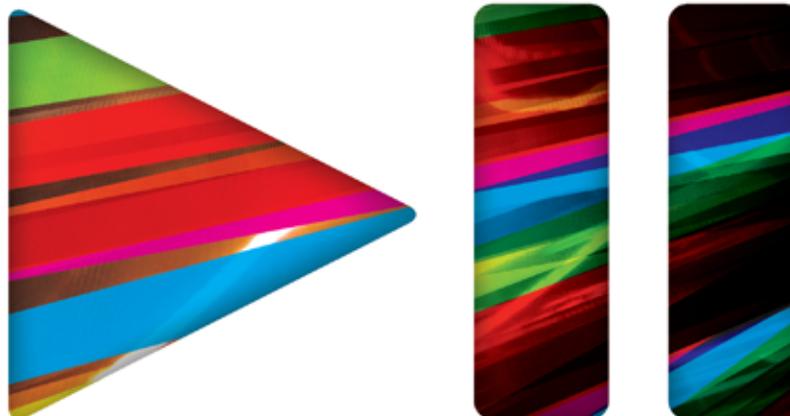


2011 highlights



Message from the Mayor & City Manager



On behalf of Council and the City's Leadership Team, it is our pleasure to present the City of Mississauga's 2011 achievements in this annual Highlights Report. These examples of our success demonstrate the City's commitment to excellence and advance the City's 2011–2014 Business Plan priorities. As we deliver on our priorities, we are careful to strike a balance between service expectations and fiscal restraint.

It is important that we reflect back on our accomplishments as we continue to build a strong and vibrant city. 2011 was a banner year for Mississauga. For example, we saw the completion and opening of 153 Infrastructure Stimulus Fund (ISF) and Recreational Infrastructure Canada (RInC) projects; MiWay, the award-winning brand for transit service, became a household word; a Sheridan College campus opened in downtown Mississauga; we continued to find savings through operational efficiencies and partnerships; and respect for our environment was high on our radar.

We also report annually on our progress of the City's Strategic Plan. The 2011 Strategic Plan Progress Report can be found on a new website at www.ourfuturemississauga.ca.

The City is committed to informing residents of our progress and we are very proud of the quality programs and services delivered by our dedicated employees. Please take the time to read about our annual highlights in this report and visit the new Strategic Plan website to monitor our long-term progress. Stay connected as we continue to build on our successes. We believe you will see the values of trust, quality and excellence in public administration reflected in all we do.

A handwritten signature in black ink, appearing to read 'Hazel McCallion'.

Hazel McCallion, C.M., LL.D.
Mayor

A handwritten signature in black ink, appearing to read 'Janice M. Baker'.

Janice M. Baker, FCA
City Manager and CAO

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City Manager and Commissioners



Janice M. Baker
City Manager & Chief
Administrative Officer



Brenda R. Breault
Commissioner,
Corporate Services &
Treasurer



Paul A. Mitcham
Commissioner,
Community Services



Martin Powell
Commissioner,
Transportation & Works



Edward R. Sajecki
Commissioner,
Planning & Building

2011 Corporate Awards



Distinguished Budget Presentation Award, for the current budget, from the Government Finance Officers Association (GFOA) for the 22nd year in a row.

Canadian Award for Financial Reporting (CANFR), for excellence in municipal finance, from the Government Finance Officers Association (GFOA) for the 13th consecutive year.

Award for Planning Excellence in the Social Planning – Transportation and Infrastructure category, for the Hurontario/Main Street Corridor Master Plan, from the Canadian Institute of Planners (CIP).

Fourth place in the Large Cities of the Future category among the American continents, ranked by Foreign Direct Investment (fDi) Magazine.

Sixth place for economic potential and ninth place for infrastructure in the Large Cities category, ranked by fDi Magazine.

Bruce Brunton Award for the City's National Public Works Week, from the Ontario Public Works Association.

Friends of the Credit Conservation Award for the Elm Drive project, from Credit Valley Conservation.

Award of Excellence in Urban Design to Mississauga Celebration Square and **Awards of Merit** to the redeveloped Burnhamthorpe

Library and pool additions at Clarkson and Malton Community Centres, from the 30th Annual Mississauga Urban Design Awards – the longest-running municipal urban design competition in Ontario.

Corporate Exceptional Performance/Outstanding Achievement Award for the MiWay Brand Implementation Program, from the Canadian Urban Transit Association (CUTA).

Excellence in Municipal Systems Award for MiWay Mobile Site, from Municipal Information Systems Association (MISA).

Peter J. Marshall Municipal Innovation Award, for the MiWay Mobile Website Project, from the Association of Municipalities of Ontario (AMO).

Certificate of Merit for the “MiWay Mobile Website – Anytime, Anywhere, Transit Schedules for Mobile Devices” from the Canadian Association of Municipal Administrators (CAMA) as part of the 2011 Willis Award for Innovation.

Distinguished Award Honouree for Excellence in Public Service Delivery (municipal category), for the MiWay Mobile Website Project, from Government Technology Event Canada (GTEC).

First Place to Mississauga Fire & Emergency Services at the International Recognition in Auto Extrication Competition.

