



City of Mississauga  
Successes 2003

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# City of Mississauga 2003 Successes

## Preface

The City of Mississauga reports annually on the successes achieved and awards received by the City and its staff during the preceding year.

The 10 vision statements that comprise our Strategic Plan serve as the guiding principles for the City's corporate decision making. The successes contained in this report are identified under the appropriate Strategic Plan vision statement.

The 10 vision statements of the Strategic Plan are:

1. Mississauga will be a distinct major Canadian city
2. The City Centre will be downtown Mississauga
3. Mississauga will have distinct and recognizable communities
4. Mississauga will have a dynamic and diverse economic base
5. Mississauga will have a transportation system which allows for safe and efficient movement within and beyond the city
6. Mississauga will provide the right services, delivered in a superior way, at a reasonable cost
7. Mississauga will be an environmentally responsible community
8. Mississauga will be governed in an open and responsive manner
9. Mississauga will achieve excellence in public administration
10. Mississauga will offer a diversity of cultural opportunities

# CITY OF MISSISSAUGA - 2003 SUCCESSES

## Significant Corporate Achievements

During 2003, City staff identified improvements and efficiencies resulting in cost savings of \$1,691,440 and generated additional revenues totalling \$4,816,000 including donations, both cash and in kind; \$1 million of this total was received through the SuperBuild infrastructure funding program.

City staff directly supported the endeavours of various community organizations in securing \$278,786 in donations for community works.

The City experienced a very active construction year in 2003, issuing 5,824 permits with a prescribed construction value of \$1.507 billion for all building permits. This represents the seventh consecutive billion dollar plus year. Of significant note, 2,021 apartment units were issued of which 75% were located in the City Centre and was the highest number of apartment permits issued since 1988.

In 2003, a new record was established for transit ridership with over 25 million customer trips carried on Mississauga Transit.

The City completed the construction of a number of new facilities and amenities including: Fire Station 122, Animal Services building expansion, Meadowvale Four Rinks redevelopment, new Skateboard Park, widening and reconstruction of Eglinton Avenue (from Highway 403 to Dixie Road) and full restoration of the Dundas Street bridges over the Credit River.

The City of Mississauga staff exceeded the expected contribution to the United Way Campaign by raising a total of \$142,786. Of this total, over \$106,000 was raised through employee pledges and the rest through special events. This is the largest amount ever raised by the City's employee campaign. Due to these efforts, the employee campaign team was nominated by the United Way of Peel Region for two awards including the Most Outstanding Joint Union/Management Campaign and the Best Employee Campaign.

## Corporate Awards

### Corporate Awards for Excellence (CAFÉ)

The CAFÉ recognition program recognizes outstanding achievements and encourages employees to strive for excellence and increase productivity.

Each year, the Senior Management Team recognizes individuals and teams for their outstanding performance in the areas of **Customer Service, Continuous Improvement, Leadership and Empowerment, and Team Effectiveness. The City Manager's Award for Excellence** is granted to the individual or team that demonstrates excellence in all areas.

Three other awards, which were added in 2002, are awarded for: **Heroism** - to honour staff who, in the face of risk to themselves, provided extraordinary service or help to others; **Partnership** - to recognize those teams that enter into partnerships with external groups to conduct major functions for the public; and the **Kirk French Spirit Award** - to recognize an individual who exemplifies a positive outlook toward their job, and life in general, which in turn lifts the spirits of their co-workers.

The following are the individuals and teams who received CAFÉ awards for 2003.

#### Customer Service:

**Jasbir Raina** - Jasbir Raina, Security Officer, Corporate Security Office was recognized for consistently demonstrating a superior level of customer service for his caring, courteous and considerate attitude. He has been a positive example to his fellow security staff and has left a lasting impact on many customers which reflects a positive light on the City.

**Inquiries Team** - the Inquiries Team, Communication Division are the individuals who are the first point of contact to citizens and visitors to the Civic Centre. They operate the Information Desk in the Great Hall at the Civic Centre, conduct tours of the building and answer the general inquiries phone line. In 2003, the team took 102,500 phone calls, 31,000 walk-in inquiries, provided 6,600 tours and responded to 1,200 e-mails. Their courteous and helpful responses to the public are a true example of excellent customer service.

#### Continuous Improvement:

**Integrated Voice Communications System Team** - This team from the Information Technology Division was responsible for the successful installation of the new Cisco Systems Voice Over IP telephone system. The system gives all City buildings 4 digit dialling and access to the centralized voice mail system using fibre optic technology. With substantial savings, estimated at \$700,000 annually, and an increase in service levels, this project was featured in several publications and has

positioned the City as a technology leader among municipalities.

### **Leadership and Empowerment:**

**Gord MacCannell** - Gord MacCannell, District Chief, Fire and Emergency Services was recognized for his achievement in establishing a Pipe and Drum Band for the City's Fire Department. Through his leadership, coaching and inspiration, he persuaded nine talented firefighters to form a band who performed as a cohesive unit in nine short months, using their own time and money. The band performed at the Canadian Association of Fire Chiefs convention, the Rotary Club Blue Mass and the most recent being the Emergency Services Achievement Night.

**Juanita Bueschleb** - Juanita Bueschleb, Aquatics Supervisor, Parks and Recreation has made a significant impact in her profession at a local, national and international level and was recognized for her leadership. Juanita made significant improvements in the City's aquatics program and has increased lesson attendance, revenue and relationships with customers. Through her personal efforts, she helped bring the Canadian Lifeguard Pool Championships to the City.

### **Team Effectiveness:**

**National Public Works Week 2003 Committee** - This Transportation and Works Department team was responsible for developing and staging a week long public event highlighting various services of the City's Works Division. The team organized several events including a bus tour of the department's on-going capital projects and a very successful popsicle-stick bridge building contest for schools. Due to the success of the 2003 event, this team received a Certificate of Recognition from the Ontario Public Works Association.

**Bus Storage Review Team** - With the arrival of 44 new buses in 2003 and the Central Parkway outdoor storage area running at capacity, this team was given the task to solve the bus storage situation. Within two short months, the team created a remote and fully automated (unmanned) report and allocation office accommodating up to 56 buses and allowing operators to clock-in for their shifts and receive bus assignments using an automated badge reader system. With the creative use of technology, this unmanned dispatch office achieves an annual savings of \$25,000.

### **City Manager's Award of Excellence:**

**eCity Portal Project Core Team** - This team was recognized with the Award of Excellence for completing the most complex information technology project by the City to date. This project team demonstrated excellence on a daily basis, by overcoming the challenges of working with consultants in six different companies and from five different cities across North America. The eCity Portal project has delivered an unprecedented number of new online choices to residents, businesses,

visitors and staff which can be accessed 24 hours a day, seven days a week, without assistance by City staff.

**Partnership:**

**Fire Safety Activity and Colouring Book Team** - Individuals from the Public Education section, Fire and Emergency Services, in partnership with the Stephanie Gaetz Keepsafe Foundation and the generosity of Barbara Underhill, created two versions of a Fire Safety Activity and Colouring Book for children aged 7-12 years old and are currently developing an electronic version for world-wide distribution. The partnership with the Stephanie Gaetz Keepsafe Foundation will provide funding for the printing and distribution and in turn will provide international recognition for the City and Fire and Emergency Services Division.

**Kirk French Spirit Award:**

**Jack Lawrence** - Jack Lawrence, Director of Information Technology inspires others with the dedication and drive he shows in his own work. He is dedicated and well respected by both staff and management across the City. He shares his knowledge and experiences willingly and empowers others to take risks as he would. Staff are motivated to achieve greatness due to his positive approach and support.

**Special Award of Merit:**

**Ruth Flower-Davies** - Ruth Flower-Davies, Graphic Designer, Creative Services was presented with a Special Award of Merit from the Senior Management Team for her part in maintaining a high level of quality in the visual presentation of the CAFÉ Awards. In addition, she designed a number of the award wall plaques and played a key role in establishing the Kirk French Spirit Award.

## External Awards and Participation in External Events

The City of Mississauga was named one of **Canada's Top 100 Employers** in the book by Richard Yerema for the fourth year in a row. This award is based on selection criteria relating to business growth, physical work environment, staff communications, staff performance feedback, employee benefits, vacation programs and whether the employer "goes the extra distance" to attract and retain outstanding employees.

The **Canadian Award for Financial Reporting** and the **Distinguished Budget Presentation Award** were presented by the Government Finance Officers Association of the United States and Canada to the City for its Annual Financial Report for 2003. This marks the 5<sup>th</sup> consecutive year these awards have been awarded to the City of Mississauga.

Mayor Hazel McCallion was the recipient of the International Economic Development Association's **Leadership Award for Public Service**. Mayor McCallion was also appointed to the eight-person **Advisory Board Committee of the World Health Organization Centre for Health Development** for a period of three years.

Mississauga City Solicitor Mary Ellen Bench received the designation of **Local Government Fellow** from the International Municipal Lawyers Association. She is only one of six legal professionals in the municipal field in Canada to hold this prestigious recognition.

