13.SOU	Manager, Realty Services	May 8, 2020	Second Amenity Space Amending Agreement granting the City of Mississauga permission to book amenity space at 1535-1555 South Parade Court for community use programs (Ward 6).	Nominal
PO.13.MIS	Manager, Realty Services	June 1, 2020	Consent to Enter Agreement between the City of Mississauga and Her Majesty the Queen in Right of Ontario as represented by the Minister of Government and Consumer Services for rehabilitation of storm sewers within the hydro corridor on the south side of Mississauga Heights Drive (Ward 7)	\$13,863.28 plus HST plus a refundable security bond of \$10,000
PO.13MIS	Manager, Realty Services	June 9, 2020	Consent to Enter Agreement between the City of Mississauga and Thomas Beckett to facilitate the City's Capital Works Corrugated Metal Pipe Trunk Sewer Project and the removal of one tree at 1060 Mississauga Heights Drive (Ward 7)	Nominal
PO.13.MIS	Manager, Realty Services	June 9, 2020	Consent to Enter Agreement between the City of Mississauga and Mississauga Golf and Country Club, during daylight hours, to facilitate the City's Capital Works Corrugated Metal Pipe Trunk Sewer Project and rehabilitation of storm sewers, outfall channels and culverts at 1725 Mississauga Road (Ward 8)	Nominal

Appendix 3

Leases, Licenses and other Agreements (City Use)

File: CA.11.DEL

PO.13.MIS	Manager, Realty Services	June 9, 2020	Consent to Enter Agreement between the City of Mississauga and Mississauga Golf and Country Club, during daylight hours, to facilitate the City's Capital Works Corrugated Metal Pipe Trunk Sewer Project and rehabilitation of storm sewers, outfall channels and culverts at 1725 Mississauga Road (Ward 8)	Nominal
PO.13.ONE	Manager, Realty Services	June 15, 2020	Consent to Enter Agreement between the City of Mississauga and Louis Borges and Carma Botelho Borges to facilitate the City's Capital Works Corrugated Metal Pipe Trunk Sewer Project, 2174 Oneida Crescent (Ward 7)	Nominal

Appendix 4

Leases, Licenses and other Agreements (Third Party Use)

File: CA.11.DEL

Leases, Licenses and Other Agreements, Third Party Use – January 1,2020 to June 30, 2020				
File Number	Approved By	Date of Approval	Report	Total Consideration
PO.13.SOU	Manager, Realty Services	January 23, 2020	Consent to Enter Agreement granting the City of Mississauga permission to temporarily access lands at 3045 Southcreek Rd to carry out geotechnical and erosion control related work on the Etobicoke Creek (Ward 3)	Nominal
PO.13.SOU	Director, F&PM	January 31, 2020	Lease Agreement with John Grant Haulage Limited for use of un-travelled part of Southdown Road West for vehicle parking, adjacent to 2111 Lakeshore Road West (Ward 2)	Total revenue of \$151,323.20 plus HST over the 5 year term
PO.13.STJ	Manager, Realty Services	February 14, 2020	Consent to Enter Agreement between the City of Mississauga and the Regional Municipality of Peel for Re-lining of the Sanitary Sewer on a closed portion of St. James Ave. (Ward 1)	Nominal
PO.13.CON	Manager, Realty Services	March 11, 2020	Authority to execute an Air Monitoring License Agreement with Revolution VSC LP (o/a Tonolli Canada) to allow installation and operation of an air monitoring station within the City lands identified as 3119 Constitution Boulevard (Ward 3)	Total revenue of \$20,697.88 plus HST over the 5 year term
PO.13.CHU	Manager, Realty Services	March 12, 2020	Lease Agreement granting North Mississauga Soccer Club to lease the premises located at Churchill Meadows Community Centre (Ward 10)	Total revenue of \$29,385.60 plus HST over the 5-year term

Appendix 4

Leases, Licenses and other Agreements (Third Party Use)