2011 Corporate Awards

Excellence in Storage Award, to the Malton, Meadowvale and Mavis District Works Yards, from the Salt Institute (SI).

Barrier Free Design Award of Merit, to Malton Community Centre, from the Ontario March of Dimes.

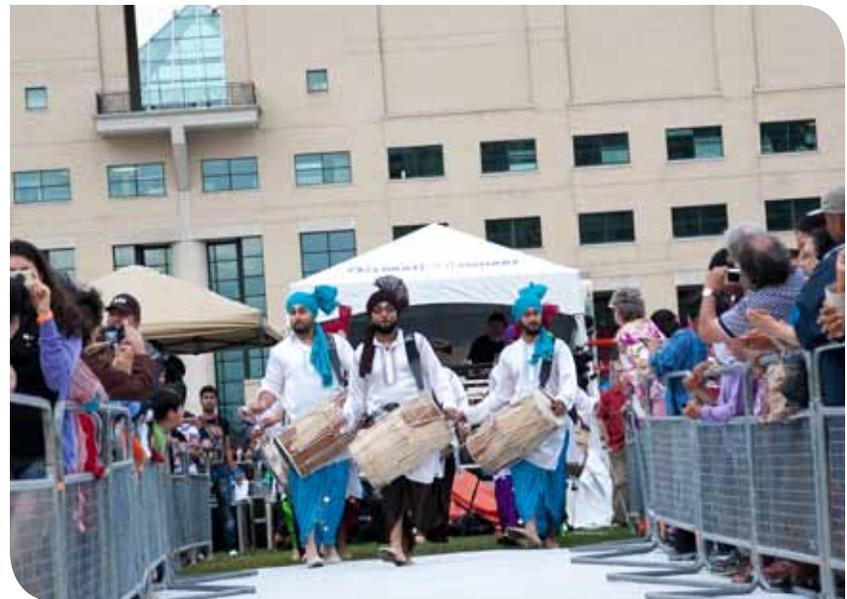
Gold Marcom Awards, for the International Indian Film Academy (IIFA) "Buzz" events communications strategy and for the Litterbug campaign, from the Association of Marketing and Communications Professionals.

OPWA – Project of the Year Award in the Environmental category, to the Region of Peel, City of Mississauga and Credit Valley Conservation for the Cooksville Creek Flooding Remediation Program Project.

Top 10 Canadian Economic Development Group, to the City's Economic Development Office, from Site Selection Magazine's annual special section on Canadian industrial development and trends.

Nation Builder honour, to Mayor McCallion, in the spirit of the Famous 5 Woman by the Famous 5 Ottawa Chapter.

Individual 2011 Excellence in Municipal Finance Award to Janice Baker from the Municipal Finance Officers' Association of Ontario (MFOA).



Delivering Existing Services



Recreation and Parks delivered 23,300 **program courses** with more than 176,000 registrations.

Camp **program registrations** increased 16 per cent over 2010 and aquatic program registrations increased eight per cent.

More than 2,500 participated in registered programs at outdoor pools; seasonal attendance during **recreation swims** surpassed 100,000.

The **new Clarkson Community Pool** increased registrations by 77 per cent over last year and the **new Malton Community Pool** saw a 16 per cent increase.

The City's partnership with the Lifesaving Society provided 3,728 Grade 3 students with the **"Swim to Survive" program** through a \$57,467 grant. The program has been offered for six years and has helped approximately 20,000 Mississauga children learn lifesaving swim survival skills.

Through media relations, total **audience reach** was 965,006,541, via 3,564 City-related news items.

The overall **call volume** to the City increased five per cent over 2010, with 15,198 calls.

The City participated in **Emergency Preparedness Week** (EPW), encouraging Mississauga residents to plan ahead and be prepared in the event of an emergency.

The City hosted free public tours during **National Public Works Week**, giving residents an opportunity to learn more about its services, such as operating MiWay and the traffic control system, and enforcing municipal bylaws.

The City assumed 12 **subdivisions**, adding 18.5 kilometres of roadway to the City's road network and maintenance programs.

The **Hershey Air Supported Structure** was installed, covering one of the artificial turf fields, which allows for additional facility use from November to April.