In partnership with Creative Services, the Economic Development Office received:

- an **Ontario Economic Development Award** under the category of Business Development Publications - Brochure from the Economic Development Council of Ontario for the 2003 Mississauga FACTS Brochure
- a **GTA Award of Distinction - International Marketing Award** from the Greater Toronto Marketing Alliance for the Biotechnology Marketing Campaign

Eugene Furgiuele, Parks Natural Area Coordinator, Recreation and Parks, received the **Urban Stewardship Award of Excellence** from the Ontario Parks Association and a second award from the Toronto Region Conservation Authority for excellence in his efforts toward naturalization within the park system.

The City of Mississauga won the **2003 Canadian Environment Silver Award** for its successful 'Turn Your Key - Be Idle Free' anti-idling campaign. The award was won in the Climate Change - Community Award category of the national Canadian Environment Awards program. The project was a great success with survey results showing a 95 per cent public support rate.

Yvonne Stewart, Communications Operator of Fire and Emergency Services, D shift, received the **2003 Region of Peel Communicator of the Year Award** for exemplary service.

Zonta Meadows Accessible Playground received the **Regional Honour Award** from the Canadian Society of Landscape Architects for its groundbreaking design for accessible play.

The Community Services Department was presented with the prestigious **Friends of the Credit Conservation Award of Distinction** to recognize the significant contributions the Department's staff have made to the Credit River watershed over many years.

The Fire and Emergency Services, Auto Extrication Team, participated in the Atlantic Canada Extrication competition and placed first in several categories including **First Place Limited Evolution, First Place Unlimited Evolution, First Place Overall, Top Medic, Top Incident Commander and Top Team Safety Award**. The team was also featured in an Emergency Rescue television series on The Discovery Channel which received international attention. At the World Auto Extrication Competition, the team ranked seventh and was the only North American team to place in the top 10.

The Aquatics section of Recreation and Parks was awarded the **Lifesaving Society's Cochrane Cup** for being the affiliate municipality with the largest lifesaving program in Ontario.

Lakeview Golf Course received the **Toronto Sun 2003 Golfers' Choice Award**.

Scott Gillies, Museums Marketing and Fund Coordinator received a **Special Recognition Award** from the Mississauga Heritage Foundation for his continuous service in promoting community heritage.

The **Canadians for Safe and Sober Driving Citizen Award** was awarded to Jonathan Thompson, Team Leader, Parking Control, in recognition of his actions resulting in the arrest of an impaired driver.

In September 2003, Mississauga Fire and Emergency Services hosted the **95<sup>th</sup> Annual Canadian Association of Fire Chiefs Conference**. Over 250 Fire Chiefs and industry officials from across Canada attended the week long event.

Lois Thornton from Youth Services chaired a successful **Parks and Recreation Ontario - Provincial Aquatics annual conference**.

Two City of Mississauga aquatics staff, Juanita Bueschleb and Shanna Burt, were selected as judges for the **Commonwealth Lifesaving Championships** which were held in Durban, South Africa in July 2003.

Staff from the Planning and Building Department organized the **2003 Ontario Plumbing Inspectors Association (OPIA) 73<sup>rd</sup> Annual Meeting and Educational Seminar** - the first time ever in the City of Mississauga.

## STRATEGIC PLAN 2003 SUCCESSES

### 1.0 Strategic Plan Vision Statement:

*Mississauga will be a distinct major Canadian city*

### 1.1 Strategic Action: Review all District Plans, incorporate them into City Plan and ensure the District Policies continue to support the Strategic Plan vision.

#### **Planning and Building Department, Corporate Services Department & Transportation and Works Department:**

In May 2003, the Region of Peel approved the Mississauga Plan. Staff from Legal Services provided significant input into the drafting of the Mississauga Plan and successfully settled 7 out of 19 appeals filed against the Plan. In addition, the Transportation and Works Department received approval for the transportation component of the Plan.

#### **Planning and Building Department:**

The Comprehensive Zoning By-law Review continued throughout 2003 with extensive research on various topics related to zoning and newly devised base zones for all land use categories. The goal of the exhaustive review is to produce a new and innovative draft comprehensive zoning by-law and ultimately, to produce a progressive, enduring zoning by-law that implements the Mississauga Plan and balances protection with pragmatism to meet the challenges of a mature city.

### 1.2 Strategic Action: Develop marketing materials to promote the City's image.

#### **City Manager's Department - Economic Development Office:**

The Economic Development Office (EDO) developed a number of media releases and marketing campaigns, both locally and abroad, including:

- twelve editorial columns in the Mississauga Business Times and the Mississauga News
- a new marketing campaign for 2003 and beyond
- conducted four realtor presentations
- new City Centre marketing products
- presentations and tours for international journalists from four different countries
- developed a Mississauga profile and editorials in nine media publications

The Economic Development Office developed the Finance Insurance and Real Estate (FIRE) study and marketing campaign, which was implemented both nationally and internationally. Mississauga

is the third largest FIRE sector in Canada.

**City Manager's Department - Economic Development Office, Planning and Building Department & Corporate Services Department:**

In partnership with the Planning and Building Department and Creative Services, the Economic Development Office developed the 2003 Business Directory and the Mississauga Employment database.

**Community Services Department - Recreation and Parks:**

The Tourism and Recreation and Parks web sites were created and launched in 2003.

Mississauga Tourism was the recipient of a \$70,000 Human Resources and Skills Development Canada (HRSDC) grant to complete a destination audit.

**Corporate Services Department:**

The City received an unprecedented AAA bond rating from Standard and Poor's based on the City's outstanding financial track record.

Staff from the Communications Division participated as City liaison for the Mississauga Crime Prevention Association specifically for the 'safest City in Canada announcement' and the Mississauga Friendship Association.

**Planning and Building Department - Development and Design:**

The 2003 Mississauga Urban Design Awards program received nine nominations. In November 2003, an article appeared in the National Post which recognized not only the award winners, but also urban design in general in Mississauga.

### **1.3 Strategic Action: Identify and pursue athletic, business, artistic, cultural and educational opportunities that will achieve national recognition for the City.**

**City Manager's Department:**

The City of Mississauga initiated the Separated City campaign toward the independence of Mississauga from the Region of Peel. Communication to the residents included a newsletter to all homeowners, feedback forms and web site information. Over 36,000 residents responded that they supported an independent Mississauga.

**City Manager's Department - Economic Development Office:**

During 2003, the following major business openings occurred in Mississauga: AstraZeneca Canada, Beverly Tire, Biovail Corporation, CGI, Canada Customs & Revenue Agency, Carlson Marketing Group, Lillycup, MDS, Microsoft, Mitutoyo Canada Inc., Olsen Europe, Pinnacle Stainless Steel Inc., Symcor Inc., TNT Logistics North America and Unisen. Hampton Inn Suites also opened in 2003.

The following major announcements regarding business developments or expansions occurred in 2003: Bell Mobility Phase II, Blackhawk Plastics Automotive Inc., CFM Keanall Ind. Inc., CPI Plastics, Children's Place, Exhibits International, KIA Canada Inc., Muscletech Research & Development Inc., NTN Bearing Corp., Pitney Bowes, R M P Athletic Locker Ltd. and Robart Transportation. Hotel announcements included Comfort Suites (2 locations), Monte Carlo Inn, Marriott Residence Inn, Homewood Suites, Clarion Hotel & Suites, Springfield Hotels and Marriot Courtyard.

**Community Services Department - Library:**

The Library launched the Decade of Literacy 2003-2013 with a program to boost registrations, receive more library donors, encourage more library volunteers and to receive more donations of local history material.

**Community Services Department - Recreation and Parks:**

The Frank McKechnie Community Centre was honoured as the 2003 host site for the Canadian Lifeguard Championships.

**Planning and Building Department & Transportation and Works Department:**

Staff from the Planning and Building Department and the Transportation and Works Department collaborated on an approach to deal with the new types of condominiums introduced under the new *Condominium Act*. The recommendations included new zoning requirements, design standards, warning clauses to be registered on title, etc. A handout was developed for the development industry which contains the major recommendations and design guidelines.

## **2.0 Strategic Plan Vision Statement:**

***The City Centre will be downtown Mississauga***

### **2.1 Strategic Action: Promote the use of the City Centre for entertainment, commercial, tourism and cultural activities.**

**Community Services Department - Library:**

The Central Library was used extensively to host events for the annual Canada Day celebration for community based displays and events.

**Corporate Services Department:**

Civic Centre tours increased by 14% over 2002 due to the continued interest in the Grade 5 tour program, Ontario Heritage Foundations' use of the Civic Centre and increased Canada Day tours.

**Community Services Department - Recreation and Parks:**

The Arts unit launched the summer lunch time Music Café at the Civic Centre Square.

**2.2 Strategic Action: Continue to promote the City Centre through partnerships between the City and the landowners within the City Centre.****City Manager's Department - Economic Development Office:**

In partnership with the City Centre Marketing Group, EDO organized the City Centre Brokers Event.