File: CA.11.DEL

PO.13.MAT	Manager, Realty Services	April 1, 2020	Lease Agreement between the City of Mississauga and Cruisers Sports for the Physically Disabled for the use of training space at Iceland Arena located at 705 Matheson Blvd. East (Ward 5)	Total revenue of \$44,529.53 over the 5 year term
PO.13.CRE	Manager, Realty Services	April 21, 2020	Authority to execute a Consent to Enter Agreement with the Ministry of Transportation of Ontario ("MTO") to grant MTO access to City lands identified as 6545 Creditview Road, PIN 13210-0562 (Ward 11)	Nominal
PO.13.SYN	Manager, Realty Services	April 21, 2020	Authority to execute a Consent to Enter Agreement with the Ministry of Transportation of Ontario ("MTO") to grant MTO access to City lands identified as 2180 Syntex Court, PIN 13216-0172 (Ward 9)	Nominal
PO.13.CEN	Manager, Realty Services	April 21, 2020	Authority to execute a Consent to Enter Agreement with the Ministry of Transportation of Ontario ("MTO") to grant MTO access to City lands identified as Century Avenue, PIN 13216-0039 (Ward 9)	Nominal
PO.13.DER	Manager, Realty Services	April 27, 2020	Authority to execute a Consent to Enter Agreement with the Regional Municipality of Peel to grant the Region access to City lands identified as PIN 13260-0359 (Ward 5)	Nominal

Appendix 4

Leases, Licenses and other Agreements (Third Party Use)

File: CA.11.DEL

PO.13.SYN	Manager, Realty Services	May 4, 2020	Authority to execute a Consent to Enter Agreement with the Ministry of Transportation of Ontario ("MTO") to grant MTO access to City lands identified as PIN 13216-0172, PIN 13216-0039, PIN 13216-0077 and PIN 13216-0049 (Ward 9)	Nominal
PO.13.ARG	Manager, Realty Services	May 4, 2020	Authority to execute a Consent to Enter Agreement with the Ministry of Transportation of Ontario ("MTO") to grant MTO access to City lands identified as PIN 14089-0655 and PIN 14089-0657 (Ward 9)	Nominal
PO.13.DIX	Manager, Realty Services	May 6, 2020	Authority to execute a Consent to Enter Agreement with the Regional Municipality of Peel to grant the Region access to City lands identified as PIN 13280-0036 (Ward 5)	Nominal
otPO.13.WAT	Manager, Realty Services	May 11, 2020	Approval to Execute a Letter of Consent to allow Imperial Oil to apply for a Permit to Take Water to the Ministry of Environment, Conservation and Parks for the purpose of the Waterdown to Finch Pipe Replacement Project (Wards 3, 4, 6 and 8)	Nominal
PO.13.IMP	Manager, Realty Services	May 20, 2020	Consent to Enter Agreement, Imperial Oil Limited, Waterdown to Finch Pipe Replacement, Access and Archaeological Investigations (Wards 3,4,6,8)	\$50,000.00 plus HST plus payment of legal fees of \$859 plus HST plus payment of refundable security deposit of \$10,000

Appendix 4

Leases, Licenses and other Agreements (Third Party Use)

File: CA.11.DEL

PO.13.CRE	Manager, Realty Services	May 27, 2020	Consent to Enter Agreement with Her Majesty the Queen in Right of the Province of Ontario, as Represented by the Minister of Transportation for the Province of Ontario, 6545 Creditview Road, known as the Harris Farm (Ward 11)	Nominal
PO.13.WOL	Manager, Realty Services	June 3, 2020	License Agreement between the City of Mississauga and Siltech Corporation – Vehicle Parking over lands adjacent to 3265 Wolfedale Road (Ward 6)	Total revenue of \$29,500.000 plus HST over the 5 year term
PO.13.CIT	Manager, Realty Services	June 19, 2020	Authority to execute a License Extension and Amendment Agreement with the Mississauga Arts Council (“MAC”) to license ground floor space at 300 City Centre Drive (Ward 4)	Total revenue of \$93,100.00 for the 5 year term
PO.13.SYN	Manager, Realty Services	June 24, 2020	License Extension and Amending Agreement between The Corporation of the City of Mississauga and Patheon Inc. for the continued use of underground fibre optic cables within Syntex Court (Ward 9)	\$2,350.00 per annum for the 5 year term
PO.13.DIX	Manager, Realty Services	June 29, 2020	Consent to Enter Agreement granting the Toronto and Region Conservation Authority permission to temporarily access City lands known as King’s Park, located northwest of the intersection of Derry Road and Dixie Road, for staging, storage and restoration construction activities in relation to the King’s Park Restoration Project (Ward 5)	Nominal

Appendix 5
Administrative Agreements: CA.11.DEL

Administrative Agreements – January 1, 2020 to July 4 2020				
File Number	Approved By	Date of Approval	Report	Total Consideration
CA KAN	Manager, Realty Services	June 26, 2020	Authority to execute a Consent and Waiver of Notice regarding an Application for Absolute Title under the Lands Titles Act for lands located at 1260 Kane Road (Ward 2)	Nominal