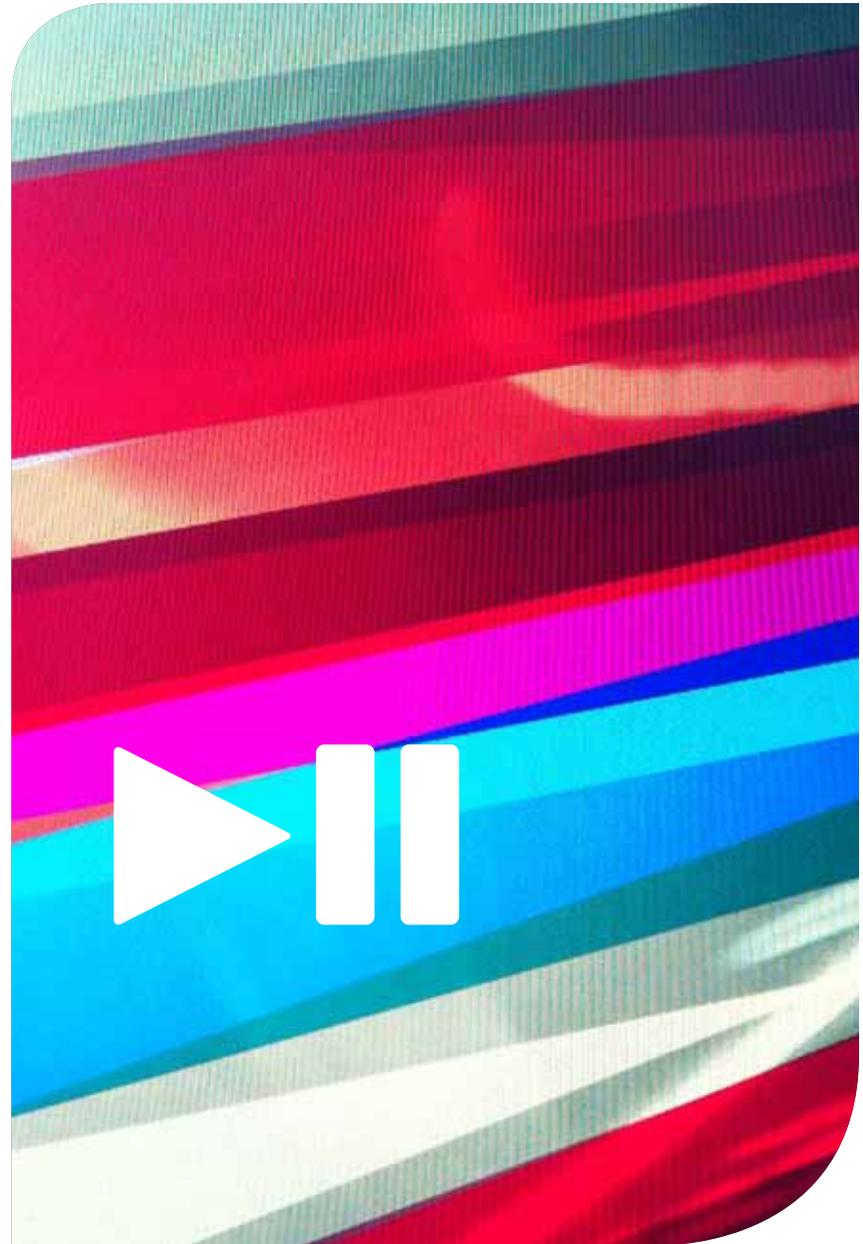
The City provided communities with rink boards, huts and shovels to build 35 **neighbourhood natural ice rinks** in local parks.

Park Planning provided comment on more than 140 **Planning and Committee of Adjustment** applications.

The **Planning and Building Customer Service Centre** received very positive feedback, serving an average of 80 people per day. Staff spent an average of 20 minutes with each customer, from arriving at the counter to leaving.

Phase one of construction of the **Mississauga Bus Rapid Transit** (BRT) is well underway east of Hurontario Street to Fieldgate Drive.

Implementing the Strategic Plan



MOVE

MiWay achieved a 5.9 per cent increase in ridership over 2010 numbers.