**Planning and Building Department:**

Over the course of 2003, the City Centre Planning District has experienced a great deal of development activity in the form of several site development applications, totalling in excess of 4,000 residential apartment units with 4 million square feet of gross floor area.

The City Centre Planning District has been the subject of presentations to the Urban Design Group of the Ontario Professional Planners Institute (OPPI), the Communication's Marketing Steering Committee, and the Mississauga's Crime Prevention through Environmental Design Committee. In all three instances, the planning and design of the City Centre Planning District was well received.

**2.3 Strategic Action: Review the City Centre District Plan.****Corporate Services Department:**

Legal Services developed a number of standard and distinct agreements for the development of the City Centre projects. These agreements serve as precedents for future large scale projects in the dense City Centre area.

**2.4 Strategic Action: Develop a pedestrian friendly environment emphasizing the integration of unique buildings with pleasant open spaces and walkways.****Community Services Department, Planning and Building Department & Transportation and Works Department:**

City Council endorsed the streetscape program and conceptual design for the lands located on the south side of Burnhamthorpe Road West, between Confederation Parkway and Hurontario Street. A cross-departmental team successfully negotiated a cost sharing agreement, worth an estimated value of \$450,000 with several developers in the City Centre to create an unique pedestrian corridor.

The City acquired a 1.5 ha (3 ac) parcel of land from the Daniels Group developers, west of the Living Arts Centre, for the development of a future City Centre park.

### **3.0 Strategic Plan Vision Statement:**

*Mississauga will have distinct and recognizable communities*

#### **3.1 Objective: To ensure that communities have appropriate services and facilities.**

##### **Community Services Department - Fire and Emergency Services:**

On September 5, 2003, the City officially opened Fire Station 122 located at 3600 Thomas Street at Ninth Line. This state-of-the-art building and apparatus serves the new area of Churchill Meadows. The fire station was dedicated to former Fire Chief Gord Bentley for his successful management of the 1979 Mississauga train derailment.

##### **Community Services Department - Library:**

The Library completed a review and update of its 10 year collection development plan.

##### **Community Services Department - Planning and Administration:**

After many years of working with FRAM Developments and the local community, the St. Lawrence Park became the latest addition to Mississauga's waterfront park system. The park incorporated heritage and interpretation features into the design, to allow visitors to the park appreciate the importance that the St. Lawrence Starch Factory had in the community.

Many new parks and open space amenities were acquired or developed in 2003 including:

- Park 463 on Aquinas Avenue in Churchill Meadows
- the commencement of Park 450 on Thomas Street
- the completion of Park 385 on Terragar Boulevard
- commencement of the development of a park addition to Huron Heights Park 273
- acquisition of approximately 33 ha (80 acres) of new park lands

##### **Community Services Department - Recreation and Parks:**

The Mississauga Santa Claus Parade was a great success with over 70 floats, bands and walking groups and 95 volunteers. Over 30,000 visitors attended the parade sponsored by the Streetsville BIA.

In partnership with Erin Mills Senior Public School and teacher candidates from the Urban Diversity/York University program, the South Common Community Centre coordinated S.M.I.L.E.S., a homework drop-in program. Sixteen students participated in this homework and recreation program.

##### **Planning and Building Department:**

City staff participated in a 22 week Ontario Municipal Board (OMB) hearing regarding the former Canada Brick lands, located at the northeast quadrant of Britannia Road and Erin Mills Parkway,

now owned by Jannock Properties Ltd.. Canada Brick owned and operated this site as a quarry for shale and also had a brick manufacturing operation on a portion of the lands. The case before the OMB was whether the redevelopment proposal by Jannock, to convert the lands from general industrial to a mix of uses, would better serve the public interest rather than the City's position of retaining the lands solely for employment uses. The OMB released its decision in early 2004 in favour of the City.

### **3.2 Strategic Action: Continue the rating evaluation and designation as appropriate, of all properties identified on the Heritage Inventory.**

#### **Community Services Department - Planning and Administration:**

The Heritage unit added five new residential properties to the City's Heritage Inventory.

The first phase of the Old Port Credit Heritage Conservation Feasibility Study was completed and recommendations were adopted to proceed to the second phase.

New guidelines for the Meadowvale Village Heritage Conservation District were adopted.

### **3.3 Strategic Action: Identify those distinctive features of communities that are to be protected in the future.**

#### **Community Services Department - Planning and Administration:**

The City acquired 3 ha (7.6 ac) of wooded parkland on The Collegeway adjacent to Tom Chater Memorial Park (Park 291).

### **3.4 Strategic Action: Determine appropriate community services and facility standards for the City.**

#### **Community Services Department - Planning and Administration:**

A business plan for Vic Johnston Arena was completed which included a long term analysis of product lines, a comprehensive review of maintenance schedules and recommended new revenue opportunities.

#### **Corporate Services Department:**

The Enforcement Division initiated a joint inspection program of the adult entertainment parlour industry with the Peel Regional Police. As a result, fifteen illegal bodyrub parlour businesses were closed.

### **3.5 Strategic Action: Support innovative and responsible heritage practices.**

#### **Community Services Department - Library:**

The Library published a large pictorial history book of the Clarkson community in conjunction with the expansion and relocation of the Clarkson Branch Library. By year end, the book sold out generating \$20,000 in sales and received many accolades.

### **4.0 Strategic Plan Vision Statement:**

*Mississauga will have a dynamic and diverse economic base*

#### **4.1 Strategic Action: Regularly monitor business trends and adjust the implementation of the Economic Development Strategy appropriately.**

#### **City Manager's Department - Economic Development Office and Planning and Building Department:**

In 2003, staff from Policy Planning worked closely with the Economic Development Office to conduct a comprehensive study of all employers in Mississauga. The study involved confirming all active businesses, tenant changes and vacancies within the City. Further, employers were contacted to obtain information regarding the number of employees and nature of the business activity.

#### **4.2 Strategic Action: Aggressively market Mississauga to key target sectors.**

#### **Community Services Department - Planning and Administration:**

Business Planning staff facilitated the development of marketing goals and strategy which were approved by the Recreation and Parks' Marketing Steering Committee and fully endorsed by the Commissioner of Community Services. The strategy included staffing assignments for 15 marketing projects in six action areas.

#### **Community Services Department and Corporate Services Department:**

The 2003 summer marketing projects were successfully launched and the results were reported to the Marketing Steering Committee. In October, the 2003 fall marketing projects were launched and the roll-out communication plan was completed in November. Staff developed the "Great People - Bringing Quality and Value to Customers" campaign and took the lead in managing the creative design process for presentation materials and promotional items; the Creative Services section developed all the creative material for the project.

### **4.3 Strategic Action: Facilitate, consult and share information with new and existing businesses on problems and opportunities.**

#### **City Manager's Department - Economic Development Office:**

In partnership with the University of Toronto at Mississauga (UTM), the Economic Development Office established the Mississauga Technology Business Accelerator. EDO staff continue to actively participate on the steering committee.

### **4.4 Strategic Action: Foster business and education partnerships.**

#### **City Manager's Department - Economic Development Office:**

In partnership with UTM, the Economic Development staff attended the BIO 2003 Conference in Washington, D.C..

Staff from the Economic Development Office participated as a member of a number of committees and councils including:

- the new Biotechnology Council of Ontario
- SARS Economic Recovery Working Group
- several EDO committees with major business partners such as Royal Bank, Bell Canada, GlaxoSmithKline, University of Toronto at Mississauga and Business Development Bank of Canada
- Mississauga Education Business Partnership (MBEC)
- Economic Development Advisory Council
- City Centre Marketing Group

#### **Community Services Department - Library:**

The Library held its first school/public library symposium in cooperation with both local school boards, adjacent school boards and nearby public libraries. As a result, an ongoing working committee with representatives from these organizations was created to continue to address the question of, "How do we best meet the needs of students in 2008?".

#### **Transportation and Works Department:**

In partnership with State Farm Insurance and the Region of Peel, an engineering study was completed on two high risk intersections to help reduce collisions and increase the safety of residents. State Farm Insurance provided funding of \$63,000 for the study.

### **4.5 Strategic Action: Ensure a high quality customer service attitude in the delivery of services to the business community.**

#### **City Manager's Department - Economic Development Office:**

The Mississauga Business Enterprise Centre handled 13,200 inquiries/requests throughout the year.

**Transportation and Works Department - Transit:**

Due to Mississauga Transit's extensive fall service changes in 2003, a major outreach campaign to local employers was initiated. E-mail bulletins were automatically forwarded to companies with 50 or more employees in affected industrial and commercial areas, notifying employees of the schedule and route changes.

**4.6 Strategic Action: Develop strategic linkages with major employers in the city.****Community Services Department - Recreation and Parks:**

Through the efforts of the Tourism Manager, \$100,000 in SARS funding was received from the Ontario Ministry of Tourism and Recreation's Destination Marketing Fund to support three separate sales and marketing campaigns. The proposal was submitted on behalf of 26 tourism operators from hotel, restaurant, attraction and retail industries.

**4.7 Strategic Action: Continue to play a leadership role in the Greater Toronto Marketing Alliance.****City Manager's Department - Economic Development Office:**

EDO actively participated on the Greater Toronto Marketing Alliance's (GTMA) task forces and committees including the Call Centre Committee, Society of Automotive Engineers (SAE) Committee and Communication Committee and provided ongoing support to Mayor McCallion in her role as a GTMA Board of Director.

**4.8 Strategic Action: Engage the citizens of the city to promote the cultural diversity, quality workforce and economic development of the City.****City Manager's Department - Economic Development Office:**

The Economic Development Office continued to foster a valuable working relationship with several cultural business organizations such as the Mississauga Board of Chinese Professionals and Businesses and the Mississauga Chinese Business Association.

**4.9 Strategic Action: Engage industry, education and governments in the development of the City to drive the establishment of an innovative, progressive and prosperous economy.****City Manager's Department - Economic Development Office:**

EDO sponsored a call centre professionals seminar event for the Western GTA Chapter of the

Contact Professionals Alliance.

**Corporate Services Department:**

Staff from the Finance Division participated in a number of external committees including:

- the Canadian Payroll Association working committee to enhance education standards and to provide leadership through advocacy and education
- the Federation of Canadian Municipalities tax technical committee lobbying the federal government to increase the GST rebate to 100 per cent as part of the "New Deal" initiative for municipalities
- the ONE Fund Public Sector Group of Funds advisory committee to assist in raising awareness of this investment pool to municipalities across Ontario

Industrial tax ratios were reduced by 10%, resulting in lower industrial property tax rates.

## **5.0 Strategic Plan Vision Statement:**

*Mississauga will have a transportation system which allows for safe and efficient movement within and beyond the city*

### **5.1 Strategic Action: Encourage transit use through optimized route and system design and by pursuing a seamless transit system through improved service coordination and fare integration with GO Transit and the transit systems of neighbouring jurisdictions.**

**Transportation and Works Department - Transit:**

In 2003, Mississauga Transit's fleet was expanded which allowed for the implementation of frequency improvements on 15 routes and the introduction of seven new routes. Notable among the new services were the launching of Route 66 from the City Centre Terminal to Sheridan College in Brampton and the introduction of Route 24, establishing service from the City Centre to the University of Toronto at Mississauga campus. Since 2000, Mississauga Transit ridership has increased by over 10 per cent.

The City of Mississauga was an active participant in the GTA Smart Commute initiative which was selected to receive funding from Transport Canada's Urban Transportation Showcase Program. The Smart Commute initiative is designed to foster partnerships with the private sector to encourage and promote measures aimed at changing individual travel behaviour in order to reduce overall vehicle use.

## **5.2 Strategic Action: Utilize an integrated road corridor planning approach in the development of the transportation system having regard for the diverse needs of users and the community.**

### **Community Services Department - Planning and Administration:**

Many trail systems were negotiated, designed and constructed in 2003 including:

- the completion of trail network in the Applewood Hills greenbelt system south of Bloor St.
- the dedication of the Charlie Martin Trail on Remembrance Day 2003 in honour of a local war veteran
- the completion of a linkage from the new St. Lawrence Park to J.J. Plaus Park via a new path along Port Street
- an agreement in principle from Kraft Foods to allow for the Culham Trail to pass through their lands on the west side of the Credit River which provides for one of the “missing links” of this trail system
- an agreement from ADM Milling to allow for an additional trail to connect the Credit Valley to Barbertown Road
- an access across a former level railway crossing at Creditview Rd. and Old Derry Rd., thereby connecting the Levi and Culham trail systems

## **5.3 Strategic Action: Implement road safety programs and pursue enhanced enforcement activities.**

### **Transportation and Works Department:**

A program to install brighter and more energy efficient light-emitting diode (LED) traffic signal lights throughout the City commenced in November 2003. The new traffic signals will reduce maintenance and hydro costs, which are estimated in annual savings of \$500,000 after initial costs are recovered in four years. The new lights increase signal visibility thus reducing the potential number of collisions and increasing overall traffic safety.

The City of Mississauga continued to promote road safety through a number of programs such as: Red Light Cameras, Road Watch, Community Safety Zones, Neighbourhood Speed Watch and Student Speed Watch programs, Neighbourhood Entrance Signs and the Road Safety Challenge Event.

The Transportation and Works Department prepared three major traffic reports that focussed on aggressive driving, minimizing collisions and maximizing the safety of all roadway users. The department proposed a multi-phased approach to address aggressive driving and held a Special General Committee meeting on the subject to receive resident input.

## **5.4 Strategic Action: Pursue opportunities for improvements in service coordination with other transit operators or service providers.**

**Transportation and Works Department - Transit:**

Mississauga Transit's Accessible Route network was expanded to include Routes 4, 23 and 28, bringing the total number of fully accessible transit routes to eight. These new additions improve mobility options for people with disabilities.

The Cooksville and Meadowvale GO Shuttle services continued to operate with the Meadowvale service showing significant increases in ridership throughout 2003.

**5.5 Strategic Action: Promote improvements to the provincial highway system and the GT Transit system as integral components of the transportation network serving Mississauga.****Transportation and Works Department:**

In November 2003, Mayor McCallion, Transportation Minister Harinder Takhar and GO Transit Chair Gordon Chong officially opened the bus bypass shoulders on Highway 403 as part of the Bus Rapid Transit (BRT) plan. The BRT plan positions Highway 403 as a transit priority corridor and provides a solution to ease traffic gridlock. An Environmental Assessment Addendum process was initiated toward providing transit service on the bus bypass shoulders by spring 2004.

**6.0 Strategic Plan Vision Statement:**

*Mississauga will provide the right services, delivered in a superior way, at a reasonable cost*

**6.1 Strategic Action: Develop partnerships with various sections in the community and /or service providers to ensure service needs are met in the most cost effective and efficient manner practicable.****City Manager's Department:**

Collaboration with the University of Toronto at Mississauga on developing the Healthy Cities "Mississauga Model" continued in 2003 with meetings to initiate the beginning of a "Healthy City" Stewardship Centre for Mississauga.

**Community Services Department - Fire and Emergency Services:**

In partnership with the Stephanie Gaetz Keepsake Foundation, Fire and Emergency Services staff developed and implemented a new children's safety colouring book. The book will be posted on the internet and distributed to schools and other fire safety organizations.

In partnership with the Greater Toronto Water Main and Sewers Contractors, the Training section received funding in the amount of \$17,000 to train all suppression personnel in Trench Rescue awareness.

**Community Services Department - Planning and Administration:**

In order to better the Community Services Department's inventory methods for existing park facilities, an outdoor sports facility GIS inventory was designed and implemented. Using the City's aerial photography, and Microstation and Bentley Geographics as the software tools, a wide variety of sports facilities such as soccer pitches, softball and baseball diamonds, football, tennis and cricket facilities were mapped; additional features such as facility type and park name were also included. City staff across the corporation now have viewing capabilities of park facilities. Also developed in the GIS system was a recreational trail database and playground inventory.

Working with a number of external stakeholders including the Mississauga Sports Council, Gymnastics Mississauga and soccer associations, a sports complex business plan was completed and approved by Council including the initial design funds.

Business Planning staff completed the Recreational and Park Sponsorship Strategy which looked at all opportunities within the City's recreational and park amenities for sponsorship potential.

The City of Mississauga and the Region of Peel jointly approved the final development plan of the Britannia Hills Golf Course which will utilize a closed landfill site to create an expanded championship golf course. The expansion plans include an eighteen-hole course designed as a Scottish Links style course, cart paths, nine-hole short course suitable for juniors and new golfers, double-ended driving range and new clubhouse with year round banquet facilities.

Business Planning staff initiated the Healthy City Alliance with University of Toronto at Mississauga (UTM) and the Trillium Health Centre (THC).

**Community Services Department - Recreation and Parks:**

In 2003, a number of City facilities experienced increases in participation levels and additional revenues. In some cases these increases can be attributed to the shut down of five community centres for the major Redevelopment Project:

- Cawthra Community Centre increased its registered program revenues by 25% through program changes for the pool including additional classes and programs
- Lakeview Golf Course had a 100% increase in the 2003-2004 off-season room booking
- Clarkson Community Centre increased pool use by 14% compared to its 2002 attendance
- Meadowvale Community Centre's program registrations increased from 1,194 participants in 2002 to 1,400 in 2003
- the Civic Fitness Centre saw a major increase in usage with almost triple the overall usage over 2002

Tim Hortons sponsored free March Break fun swims at City pools with over 3,800 people

participating. They also continued their sponsorship of free family skates through the Christmas holidays which saw attendance of 8,900 participants. The value of the donation by Tim Hortons for both events was \$21,000.