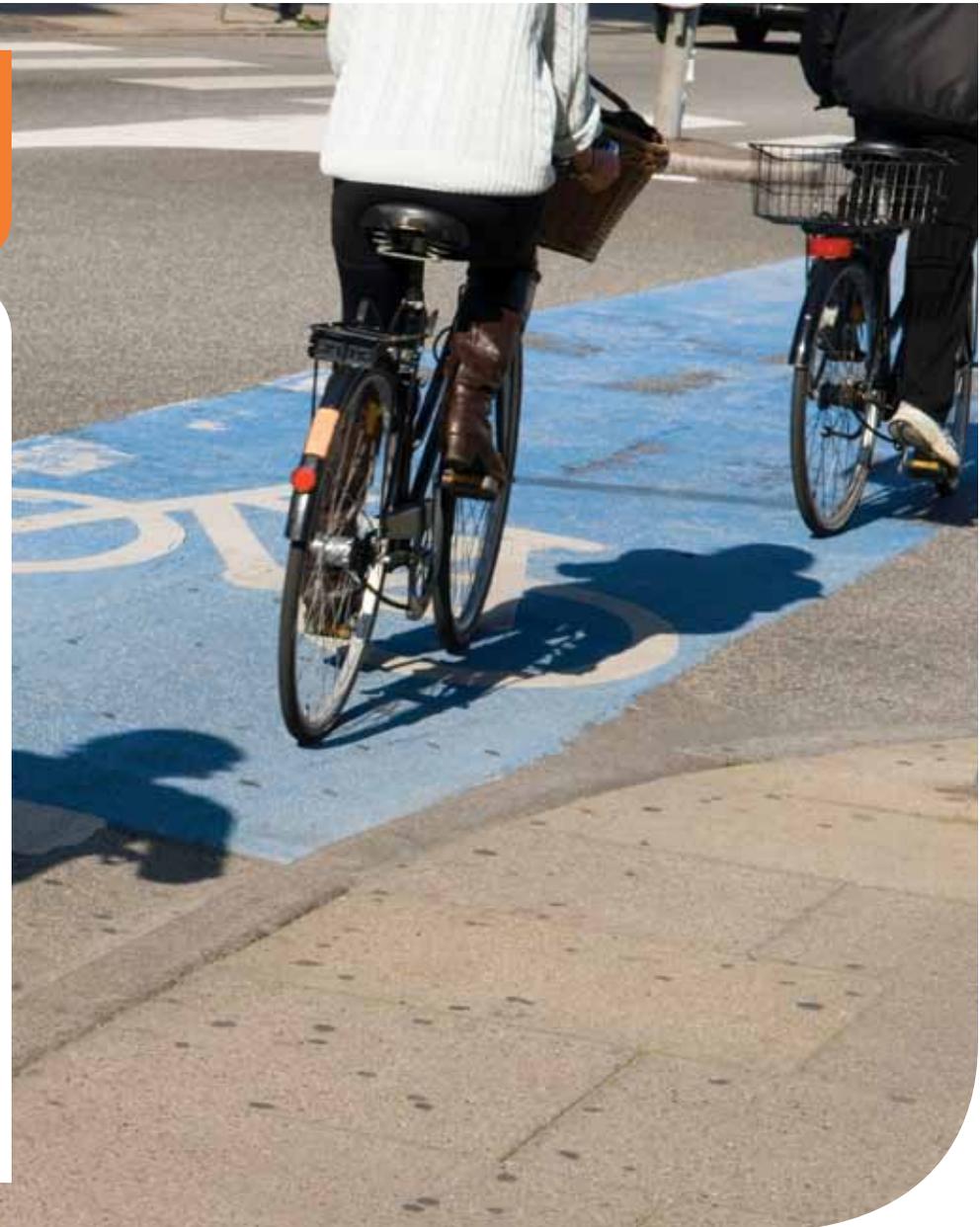
Customers used **Presto** to pay for 253,965 MiWay trips and 155,237 transfers. 2,461 Presto cards were sold; \$587,135 was collected through Presto fares.

Paid parking was implemented at the Civic Centre, Central Library and Living Arts Centre parking garages. In addition, two surface parking lots, featuring permeable pavers and LED technology, were built adjacent to Sheridan College to manage parking demand in the growing downtown.

By year-end, 80 per cent of all MiWay routes were designated as fully accessible. In November, the last high-floor bus was retired, providing a **fully accessible bus fleet** with 95 per cent of trips being accessible.

MiWay introduced more frequent service, extended service hours and additional weekend service to serve the growing number of customers who travel on the **Hurontario-Main Street corridor**.

The City developed its first **smartphone app** to help commuters navigate Mississauga's transit system.



The City's MiWay staff hosted a **customer appreciation event** with a passenger safety theme at two Mississauga transit terminals in October.

The City's MiWay Transit added 43 new **fuel efficient and fully accessible buses** on the roads in November to serve customers on local MiWay routes.

Through the Infrastructure Stimulus Fund (ISF) program, 15 **sidewalks** (a total of 18 kilometres – approximately the length of Eglinton Avenue through Mississauga), were constructed.

An additional nine kilometres of new sidewalks were installed to improve **pedestrian and transit accessibility**.

A **Student Ambassador Program** in 16 Mississauga secondary schools helped encourage the use of public transit.



BELONG

Mississauga Celebration Square's first summer season attracted 416,000 residents and visitors (not including passive customers) who attended 72 eclectic events. Nine major youth events attracted 155,100 participants and 467 youth volunteers.

The City's **Community Cultural Festivals and Celebrations Grant Program** provided \$415,900 in funding, while arts and culture grants provided \$1,224,815, contributing to the sustainability of cultural organizations and ensuring the availability of a wide range of cultural opportunities for residents and visitors.

The City provided \$715,250 in financial support to a range of community-based groups through the **Corporate Grant Program** for non-arts/cultural community groups.

To create a voice for youth in programming and event decision-making in community centres and libraries, 343 **youth advisory meetings** were held with 913 youth participants.

The City, the Ontario Ministry of Health Promotion and Sport and the Older Adult Centres of Ontario partnered to present "**55+ Inspired Living Fair**" – an interactive event to inspire people aged 55 plus to be healthy and active and get the most out of life.



Council approved the eighth annual **Accessibility Plan**; 2010 Annual Report and 2011 Initiatives, which puts the City ahead of schedule in meeting targets proposed by provincial legislation in offering accessible services.

The City and Carassauga partnered to feature **Carassauga's Dumpling Festival** at the International Home & Garden Show, providing a sneak preview of Carassauga, Mississauga's Festival of Cultures.

The City celebrated the arrival of the **Memorial Cup** in May and officially re-dedicated the City's Community Memorial on Mississauga Celebration Square.

The City promoted awareness about invisible disabilities, as well as the accessibility requirements built into all of its new facilities, for **National Access Awareness Week**.