The City partnered with MultiSport Canada and the Erin Meadows Community Centre Triathlon Club to host the first annual triathlon and duathlon. The events included four adult races and three children and youth events.

Leash-Free Mississauga (LFM), an affiliated group with the City, accomplished the following in 2003:

- in partnership with the Region of Peel, a new 53 stall asphalt parking lot with lights was installed at Jack Darling Park
- Nestle Purina PetCare donated \$3,000 to maintain the Jack Darling Park Leash-Free zone and sponsor other special projects
- the Battleford Leash-Free zone was successfully relocated to Totoredaca Park as a result of the Region of Peel locating a recycling centre at the Battleford location. The relocation was paid for by the Region of Peel. Totoredaca Park Leash-Free group increased their membership from 30 to over 200 members
- Totoredaca Park and Garnetwood Park Leash-Free groups were involved in tree planting events
- overall, Leash-Free Mississauga increased its membership by over 40% from its 2002 membership

#### **Corporate Services Department:**

The Finance Division published a question and answer brochure to enhance taxpayer understanding of tax and assessment issues.

The cashiers area on the ground floor of the Civic Centre was renovated to include a separate wicket for cheque payments only, reducing wait time for many customers.

The Revenue Division implemented the use of collection agencies for the collection of fines under the Provincial Offences Act (POA) and accounts receivable payment defaults.

Staff from the Revenue Division partnered with the Municipal Property Assessment Corporation (MPAC) call centre to reduce the number of calls redirected by the City to MPAC and vice versa. This was accomplished through joint training allowing both organizations to answer common tax and assessment questions.

The Finance and Information Technology Divisions partnered to implement a consolidated bill payment service for tax receipts collected at various financial institutions, eliminating the need for duplicate data entry.

The Enforcement Division assisted Peel Regional Police in an initiative to decrease or eliminate the

number of unattached trailers parked on the streets through the creation of a new offence and dedicated enforcement. This achieved considerable reduction in the number of unattached trailers on City streets.

The City's Youth Advisory Committee, in partnership with Childfind Ontario, the Mississauga Crime Prevention Association, and several other community organizations, held a special child safety forum at the Civic Centre to provide parents with information on how to both street-proof and cyber-proof their children.

#### **Transportation and Works Department:**

Marketing staff developed a comprehensive campaign that introduced new campus-specific transit service to students at University of Toronto at Mississauga. In addition, the section continued its annual "Ride 2 School" secondary school student information program to encourage students who require volunteer hours to assist in the promotion of public transit in Mississauga.

The department procured a long-term Tri-Party Signal Maintenance and Controller Contract with the Region of Peel and City of Brampton.

A review of the provision of street lighting services was completed which resulted in the signing of a new street lighting agreement between the Enersource Corporation and the City of Mississauga.

In 2003, staff successfully resolved rights-of-way and greenbelt issues including:

- an agreement with F&F Construction regarding Tomken Road which brings an end to a 20 year old development application
- a resolution with the Credit Valley Conservation and Region of Peel in regards to the Credit Valley sanitary trunk sewer
- the completion of a walking trail system and erosion works for the Etobicoke Creek sanitary sewer in partnership with the Region of Peel
- an acceptable solution between the developer and the Ministry of Transportation in regards to the QEW/Hurontario project

## **6.2 Strategic Action: Monitor the public's expectations for municipal services and obtain feedback on the services being delivered.**

#### **Community Services Department - Library & Fire and Emergency Services:**

The Library system and Fire and Emergency Services shared the highest customer satisfaction rating from the community in the annual Environics poll.

#### **Corporate Services Department:**

Comment cards were implemented at the tax and cashiers counters to allow for customer feedback.

Staff developed a program to train taxicab drivers from other cities and received approval from Council to enter into a service agreement with the City of Vaughan to train their taxicab drivers.

### **6.3 Strategic Action: Establish service levels for major corporate activities and benchmark costs and services levels.**

#### **City Manager's Department:**

Under the leadership of the City Manager, the City began a major City Services Review (CSR). In 2003, a dedicated staff team completed the development of the framework for the review. Every Department committed to reviewing all of their services, documenting service levels, identifying linkages in service delivery areas with opportunities for efficiencies, and identifying opportunities for service level changes. The city-wide services review is expected to develop information and methods to inform and guide future business planning and help to prepare the City to meet its financial challenges in the future. The CSR review will contribute to future budget processes and performance measures and will lead the way to a long term sustainable business planning process.

#### **Community Services Department - Facilities and Property Management:**

Two additional rinks were constructed within the Hershey Centre complex to provide extra ice inventory.

#### **Community Services Department - Fire and Emergency Services:**

An ambulance integration study for the implementation of Fire and Emergency Services delivery of ambulances, led to increased emergency medical responder training. This training will be an important adjunct for the provision of more effective pre-hospital emergency services in Mississauga.

Fire and Emergency Services improved operational methods by:

- the redeployment of a Draeger Multiwarm Detector for pumpers 119 and 105, which allowed for greater efficiency in responses to the Pearson International Airport
- a portable radio upgrade in the south end of the City which improved emergency radio coverage

In 2003, all Fire and Emergency Services staff received drug laboratory awareness training. This program was highly acclaimed in the Fire service and was featured in the Globe and Mail newspaper. In addition, all Fire and Emergency Services staff received Chemical, Biological, Radiological, Nuclear (CBRN) awareness training.

#### **Community Services Department - Planning and Administration:**

The 'Managing for Value and Performance' (MVP) business plans that were developed for each of the divisions within Community Services were further integrated with the completion of a department-wide funding plan.

The City's first artificial turf soccer fields were installed as part of the overall park development initiative for the Parkway Belt lands south of Iceland Arena. When completed, this 80.9 Ha (200 ac.) project will transform the hydro and highway buffer lands into an exceptional community park.

A new Skateboard Park, adjacent to Iceland Arena, was opened in the summer of 2003 to an enthusiastic crowd of skateboarders. Feedback from the public via an internet survey guided staff in the design and development of this 'first of its kind' City amenity. The Skateboard Park is free of charge and designed for all skill levels.

An alternative service delivery model for the bookmobile services was completed and approved by the Mississauga Library Board and City Council. Staff worked with affected groups to find ways of continuing the service without a bookmobile.

The Records team completed the records conversion project on schedule in December 2003. This project involved converting all Recreation and Parks records, including community centres, into compliance with the Corporate Uniform Records Collection System. Records staff created 5,900 new records for Community Services and 661 boxes were processed for storage.

**Community Services Department - Planning and Administration & Corporate Services:**

Settlements were reached in the Ontario Municipal Board (OMB) hearings surrounding cash-in-lieu for park purposes with the majority of the City's policies upheld. Staff from Realty Services participated in the successful negotiation and settlement of two cash-in-lieu appeals at the OMB.

**Corporate Services Department:**

Over \$1.2 million in procurement savings were achieved by taking advantage of the favourable US funds exchange rate, product bundling and use of "white box" rather than brand name and/or standardized specifications. 235 procurement projects valued over \$50,000 were completed.

Overall, 841 minor variance applications and 101 consent applications were processed through the Committee of Adjustment in 2003. All applications were heard within 30 days of receipt and public notification was provided within 10 days of the scheduled hearing, as required under *Planning Act* regulations.

A total of 120 real estate transactions were completed including the acquisition and disposal of properties, negotiation of leases and land exchanges. Most notable were the successful sale of the Springbank Visual Arts property to the University of Toronto at Mississauga and the negotiated land exchange agreements with the Dufferin Peel Catholic District School Board at Anaka Park and Shelby Park to allow for park reconfiguration and soccer field development.

Corporate Services retained an external insurance broker and finalized the City's insurance program which included a complete review of the entire program and an increase in deductibles. Staff also successfully tendered and retained an actuary to perform an actuarial review of the City's claims experience and to provide an assessment of the adequacy of the City's insurance reserve provisions.

**Community Services Department - Facilities and Property Management & Corporate Services Department:**

A large existing office building at 950 Burnhamthorpe Road West (a former Enbridge property) was

purchased to address serious overcrowding issues at the Provincial Offences Courthouse and other City office facilities.

**Planning and Building:**

In 2003, the Building Division again experienced a very active construction year issuing 5,824 permits. The prescribed construction value of all building permits issued was \$1.507 billion. This represents the seventh consecutive billion-dollar plus year. There were 6,952 building permit applications. Of significant note, the value of prescribed construction value exceeded \$1.5 billion for the third consecutive year. The total value of residential construction was \$904.132 million in 2003. The total prescribed value of residential construction issued during December was \$32.605 million. Of the 5,721 new residential units issued, 2,021 were apartment units of which 75% (1,520) were for units in the City Centre. This is the highest number of apartment permits issued since 1988.

In 2003, a total number of 129,712 inspections were completed including 54,460 building, 36,815 heating and 38,437 plumbing inspections.

The Sign unit's proactive enforcement activities resulted in a significant reduction in the number of illegal signs erected throughout the City. In 2003, a total of 24,274 signs were removed from road allowances and private property resulting in the overall improvement of the appearance of the City streetscapes.