Mississauga was one of three official **International Indian Film Academy (IIFA) Awards** "Buzz" event locations, which offered over 50 activities throughout June, culminating in a celebration of Bollywood at Mississauga Celebration Square.

The City expanded its successful **"ActiveAssist" Fee Assistance** to enable 4,000 more low-income households to register and participate in structured, quality recreation activities.

The City, with the Mayor's Youth Advisory Committee (MYAC) and the Mississauga Youth Action Team, hosted **YouthConnect 2011**, the first event to involve youth from across Mississauga in developing community relationships and linkages to other youth in a fun and interactive way.

Monthly **youth deputations** presented to Council by youth provided a voice for youth and a means to engage and inform Council, Leadership Team and the public.

In its 35th year, **Mississauga's Day with the Blue Jays** supported children in need through the Jerry Love Children's Fund.

Older adults, their families, and caregivers were invited to **active**

living fairs in September at north and south Mississauga locations for information about community resources and services that will help them live full, active and healthy lives.

Take 2: Culture Days on the Square showcased 26 jury-selected musical groups and artists on Mississauga Celebration Square in October.

The 30th anniversary of Mississauga's Sister City relationship with Kariya, Japan was commemorated at an appreciation ceremony in **Kariya Park** in September.

The City invited residents and stakeholders to provide input on a draft **Pricing Study** report which recommended new fees for recreation programs and services.

The City added two new **public art** pieces to its public art collection, including Familia installed in Harold E. Kennedy Park and Crossing Pedestrians at the intersection of City Centre Drive and Duke of York Blvd.

Mississauga Celebration Square hosted its first **New Year's Eve Celebration** with a skate party, kids' activities, local arts performances, live concerts, fireworks and more.

The Hazel McCallion Campus of **Sheridan College** opened to students in September and was officially opened in November.



CONNECT

The City, the Province of Ontario and Ontario Power Generation (OPG) signed a Memorandum of Understanding (MOU) that commits them to working together on a shared vision for the future of the **Lakeview lands** that will benefit the community and families for generations.

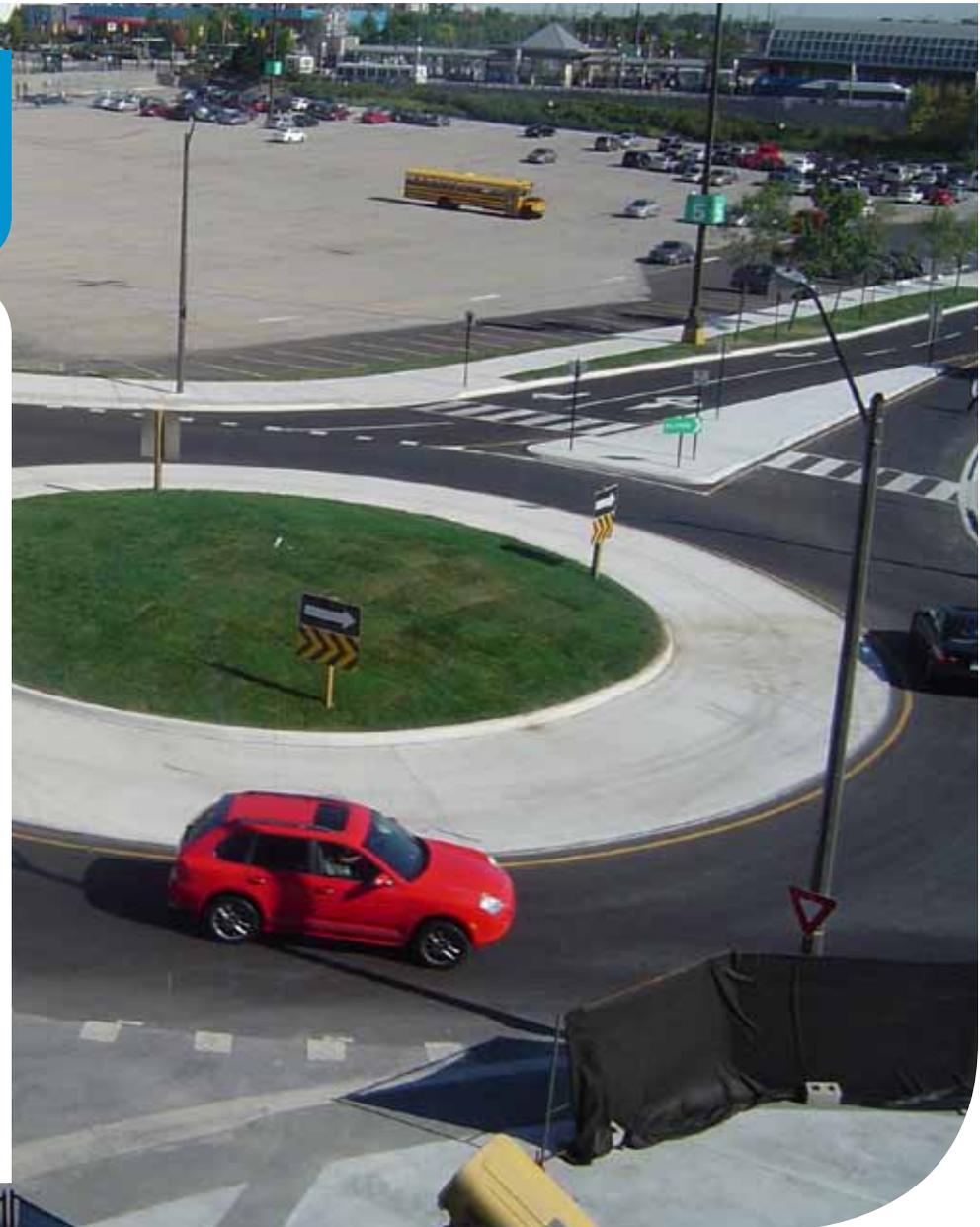
Port Credit's waterfront was noted as the number one public space in the Greater Toronto Area by Spacing Magazine.