**Transportation and Works Department**

Staff from the Transportation and Works Department provided comments on over 1,000 new and re-circulated site plans in 2003.

**Corporate Services Department and Transportation and Works Department:**

Staff from Materiel Management, with the assistance of Transportation and Works staff, developed standard requests-for-proposal (RFP) templates for acquisition of goods and services resulting in savings of staff time when preparing new proposals.

**6.4 Strategic Action: Annually review user-pay fees to ensure their adequacy and appropriateness.**

**Community Services Department - Planning and Administration:**

The Sports Field User Fee report was approved by Council.

**Corporate Services Department:**

The Enforcement Division introduced new vehicle and business licence fees which more accurately reflect the cost to the City for licensing and enforcement of the respective by-laws. Comprehensive revenue projections based on the license fee changes, phased in over three years, were also developed.

## 6.5 Strategic Action: Maintain existing infrastructure.

### **Community Services Department, Corporate Services & Planning and Building Department:**

The Redevelopment Project involves the upgrade of five of the older community centres including: Burnhamthorpe Community Centre and the Chic Murray Arena, Huron Park Recreation Centre, Malton Community Centre and Library, Meadowvale Four Rinks Arena and the Mississauga Valley Community Centre and Library. During 2003 the following was achieved:

- staff from Materiel Management prepared and successfully implemented the Community Centres Redevelopment Move Contract
- Realty Services assisted with the relocation of tenants and user groups
- the Redevelopment Project resulted in the successful redeployment of 33 full time staff and relocated 69 community groups. The seamless transition of programs resulting in no significant decrease in participation
- Chic Murray Arena reopened for business and ice rental bookings in September 2003
- the Meadowvale Four Rinks Arena renovations were completed on schedule and within budget. The fast-tracked renovation project helped avoid the loss of ice surface for the City's ice arena programs
- the official re-opening of the Meadowvale Four Rinks Arena took place in November, 2003 with 19,600 visitors throughout the weekend. The concession operation opened with great anticipation from customers and with sales for November/December 47% higher than 2002
- the Malton Community Centre team were able to work on re-grouting of the change rooms during the pool shutdown which resulted in a savings of over \$3,000 in capital costs

### **Community Services Department - Facilities and Property Management:**

An overhead door replacement program, using rapid roll door technology, was initiated which reduces maintenance expenses and improves energy conservation.

### **Community Services Department - Facilities and Property Management and Library:**

Various capital works were completed at the following libraries: Streetsville, Meadowvale, Central Library, Malton, Mississauga Valley, Cooksville, and Courtneypark.

### **Community Services Department - Facilities and Property Management & Corporate Services Department:**

The Animal Services building was renovated to provide expanded capacity. Door to door license sales during the animal shelter construction phase resulted in the recovery of \$10,000 in unpaid licence fees. Full service of the shelter resumed in August 2003.

### **Community Services Department - Planning and Administration:**

In 2003, staff completed playground structure improvements at the following parks: Promenade Meadows, Glen Eden, Tom Chater Memorial, Tillsdown, Erindale, Mississauga Valley, Golden Orchard, Applewood Hills, Hickory Green, Brickyard, and Richard's Memorial. New equipment included play structures, swings, and spring toys.

In cooperation with the Waterfront Trust, the City received SuperBuild funding from the provincial government of \$1 million to assist with the redevelopment of Port Credit Memorial Park (East).

Streetsville Memorial Park soccer field improvements were completed to provide more playing area by relocating both the spectator area and improving the field's drainage.

**Transportation and Works Department:**

A trunk storm sewer was installed along Royal Windsor Drive (west of Southdown Road) to alleviate flooding and the road was widened to the Clarkson GO Station entrance.

The Mary Fix Creek storm water management pond (north of Dundas Street and south of Hillcrest Avenue) was constructed over the winter to provide increased water quality and to prevent downstream flooding.

Creek work was completed which involved sections of both the Birchwood Creek and Cooksville Creek being stabilized, pedestrian bridges being replaced and disturbed sections being successfully re-vegetated.

The City's annual resurfacing program was completed with the rehabilitation of 85 major, industrial, collector and local roads. Fifteen per cent of streets that were resurfaced in 2003 were carried out by using a new method called expanded asphalt reclamation. This technique allows for the reuse of existing asphalt, making the process more environmentally friendly and eliminating reflective cracking.

Several major road improvement projects were completed in 2003 including:

- the reconstruction and realignment of Tenth Line West (from Thomas Street to Eglinton Avenue) which was completed within two month
- the reconstruction and widening of Eglinton Avenue (from Highway 403 to Dixie Road)
- rehabilitation of eight City bridges including the full restoration of the Dundas Street bridges over the Credit River with intersection improvements at Mississauga Road

Through a partnership formed with developers and their engineering consultants, the Region of Peel and the City of Mississauga allowed 27 subdivision developments to be assumed, enabling 13.5 km (8.4 mi.) of new road to be integrated into the existing infrastructure.

## **7.0 Strategic Plan Vision Statement:**

***Mississauga will be an environmentally responsible community***

### **7.1 Strategic Action: Establish policies and guidelines to ensure that adequate consideration is given to the environmental implications of development.**

**Community Services Department - Planning and Administration:**

Approximately 33 ha (80 acres) of greenbelt lands were acquired by the City for preservation purposes due to a condition in the development applications.

**Community Services Department - Recreation and Parks:**

The Director of Recreation and Parks Division and the Senior Legal counsel were invited to participate on the Association of Municipalities of Ontario (AMO) Review Committee because of their expertise in dealing with pesticides.

**Community Services Department, Corporate Services Department & Transportation and Works Department:**

As a result of the SARS outbreak and the West Nile Virus, Human Resources staff developed training and educational programs for managers and supervisors. Fourteen training sessions were conducted and over 670 employees attended. In addition, staff from Transportation and Works Department participated on, and offered technical support, for various regional committees regarding the West Nile Virus and algae issues.

**Planning and Building Department:**

In accordance with City Council's direction, work continued in 2003 to determine the feasibility of designating the Cooksville Creek as a special policy area. The technical findings were contained in the document entitled "Special Policy Area Study for the Cooksville Creek Flood Plain" which was received by Council in spring of 2003. The framework for implementing the two-zone policy area is currently being developed.

**Transportation and Works Department:**

In April 2003, the department revived the yellow fish road program. The project involves trained and supervised local volunteer groups who apply specially designed yellow plastic disks to curb tops next to road catch basins to educate the community in protecting water resources connected to storm drains.

## **7.2 Strategic Action: Support innovative and responsible environmental practices.**

**Community Services Department - Facilities and Property Management:**

The Civic Centre buildings underwent upgrades to energy conservation and building management procedures, including the programming for an automated lighting schedule, to save a projected \$300,000 in facility hydro costs.

An award of \$90,000 was received from the federal government's Canadian Building Incentive Program for energy conservation methods that were incorporated into the design of two community centre projects.

**Community Services Department - Planning and Administration:**

The Creditview Wetland conservation plan was initiated which included public and stakeholder meetings. The first steps of the plan included the establishment of goals for the preservation of the wetland and the provision of a viewing area.

**Community Services Department - Recreation and Parks:**

In total, 1,165 volunteers contributed approximately 3,495 hours towards the planting of over 5,100 trees and shrubs within City's parks.

**Corporate Services Department:**

The City successfully launched two new phases of its anti-litter program. The first phase was based on enforcement which resulted in the successful passing of a fine increase from \$105 to \$305 for littering and the second phase was based on the "Slam Dunk Your Junk" campaign which brought together 60 Mississauga schools pledging their support to pick up litter. NBA superstar Jerome Williams was recruited as Mississauga's anti-litter spokesperson.

**8.0 Strategic Plan Vision Statement:**

*Mississauga will be governed in an open and responsive manner*

**8.1 Strategic Action: Regularly review public participation processes to ensure that maximum opportunities for public input are being provided.****Community Services Department - Facilities and Property Management:**

Facilities and Property Management assumed the task of coordinating the Corporation's responsibility under the new *Ontarians with Disabilities Act*. This involved creating an Accessibility Advisory Committee and developing the first Accessibility Plan covering all aspects of the operations, policies and procedures of City departments.

**Community Services Department - Library:**

The Mississauga Public Library Board undertook a major initiative to move to the Carver model of policy governance.

**Community Services Department - Planning and Administration:**

In fall 2003, the Huron Park master plan for park redevelopment was presented to the Ward 7 community. Construction is scheduled to begin in 2004.

The Community Services Department launched the "Future Directions for Recreation and Parks and Library Services" document. This document looks at these services over a 30 year period and it is revised every 5 years. Numerous community focus groups, stakeholder meetings and a community survey took place to ensure citizen participation. It is anticipated that the document will be approved by City Council in 2004.