As part of the City of Mississauga's **Port Credit Cultural Node** pilot project, new bike racks and additional parking at the farmers' market were made available to residents and visitors in the Port Credit area.

The City opened its first **downtown roundabout** at Duke of York Boulevard and Square One Drive in conjunction with Sheridan College to help facilitate existing and expected traffic volumes and to support the concept of "pedestrian first" street design.

The **Ridgeway Drive overpass** was completed, providing a connection between the neighbourhoods north and south of Highway 403.

The City opened a new **Cycling Office** and expanded the cycling network by over 20 kilometres



of cycling infrastructure, including bike lanes, shared lane markings, boulevard multi-use trails and off-road trails. New way-finding signage was installed.

The **Mississauga Cycling Advisory Committee's** (MCAC) 4th Annual Tour de Mississauga highlighted off-road trails and on-road cycling routes in the northeast part of the City, and featured three different routes open to cyclists 10 years old and up with any level of experience.

Erin Meadows Community Centre and Library marked its 10-year anniversary with a special celebration at the facility in September.

O'Connor Park officially opened with a ceremony followed by park tours in September.

Thirty-seven Mississauga establishments opened their doors to residents for free tours and family activities for the 8th annual **Doors Open** event in October.



PROSPER

Construction permit values for both residential and industrial building more than doubled year over year, while commercial values posted an increase of about 35 per cent. The total value of all 2011 permits issued topped \$800 million.



GREEN

The City had an 8.1 per cent reduction in Mississauga's electricity demand during **Earth Hour** in March. Mississauga ranked 8th among cities in Canada by the World Wildlife Fund (WWF) with respect to action against climate change.

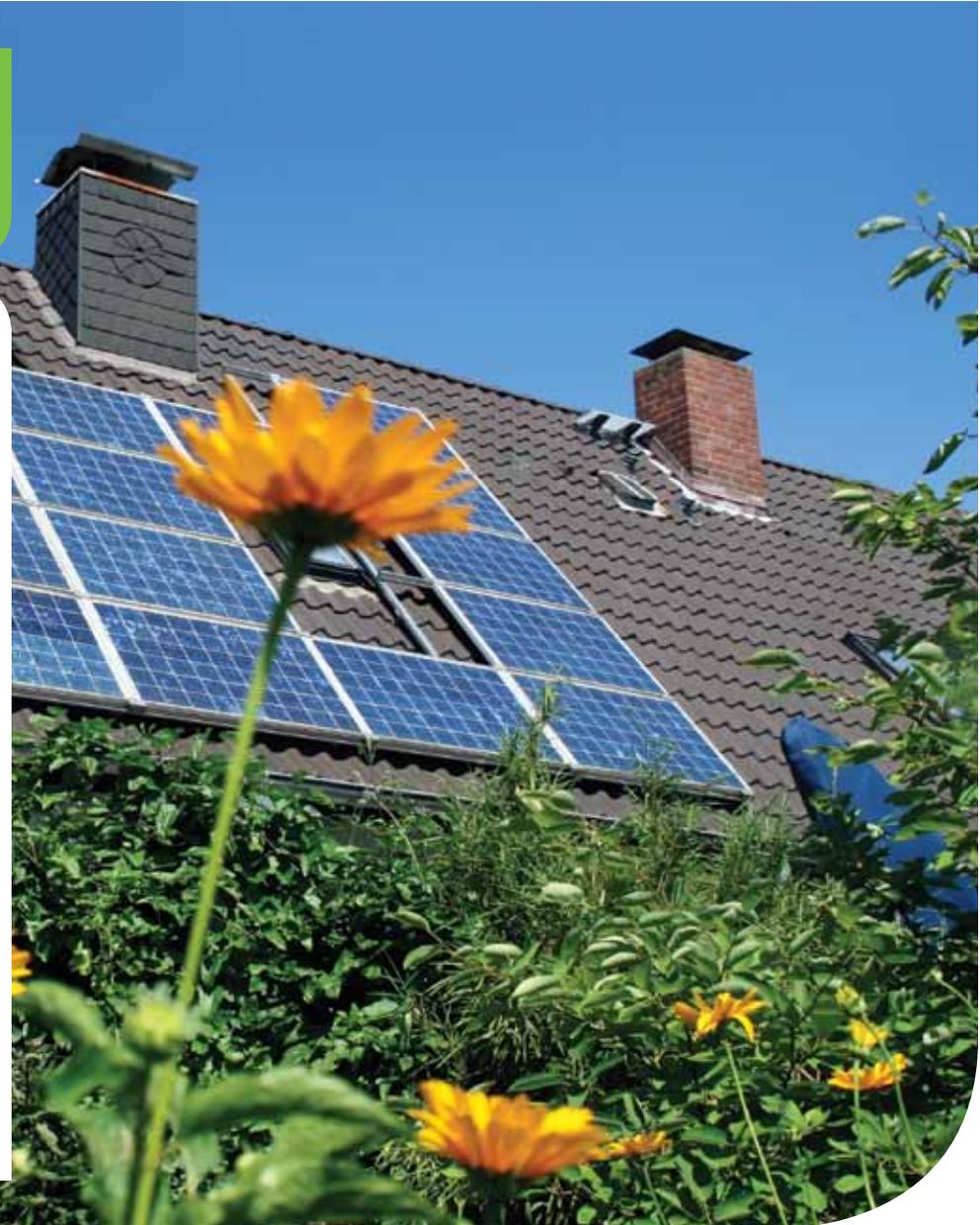
As part of the City's annual **Earth Days** campaign, Mississauga joined municipalities in the Greater Toronto Area to participate in the 20-Minute Makeover.

A customer appreciation event was held on **Clean Air Day** during **Canadian Environment Week** to thank customers for using MiWay, improving air quality and protecting the environment.

The City joined Ashgrove Public School to celebrate **Arbor Day** with a special assembly and tree planting ceremony.

Streetscape 2011, Mississauga's residential front garden contest, returned for a third year. The contest, open to all residents, is a successful partnership between the City and local horticultural societies.

Through the annual **Summer Sign Litter Removal** program, 15,000 illegal signs were removed from City road allowances.



With the **redevelopment of Lakeside Park**, the City conserved and increased the natural areas within the park from 3.6 hectares to 4.85 hectares, an increase of 30 per cent of the original area.

The **Elm Drive low-impact development project** was completed, including new cycling lanes and parking lay-bys with permeable pavers and rain gardens.

With the development of **O'Connor Park**, the City conserved and increased natural areas and wetlands within the park from .7 hectares to 2.7 hectares.

The City acquired 1.2 hectares of **parkland** and 7.3 hectares of **Greenbelt land**.

Low Impact Development (LID) technologies were implemented in the construction of three pervious parking lots at Lakeside Park, O'Connor Park and the Etobicoke Creek Trailhead. At Scholar's Green, LID technologies also included pervious pavements, use of recycled materials, low-flow irrigation, native plant species and LED lighting.

Alternative winter de-icing materials were used for winter maintenance.

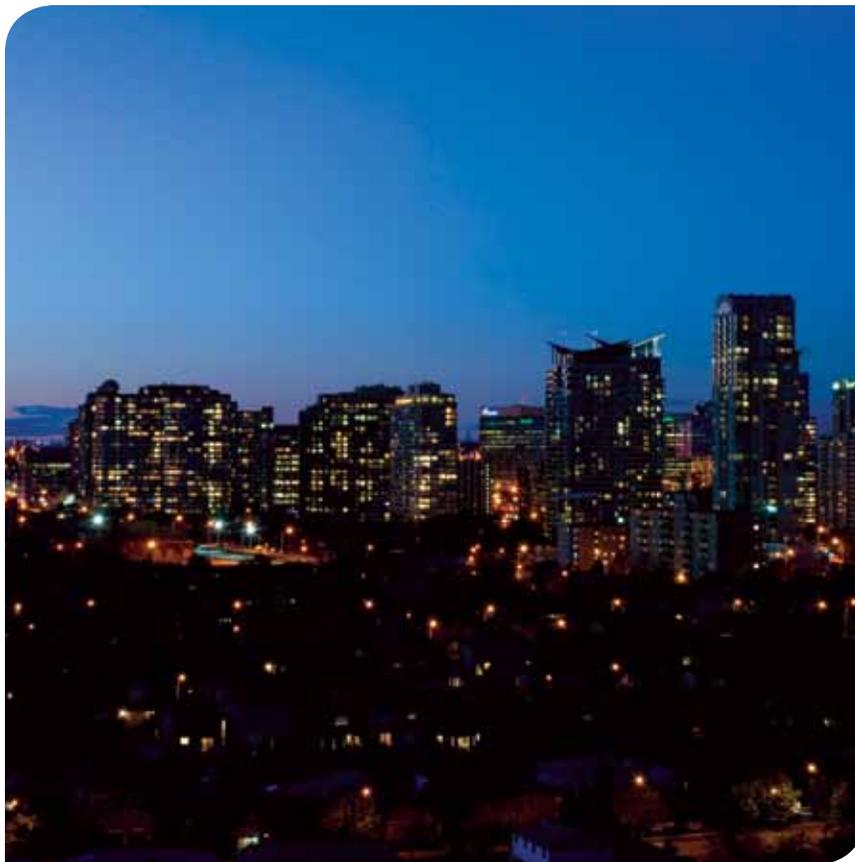
An **LED street lighting pilot project** was completed. The City plans to replace existing street lighting with energy-efficient LED lighting over the next two years, which will reduce energy consumption.