**Corporate Services Department:**

The Office of the City Clerk in conjunction with Legal Services, developed and reviewed the following by-laws to be consistent with the *Municipal Act, 2001*:

- the Procedural By-law
- a new Council Procedure By-law
- a Notice By-law to outline the manner in which public notice will be given by the City

## **8.2 Strategic Action: Enhance information sharing with the public through the media and the development of streamlined information access system(s) at the Civic Centre and other City facilities.**

**Corporate Services Department:**

Web site mail inquiries increased by 41% over 2002 following implementation of the new eCity portal.

Communications handled a number of major issues including:

- Budget 2003
- Independent Mississauga
- anti-litter campaign
- SARS, West Nile Virus, August Power Outage and the African Long-horned beetle issues
- Bus Rapid Transit (BRT)
- media support for the Mississauga Urban Design Awards
- the communication management for the Community Centres' redevelopment projects
- promotion of Election 2003
- coordination of the City's 30<sup>th</sup> anniversary campaign for 2004
- launched a media monitoring program which found that during August to December more than 211 million hits were captured

## **9.0 Strategic Plan Vision Statement:**

***Mississauga will achieve excellence in public administration***

### **9.1 Objective: To create a corporate culture that emphasizes customer service, innovation, creativity, integrity and accountability.**

**Community Services Department - Fire and Emergency Services:**

With support from City staff and fellow colleagues, the Mississauga Fire and Emergency Services staff raised more than \$33,000 for cancer research by shaving their heads. This event took place each Friday in November as a tribute and show of support for the City's Fire Chief and fellow firefighters currently battling various forms of cancer.

The Recognition and Rewards Committee implemented a new retirees patch which will be embroidered on a retiree's tunic to indicate their status at special functions.

**Community Services Department - Library:**

The staff from the Library completed a major review of its personnel resulting in a new organization chart with clearer responsibilities and accountabilities as well as an emphasis on creating a culture of greater staff involvement in direction and decision making. A full job evaluation for its union employees resulted in a redefinition of duties to reflect changes in library services.

The Library participated in a pilot project designed to identify a wide range of appropriate and meaningful performance indicators for the delivery of library services.

**Community Services Department - Recreation and Parks:**

Two hundred and thirty-three (233) facility, forestry and parks staff received training from the facility operator's training development and parks operator's training development programs.

Five lifeguard staff from Malton Community Centre received Certificates of Recognition from Mississauga Fire and Emergency Services, for their outstanding teamwork and leadership provided during a medical incident that occurred at the Malton pool. The staff members were: Jackie Thorpe, Lisa Limarzi, Judith Shim, Juan Aburto and Irwin Hutchinson.

**Corporate Services Department:**

The Corporate Services Department developed an orientation program to provide new employees with detailed information about their job, department and working unit.

The Finance Division developed a communication process with the Corporation's capital works project managers to enhance cash flow forecasting and improve timing of investments in order to maximize earnings for the City. Overall cash flow forecasting significantly reduced overdraft balances and the associated interest costs.

The Ray Foster Award was presented to Barbara Campbell-Graves in recognition of her outstanding commitment and dedication as chair and treasurer of the 2003 United Way Campaign.

Legal Services in conjunction with the Revenue Division, successfully initiated a number of tax sale proceedings. The end result was significant tax arrears and administrative costs being recovered without having to result to tax sales.

**Transportation and Works Department:**

The Works Division successfully celebrated National Public Works Week by raising the profile of public works and highlighting how staff work to enhance the everyday lives of Mississauga residents.

## **9.2 Objective: To develop an administration which anticipates, initiates, and manages change effectively.**

### **Community Services Department - Planning and Administration:**

Financial Services led the departmental financial planning process in identifying and prioritizing operational pressures and opportunities as part of a corporate strategy to assess and fund pressures within the City. Through this exercise, the department found opportunities for savings totaling \$3.5 million for the following year's budget.

### **Corporate Services Department:**

In-house counsel succeeded in having a number of actions brought against the City dismissed by the Court. \$28,000 in costs awarded by the Court were successfully collected.

Following the completion of a trial in April 2003, the City received a judgment of approximately \$140,000 (including interest) in favour of the City in a litigation over 10 years old.

Staff from Legal Services worked with the Human Resources Division and developed a new streamlined process for sharing information and taking action on Workplace Safety and Insurance Board (WSIB) claim files. The process now allows staff a better claim assessment method.

Legal Services developed procedures and check lists for the collection of evidence for prosecution and a more efficient way of transmitting this information to the Prosecution section. This resulted in improved preparation for trial on by-law offence matters.

### **Planning and Building Department:**

A workshop was held to inform City staff about the growth forecast results for population, housing and employment growth to 2041. The session also focussed on issues that the City will be facing in the years to come. In addition, four growth forecast brochures featuring population growth, age structure, housing growth and employment growth were prepared.

A departmental team approach to issue resolution and process simplification was used successfully for major development projects in 2003. This practice provided for excellent communication and coordination resulting in more timely permit issuance for major projects including the redevelopment of five of the City's community.

## **9.3 Strategic Action: Finalize the Human Resources Plan focussing on staffing, training, career development, succession planning, compensation practices and reward/recognition programs.**

**Community Services Department - Two Way Communication:**

In 2003, the Two Way Communication initiative and dedicated staff achieved the following:

- the development of a recognition strategy in collaboration with Corporate Services
- organized the annual CAFÉ Award nominee luncheon for all Community Services employees who were nominated for a CAFÉ Award
- organized seven divisional staff appreciation events
- developed a revised electronic communication log system which allows employees to submit their issues, ideas, concerns and resolutions to management
- the team from Fire and Emergency Services visited all fire staff with a program entitled 'Two Way Tune Up' which included a presentation on a new electronic form for feedback from front line staff

**Community Services Department - Planning and Administration:**

Human Resources staff dedicated to Community Services achieved the following successes in 2003:

- an eight member recruitment team completed over 85 interviews to select a group of highly skilled and dedicated future firefighters
- successfully managed the temporary closures of five community centres and the associated redeployment of the affected staff into meaningful positions or work assignments
- trained over 500 Community Services employees in health and safety courses including driver, propane, chipper/chainsaw and basic certification training
- updated the City's asbestos management program and conducted training and education sessions for approximately 250 Community Services employees
- held training sessions for staff from 14 community centres on proper hiring procedures for part time staff resulting in improvements for the processing of hires and terminations
- participated in the planning of a Library Manager/Senior Librarian Workshop which focussed on clarifying the roles of managers and senior librarians. The event staff developed and presented a guide entitled "Development Opportunities for Senior Librarians in Recruitment"
- conducted six training sessions on "working with seasonal staff" designed for parks operations staff working with temporary labourers and students. The sessions provided information to help manage the crews
- successfully merged departmental human resources files with the corporate human resources files for full time staff in Recreation and Parks which provides a more accurate and complete human resources filing system

Fire and Emergency Services successfully negotiated and implemented a new collective agreement for 2003-2004.

**Corporate Services Department:**

The corporate Human Resources strategic plan was approved in August 2003 to be rolled out to staff in early 2004. The plan will help to identify priorities, allocate resources, track progress and evaluate performance. In addition, the supporting recruitment plan was also approved which describes corporate recruitment needs for the future.

Human Resources staff coordinated and conducted approximately 2,555 employee recruitment

transactions corporate-wide including hiring, rehiring, promotions and transfers of full time, part time and seasonal staff.

Excluding the standard training programs for Fire and Emergency Services and Transit, approximately 342 employees were trained in the areas of employee safety, skills development, and supervisory development.

During 2003, the Health Centre conducted approximately 850 assessments for employees in need of rehabilitation and arranged for approximately 100 employees to be placed in modified work positions. Under the disability management program, approximately 4,462 days of potential employee lost time was turned into productive work time for the City.

A leadership development program titled 'Seeing the Way Forward' was implemented and is aimed at the City's senior extended management team.

The Human Resources Division conducted an Employee Health Fair in the Great Hall of the Civic Centre with the participation of 20 community health organizations and health service providers.

#### **9.4 Strategic Action: Continue economic, demographic and environmental scanning activities.**

##### **Corporate Services Department:**

The Finance Division converted short term treasury bill investments into higher return instruments resulting in \$55,000 of additional revenue.

#### **9.5 Strategic Action: Monitor and evaluate all corporate plans to ensure their continued relevance in anticipating, initiating and managing change effectively.**

##### **Community Services Department - Fire and Emergency Services:**

Fire and Emergency Services hosted their first Emergency Preparedness exhibit including displays featuring City services, Peel Regional Police, Ambulance Services, Canadian Red Cross Society and the St. John Ambulance. The City of Mississauga was also recognized for achieving the 'Essential Level of Emergency Preparedness' which is a distinction given by the Partnerships Toward a Safe Communities program, an initiative of the Canadian Association of Fire Chiefs.

#### **9.6 Strategic Action: Enhance service delivery through the use of Information Technology and other means.**

**Corporate Services Department:**

The OMNIRim records software was upgraded and migrated to a web-based format as a joint project between the Information Technology Division and Corporate Records. The upgrade included customized training packages for all departments using the system.