A **Sustainable Neighbourhood Retrofit Action Plan** was initiated in partnership with the Toronto and Region Conservation Authority and Region of Peel.

The City took a big step forward with its **'Greening Our Fleet' program** through the addition of its first all electric vehicle. Mayor Hazel McCallion also acquired an energy-efficient electric vehicle to carry out her duties.



Delivering Value for Money



Standard & Poor's reaffirmed the **City's 'AAA' credit rating** for the eighth year in a row. This rating reflects Mississauga's "debt-free status, diversifying economy and very strong liquidity."

Operational efficiencies in winter maintenance, leaf collection and street cleaning programs saved \$1.88 million.

The City secured **\$158,000 in grants** from Enbridge and Ontario Power Authority's SaveOnEnergy Program for energy conservation projects.

Council approved the move to LED streetlights which will greatly **reduce future hydro costs**.

The City partnered with Partners in Project Green for \$60,000 and with Holcim Canada for \$112,000 to construct two **Low Impact Development (LID) parking lots** at two locations.

Through the Ministry of Tourism and Culture's **\$55,000 Capacity Building Grant** for public libraries, the Mississauga Library System purchased 18 children's computers – one for every library location.

HD Golf Simulators at BraeBen Golf Academy provided customers with a winter activity and **generated \$30,000**.

Maple Leaf Sports and Entertainment (MLSE) and RONA partnered with the City to refurbish rinks at Burnhamthorpe Community Centre through a **\$29,000 grant**.

The City partnered with the Dufferin-Peel Catholic District School Board to construct a shared-use, all-weather **track and field facility**, currently under construction at the new Loyola Catholic Secondary School.

The City approved a **Debt Policy** to provide guidelines for prudent use of debt financing.

Maintaining our Infrastructure



The **Port Credit Memorial Arena** was renovated as a fully accessible facility, while preserving its historical significance, and was reopened to the public in April.

Lakeview, Port Credit and Lorne Park Libraries were redeveloped and officially reopened in June under the Infrastructure Stimulus Fund (ISF) program – a funding partnership between the City, Province and Federal Government. **Burnhamthorpe Library**, also an ISF project, officially reopened in August, along with the dedication of **Maja Prentice Theatre**.

Clarkson Community Pool and **Malton Community Pool**, built under the ISF program, officially opened in June.

Mississauga Celebration Square, the City's new multi-media event destination and largest ISF project, officially opened in June with an outdoor City Council Meeting.

Applewood Heights, Lewis Bradley, David Ramsey, Erindale and Streetsville Outdoor Pools were redeveloped under the Recreational Infrastructure Canada (RInC) program and officially reopened in July. **Lions Club of Credit Valley Outdoor Pool** was renamed and redeveloped under RInC and officially reopened in conjunction with the dedication of **Harold E. Kennedy Park**.

Through ISF, **73 park pathways** totalling 34 kilometres were rehabilitated with new paving and lighting.

One hundred **roads** (44 kilometres) were resurfaced, seven **bridge/culvert structures** rehabilitated, and four kilometres of **noise barriers** were replaced.

Watercourse improvements were completed along Little Etobicoke Creek, Cooksville Creek and the Credit River.

Studies were completed for the rehabilitation of two **stormwater management ponds** to provide protection of water quality.

Construction was completed on 9 **community parks**, 8 **park improvement** projects, 10 **playground** redevelopments, 4.1 kilometres of **off-road cycling** and **walking trails** and several **streetscape** beautification projects.

In December, the City opened the Mississauga Celebration Square **ice rink**, the largest free outdoor artificial ice rink in the city, at 44.8 metres x 47.2 metres.

The **Hershey Centre** underwent improvements under ISF, which included resurfacing of floors and more efficient power and communication routing to increase the ability for multi-lingual messaging.

Major upgrades were made to **Meadowvale Theatre's** lobby and theatre house, including installation of a new state-of-the-art sound system.

Healthy & Productive Workplace

The City was awarded one of Canada's **Top Employers for Young People** in 2011 by Canada's Top 100 Employees through Mediacorp Canada Inc. for the second year in a row.

The City was identified as one of the nation's best employers for recent immigrants. The 2011 **Best Employers for New Canadians** special designation recognizes the City for "addressing the practical challenges that new Canadians face when seeking employment."

Accomplishments of Mississauga Fire and Emergency Services (MFES) staff were recognized at an **Achievement Night Ceremony** which included recipients of federal awards for 20, 30 and 40 years of service.

City employees raised over \$185,000 through personal pledges and events during the **United Way Employee Campaign**, benefiting organizations throughout Mississauga and the Region of Peel.

The City welcomed grade nine students to explore careers within the organization as part of the national **Take Our Kids to Work Day** in November.



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