The WORDS project, which is a key word database of Council and Committee decisions, was expanded to include Council decisions from 1976 to 1979.

The Information Technology Division provided the following assistance for the 2003 Municipal Election:

- an on-line voters' list for the advance poll which resulted in a decrease in staff time required to update the final voters' list between the advance poll and voting day and provided timely vote information to candidates
- the optical scan vote counting equipment counted 83,241 votes within two hours of the close of the polls
- in partnership with the Canadian National Institute for the Blind (CNIB), the ivotronic audio ballot allowed visually impaired voters to vote without assistance

The Finance Division implemented a new Canada Savings Bond plan for employees and in conjunction with the Information Technology Division, automated the United Way donations associated payroll deductions which dramatically streamlined the process.

Staff from the Information Technology Division completed a number of modules for the City's proprietary TXM2000 property tax system, including non-residential supplementary taxes, automated bank line payment processing and assessment control tools.

The Corporation acquired and implemented multi-function printers (copy, print, fax and scanners) which eliminated separate machines and result in a savings of \$17,000 per year. This initiative received the City's Energenius award.

The Finance Division decreased the number of cheques issued by 5% by implementing summary billings for copiers and pagers by interfacing with the SAP accounting system. This new innovation substantially reduced payment processing time.

The Accounts Payable section increased the amount of cash discounts taken in by \$21,640 compared to the amount from 2002.

A new call centre application was implemented in the Tax section which now allows callers to select the appropriate area rather than wait for an attendant to transfer the call.

The fire route diagrams were automated for ease and accessibility for the parking control officers while out on the road.

Real time information on the payment of parking tickets was developed which resulted in improved

cashiering through a cheque endorsing printer.

Staff from the Information Technology Division acquired and implemented the use of Cisco Voice Over IP phones and the Cisco IPCC (call centre) System. The new installation eliminated the existing Bell phones and the Bell ACD system. The introduction of these new technologies will save the City \$700,000 per year.

**Corporate Services Department & Planning and Building Department:**

The Information Technology Division, in partnership with all City departments, launched the eCity Portal. This portal gives residents the ability to electronically conduct their business with the City on a self-serve basis 24 hours a day, seven days a week. The new eCity portal was launched in November 2003 with 'Plan and Build eServices Centre' as the first online features. The key features include purchasing compliance letters and tax certificates online, booking building inspections and the availability of application status reports to applicants online. The Plan and Build eServices Centre were an instant success and continue to be key features of the new portal. Other eCity online services are the ability to purchase bus tickets and transit season passes, purchase tax certificates, verify status of tax account and assessment information and electronically submitting various types of applications.

The Communications Division coordinated the launch of the eCity web site to the public and introduced the use of a web-cast (via the internet) to the media. The introduction of the web-cast allowed the media from the GTA and surrounding areas to access a live broadcast from the City's web site. The web site had over 160 hits to the live web-cast and a further 100 hits to the archived version which remained on the Canada Newswire web site. Web-casts will be used in the future as a cost effective means of communicating with the media.

**Transportation and Works Department:**

In 2003, the pavement management system added extensive condition data for the entire City's road network which was collected during the summer of 2002. The system provides the means to develop long term pavement projections and sets the groundwork for developing a customized analysis for the road rehabilitation program.

The management and tracking of Public Utilities Coordination Committee (PUCC) applications was automated into the department's infrastructure management system and allows for an integrated method of tracking utility works within the City's road rights-of-way.

In partnership with Information Technology, many IT systems were upgraded or implemented including:

- the Traffic Database Management System (TDMS) to enhance the traffic operations data management
- the contract for a new fleet management system was awarded to CCG System Inc.
- the contracts module of Hansen Software was successfully implemented
- material safety data sheets (MSDS) on hazardous materials was made available to all City staff via an online electronic book

- Transit and related payroll operations were streamlined by enhancing numerous interfaces such as Sunday service and vacation handling
- improved the interface between the Hansen Infrastructure Management System software, GIS/CADD Street Centreline and Planning and Building's MAX System
- the Hansen system was leveraged for the LED traffic signal heads inventory and new GIS/CADD tools, such as Brava viewer, InRoads and Geomedia, were leveraged to gain further data management efficiency
- the FASTRAC database server was upgraded to facilitate traffic signals management

In December 2003, the Federation of Canadian Municipalities approved the funding of up to \$340,000 in support of the Transportation and Works Department plan to pilot smart vehicle technology in some transit buses and winter maintenance vehicles. This 2004 pilot project will see the introduction of automatic vehicle location and global positioning system equipment to improve on-time performance of buses and for more efficient management of winter maintenance equipment.

A comprehensive study was carried out on the Transportation and Works Department daytime inquiry line which resulted in a pilot project to allow an increased number of customer service representatives to respond to inbound calls. The pilot was launched in conjunction with the introduction of new and sophisticated call management software. The reorganization allows for reduced wait time for callers and increased capacity for dealing with large volumes of inbound calls.

Staff from the Information Technology Division converted CityLink, the automated transit bus schedule telephone system, from an analog to digital telephone interface providing savings of \$1,400 per month.

The GIS/CADD section developed a standard "non-commercial use" legal agreement to allow the City to share its digital data holdings more easily with local educational and non-profit organizations.

#### **Transportation and Works Department - Transit & Corporate Services Department:**

To accommodate 44 new buses, Mississauga Transit introduced an outdoor storage for buses at the Central Parkway garage which features a fully operational unmanned reporting office. The new facility is equipped with CCTV cameras, intercom and computerized badge reader capability which allows for operators to check-in and to receive their bus assignments. The Information Technology Division installed the new bar code scanners and implemented the new driver check-in system. As no staff is required to man the reporting office, labour costs in the amount of \$25,000 per year are saved.

### **9.7 Strategic Action: Improve public access to information and response to customer service issues.**

#### **All departments:**

For the week after the blackout occurred in mid-August, the City of Mississauga remained open for

business while significantly reducing electricity consumption by: increasing the temperature setting to reduce consumption from air conditioning; deactivating tennis court and sport field lighting; using natural light to reduce energy loads; turning off lighting when facilities were closed. Approximately 14% reduced energy consumption was achieved, yielding a savings of approximately \$58,000 for the month of August.

**Community Services Department - Planning and Administration:**

A new cartographically correct parks map was developed which made the map easier to read.

Staff from GIS/CADD section made significant changes to the Street Guide including the addition of City parks with accompanying indexes. The use of colour on the “online” version is a precursor to planned changes for the integration of additional layers of information and the eventual printing of the guide in colour.

**Community Services Department - Planning and Administration & Transportation and Works Department:**

In cooperation with Transportation and Works Department, the City’s Street Guide (both hardcopy and on the web site) now contains shaded park outlines and associated indices which has assisted Parks Operations staff in making their work flows more efficient.

**Corporate Services Department:**

The Enforcement Division updated the Disabled Persons Parking By-law and received approval from the provincial government to increase the fines for those illegally parked in a designated disabled person parking space from \$125 to \$350.

## **10.0 Strategic Plan Vision Statement:**

*Mississauga will offer a diversity of cultural opportunities*

### **10.1 Support cultural activities in Mississauga.**

**Community Services Department - Recreation and Parks:**

Staff successfully negotiated the arrangements to move Visual Arts Mississauga from the Springbank Centre to the Mississauga Garden Park with full cooperation of the group.

The Museums continued to break previous attendance records with 621 people attending the Halloween event at Benares. Prizes for the costume contest were donated by local businesses.

In December, the Museums received close to \$5,000 in profits from wreath sales and photos with Santa Claus at the log cabin. The Mississauga News contributed over \$7,000 worth of free advertising for the event.

## **10.2 Strategic Action: Demonstrate that culture is a vital component of a healthy, diverse city.**

### **Community Services Department - Planning and Administration:**

A draft Master Plan to guide landscape improvements at Bradley Museum Complex was completed.

A plan for additional landscape improvements around the rear entry of Benares Museum was completed in 2003.

## **10.3 Strategic Action: Recognize the accomplishments of citizens who create and enrich the cultural fabric of Mississauga.**

### **Community Services Department - Library:**

The Library continued to see record numbers of volunteers, sponsorship dollars, donations of funds, goods and community partnerships valued at \$2.5 million. The Friends of the Library continued to expand their activities and reach new levels of membership and support for Library initiatives including funds to help relocate the Meadowvale Branch, renovate the Streetsville Branch, expand the Central Library history department, and other smaller projects. In 2003, they donated \$204,000 of the \$2.5 million, to the Library's programs and committed another \$200,000 for 2004.

The Library worked with over 25 language groups to fund, donate, acquire and lend materials in those languages. In addition, the Central Library and several branches posted displays and events which were coordinated with numerous ethnic communities across the City.

The Library actively promoted the City's annual Carassauga Week of multicultural celebrations and once again was the venue of the most passport sales for this annual event.